Child Care 101!

“What Commanders Need to Know!”
Army and Youth Services
Child Care 101!: “What Commanders Need to Know”

The Prime Directive:

Army Child Development Programs exist to support military readiness by reducing the conflict between Soldiers’ mission requirements and their parental responsibilities.

The Basics:

Ensuring Quality Child Care Programs that are both Affordable and Available for Army Families is a high priority. Indeed, Military Child Development Programs are constantly striving to sustain their status as a “Model for the Nation” for America’s Child Care per the Military Child Care Act, Department of Defense (DoD) policy, and Service baseline standards.

Army Child Development Programs are a direct mission-related necessity for an Army where more than 50% of its members have children under 12 years of age. Child Care is a life cycle service, e.g., used by most career Soldiers at some time during their period of service. However, Child Care is not an entitlement. Regardless of grade, rank, or marital/Family status, Commanders, Soldiers and Families consistently cite Child Care as one of the most important and valuable Quality of Life and Well-Being Services.

The Army provides Child Care – primarily during parental duty hours – to more than 160,000 children ages 4 weeks -12 years old each year. Care is available at 126 Garrisons in 28 States, eight countries / territories; and in many locations for geographically dispersed Families.

Army Child Development Centers provide Full, Part-Day, Hourly, and Special Event Care.

Army Family Child Care Homes offer Full-Day, Hourly, Part-Day, Extended Hours including “Round-the-Clock” 24-hour Care, and care up to 60 days in quarters and off-post residences.

Army Before/After and Out-of-School Programs deliver School-Age Services during parental duty hours in Army facilities and in partnership with local schools and organizations.

Army Outreach Programs include Deployment Support Services, Parent Co-ops, training and referral of Teen Babysitters for evening/weekend Hourly Care, partnerships with community organizations such as Head Start, State and Local Pre K Programs, On-Site Group Hourly Care for command events and outreach to Off-Post Army Affiliated Child Care Programs.

Success of these programs is ultimately measured by improved Soldier and Family readiness and a reduction in lost duty hours due to a lack of Affordable, Quality Child Care.

The Numbers:

<table>
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<tr>
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<tr>
<td>Army Family Child Care Homes</td>
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<td>Army School-age Centers/Sites</td>
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<td>Army Outreach Programs</td>
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The Topics:

- **Readiness, Retention, and Child Care (TAB A)**
  Military Child Care exists to support force readiness by reducing the conflict between Soldier parental responsibilities and mission requirements. Per Army Sample Survey of Military Personnel (SSMP) (Spring 2002) 27% of enlisted Soldier parents using Child Care lost duty time in a three month period due to the lack of Child Care. This reflects a rising trend, up from 20% in 1995 and 23% in 1999.

- **Child Care Availability (TAB B)**
  Military parents have unique Child Care needs not easily met in the private sector. Care options required on most Garrisons include: Full-Day Care for working parents, Hourly Care to support volunteers and group functions, Deployment Child Care, Shift Work, and Long-Term Care options unique to each Garrison. Each installation has a Child Care Operations Plan that addresses Child Care needed, patron eligibility criteria, and how and where that Child Care is to be delivered both on and off post.

- **Child Care Availability: Hourly Child Care (TAB C)**
  Hourly Child Care can be provided through different options, e.g., dedicated spaces or rooms in the Child Development Center, dedicated spaces in Family Child Care Homes and / or designated hourly care Family Child Care Homes, specified rooms / areas in Garrison facilities that can be used on a short-term basis for on-site group functions; special evening / weekend Center openings.

- **Child Care Quality: DoD Certification and National Accreditation (TAB D)**
  Certification is the DoD equivalent of state licensing of CYS Programs and focuses on health, safety, child abuse prevention, and baseline program requirements [renewable each year]. National Accreditation is awarded by outside professional associations and focuses on curriculum, staff training, child supervision, ratios, and adult/child interactions [valid for three / five years].

- **Child Care Affordability: Parent Fees (TAB E)**
  Child Care must be affordable for Soldiers. Child Care fees for working Families are based on Total Family Income (inclusive of Basic Allowance for Subsistence and Basic Allowance for Quarters of the senior member regardless of where they reside, e.g., on or off post) and are calculated on a sliding scale. Higher income Families pay proportionately more, though by no means the true cost of care they receive. Full-Day and Part-Day fees are based on Total Family Income—not rank or civilian grade. The Military Child Care Act requires at least a 50/50 match of appropriated funds to the fees generated in Child Development Centers. Family Child Care fees should be subsidized to allow Providers to charge comparable rates to ensure fee equity for Soldiers using home based care. Hourly Care fees are based on a flat rate regardless of income.

- **Deployment Child Care Support (TAB F)**
  Deployment Cycle Child Care options help Families cope with mission related Child Care needs that have emerged as the Army fights the Global War on Terrorism. Child Care services may include: Extended Hours (AM & PM) of operation; “Round-the-Clock” 24-Hour Care and Long-Term Care in designated Family Child Care Homes; On-Site Child Care to support Family Readiness Groups; and Hourly Respite Care that provides “a parenting break” for custodial parents/legal guardians when Soldiers are deployed.

- **Army FCC Online (TAB G)**
  Army FCC Online is an Information Tool that provides a virtual tour of Garrison child care options in government quarters for parents seeking home based child care; a Business Tool that allows Family Child Care Providers to showcase their Homes/Services; and a Management Tool for CYS staff to help monitor and fill child care vacancies. This new tool will revolutionize how parents chose child care.

- **CYS Coordinator’s “Pink Panther” Checklist (TAB H)**
  In March 06, your CYS Coordinator was given the “CYS Coordinator Review, Analysis, and Follow-Up Checklist” (aka as the “Pink Panther”). Know the current issues and trends in CYS and just what your CYS Coordinator is being held accountable for via the “spotlight” of the Pink Panther checklist. Use it to see how well YOUR Child Care Program “Measures Up.”

- **Child Care Indicators of Success (TAB I)**
  How do you know when your CYS Program is on track? By understanding the indicators of a successful Garrison Child Care Program and requiring accountability for outcomes that signify success.
TAB A

“Readiness, Retention, and Child Care”
Army Child and Youth Services

CHILD CARE 101! “Readiness, Retention, and Child Care”

WHEN COMMANDERS ASK: “Why are DoD and the Army in the Child Care Business?”

BACKGROUND: For many years Military Child Care Services were provided informally through parent cooperatives, by wives’ clubs, or other private organizations. The post-Vietnam Volunteer Army and the increased number of women and dual military couples in the Armed Forces dramatically increased child care requirements. This added pressure, on an unregulated child care system, created unsafe conditions for children in care. Facilities were makeshift, staff were untrained and minimally compensated; quality programming was limited. These circumstances, plus several large scale sexual abuse cases in Military Child Care Centers and Homes, prompted Congress to pass the Military Child Care Act in 1989. The purpose was to improve the quality, availability, and affordability of Military Child Care. Major changes occurred; in 1997 Military Child Care Programs, previously regarded as the “ghetto of child care,” were declared a “Model for the Nation” by Congress and the White House.

Today, the Department of Defense operates the largest “employer-sponsored” child care program in the country serving over 300,000 children at over 300 locations world-wide in Child Development Centers, Family Child Care Homes, Before and After School Programs (for children 4 weeks – 12 years) and thru Military Affiliated Community Based Child Care Programs in Garrison Catchment areas and Military Sponsored Community Based Child Care Programs for geographically dispersed families. Child Care is a workforce issue that affects the readiness, performance, and retention of Soldiers.

MISSION: Army Child Care supports readiness and well-being of families by reducing the conflict between military mission requirements and parental responsibilities.

FACTS:
1. Unique factors make child care a readiness issue for the Department of Defense.
   - Military families are younger than their civilian counterparts and live away from extended families
   - Off-post Child Care is costly and limited – especially for infants & toddlers… usually the greatest need
   - Care is required 10-12 hours per day, early AM, weekends, and PM hours not available off post
   - Care in support of Family Care Plans are needed to meet mission requirements
   - Off post options are limited overseas, at remote sites, and for geographically dispersed families.
   - Child Care needs become extensive during mobilization, deployment, and contingency operations

2. 27% of enlisted Soldiers and 20% of Officers reported lost duty time in a three month period because of the lack of child care (Sample Survey of Military Personnel–Spring 2002).

3. There are 363,482 Active Component children who are eligible for Army Child Care Programs.
   - The Army serves 161,595 children through Army Operated Child Care Options at 126 locations around the world and Army Affiliated Off Post Options at 9 GDPR garrisons
   - Army Sponsored Community Based Child Care Options are available in some states for geographically isolated/dispersed Soldiers who do not have access to Garrison Child Care.
TAB B

“Child Care Availability”
Army Child and Youth Services

CHILD CARE 101!  “Child Care Availability”

WHEN COMMANDERS ASK:  How Do I Know If There Are Enough Child Care Spaces On My Installation?

WHY IS “AVAILABILITY” IMPORTANT?  Each Garrison contributes to the overall Army requirement for Child Care Spaces necessary to meet Congressional intent, DoD Social Compact metrics and the Army Standard for increasing the availability of care from 65% of the unmet demand Army wide to 80% Army wide by FY 13.

CYS staff review Garrison demographics and mission requirements to determine local child care needs. The “available” Child Care Spaces that can actually be delivered on each Garrison is quantified using CYS metrics to allocate types of child spaces by age groups, (e.g., infant, school-age), to be provided in different care settings, (e.g., centers, family child care) and where families reside…both on and off-post.

Each Garrison’s Child Care Space capability is important because “Child Care Spaces” are the annual unit of issue for funding through the Management Decision Package (MDEP) Quality Child Care Services (QCCS). Determining the number and type of child spaces on each post occurs as part of the annual requirement to update the Installation Child and Youth Operations Plan (ICOP). Funding plus ups & decrements must be linked to numbers of child spaces to be delivered as the unit of measure.

Validation and accountability for child spaces actually delivered is a key outcome of the annual Garrison Child Care Program self assessment & validation by the Installation Management Command as part of the DoD Certification Inspection. These results must be briefed to Commanders.

POLICY:

• Services are generally provided in facility and home based delivery systems for Full-Day, Part-day, and Hourly Care both on and off-post. Extended Hours Care is often provided in home-based options.

• On-post child care options include Child Development Centers and School-age Programs, Family Child Care Homes, Outreach Program Options to include short term On-Site Child Care, Volunteer Child Care in Unit Settings, and partnerships with other Garrison activities, e.g., Chaplains, MWR Activities.

• Off-post child care options include Family Child Care Homes in private residences, local partnerships with schools, access to centrally funded & managed Military Child Care In Your Neighborhood spaces.

• Metrics are used to allocate child spaces by age groups, program types, delivery systems & locations.

WHAT A COMMANDER NEEDS TO KNOW ABOUT AVAILABILITY:

1. CYS metrics provide parameters for determining the most efficient and effective mix of child spaces.

2. CYS staffing levels derived from the CYS Staffing Template are based on child spaces to be delivered.

3. Child attendance in CYS Programs must be validated and documented hourly by Child Care management staff & FCC Providers to avoid “over and overstaffing.” Vacancies must be filled promptly.
Finger Tip Facts about Child Care Availability

1. The number and type of Child Care spaces (e.g., infant care versus preschool age care in Child Development Centers) drive costs and are the basis for CYS Activity Based Costing efforts.

2. Child Care capability is measured by “Child Care spaces.” In FY 06, the Army funded over 67,000 child care spaces. Each installation “delivers” a certain number of these spaces per their capability and need.

3. A limited number of Army Sponsored Community Based Child Care Spaces are currently available for families who can not access on-post Army Operated Child Care options.

4. Army Child Care Programs serve 161,595 children annually.

As a Commander you may ask:

★ What is the “right mix” of child spaces in my CYS Facilities and Family Child Care Homes?

The following “child space availability metrics” are a guide. Generally your Garrison should have no more than a 5% plus or minus differential for any given metric.

| AGE GROUP METRICS FOR CHILD SPACES IN CHILD DEVELOPMENT CENTERS 0 – 5 yrs |
|---------------------------------|----------------|----------------|----------------|
| INFANTS                        | 15%            | PRETODDLERS    | 15%            |
| TODDLERS                       | 20%            | PRESCHOOL/     | KINDERGARTEN   |
|                                |                |                | 50%            |

| PROGRAM TYPE METRICS FOR CHILD SPACES IN CHILD DEVELOPMENT CENTERS 0 – 5yrs |
|---------------------------------|----------------|----------------|
| FULL-DAY                        | 70%            | PART-DAY       |
|                                 |                | 15%            |
| HOURLY                          |                | 15%            |

<table>
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<th>DELIVERY SYSTEM METRICS FOR ALL CHILD SPACES 4 WKS – 12 YRS</th>
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<td>CDC 6 WKS – 5 YRS</td>
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<td>40%</td>
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★ My Child Development Center has 300 Spaces, but there are only 258 children enrolled. My expenses were the same as if all Spaces were filled. What could be the problem?

1. Over Staffing. Some installations hire caregiving and administrative staff for their facility design capacity rather than for their actual child spaces being delivered. Since labor expenses are the greatest cost in a CDC, this practice can quickly result in a negative net income before depreciation (NIBD).

2. Use of Facility Space. Sometimes programs enroll fewer children in a room than the ratios permit, but still retain the same number of staff. When classroom space is diverted for use as offices and training areas there are fewer available child spaces available to generate revenue and serve children on the waiting list.

3. Child: Staff Ratios. Labor scheduling in a CYS facility is one of the most important roles of a director. Centers need a mix of full-time, part-time, and flex staff to accommodate the ebb and flow of children. Too many ratio staff for the number of children increases expenses, e.g., 3 staff for 10 children in a School-age Program, where the ratio requirement is 1 staff for 15 children. Ensure that all “ratio” staff members carry a full caseload.

4. Failure to Implement the CYS “Compensatory Enrollment” Policy. This allows a facility director to enroll up to 10% more children in a given room to compensate for children who are absent. For example in a 40 capacity classroom, four additional children may be enrolled as full-time patrons (total of 44) at no additional staffing expense provided there is documented evidence that four of these 44 children are absent MOST days.

5. Low Utilization of Hourly Care Rooms. Staffing a separate room with two staff members all day long regardless of the number of children present is not cost effective. Try limiting the hours to high demand periods, generally 1000 - 1400. Utilize FCC Homes and provide care on-site when groups of children need care.
TAB C

“Child Care Availability: Hourly Child Care”
When Parents Say: “There’s Not Enough Hourly Child Care!”

**Background:** Hourly Child Care is a service for parents needing short term child care on an intermittent basis. This child care option is one that is uniquely military in nature. Hourly Care is virtually unknown in the private sector where extended family members and long time neighbors often provide care for each other during personal appointments, volunteer activities, social and work related functions, and needed breaks from parenting! As Army Transformation troop movements occur, and the Global War on Terrorism continues, the requirement for Hourly Care on most Garrisons will increase. Providing a balance of Full-Day Care versus Hourly Care is difficult but necessary to support families in transition, those with deployed spouses, and Army volunteers.

**Policy:** Garrison Commanders are authorized to:

- Designate a specific number of Hourly Care spaces in Child Development Centers (NTE 15% of the total available child spaces).
- Establish Hourly Care Family Child Care Homes with provisions to compensate Providers for a guaranteed number of care hours so they have a stable income.
- Require patrons to make Hourly Care reservations to ensure cost effective scheduling of staff.
- Allow “drop-in” Hourly Care on a space available basis when other children are absent.
- Set aside Hourly Care Child spaces for special purposes such as in-processing, volunteers, emergency situations, transition care & deployment cycle support (e.g., respite, reunion, R&R care).
- Provide on-site Hourly Care for groups of children whose parents attending the same function.
- Train and refer Babysitters to provide Hourly Care in Soldiers’ homes.

**What Commanders Should Know About Hourly Care:**

1. Hourly Care fees are established as a flat rate in the annual Army CYS Fee Policy guidance.

2. Hourly Care children often experience separation anxiety since they are unfamiliar with the daily routine. Physically separating them in larger centers (over 198 capacity) from children attending Full-Day and Part-Day programs helps stabilize the classroom environment for regularly enrolled children and allows staff to provide the extra attention that is frequently required for Hourly children. Regardless of the size of the Center, Hourly Care and Regularly Scheduled children may be combined for up to two hours during early morning arrival and end of day departure periods.

3. Hourly Care needs should be documented in each Installation’s Child and Youth Operations Plan, including increasing Hourly Care options as part of CYS Deployment and Transition support services.

4. Don’t assume that Hourly Care is not available. Each month ask CYS staff “how many hours of hourly child care were available?” and “how much was actually used?” Unused Hourly Care Spaces have a significant negative impact on the NAF “bottom line.” Army policy requires that a loss of income from “holding designated hourly care spaces” be covered by other funding – rather than from increased fees for other CYS patrons.
Finger Tip Facts About Hourly Care

1. Army Volunteers are the largest users of “routine” Hourly Care.

2. As needed, some full-day care spaces may be converted to Hourly care spaces on an interim basis in accordance with the CYS Mobilization and Contingency Plan.

3. Loss of income from “holding designated Hourly Care spaces” that are not fully utilized may not be recouped by increasing fees for other CYS patrons.

As a Commander you may ask:

★ I am familiar with Hourly Care in Child Development Center and Family Child Care Programs. Are there other options to provide Hourly Care?

STACC (Short Term Alternative Child Care) can be provided in buildings where group functions regularly take place, e.g., the Community Club, Chapel, Recreation Center. These sites require less stringent facility standards because the parents are present in the same or immediately adjacent building. STACC sites are frequently used for Army Family Team Building classes, Family Readiness Groups (FRGs), unit functions, chapel activities, and organization luncheons. Fees charged for this service should be collected by the sponsoring organization who will arrange payment mechanisms with CYS.

VCCUS (Volunteer Child Care in Unit Settings) involves one Unit providing child care for another Unit during a Unit function. Unit volunteers receive nominal training from CYS staff prior to the event and have access to toys and equipment from the CYS lending library. There are no child care fees for this service, as CYS is not providing the actual care.

Babysitter Training and Referral Services are provided as part of CYS Outreach Services. Teens can be trained through an installation 4-H Club project and then referred to parents calling in to the CYS Central Enrollment office.

★ Parents complain, “There’s not enough hourly care!” … What do I do?

Almost ALL CYS programs offer some kind of Hourly Care…however, many Hourly Spaces go unused. Parent perceptions, however, may be another matter.

• Parents may prefer Hourly Care in a Child Development Center, although vacancies often exist every day in Family Child Care Homes. Ask “what is being done to market FCC Hourly Care?”

• Parents may expect CDC Hourly Care rooms to be open all day, 0600-1800, when in fact a history of low usage can not justify that many hours of staffing. Generally, Hourly Care rooms are filled only during the peak hours of 1000-1400. Ask “what other options are available for providing Hourly Care in off peak hours, e.g., early morning and late afternoon?”

Encourage FRGs, Clubs and Organizations to schedule their meetings on days and times when the CDCs are not filled to capacity.

• Although Hourly Care spaces may exist, the CYS reservation system for Hourly Care may be unfriendly! In one instance, parents were required to show up in person to make reservations. In another, reservations were only accepted on the first Tuesday of the month – resulting in parents making a month’s worth of reservations “just in case.” By noon, all spaces were filled for the next 4 weeks – with a monthly no-show rate of 40%! Be a “Mystery Shopper.” Call for Hourly Care reservations and see how customer friendly your garrison CYS Program is to its customers.
“Child Care Quality: DoD Certification/National Accreditation”
WHEN COMMANDERS ASK: "What is the Difference Between Certification and Accreditation?"

BACKGROUND:

DoD Certification is based on an Army internal evaluation process conducted by Army HQ staff to ensure Garrison Child Development Centers, Family Child Care Homes and School-age Programs meet minimum DoD/Army Standards. DoD Certification is the Garrison’s CYS Program “license to operate” and is considered the equivalent of state licensing.

National Accreditation is based on an external evaluation process conducted by an outside professional accrediting body. National Accreditation focuses on a higher level of performance than DoD Certification and is measured against national standards and professional benchmarks.

POLICY:

- PL 104 –106 requires all CYS Programs to meet DoD standards (DoD Certification) and Child Development Centers (0 --5yrs and 6-10 yrs) to meet National Accreditation standards. Family Child Care Homes will meet National Accreditation standards per Army policy.

- Garrisons must convene a multi-disciplinary team to conduct an annual self-inspection which serves as the basis for an annual unannounced DoD Certification inspection by the Region or Higher Headquarters (Army/DoD).

- The Garrison Commander is responsible for ensuring Garrison CYS program and proponent agencies, (e.g., Civilian Personnel Office (CPO), Department of Public Works (DPW), Safety, Army Community Service, Preventive Medicine), are held accountable for correcting findings within 90 days and before the Garrison’s DoD Certificate to Operate can be granted.

- DoD Certification is granted on an annual basis and is a prerequisite for National Accreditation.

- National Accreditation (valid for 3-5 years) is granted from the following national accrediting bodies:
  - Centers: National Association for the Education of Young Children (NAEYC)
  - School-age Programs: National After School Association (NAA)
  - Family Child Care Homes: National Association for Family Child Care (NAFCC)

WHAT Commanders NEED TO KNOW ABOUT QUALITY:

1. DoD Certification & National Accreditation processes provide “outside eyes” to ensure Garrisons attain & sustain Child Care Program quality to protect children’s health, safety & well being.

2. DoD Certification and National Accreditation are on-going, quality improvement processes.

3. It is more difficult to sustain National Accreditation status than to initially achieve it.

4. CYS staff must be held accountable through job performance objectives for quality outcomes.

5. Quality outcomes and financial performance of Child Care Programs are positively linked.
Finger Tip Facts About Quality

1. In January 2007:
   - 97% of Army Child Development Centers are currently accredited
   - 97% of Army School-age Programs are currently accredited
   - Only 19 Garrisons have Family Child Care Systems with accredited Homes

2. CYS Accreditation “Tiger Teams” and IMCOM Center of Expertise staff are available to mentor and support Garrison program staff through the accreditation process.

3. Accreditation Status of Garrison CYS Programs is reported monthly to higher headquarters.

As a Commander you may ask:

★ Why are both Certification and Accreditation necessary?

Certification is DoD’s way of ensuring consistency and predictability among Military Services and from installation to installation. Certification standards represent “the median” of state requirements and allow Garrison programs to be evaluated consistently using a common set of DoD standards, in lieu of state licensing officials conducting on-post installation child care inspections.

Accreditation serves as the “extra pair of eyes” – outside validation that CYS Programs meet industry-determined benchmarks. National Accreditation status represents well-managed, quality programs, and is a tangible way of ensuring Army/DoD funding produces measurable results.

★ Is it true that if we follow DoD/Army standards, (e.g., child /adult ratios, “teacher qualifications”) we won’t be accredited?

Untrue. In some instance DoD/Army standards differ from National Accreditation Standards. Consequently, sometimes staff may insist “we have to lower the ratios of staff/children (i.e., from 1:4 infants to 1:3 infants)” or, “we have to hire more direct services staff with degrees” or “we can’t get accredited because of high staff turnover.”

If these statements were valid, no Military Child Care Programs would be accredited!!! Also, other than the cost of the administrative process, installations should have few, if any, additional costs to meet the Accreditation standards if they already meet DoD Certification standards.

Do these factors present a challenge? Of course, but there are alternative equivalencies and interpretations where DoD/Army and Accreditation standards vary. Don’t let this be an excuse!!!!!

★ How can I ensure my installation is on track with DoD Certification & Accreditation?

- Use your Installation Child Care Evaluation Team to identify the strengths and correct weaknesses in your CYS Programs prior to the annual inspection. There should be no surprises when the higher headquarters inspection team completes their assessment.
- Personally take outbriefs following DoD Certification Inspections and Accreditation Visits.
- Ask for monthly updates on the status of your programs that are not accredited and weekly updates for corrective actions required within 90 days for DoD Certification.
- Request assistance from CYS Accreditation Tiger Teams and IMCOM Center of Expertise through command channels.

★ I understand that National Accreditation Fees periodically increase. Will we receive additional funding to cover these costs?

Army will centrally fund most additional costs. Installations will continue to pay a reasonable share including TDY for assessors and endorsers as needed.
<table>
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<th>Parent Fees</th>
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<td>“Child Care Affordability: Parent Fees”</td>
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CHCIL CARE 101!  “Child Care Affordability: Parent Fees

WHEN PARENTS SAY:  “The Fees for Child Care are Too High!”

BACKGROUND: The Military Child Care Act requires Department of Defense (DoD) to establish a consistent method for setting fees for families needing Child Care on a regular basis for work or school related purposes.

Total Family Income is used to establish a DoD uniform fee structure to be used consistently among Garrisons and across the Services. This fee structure, issued annually for the upcoming School Year, encompasses six income categories. Department of the Army sets hourly care rates and publishes them in conjunction with the annual DoD Fee Policy guidance.

POLICY:

- Child Care is a service, not an entitlement like medical services or Commissary privileges.
- Garrison Commanders select installation child care fees for full-day and part-day care Child Development Centers and School-age Programs patrons using the established fee ranges linked to the DoD six income categories. Extraneous fees and charges are not authorized.
- Procedures and documents used to determine and validate total family income are outlined in the DoD/Army Annual Fee Policy.
- Each Garrison CYS program must complete an annual DoD Fee Report.
- Installation Internal Review personnel must conduct an annual Fee Review to ensure processes for proper determination and documentation of Total Family Income are in place.

WHAT COMMANDERS SHOULD KNOW ABOUT THE CYS FEES:

1. Fees are based on Total Family Income, not rank or civilian grade.
2. All patrons using DoD/Army Child Care pay reduced fees. Those using care for work purposes resulting in higher family incomes pay proportionately more, but by no means, the true cost of the Child Care they receive.
3. Commanders are authorized to give multiple child discounts and grant financial hardship waivers.
4. Fees should be set to ensure parents pay a “fair share” of Child Care costs – total revenue from parent fees in Child Development Center and School-age Programs should cover between 66% and 75% of caregiving staff salaries and benefits.
5. Factors such as: number of families receiving multiple child discounts, fees charged off-post, local labor costs, and hours of operation required to meet the mission needs of Soldier parents should be considered before installation fees are established.
6. A CYS Revenue Projection Tool is available for staff to use to determine the impact of these factors and help Commanders make informed decisions about what fees should be charged.
Finger Tip Facts About Child Care Fees

1. Fees in DoD Child Care programs are usually at least 25% lower than fees charged by comparable community based child care programs. (Note: Off post programs charge more for infants and toddlers so Garrison fee “offsets” for these age groups will be higher.)

2. Army Child Care fees are generally lower than other DoD Child Care program fees.

3. The most frequently charged Army fee for full day care is $397 per month. This fee includes at least 10 hours of care, two meals, and up to two snacks each day. This equates to $1.60 per hour.

4. Babysitter charges range from $5.00-$10/hour; the Army standard Hourly Care fee is $3.50.

As a Commander you may ask:

★ Is Total Family Income (TFI) a “fair” way to determine fees?

- The intent of the Military Child Care Act is for parents to pay a “fair share” of their work related Child Care expenses, hence the use of total family income as a major fee determinant. Fees are based on Total Family Income – Not rank or civilian grade. All families using Military Child Care, regardless of their total family income, have their fees reduced. Those with higher incomes pay a higher share.

- The DoD has established the Total Family Income definition used to determine patron fee categories.

★ Parents complain: “The fees are too high!” What do I do?

- Involve your Parent Advisory Council to help other parents understand how fees are determined.
- Ensure your staff use the CYS Fee Policy Tool Kit: It Pays to INVEST in Quality

<table>
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<th>CYS UPDATE</th>
<th>What You Get For Your Child Care Dollar</th>
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<tr>
<td><strong>What the Soldier Pays</strong></td>
<td><strong>What the Army Pays</strong></td>
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<td>PFC with spouse in school w/infant $2,035 = Monthly Total Family Income (TFI)* DoD Child Care Fee Category I Army Average Fee $196 per month $.74 per hour</td>
<td>SGT w/working spouse w/pre-school $2,935 + $1,274 = $4,209 Monthly TFI* DoD Child Care Fee Category IV Army Average Fee $415 per month $1.57 per hour</td>
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<td><strong>What the Soldier Gets</strong></td>
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<tr>
<td>44 meals/month</td>
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<td>Up to 22 snacks/month</td>
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DoD Policy: Soldier Out of Pocket + Army Offset = DoD $ Rate

http://www.armymwr.com
TAB F

“Child Care Deployment Support”
IS CHILD CARE DEPLOYMENT SUPPORT AUTHORIZED? Public Law 107-314 (Dec. 2, 2002) authorizes: “needed family support, including child care, education and youth services, for children of members of the Armed Forces who are deployed, assigned to duty, or ordered to active duty in connection with a contingency operation.” This is “in addition to any other assistance available for such families”.

WHAT COMMANDERS SHOULD KNOW ABOUT DEPLOYMENT CHILD CARE SERVICES:

1. Each installation CYS Program has a Mobilization and Contingency (MAC) Plan that documents local capability to address its unique deployment child care needs and identifies required resources.

2. Deployment child care services augment, not replace, existing Garrison Child Care services. Parents need not be current CYS patrons to use Deployment Child Care options. Any custodial parent or legal guardian caring for a child of a deployed Soldier/DoD civilian is eligible.

3. Deployment Child Care services for patrons residing on or near an Army installation will generally be delivered through the Garrison Child Care system, e.g., Child Development Centers, Family Child Care Homes, School-age Programs, and Outreach Services, e.g., on-site group care and referral of trained CYS babysitters. Other sources of care, e.g., chaplains and local community agencies may deliver services in coordination with the CYS Program. Child care provided by “unregulated individuals/family members” or non-legally operating community programs are not authorized providers of deployment care.

4. Implementing guidance outlining priority and optional Deployment Child Care services that may be offered was issued through the Installation Management Agency (now Installation Management Command) to Garrisons 4 May 2006.

5. CYS Supplemental Funding is intended to offset some Garrison CYS deployment expenses and to help relieve Soldiers of additional Child Care costs related to the Global War on Terrorism mission.

6. All Deployment Child Care services are subject to the availability of funds and demonstrated need. CYS Supplemental Funding is provided on a fiscal year basis.

7. Garrisons providing CYS Deployment Child Care services must file monthly reports to higher headquarters outlining services provided and funds expended in order to be reimbursed for these expenses. See “GWOT Deployment Support Services Tool” posted on the CYS Professional web site.
Finger Tip Facts About Deployment Child Care Services

1. 320,731 children and youth have used CYS Deployment Services

2. Army Child Care Programs provided:
   • 1,869,962 hours of deployment related child care (60% hourly care and 40% extended hours care)
   • 11,295 On-site Hourly Care sessions to support Family Readiness Groups, Chaplain activities, Unit Deployment Briefings, and other community functions.

3. Installations heavily impacted by the Global War on Terrorism report that most (80%) of CYS staff and FCC Providers have or had deployed spouses.

As a Commander you may ask:

★ What Services are Garrisons Authorized to Provide? Have Services Been Prioritized?

Garrisons may provide the following priority Deployment Child Care services at low/no cost:

- Extended Duty Care (no cost beyond normal duty day)
- Extended Hours of Operation, in CYS Programs (later closing times, special opening/events)
- On-site Group Child Care for command/unit/ Family Readiness Group functions
- Outreach Services to reduce stress on school-age children (camps, outings, instructional classes)
- R&R Hourly Child Care in Garrison operated and sponsored programs (10 free care hours per child)
- Transportation to access CYS programs (no cost when transporting parent is deployed)
- Additional meals provided in extended care settings

Garrisons may provide the following optional Deployment Child Care services at low/no cost:

- Respite hourly care (5 free hours per child per month while Parent Soldier is deployed)
- Reintegration/Reunion hourly care (16 free hours within 45 days of Parent Soldier’s return)
- Deployment Fee discounts in CYS Garrison Programs (up to 15% while Parent Soldier is deployed)
- Unit Training Assembly (Weekend Drill Care for Reserve Component units preparing for deployment)
- Unique Garrison Child Care support/services for families impacted by the Global War On Terrorism

★ What Services are available through private organizations?

Operation Purple is a series of summer camps especially for children of deployed Service Members. For more information contact the National Military Family Association at 1-800-260-0218.

★ What Services are available for geographically dispersed families? Some families go “home” to live with relatives while their Soldiers are deployed.

Operation: Military Child Care is a Army Sponsored community based initiative that subsidizes child care fees of children of geographically dispersed Active Component, Army National Guard and Army Reserve families while Soldier parents are deployed.

Operation: Child Care is a community based Child Care initiative that provides some free hours of “Child Care for National Guard, Reserve, and geographically dispersed Service members during their R&R time at home from Operation Iraqi Freedom and Operation Enduring Freedom. This care is intended for families unable to access R&R care provided through Garrison Child Care Programs. For more information contact Child Care Aware at 1-800-424-2246 or www.ChildCareAware.org.
TAB G

“Army FCC Online”
Army Child and Youth Services

CHILD CARE 101!：“Army FCC Online”

WHEN COMMANDERS ASK: What is Army FCC Online? How Does it Help Parents Seeking Care, Family Child Care (FCC) Providers, and the CYS Program?

WHAT IS ARMY FCC ONLINE? Army FCC Online is a web based:

- **Information Tool** that provides a virtual tour of Garrison child care options in on and off post Family Child Care Homes for parents seeking home based child care;
- **Business Tool** that allows FCC Providers to showcase their Homes/Services;
- **Management Tool** for CYS staff to help monitor and fill child care vacancies.

The virtual tour of Garrison FCC Homes on and off post includes pictures (e.g., indoor activity area, outdoor activity area, eating area) and text sections explaining the Provider’s services and available child care spaces. Army FCC Online visibly demonstrates that parents can expect caring, responsive relationships; safe environments; planned daily learning experiences, and good communication with their children’s Providers.

Army FCC Online is Helpful for Parents:

- **Unfamiliar with FCC Homes:** Army FCC Online introduces them to a variety of Providers and offers a simple yet comprehensive way to explain the Army FCC program including the supervision, training and support Providers receive.

- **With an initial reluctance to use FCC Homes:** It offers the possibility of further exploration rather than automatically ruling out this option. Army FCC Online addresses concerns and questions some parents have about FCC & makes all FCC homes “visible” & counters the perception that FCC is “behind closed doors.”

- **Who know and prefer using FCC Homes:** It makes comparisons among the Homes easy and convenient. And it gives each Provider an equal chance to compete for prospective customers, likely driving up quality!

**How Does It Work?**

Army FCC Online is the first of its kind in the nation! It is web based and includes a public section (i.e. on Internet) and a password protected secure section accessible to prospective patrons at CYS Central Enrollment Registry or FCC Office.

The public section describes the Garrison FCC Program & contact information for parents.

The secure section allows parents to search for care and view profiles of all Garrison or specific Providers with vacancies that “match” the age of the child and desired location. Parents making a PCS move may view FCC Provider Profiles at their new Garrison.

FCC Providers create their own Provider Profiles with help from FCC staff and Youth volunteers, e.g., taking pictures and writing text & update vacancy information directly onto Army FCC Online.
Frequently Asked Questions Concerning Army FCC Online

As a Commander you may ask:

Is Army FCC Online available at my installation?

The Answer should be YES! Garrison FCC and Outreach Services Staff have been trained and have written procedural guidance outlining the “how to’s” for implementing FCC Online. An on-line training course is now available through the MWR Academy at www.mwraonline.com. All Garrisons with a FCC Program have posted their FCC Program Profile on the Army FCC Online website, but not all Garrisons have ALL their FCC Homes “live” on line for parents to see. Check with your FCC Director to determine your Garrison’s status.

How do parents access the public and secure FCC Online sites?

- The public site of Army FCC Online is available at: http://www.ArmyFCC.army.mil.
- Security considerations require individual FCC Home Profiles to be viewed on site at CYS Central Enrollment Registry or FCC Offices.

It seems everyone wants center-based care. Explain further how Army FCC Online encourages parents to consider home based options?

Parents may initially have many reasons why FCC is not their first choice for child care. Parents may perceive or believe that:

a. FCC is less safe than CDC care because Providers work at home alone
b. Providers are not as professional or do not have as much training or skill as their CDC counterparts
c. Children will not learn as much in an FCC Home
d. It is too intimidating to visit a FCC Home without knowing what to see and expect

Army FCC Online helps to dispel these perceptions by:

a. Outlining the oversight and supervision Providers receive
b. Displaying Providers’ qualifications & credentials which place them on a par with their CDC counterparts. (Providers complete the same training as CDC staff.)
c. Demonstrating through text and pictures the opportunities children have to grow and learn in appropriate child-oriented environments similar to the opportunities provided in CDCs
d. Allowing parents to view all available Providers so that parents can narrow down the search to only those Providers who will best suit their needs

How does Army FCC Online help increase the quality of FCC Homes?

Let’s face it - even though FCC Providers are warm, caring individuals who have a genuine interest in caring for children, it is also a business. An “intended consequence” of Army FCC Online is that parents have the opportunity to do some “comparison shopping.” Providers who do not receive as many referrals as their colleagues may soon realize that getting their Child Development Associate Credential or National Family Child Care Home Accreditation leads to a lower turnover rate. A little competition is a good thing!

Call Your CYS Coordinator to Book Your Own “Private Tour” of Army FCC Online Today!
TAB H

Keeping Up with the “CYS Pink Panther”
Army Child and Youth Services

CHILD CARE 101! Keeping Up with the “CYS Pink Panther”

WHEN COMMANDERS ASK: “What My Coordinator Is Currently Accountable For?”

WHAT IS THE “CYS PINK PANTHER”? At the March 06 CYS Training in Alexandria, VA, CYS Coordinators were given a “CYS Coordinator Review, Analysis, and Follow-Up Checklist.” This “Pink Panther Checklist” as it has become known, outlines CYS priorities and upcoming areas of focus. Coordinators are accountable for ensuring they understand the applicability of the checklist items to their CYS Program; can articulate the issues to Command and Higher Headquarters; and are “On Target” or have a Viable Action Plan to correct any deficiencies. Progress is monitored by CYS Region Staff and will be assessed as part of the DoD Certification Inspection. The “Pink Panther” checklist will be updated as needed enabling them and YOU to remain current with CYS issues, trends & initiatives and know what they and their staff are being held accountable for - certain outcomes that will be reflected in their annual performance ratings.

WHAT ARE THE CURRENT PRIORITIES AND AREAS OF FOCUS FOR CHILD DEVELOPMENT PROGRAMS?

Financial Management

✔ Check with NAF FM to validate QCCS funding received
✔ Report funding levels and shortfalls to Command and Region staff
✔ Identify APF requirements for 07 budget requirements
✔ Analyze and implement Child Development Program and Classroom Management Basics e.g. labor scheduling, staffing patterns, use of standard position descriptions to maximize use of available funding

CDC/SAS Accreditation

✔ Carefully Monitor Accreditation Status to ensure no lapses occur
✔ Personally Review Program Descriptions/Annual Reports prior to submission to Higher HQ
✔ Spot Check staffing/curriculum/condition of program each time you visit CDC/SAS Program

CDC Facilities Standard Designs

✔ Use the new Standard Designs for all CDC Construction for School-Age Children

CYMS

✔ Run CYMS reports and review them with managers on a monthly basis. Key reports include Global Household Trial Balance; Activity Trial Balance; Bill Code/Tran Code Review Report; and Household Audit Report
CDC Programming/Pre-K Initiative

☑ Provide a “Heads Up” to Staff that the Army CYS Pre-K Initiative is on its way
☑ Thoroughly review Activity Schedules to ensure they are comprehensive, coordinated, based on individual as well as group needs, and being routinely followed

Army Family Child Care

☑ Review and support Army FCC Online implementation
☑ Address Unauthorized Care
☑ Consider instituting or expanding FCC HOP Homes or new FCC CD, CYS, Mildly Ill Homes
☑ Assess current procedures to support providers during PCS moves

Inspections

☑ Ensure ICYET truly produces a thorough and fair evaluation of the Child Development Program
☑ Be open and honest with the RCYET Team

Garrison Rapid Improvement Team (GRIT)

☑ Begin plan to formalize GRIT
☑ Identify areas where assistance is needed NOW and request through IMCOM

Fees

☑ Compare Installation Fee Review Report data to Army data and assess impact on DoD SY 06/07 Fee Model
☑ Use “It Pays to Invest in Quality” Fee Tool Kit to provide consistent and predictable fees within the DoD Fee Ranges

CYS Waiting List

☑ Validate waiting list patrons
☑ Establish CYS “alias” email account to send updates and information to waiting list patrons

CYS Registration Process

☑ Ensure Customer Service Standards
☑ Maximize CYMS Capability

CYS Deployment Support Services

☑ Ensure all GWOT Expenses are properly accounted for in Department Code GF
☑ “Secret Shop” Military One Source

How Does YOUR CYS Program Measure up?
TAB I

“Child Care Indicators of Success”
Army Child and Youth Services

CHILD CARE 101!  “Child Care Indicators of Success”

WHEN COMMANDERS ASK:  “How Do I Know That My Child Care Program is Successful?”

SUCCESS INDICATORS:

☆ Services support the mission, e.g., full-day, hourly, shift care, extended hours, transition care,
☆ The Child Development Program is certified to operate (DoD/Army Certification)
☆ Child Development Centers, School Age Programs, and some Family Child Care Homes are nationally accredited by outside professional organizations
☆ Local fee policies are based on most current DoD/Army Child Care fee guidance
☆ Staff training and compensation reflect Military Child Care Act requirements
☆ Program requirements for five years are documented in the Child & Youth Operations Plan
☆ Program delivers a FY “allocation” of Child Care Spaces funded by IMCOM thru Management Decision Package (MDEP) Quality Child Care Services (QCCS)
☆ Support services (e.g., Respite Care, R&R Care) meet Child Care needs of deployed families
☆ Program outcomes are measured against CYS Quality, Availability, and Affordability metrics

SUCCESS PRODUCES THESE OUTCOMES:

☆ Predictable, Quality, Affordable Child Care options for the Expeditionary Force
☆ Improved Soldier/family readiness and reduction in lost duty time due to lack of Child Care
☆ Adequate Child Care spaces and services to meet local needs and DoD/Army goals
☆ Reduced stress on children and spouses of deployed Soldiers
☆ Affordable fees for Soldiers and sustainable funding requirements for the Army
☆ Stable and competent Child Care workforce that supports spouse employment
☆ Child Care operational efficiencies that meet IMCOM expectations for Common Levels of Support
☆ Accountable Child Care program staff and satisfied Child Care customers

Each Commander must be able to say:

“My Garrison Child Care Program is a “Model for the Nation”!!!!!!”
Youth Programs 101!

“What Commanders Need to Know!”
Army Child and Youth Services
Youth Programs 101!: “What Commanders Need to Know”

The Prime Directive:

The Army Youth Program exists to support military readiness by reducing the conflict between Soldiers’ mission requirements and their parental responsibilities.

The Basics:

Ensuring Quality youth programs that are both Affordable and Available to Army Families is a high priority. Indeed, Military Youth Programs are working to become a benchmark organization, much as Military Child Care is known as a “model for the nation.”

Army Youth Programs are a direct mission-related necessity to an Army with more than 494,000 Active Component members of whom 46% have children. Commanders, Soldiers and Families, through forums such as the Sample Survey of Military Personnel, the Survey of Army Families, and the Army Family Action Plan process, consistently cite Child and Youth Programs as important quality of life and well-being services.

The Army provides programs and services for 134,559 eligible middle school and high school youth after school during parental duty hours, early evenings, on weekends and during school breaks. Children / youth ages 5-18 years participate in Sports and Fitness activities. Services are available at 126 Garrisons in 28 States, the District of Columbia, & 8 countries / territories.

Army Youth / Teen Centers offer comprehensive, supervised program options for youth in grades 7 through 12 (may include 6th grade depending on local school configuration) who are generally 11 – 18 years of age. Programs draw from a framework of four Service Areas: Life Skills, Citizenship and Leadership Opportunities; Arts, Recreation and Leisure Activities; Sports, Fitness and Health Options; and Academic Support, Mentoring and Intervention Services.

Army Youth Sports and Fitness Programs include: Team Sports, Individual Sports, Fitness & Health, and Outreach Services on and off post.

Army Youth Outreach Programs include Deployment Support Services, support to SAS, FCC and CDC programs for special events, Sports and Fitness Activities with off-post youth programs, and partnerships with community organizations such as 4-H/ Cooperative Extension and Boys and Girls Clubs.

Success of these programs is ultimately measured by improved Soldier & family readiness and a reduction in lost duty hours due to a lack of adequate youth supervision options.

The Numbers:

| Army Youth & Teen Centers | 124 |
| Army Sports & Fitness Programs | 74 |
| Army Boys & Girls Clubs | 189 |
| Army 4-H Clubs | 384 |
| Instructional Programs | 103 |
| School Liaison Programs | 98 |
The Topics:

- **Readiness, Retention, and Youth Programs (TAB A)**
  Army Youth Programs exist to support force readiness by reducing the conflict between Soldier parental responsibilities and mission requirements. Per Army Sample Survey of Military Personnel (SSMP) (Fall 2001), of those who have dependent children 13-18 years of age living with them, 24% of Soldiers and 22% of their spouses reported lost duty time during the last 12 months from either military duties or paid/volunteer work because of dealing with youth behavior problems.

- **Youth Program Availability: Youth / Teen Centers (TAB B)**
  Military parents have unique requirements for the needs of their youth; these requirements cannot easily be met in the private sector. Youth options on most Garrisons include: academic support (Homework Center); computer access (Technology Center); and scheduled programs and activities. The Youth / Teen Center encompasses regularly scheduled activity options for youth in 7th and 8th grades needing after school supervision, as well as programs and services for youth in 7th through 12th grades attending as open recreation occasional users (may include 6th grade depending on local school configuration). An Installation Child and Youth Operations Plan addresses the amount of youth services needed, patron eligibility criteria, and outlines show and where those services are to be delivered.

- **Youth Sports & Fitness Availability (TAB C)**
  Programs and services for children and youth include: Team Sports, Individual Sports, Fitness & Health, and Outreach. Youth are introduced to a variety of traditional and non-traditional sports/games/activities through which they learn sportsmanship, team building, goal setting and acquire self discipline in a positive setting.

- **Youth Program Availability: School Liaison and Transition Services (TAB D)**
  Commander’s are provided with the tools to get “communities working together to improve student transitions” leading to being a “Ready Community” for transitioning youth.

- **Youth Program Quality: DoD Certification (TAB E)**
  Certification is the DoD equivalent of state licensing and focuses on health, safety, child abuse prevention, and baseline program requirements [renewable each year].

- **Youth Program Affordability: Funding and Parent Fees (TAB F)**
  Youth programs must be affordable for Soldiers and the Army. Most “out of school” programs for youth (7th – 12th grades) are offered at no cost to the parent except for the annual CYS registration fee. Costs of operating most Youth Programs are offset by MDEP QYDP funding.

- **Deployment Support Services for Youth (TAB G)**
  Deployment support for youth living on or near the installation may include: discounts for instructional classes; communication with deployed parents through Youth Technology Labs, camp/outings, transportation to facilitate access to CYS programs, and special events that provide “a parenting break” for the remaining parent when the Soldier is deployed. Intent is to reduce stress on eligible children and youth (generally ages 6-18) and Families impacted by the Global War On Terrorism who live off the installation.

- **CYS Coordinator’s “Pink Panther” Checklist (TAB H)**
  In March 06, your CYS Coordinator was given the “CYS Coordinator Review, Analysis, and Follow-Up Checklist” (aka known as the “Pink Panther.”) Know the current issues and trends in CYS and just what your CYS Coordinator is being held accountable for via the “spotlight” of the Pink Panther checklist. Use it to see how well YOUR Youth Program “Measures Up.”

- **Youth Program Indicators of Success (TAB I)**
  Commanders can contribute to the success of their installation youth programs by asking the right questions of their Child and Youth Services Coordinators. Commander’s Guides and Checklists are available to assist in this responsibility.
TAB A

“Readiness, Retention and Youth Programs”
Army Child and Youth Services

Youth Programs 101!：“Readiness, Retention and Youth Programs”

WHEN COMMANDERS ASK: “Why does the Army offer Youth Programs?”

BACKGROUND: Initially, Army Youth Programs, organized and led by parents, focused on team sports and special events. With the advent of the All Volunteer Force, the Army recognized the need for a more comprehensive and regulated Youth Program staffed with professionals. Dependent Youth Activities and Child Support Services (later Child Development Services) operated as separate “stove pipe” MWR entities. Army parents were required to work with two organizations offering separate, but also sometimes duplicate services for children and youth.

The requirement for a consolidated Child and Youth Service (CYS) organizational structure was confirmed by the MWR Board of Directors in 1998 – in response to the following congressional intent:

The National Defense Authorization Act for Fiscal Year 1997 states: “Programs of the Department of Defense for youth who are dependents of members of the Armed Forces have not received the same level of attention and resources as have child care programs of the Department since the passage of the Military Child Care Act of 1989…” “Older children deserve as much attention to their developmental needs as do younger children.” (Public Law 104-201, Section 1044, 23 Sep 96)

Further, in defining his concept of “well-being,” the Chief of Staff of the Army noted the requirement for “predictability” in the way we manage our programs on behalf of Soldiers and their Families. When considering programs aimed at children and youth, this predictability is best accomplished by merging all CYS programs into a single entity. Only through seamless program delivery, by a single organization under single management, can the full operational efficiencies be gained to effectively leverage resources across the entire spectrum of child and youth programs. Seamless delivery of Child and Youth Service programs allows installations to serve a greater number of children and youth with better programs, while eliminating wasteful duplicative and competitive services. (Child and Youth Services (CYS) Organizational Structure, 17 Jul 00)

Today, the Department of Defense requires each Service to offer Youth Programs that include a “comprehensive series of planned and self-directed activities and events responding to the recreational, developmental, physiological, psychological, cultural and educational needs of eligible youth. These activities support the acquisition of lifelong skills and facilitate transition to adulthood. Youth programs are offered within a physically and emotionally safe environment that includes appropriately trained support staff in designated facilities and locations.” (Department of Defense Instruction 6060.4, 23 Aug 04)

Youth Programs, operating out of Youth / Teen Centers, target youth in 7th through 12th grades (may include 6th grade depending on local school configuration) and offer a variety of scheduled activity options, open recreation and outreach programs. These programs provide supervised options designed to productively engage youth while reducing parental lost duty time due to youth misbehavior during out of school hours. A recent Vice Chief of Staff of the Army directed study by the Office of the Provost Marshall General of five installations indicated a correlation between youth participation and criminal conduct (more youth participation – less criminal conduct).

MISSION: Army Youth Programs enhance readiness by reducing the conflict between military mission requirements & parental responsibilities, facilitate family well-being & reinforce Army values.
FACTS:

1. **Unique factors make Youth Programs a readiness issue for the Department of Defense.**
   - Military Families generally live away from their extended Families
   - Many Families are geographically dispersed in states and overseas
   - Frequent moves of military Families make predictability of services essential
   - Mobile military lifestyle complicates school transitions (and youth change schools often)
   - Increasing family separations are disruptive to Families and create stress on the youth

2. Twenty-four percent of Soldiers and 22% of their spouses with children lost time from military duties and paid/volunteer work because of dealing with youth behavior problems. (Sample Survey of Military Personnel - Fall 2001)

3. Supervision concerns for middle school youth and teens during parental duty hours, specifically, youth old enough to be at home alone, yet too young to drive, led to the establishment and consolidation of Army operating guidance for comprehensive out of school services for middle school youth in grades 7th – 8th and teens in grades 9th – 12th.

4. There are 134,559 youth who are eligible to participate in Youth Programs. The Army currently serves 52,643 through Army Operated Youth Programs at 126 locations around the world.
   - 74 Sports Programs
   - 103 Instructional Programs
   - 384 4-H Clubs (affiliated with the Army)
   - 189 Boys & Girls Clubs Sites (affiliated with the Army)
   - 98 School Liaison Programs

5. Army Sponsored Community Based Youth Program Options are available in some locations for geographically dispersed Soldiers who do not have access to Garrison Youth Programs.
TAB B

“Youth Program Availability: Youth/Teen Centers”
Army Child and Youth Services
Youth Programs 101!: “Youth Program Availability: Youth/Teen Centers”

WHEN COMMANDERS ASK: “How do I know that there are enough Youth/Teen participation spaces on my Installation?”

WHY IS “AVAILABILITY” IMPORTANT? Each Garrison contributes to the overall Army requirement to meet the DoD Goal of providing 20% and, by FY13, 35% of the youth participation demand for Youth Programs. This participation number is measured by “youth space.”

Each Garrison determines its Youth Program operational capability by measuring actual physical space in facilities and housing units and the number of outreach options (both on and off-post). An analysis of installation demographics determines the local need and this need is evaluated against the operational capability to determine the “available” youth spaces on each installation.

This availability capability is important because “Youth Spaces” are the units of issue for the distribution of the Management Decision Package (MDEP) Quality Youth Development Programs (QYDP). This determination of Youth Participation Spaces occurs during the development/revision of the required annual Installation Child and Youth Operations Plan (ICOP) and is validated by each Installation Management Command (IMCOM) Region during the annual inspection. These results must be briefed to Commanders.

POLICY:

1. Services are generally provided for youth after school during parental duty hours, early evenings, on weekends and during school breaks.

2. On-post programs use four Service areas to provide a framework for youth programming. Baseline programming is required at each Garrison to provide predictable and consistent programming across the Army.* To enhance program options, Youth / Teen Center programs establish 4-H Clubs and are affiliate members of Boys and Girls Clubs of America.

<table>
<thead>
<tr>
<th>Sports, Fitness and Health Options*</th>
<th>Arts, Recreation and Leisure Activities*</th>
<th>Life Skills, Citizenship and Leadership Opportunities*</th>
<th>Academic Support, Mentoring and Intervention Services*</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Individual / Group Sports and Fitness Activities</td>
<td>▪ Games and Leisure Activities (Open Recreation)</td>
<td>▪ Youth Councils</td>
<td>▪ Homework Centers</td>
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<tr>
<td></td>
<td></td>
<td>▪ Youth Sponsorship</td>
<td>▪ Deployment Cycle Support Services</td>
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<td></td>
<td>▪ Volunteer Community Services</td>
<td>▪ School Transition Services</td>
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<td>▪ Workforce Preparation</td>
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<td>▪ Youth Technology Labs</td>
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<td></td>
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<td>▪ Youth Leadership Forums</td>
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</tbody>
</table>

3. Transportation is necessary to ensure youth from all housing areas have access to Youth Programs. School Liaison Officers should facilitate agreements with community schools for after-school drop-off at Youth / Teen Centers. Combined Federal Campaign funds should be used to support this need.

4. Off-post programs include partnerships with schools and community youth organizations, to include Boys & Girls Clubs of America, SETS, 4-H Extension Programs and other youth serving organizations to offer opportunities to Army youth where they reside.

5. Metrics are used to allocate Youth Spaces & Services by age groups, program type & delivery systems.

TAB B
WHAT A COMMANDER NEEDS TO KNOW ABOUT AVAILABILITY:

Finger Tip Facts About Youth Program Availability: Youth/Teen Centers

1. The number of Youth Spaces, not the type of Youth Spaces (e.g., middle school space vs teen space in a Youth Center), drive costs & basis for CYS Cost Estimating Relationship (CER Unit Cost per Space).

2. The Army Youth Participation capability is measured by “Youth Spaces” and the patronage of those spaces. Each Garrison “delivers” a certain number of these spaces / participants. CYS metrics provide parameters to determine the most efficient & effective mix of Garrison youth.

3. CYS staffing levels derived from the CYS Staffing Template are based on Youth Spaces delivered.

4. Youth participation must be validated and documented by Youth / Teen Center management staff to avoid “overstaffing.” Average daily attendance logs are used for this purpose.

As a Commander you may ask: “What is the “right mix” of Youth Participation Spaces in my Youth Program?”

The following “youth space availability metrics” are a guide. Generally there should be no more than a 5% plus or minus differential on your installation.

<table>
<thead>
<tr>
<th>Youth Participation Delivery Metrics</th>
<th>Metric</th>
<th>Range</th>
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<tbody>
<tr>
<td>Youth/Teen Centers</td>
<td>30%</td>
<td>(25%-35%)</td>
</tr>
<tr>
<td>Youth Sports &amp; Fitness</td>
<td>40%</td>
<td>(35%-45%)</td>
</tr>
<tr>
<td>On-Post Outreach</td>
<td>10%</td>
<td>(5%-10%)</td>
</tr>
<tr>
<td>Community Based Outreach</td>
<td>20%</td>
<td>(15%-25%)</td>
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<table>
<thead>
<tr>
<th>FACILITY</th>
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<tr>
<td>30%</td>
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<td>20%-40%</td>
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<table>
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<tr>
<th>OFF POST</th>
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<tbody>
<tr>
<td>70%</td>
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<td>60%-80%</td>
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AGE GROUP METRICS FOR MIDDLE SCHOOL YOUTH

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>6th – 7th Graders</td>
<td>50% (+/- 10%)</td>
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<tr>
<td>(Ages 11 – 12)</td>
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</tr>
<tr>
<td>8th – 9th Graders</td>
<td>50% (+/- 10%)</td>
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<td>(Ages 13 – 15)</td>
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AGE GROUP METRICS FOR CHILD / YOUTH SPACES IN SHARED YOUTH CENTER

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>School-Age (6 – 10 yrs)</td>
<td>50% (+/- 5%)</td>
</tr>
<tr>
<td>Middle School (11 - 15 yrs)</td>
<td>35% (+/- 5%)</td>
</tr>
<tr>
<td>Teens (16 – 18 yrs)</td>
<td>15% (+/- 5%)</td>
</tr>
</tbody>
</table>

★ “My Youth / Teen Center has 150 spaces, but there are only 100 youth participating on a daily basis. My expenses were the same as if all spaces were filled. What could be the problem?”

1. Over Staffing. Some installations hire direct in ratio (programming) and administrative staff for their facility design capacity rather than for their actual youth space capacity. Since labor expenses are the greatest expense in a center, this practice can quickly result in a negative NIBD

2. Use of Facility Space. Sometimes staff decide to “spread out in the facility,” i.e., allow fewer youth in a room or divert room space to use as offices and training areas.

3. Youth Staff Ratios. Labor scheduling in a Youth / Teen Center is one of the most important roles of a center director. Centers need a mix of full time, part time, and flex staff to accommodate the ebb and flow of youth. Too many ratio staff for the number of youth increases expenses, e.g., 3 staff and 20 youth in a Youth Center where the ratio requirement is 1 staff for 15 youth. Ensure that all “ratio” staff members carry a full supervision caseload.
TAB C
“Youth Sports & Fitness Availability”
WHEN COMMANDERS ASK: “How are the CYS Sports and Fitness Programs structured?”

BACKGROUND: CYS Sports and Fitness Programs provide supervised options designed to productively engage youth while reducing parental lost duty time due to youth misbehavior during out of school hours. It is inappropriate to co-mingle young adolescents (particularly girls who make up a large share of youth sports participants) with Soldiers in the Adult Sports and Recreation program. Additionally, Army CYS Sports programs must follow the standards established by the National Alliance for Youth Sports. Child and youth sports competition philosophy is very different than that for adults. (Child and Youth Services (CYS) Organizational Structure, 17 Jul 00)

Baseline programming metrics have been established for the CYS Sports & Fitness component. Program scope has changed from the primary focus on Team Sports to providing a more diverse array of options that meets the needs of a range of patrons. The CYS Sports & Fitness program areas include:

- Team Sports
- Individual Sports
- Fitness & Health
- Outreach to CYS and Private Sector organizations

Nine specific program options have been identified as CYS Sports & Fitness core requirements with installations selecting at least seven additional elective options. The program areas and baseline programming ensure predictable and consistent services Army wide.

<table>
<thead>
<tr>
<th>TEAM SPORTS</th>
<th>INDIVIDUAL SPORTS</th>
<th>FITNESS &amp; HEALTH</th>
<th>OUTREACH</th>
</tr>
</thead>
<tbody>
<tr>
<td>♦ Soccer</td>
<td>♦ Locally Selected Baseline Activities (Minimum 3)</td>
<td>♦ Nutrition Counseling / Education and Health Promotion Classes / Events</td>
<td>♦ Intramurals (SA, MST)</td>
</tr>
<tr>
<td>♦ Baseball / T-Ball</td>
<td></td>
<td></td>
<td>♦ Motor Skill Activities (CDC, FCC, SA)</td>
</tr>
<tr>
<td>♦ Basketball</td>
<td></td>
<td></td>
<td>♦ Skill Building Clinics (SA, MST)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>♦ MWR Partnerships</td>
</tr>
</tbody>
</table>

POLICY: Garrison Commanders must require:

- Local background checks of all volunteer coaches.
- Maintenance of adult to youth ratios as defined by the national governing body for each sport. Volunteer coaches and parents may be used to meet the ratios.
- CYS Sports & Fitness program to become a sanctioned National Alliance for Youth Sports (NAYS) National Youth Sports Coaches Association (NYSCA) Chapter.
- NYSCA certification for head coaches (training is centrally funded).
- CYS Sports & Fitness Directors become a certified Youth Sports Administrator by completing the initial NAYS Administrators Training for Professionals through the Academy for Youth Sports Administration (AYSA), (training is centrally funded). Certification must remain current in order to authorize and certify the training of NYSCA coaches.
- Compliance with CYS Sports & Fitness Staffing Template as an item for DoD Certification

TAB C
WHAT COMMANDERS SHOULD KNOW ABOUT THE CYS SPORTS & FITNESS PROGRAM:

Sports & Fitness programs provide daily options for children and youth to be engaged in fun physical activities and to develop life-long healthy habits, i.e., acquiring the life skills to achieve a balanced lifestyle for body, mind and spirit. This program introduces children and youth to a variety of traditional and non-traditional sports/games/activities through which they learn sportsmanship, team building, goal setting, and acquire self-discipline in a positive setting. The CYS Sports & Fitness Framework: includes:

- **Team Sports (e.g., basketball)**: Organized traditional and non-traditional sports for a group of children or youth within defined age groups. Children and youth must remain within the defined age group throughout a sports season to include tournaments, (unless a child or youth has a birthday midseason that child or youth must play in the next higher age bracket). Teams participate in seasonal non-competitive and competitive leagues which are organized by the CYS Sports & Fitness Director, coached by volunteers and officiated by contracted or volunteer staff. Team Sports fees are charged by season and sport, and are based on categories A - D within the annual Army Child and Youth Services Fee Policies and Guidance Memorandum.

- **Individual Sports (e.g., golf)**: Organized traditional and non-traditional sports for individual children or youth within defined skill levels in group settings. Individuals participate in non-competitive and competitive events which are organized by the CYS Sports & Fitness Director. Individual Sports are administered / facilitated by Sports & Fitness staff, coached by volunteers or staff and officiated by contracted or volunteer staff. Individual Sports fees are charged by season and sport, and are based on categories A - D within the annual Army Child and Youth Services Fee Policies Guidance Memorandum.

- **Fitness and Health (e.g., nutrition and health clinic)**: Organized traditional and non-traditional programming as well as educational opportunities for children and youth throughout the CYS System. Fitness and Health options are facilitated by the CYS Sports & Fitness Director, Child & Youth Program Assistants (CYPAs), Community or CYS Nurse and/or volunteers. Fitness and Health Programs & educational opportunities are baseline programming requirements.

- **Outreach to CYS and Private Sector Organizations (e.g., motor skill activities for CDC children)**: Organized traditional and non-traditional programming, intramurals, and skill building activities for children and youth throughout the CYS System and with Private Sector Organizations. Outreach options are facilitated by the CYS Sports & Fitness Director, Training & Program Specialists & Child & Youth Program Assistants.

The CYS Sports & Fitness program should offer Parents Association for Youth Sports (PAYS) Program or similar parent education program orientation(s) at the beginning of each sports season. PAYS educates parents in sportsmanship, appropriate spectator behaviors, etc.

CYS Sports & Fitness Individual & Team Sports must adhere to the following requirements:

- Everyone registered in **Team Sports/Intramurals** is assigned to a team, and participates/plays at least 50 percent during practices and games, (in both offensive and defensive play).

- Everyone registered in **Individual Sports** is given equal opportunities to participate in practice and games.
TAB D

“Youth Program Availability: School Liaison and Transition Services”
Youth Program 101!: “Youth Program Availability: School Liaison and Transition Services”

WHEN COMMANDERS ASK: “What should the SLO and I be doing to help parents?”

WHEN PARENTS SAY: “Moving my children between schools is very challenging!”

BACKGROUND: Army leadership recognized the need to address school transition as a quality of life issue for Families at the 1997 Army Family Action Plan Conference. School Transition Services are needed to provide Commanders, parents, and educators with the tools to support “communities working together to improve student transitions.”

POLICY: School Liaison Officers are aligned within Child and Youth Services and required to:

- Serve as the functional SME for School issues
- Inform parents about School Transition resources
- Refer parents to school systems and Army resources
- Educate Families on local school system policies and resources
- Advocate for children/youth by preparing parents to be advocates
- Support Partners in Education (PIE) Initiatives
- Facilitate Installation, Community, Parent and School communications and access
- Create Home School linkages and support
- Provide information for Post-Secondary Preparation opportunities
- Be the primary liaison between local Schools & CYS Programs that support Garrison youth

As a Commander you may ask:

★ “Who is on my School Transition Team?”

- **GARRISON SCHOOL LIAISON OFFICERS** have been funded (MDEP QYDP) at 117 Army installations in response to Education Summit 2000 recommendations. School Liaison Officers act as primary advisors to Garrison command staff on matters relating to schools serving Soldiers assigned to the installation.

- **REGION SCHOOL TRANSITION SPECIALISTS** have been funded (MDEP QYDP) at the Installation Management Agency Region offices to help establish an Army infrastructure that facilitates the adoption of reciprocal practices among and across school systems in their assigned geographic areas.

★ “What resources & policies are available & applicable to my School Transition Team?”

- **ARMY IN AND OUT PROCESSING PROTOCOL (ARMY REGULATION 608-8-101)** – procedures to ensure Soldiers with school age children/youth connect with installation School Liaison Officers.

- **ARMY STABILIZATION POLICY FOR SOLDIERS WITH HIGH SCHOOL SENIORS** – established to allow Soldiers to remain in their current assignment so their teens are able to complete their senior high school year.

- **TRANSITION COUNSELOR INSTITUTE® (MCEC™ TCI©)** – professional development for counselors who serve in schools that support military installations.

- **SPECIAL EDUCATION LEADERSHIP INSTITUTE® (MCEC™ SELI©)** – training for Army and School personnel to raise awareness of the transition challenges for children/youth with special needs.
• **STUDENT2STUDENT® (S2S)** – a school-based initiative in support of the CYS Youth Sponsorship Program. S2S (student led & faculty sponsored) trains student teams to support transitioning youth.

• **ARMY SCHOOL TRANSITION PUBLIC SERVICE ANNOUNCEMENT** – written/filmed by Army Teen Panel members as an informational media tool in support of the Army Youth Sponsorship Program. Intent is to raise parents’ awareness of the stresses that military youth experience when they change schools during Permanent Change of Station moves.

• **PARENT TO PARENT CADRES** – available at most GDPR sites as a parent-centered initiative scheduled for 2006-2007 to focus on empowering parents to be informed, positive, and proactive in supporting their children’s school transitions.

• **INTERACTIVE COUNSELING CENTERS (MCEC™ ICC©)** – 200 “virtual counseling centers” that allow students, parents, counselors at the sending or receiving schools to make real-time contact.

• **SCHOOLQUEST©** - developed as a web based planning tool to provide a safe and secure environment for parents to consider their child’s unique academic and social/emotional needs in the context of a changing school and community environment.

• **MILITARY CHILD EDUCATION COALITION**- Provides research-based transition / program resources. See www.militarychild.org.

• **DEPARTMENT OF DEFENSE SCHOOL TRANSITION SUPPORT** – provides school transition information for students, parents, commanders, and school personnel at www.militarystudent.org.

★ **“What will ensure sound School Transition Services are in place on my installation and in my community?”**

• **ARMY IN AND OUT PROCESSING PROTOCOL (ARMY REGULATION 608-8-101)** – This regulation is the Commander’s most powerful transition tool. Ensure your installation has a Child and Youth Services (CYS) / schools out-processing protocol in accordance with this regulation.

★ **“What direction is Army School Transition Services taking the Army and our Families?”**

• **THE ARMY SCHOOL TRANSITION ACTION PLAN 2005 - 2013** outlines strategies, actions, and timelines to minimize disruptions for more than 55,000 military-connected students relocating. The plan establishes an Army wide framework and tools for schools and installations to successfully integrate these students into new academic settings through collaborative efforts with private and community organizations, national, state, and local education agencies.

“The Army can move a unit to an open field and call it training….The Army can move a spouse and family and give them a house with a new coat of paint and call it home….But the Army cannot get away with moving Families with kids unless there are schools and child development centers….”

LTG Jordan, former USAREUR, Deputy Group Commander
TAB E

“Youth Program Quality: DoD Certification & Standards of Organizational Effectiveness”
Army Child and Youth Services
Youth Programs 101!: “Youth Program Quality: DoD Certification

WHEN COMMANDERS ASK: “What is the DoD Certification Process?”

FACTS:
DoD Certification is based on an Army internal evaluation process conducted by internal Army/DoD staff to ensure Garrison Youth Programs meet minimum DoD / Army Standards. DoD Certification is the Youth Program’s “authority to operate” and is considered the equivalent of state licensing.

POLICY:
• Department of Defense Instruction 6060.4 requires that Military Youth Programs be DoD certified.
• DoD Certification is based on the results of four comprehensive, unannounced inspections annually. Three of these inspections are conducted at the installation level. One is conducted by the Region or Higher Headquarters (Army/Department of Defense) level.
• The Garrison Commander is ultimately responsible for ensuring the installation CYS Program and proponent agencies (e.g. CPO, DPW, Safety, Community Health) are held accountable for correcting findings within the prescribed timeframe so that the installation’s DoD Certificate to Operate can be granted.
• The DoD Certification is granted on an annual basis.
• Competent, well-trained staff is key to DoD Certification.
  o Child and Youth Program Assistants (CYPA) working in the Youth Program must complete the Youth Staff Foundation Level Training Program within 18 months of hire.
  o Youth CYPA staff should complete the CYS Youth Practicum to enhance their skills and qualify for a higher grade position.

WHAT A COMMANDER NEEDS TO KNOW ABOUT YOUTH / TEEN CENTER QUALITY
1. DoD Certification is a requirement of DoDI 6060.4 to attain/sustain installation youth program quality.
2. DoD Certification is ongoing quality improvement processes.
3. It is harder to sustain quality Youth Programs than to initially achieve them.
4. CYS staff must be held accountable through performance objectives for quality outcomes.
5. Quality outcomes and financial performance of the CYS Youth Program are positively linked.
### Finger Tip Facts About Youth Program Quality

1. Youth Program Certification is a requirement of DoDI 6060.4.
2. CYS Youth “Tiger Team” & CYS Center of Expertise staff mentor and support Garrison Programs.
3. Status of Garrison certified programs is reported annually to Army and DoD Senior Leaders.
4. Higher Youth Program participation rates are positively linked with lower blotter reports of Youth Misconduct.

### As a Commander you may ask:

★ **“Why is DOD Certification necessary?”**

*Certification* is DoD’s way of ensuring consistency and predictability among Military Services and from installation to installation. *Certification standards represent “the median” of state requirements* and allow Garrison Youth Programs to be evaluated consistently, using a common set of DoD standards in lieu of state licensing officials conducting on post installation inspections.

★ **“What are the four unannounced inspections?”**

- one comprehensive fire and safety inspection by the installation fire and safety proponent;
- one comprehensive health and sanitation inspection by the installation health and sanitation proponent;
- one multidisciplinary Installation Child and Youth Evaluation Team (ICYET) review process
- one higher headquarters inspection

Since three of the four inspections take place on the installation, there should be no surprises when the higher headquarters inspection team arrives. In fact, your CYS team should be prepared to inform higher headquarters of the strengths and weaknesses of your CYS program. That way, the visiting team can concentrate its limited time on providing technical assistance and support rather than uncovering issues and situations unknown to you.

★ **“How can I ensure my installation is on track with DoD Certification?”**

- Use your Installation Child and Youth Evaluation Team to identify the strengths and correct weaknesses in your CYS Programs prior to the annual inspection. There should be no surprises when the higher headquarters inspection team completes its assessment.
- **Personally take outbriefs** following the DoD Certification Inspections.
- **Ask for weekly updates** on the status of your programs for corrective actions.
- **Request assistance** from the CYS Youth “Tiger Team” or CYS Center of Expertise through command channels.
- **Verify** that Child and Youth Program Assistants working the Youth Program have completed or are on target to complete the Youth Staff Training Program.
- **Support and recognize** Child and Youth Program Assistants who are working to complete the Youth Practicum.
TAB F

“Youth Program Affordability: Funding and Parent Fees”
WHEN PARENTS SAY: “I don’t need to pay someone to care for my child. They are safe at home while I’m at work.”

BACKGROUND: Safeguarding children is a parental responsibility. Parents generally accept this responsibility for children 6 - 9 years old, but tend to be less attentive in planning supervision for older children and young teens who are too old for child care and too young to have an after school job. The CYS Programs offer positive alternatives that will help minimize youth “at risk” behaviors during parental duty hours. Funding is provided in MDEP QYDP to offer these supervised programs and activities at no cost (other than the CYS Registration Fee) to youth in the 7th – 12th grades.

POLICY:

- After School Programs and Services (including snacks) will be offered during weekday duty hours (generally 1400-2000, Monday through Friday) at no cost, other than the CYS Registration Fee to eligible Middle School Youth in grades 7-9 and Teens in grades 10-12. Note: 6th grade children may be eligible depending on local Middle School configuration.

- Fees for parents requesting “before school” supervision or other extended hours supervision of children and youth in grades 6-9 will be based on the School-Age Program Fee Ranges.

- Garrisons will offer supervised programming during “school out days” at no cost to participants who are registered CYS patrons.

- Middle School and Teen Summer camps/programs/activities will be offered at no cost weekdays after 1300 (generally until 1800). Locally determined fees may be charged for extended hours supervision (generally 0730 - 1300 provided as an enhancement to the no cost afternoon summer programs/camps).

- Fees and hours of operation for “open recreation” weekend and special events for Middle School Youth and Teens will be locally determined and provided by Youth Services based on the Installation Child and Youth Services Operations Plan (ICOP).

WHAT COMMANDERS SHOULD KNOW ABOUT YOUTH PROGRAM AFFORDABILITY:

- CYS Youth Programs provide safe, supervised, and age appropriate options for youth at no cost to Families during weekday parental duty hours

- Parents need to arrange for supervision of dependent middle school youth during parental duty hours when school is not in session.

- Commanders have a responsibility to reduce potential for command liability due to youth misconduct during out of school hours. Providing no/low cost activity options for youth during parental duty hours helps minimize that risk.
Finger Tip Facts About Youth Program Affordability

1. Youth Programs are funded by “youth participation space” as programmed in MDEP QYDP.
2. Funds received from CFC or BGCA, supplement, do not replace, baseline funding for Youth Spaces.
3. Youth may “earn” the CYS registration fee. See latest CYS Fee Policy guidance.
4. Miscellaneous fees may not be charged with the exception of “special” one time optional events.
5. CYS staff should assist parents in locating off post supervised activities and care options available through Schools, Youth Organizations, and other community agencies.

As a Commander you may ask: “If this is a parental responsibility, then what is my role?”

- Help Families minimize the conflict between parental responsibilities and unit mission requirements by offering a predictable continuum of installation CYS supervised care/activity options for middle school youth requiring after school supervision on a regular basis during parental duty hours.

- Enforce the Garrison Home Alone Policy (FY 06 MWR Commanders Guide) based on Army guidance (Out of School Child Supervision Requirements for Elementary and Middle School Children and Youth During Parental Duty Hours, 11 Jul 00).

- Ensure CYS has obtained a Combined Federal Campaign number for child and youth programs (FY 05 MWR Commanders Guide) with donations to be used to defray the cost of transportation and other authorized initiatives for CYS programs (Partnership 2001 (and Beyond): Combined Federal Campaign and CYS, 7 Mar 00).

- Develop opportunities for youth to assist staff with facility and program preparation in order to earn points towards the payment of the CYS Registration Fee.

- Encourage Youth Programs to apply for grants through their affiliation with Boys & Girls Clubs of America and their 4-H Club connection with Cooperative Extension in order to enrich and expand program options for youth.
TAB G

“Deployment Support for Youth”
Army Child and Youth Services
Youth Programs 101! “Deployment Support for Youth”

WHEN PARENTS SAY: “There’s not enough child and youth support during times of deployment!”

WHAT ARE DEPLOYMENT SUPPORT SERVICES? Child and Youth Programs are provided for children four weeks through 18 years of age to meet the needs of parents requiring additional support because of the deployment of a spouse to support the Global War on Terrorism. Programs augment, not replace, existing Child and Youth programs. Parents need not be current patrons to receive these services.

POLICY:
1. Reference: Public Law 107-314 (Dec. 2, 2002) contains an amendment to 10 USC Section 652 of the Bob Stump National Defense Authorization Act of 2003. It states, “…needed family support, including child care, education and youth services, for children of members of the Armed Forces who are deployed, assigned to duty, or ordered to active duty in connection with a contingency operation.” This is “in addition to any other assistance available for such Families.”
2. Current guidance memos are posted in the “Commanders Corner” group on the AKO web site.

WHAT COMMANDERS SHOULD KNOW ABOUT DEPLOYMENT YOUTH SERVICES:
1. Each installation CYS Program has a Mobilization and Contingency (MAC) Plan that documents local capability to address its unique deployment support for youth and identifies required resources.
2. Deployment youth services augment, not replace, existing Garrison youth services. Parents need not be current CYS patrons to use Deployment Youth options. Any custodial parent or legal guardian caring for a youth of a deployed Soldier/DoD civilian is eligible.
3. Deployment Youth services for patrons residing on or near an Army installation will generally be delivered through the Garrison Youth Services system, i.e., Youth Centers, Teen Centers and Outreach Services, (i.e., communication with deployed parents through Youth Technology Labs, Operation: Military Kids Mobile Technology Labs, camp/outings, and transportation to facilitate access to CYS programs). Other sources of support, i.e., chaplains, a local community agency or a network of two or more community agencies may deliver services in coordination with the CYS Program.
4. Services may include respite care that provides “a parenting break” for the remaining parent when the Soldier parent is deployed.
5. Implementing guidance outlining priority and optional CYS Deployment Services that may be offered for youth residing on or near an Army installation is outlined in the most current Fee Policy Guidance.
6. Department of Defense Family Life Consultants (licensed counselors) are available at Garrisons impacted by deployments to provide situational/problem solving consultation. Commanders may request a consultant be assigned to the Youth Program. Consultants need to be “embedded “ in the day-to-day Youth Program and must “relate well” with middle school youth and teens.
7. Garrison youth whose Families leave post to live with extended Families while the Soldier spouse is deployed (or youth of deployed single Soldiers living with extended family away from post) are eligible to access Operation: Military Kids programs. Operation: Military Kids is the framework for Deployment Services provided under the auspices of Army CYS to reduce stress on eligible children and youth (generally ages 6 - 18) and Families impacted by the Global War On Terrorism who live off the installation.
As a Commander you may ask:

★ “Who is responsible for the funding to support CYS Deployment Support Services?”

CYS Programs are eligible for Supplemental Funding allocations to support CYS Deployment Support Services. Services (Priority and Optional) offered are subject to the availability of these funds. Designated CYS Supplemental funding may be provided to offset some CYS MDEP QCCS and QYDP operating expenses incurred in providing these services. Adjustments to Garrison funding will be made upon validation of CYS Deployment Support expenses documented in monthly reports.

★ “What Services are Garrisons authorized to provide to youth residing on or near an Army installation? Have Services been prioritized?”

Garrisons may provide the following priority Deployment Youth Program services at low/no cost:
- Extended Hours of Operation in Youth Programs (later closing times, special opening/events)
- On-site youth activities for command/unit/ Family Readiness Group functions
- Outreach Services to reduce stress on youth (camps, outings, instructional classes)
- Transportation to access Youth programs (no cost when transporting parent is deployed)
- Additional meals provided in extended day program settings

Garrisons may provide the following optional Deployment Youth Program services at low/no cost:
- Respite care for middle school age youth (while Parent Soldier is deployed)
- Reintegration/Reunion special youth programs (within 45 days of Parent Soldier’s return)
- Deployment Fee discounts in CYS Garrison Programs (see most recent Consolidated Fee Memo for specifics) while Parent Soldier is deployed
- Unit Training Assembly (Weekend Drill Care for Reserve Component units preparing for deployment)
- Unique Garrison Youth Program support/services for Families impacted by the Global War On Terrorism

★ “How does Operation: Military Kids function?”

Operation: Military Kids (OMK) provides program opportunities for youth and teens living off the installation through local support networks of youth-serving organizations, e.g., 4-H/ Cooperative Extension Service, Boys & Girls Clubs, the American Legion and other Veterans’ Organizations, and local schools. The goal is to establish local support networks throughout 39 targeted states with high deployment rates. A core program element of OMK is Speak Out for Military Kids (SOMK), a youth-led educational program designed to raise the awareness of issues facing military Families. SOMK participants become members of speaker’s bureaus and develop a variety of different presentations to share their experiences and knowledge of deployment issues with others in the community. Another component, READY, SET, GO! provides materials and training to assist multi-disciplinary state and community teams increase “non-military” citizens’ understanding of the unique issues that military youth face when their parents are deployed. The web site is: http://www.operationmilitarykids.org.

★ “What Services are available through private organizations?”

Operation Purple Camp is series of summer camps especially for youth of deployed Service Members. For more information contact the National Military Family Association at 1-800-260-0218, http://www.nmfa.org.
TAB H
Keeping Up with the “CYS Pink Panther”
Army Child and Youth Services
Youth Programs 101!  Keeping Up with the “CYS Pink Panther”

WHEN COMMANDERS ASK:  “What Is My Coordinator Currently Accountable For?”

WHAT IS THE “CYS PINK PANTHER”?  At the CYS Training in March 06, CYS Coordinators were given a “CYS Coordinator Review, Analysis, and Follow-Up Checklist.” This “Pink Panther Checklist” as it has become known, outlines CYS priorities and upcoming areas of focus. Coordinators are accountable for ensuring they understand the applicability of the checklist items to their CYS program; can articulate the issues to Command and Higher Headquarters; and are “On Target” or have a viable action plan to correct any deficiencies. Progress is monitored by CYS Region Headquarters. Each time CYS Coordinators meet, the “Pink Panther” checklist will be updated to ensure Coordinators remain current with all CYS issues and trends and know what they are being held accountable for.

WHAT ARE THE CURRENT PRIORITIES AND AREAS OF FOCUS FOR YOUTH PROGRAMS?

Financial Management

☑  Check with NAF FM to validate QYDP funding received
☑  Report Funding levels and shortfalls to Regions
☑  Identify APF requirements for 07 budget requirements
☑  Analyze Youth Program and classroom management basics (Labor Scheduling, staffing patterns, use of standard position descriptions) to maximize use of available funding

Youth Technology Labs

☑  Ensure Youth Technology Lab is open convenient hours for youth (after school, evenings and weekends) and staffed with trained personnel
☑  Review violation log and be sure CyberSitter filter is up-to-date
☑  Secure software in locked cabinet and ensure Internet use / permission forms are on file
☑  Arrange computer screens so that staff can monitor all at once and easily move about the room

Youth Programming

☑  Check to see that Baseline Programming from 4 Service Areas is in place
☑  Offer age appropriate activities and programs in Youth Technology Lab

CYMS

☑  Run CYMS reports and review them with managers on a monthly basis. Key reports include Global Household Trial Balance; Activity Trial Balance; Bill Code/Tran Code Review Report; and Household Audit Report

Inspections

☑  Ensure ICYET truly produces a thorough and fair evaluation of the Youth Program
☑  Be open and forthright with the RCYET Team to address systemic issues
Army 4-H
☑ Confirm 4-H Clubs are operational
☑ Ensure Army 4-H Status Update suspenses are met
☑ Strengthen local connection with County 4-H / Extension staff and verify 4-H enrollments are filed with their office
☑ Submit grants received and newsletter features to Region 4-H / Army Youth Development Project Specialists

Boys and Girls Clubs of America
☑ Complete Commitment to Quality process
☑ Implement Army selected Boys and Girls Clubs of America programs
☑ Maximize grant opportunities
☑ Register at www.bgca.net

Garrison Rapid Improvement Team (GRIT)
☑ Begin plan to formalize GRIT
☑ Identify areas where assistance is needed NOW and request through HQ IMCOM

Fees
☑ Compare Installation Fee Review Report data to Army data and assess impact on proposed DoD SY 06/07 Fee Model
☑ Use “It Pays to Invest in Quality” Fee Tool Kit to provide consistent and predictable fees within the DoD Fee Ranges

Sports and Fitness
☑ Confirm Sports and Fitness Directors are currently Certified Youth Sports Administrators (CYSA) and certified clinicians
☑ Verify NAYS Chapter status is current
☑ Ensure coaches are certified through National Youth Sports Coaches Association (NYSCA) and invoices are submitted monthly to NAYS

CYS Registration Process
☑ Ensure Customer Service Standards
☑ Maximize CYMS Capability

CYS Deployment Support Services
☑ Ensure all GWOT Expenses are properly accounted for in Department Code GF
☑ “Secret Shop” Military One Source
☑ Work with ACS to obtain DoD Family Life Consultant Services for Youth Program

How Does YOUR Youth Program Measure up?
TAB I

“Youth Program Indicators of Success”
Army Child and Youth Services
Youth Programs 101!: “Youth Program Indicators of Success”

WHEN COMMANDERS ASK: “How do I know that my Youth Program is successful?”

SUCCESS INDICATORS:

- Youth Program services **support the mission**, i.e., weekday out of school options, summer / school vacation periods, evening and weekend services
- The Youth Program is certified to operate (**DoD Certification**)
- Youth / Teen Centers are Affiliates of the **Boys & Girls Clubs of America** and have **4-H Clubs**.
- Local fee policies are based on most current **DoD/Army fee guidance**
- Staff training is **competency based** and linked to **compensation**
- Child and Youth Program Assistants in the Youth Program have completed **Youth Staff Foundation Level Training** or are on target to do so
- At least 35% of Child and Youth Program Assistants in the Youth Program have at least an **AA or Bachelors’ Degree, Credential or Youth Practicum**
- Program requirements are projected for five years and are documented in the **Installation Child & Youth Operations Plan**
- Program delivers a fiscal year (FY) **“allocation” of Youth Spaces** funded by IMCOM thru Management Decision Package (MDEP) Quality Youth Development Programs (QYDP)
- Youth Outreach Services meet **needs of youth with deployed parents**
- Program outcomes are measured against **CYS Quality, Availability, and Affordability metrics**

SUCCESS PRODUCES THESE OUTCOMES:

- **Predictable, Quality, Affordable Youth options** for an Expeditionary Army
- **Increase in Youth Program participation and reduction in blotter entries** for youth ages 11-18
- Improved Soldier / family readiness and **reduction in lost duty time** due to youth misconduct
- Adequate Youth programming and services to meet **local needs and DoD / Army goals**
- **Reduced stress** on youth and spouses of deployed Soldiers
- **Affordable fees** for Soldiers and **sustainable funding** requirements for the Army
- Stable and competent CYS workforce that supports **spouse / family member employment**
- Operational efficiencies that meet IMCOM expectations for **Common Levels of Support**
- **Accountable staff and satisfied customers**

Each Commander must be able to say:

“My Installation Youth Program is becoming a “Model for the Nation”!”

TAB I
School Transition Services 101!

“What Commanders Need to Know!”

Our Mission is Caring
Army Child and Youth Services

School Transition Services 101!: “What Commanders Need to Know”

The Prime Directive:

Child and Youth Services (CYS) School Transition Services (STS) support military readiness by reducing the conflict between Soldiers’ mission requirements and their parental responsibilities.

The Basics:
Military affiliated children move an average of every 2.9 years and attend 9 different schools by the time they graduate from high school. Between 2005 and 2013 approximately 55,000 Army affiliated school age children will transition from and among OCONUS and CONUS school systems as a consequence of Army Transformation and Base Realignment and Closure (BRAC). Through School Transition Services, The Army is gearing up to ease the impact of these moves for both Families (parents and students) and “sending and receiving” school systems.

★ Successful School Transitions Services start with Baseline Services

- School Transition Support and Deployment Services
- Partnerships in Education
- Installation/School Communication
- Home School Linkages
- Post Secondary Preparation Opportunities

★ Success…

- Requires leadership involvement at all levels to forge a “ready community”
- Involves “acting locally, but thinking globally” (in the context of Army Transformation)
- Reduces Family disruption & stress associated with PCS moves & parental deployments
- Depends on partnerships with local school systems

The 2007 Numbers:

| Region School Transition Specialists | 6 | Garrison School Liaison Officers | 117 |
| SETS School Signatories (as of Jun 07) | 325+ | S2S High School Sites | 100 |
| Interactive Counseling Centers | 200 | Parent to Parent Cadres | 16 |

High School Senior Move Stabilization:

| Officer | Requested | Approved | Disapproved | Pending |
| Enlisted | 4983 | 4532 | 254 | 27 |
The Topics:

- **School Transition Services: Readiness & Retention Linkages (TAB A)**
  School Transition Services exist to support force readiness by reducing conflict between parental responsibilities and mission requirements.

- **School Transition Services: “The Road Map” (TAB B)**
  Today's School Transition Services are rooted in issues raised at the 1997 Army Family Action Plan Conference. The “qualitative” research effort of the “Army Secondary Education Transition Study” (SETS) has proved to be a litmus test for Army School Transition initiatives.

- **School Transitions: Infrastructure And Baseline Services (TAB C)**
  The Army institutionalized School Transition Services within the Child & Youth Services framework to ensure consistent policies, procedures & programs that result in predictable School Transition Services for Families.

- **School Transition Services: Command Support (TAB D)**
  Commanders need to ensure they have full knowledge of youth education and transition issues and the implications for the military community. Command support forms the foundation for success of the installation CYS School Transitions Services Program.

- **School Transition Services: Support Services For Parents & Children (TAB E)**
  Strong Families are the constant in a life of the successful mobile student. The Army established School Transition Services support systems to help Families better face the challenges of Army Transformation.

- **School Transition Services: Support Services For School Personnel (TAB F)**
  Research tells us targeted professional development for military and school personnel helps them respond to the needs of our children by improving communications among stakeholders. Successful programs are dependent upon relationships between installation/garrison commander(s) and the school district superintendent(s).

- **School Transition Services: The Way Ahead - A Shared Responsibility (TAB G)**
  The Army School Transition Action Plan 2005-2013 outlines strategies, actions and timelines to minimize disruptions to the more than 75,000 military connected relocating students. The plan establishes an Army-wide School Transition Services framework and outlines opportunities for collaborative efforts among Garrisons, private and community organizations, and national, state and local education agencies.

- **School Transition Services: “Pink Panther” Checklist (TAB H)**
  In March 2006, Garrison CYS Coordinators were given a “CYS Coordinator Review, Analysis, Follow-Up Checklist” (aka known as the “Pink Panther Checklist”). Use it to see how well YOUR School Transition Services Program “Measures Up.”

- **School Transition Services: Indicators Of Success (TAB I)**
  Commanders can contribute to the success of their CYS School Transition Services Program by understanding the success indicators & requiring accountability for outcomes that signify successful School Transition Services Programs.

- **School Transition Services: Army Family Covenant Programs (TAB J)**
  Commanders can be committed to the support services that are available through Army Family Covenant CYS Programs to assist children of deployed parents.
TAB A

“Readiness & Retention Linkages”
WHEN COMMANDERS ASK: “Why do Army Families need School Transition Services?”

BACKGROUND: School Transitions was raised as a quality of life issue at the FY 97 Army Family Action Plan Conference. As a result, Army Leadership is proactively addressing this concern through a series of strategic planning, R&D, and operational initiatives that began in FY 98 with the intent to “level the playing field for transitioning military children and youth.”

“The Army can move a unit to an open field and call it training….The Army can move a spouse and Family and give them a house with a new coat of paint and call it home… But the Army can not get away with moving Families with kids unless there are Schools and Child Development Centers…”

LTG Jordan, Deputy Group Commander USAREUR

Finger Tip Guide: Leveling the Playing Field

• Use community resources to reduce the PCS impact for military children/youth.

• Provide predictable support services that assist children/youth with relocation, life transitions, and achieving academic success.

• Help parents, children/youth, school, commanders, and communities access resources that facilitate school transitions.

• Identify barriers to & develop solutions that support academic success.

• Promote parent & community involvement by providing tools to overcome obstacles.

• Educate local schools/communities on needs of the military children/youth & the impact the military lifestyle has on academic success and school adjustment.

FACTS:

1. School Transition Services are a readiness & retention issue because
   • Families are reluctant to disrupt high school youth in their Senior year
   • Families are concerned about the quality of off post schools at many locations
   • Families often make the decision to “separate geographically” in order to keep kids in school
   • School problems intensify during the deployment cycle

2. FY 05 Sample Survey of Military Personnel data shows School Transition Services ranked as # 3 most valuable Quality of Life (QOL) Service.

3. Survey of Army Families V data shows “school problems were reported for 1 in 5 children.” This translates into approximately 50,000 children now experiencing school difficulties.
WHEN COMMANDERS ASK: “Tell me how School Liaison & Transition Services evolved.”

ARMY SECONDARY EDUCATION TRANSITION STUDY (SETS) 1998-2000
This qualitative, research study published in 2001 identified issues military-connected high school students face as they transition through different school settings – because they move, on average, three times more often than non-military students (every 2.9 years). Primary findings showed that mobile children and youth encounter challenges in the following areas:

- Timely transfer of records and grades
- Variations in school schedules (block vs traditional)
- Different state/school system graduation requirements (courses, exit testing)
- Difficulties associated with participation in extracurricular activities
- Social and emotional needs related to “fitting in” - first two weeks most important for adjustment
- Need for school, parent and community partnerships in support of school transitions

THE MEMORANDUM OF AGREEMENT (MOA) 2000-2007
The SETS recommendations established a precedent setting Memorandum of Agreement for participating school systems to adopt reciprocal policies and practices to help level the playing field for transitioning military students. The Agreement, between and among school systems, provides a common structure for information-sharing and venues for reciprocity. More than two hundred and fifty CONUS and OCONUS school systems have signed the MOA committing to developing and/or improving systems for making school transitions more consistent and predictable for military-connected mobile students.

ARMY EDUCATION SUMMIT 2000
This first Summit, held to disseminate the result of the SETS Study, responded to grass roots concerns about youth education. Delegates, including parents (Soldiers and spouses), school administrators, students, and garrison commanders from throughout the Army – recommended:

- Hiring School Liaison Officers at all Army installations
- Reducing obstacles to high school graduation through the use of reciprocal agreements among school districts regarding graduation requirements and exit-level testing
- Improving the transition process for parents who have children with special needs

ARMY EDUCATION SUMMIT 2002
This follow on Summit highlighted progress made to resolve challenges identified at the 2000 Army Education Summit. Completed actions included:

- Funding and hiring of School Liaison Officers
- Instituting Army policy and procedures re: Senior Move Stabilization
- Development of a School Liaison Officer Course & School Liaison Officer Handbook
- Increase of SETS MOA School System Signatories from 9 to 200

TAB B
Delegates representing key stakeholders (Families, youth, school personnel) recommended:

- Funding Region School Transition Specialists
- Establishing a National SETS Steering Committee for MOA signatories
- Providing a web forum for SETS MOA signatories
- Producing a “teen to parent” video to educate parents on school transition issues

A significant and lasting outcome of the 2002 Army Education Summit is a national outreach effort of states to approve policies that permit military-connected students to be eligible for in-state tuition rates at state higher education institutions.

Special Needs Qualitative Study – 2004
Phase I of this study examined issues faced by transitioning military Families with children who have special needs served by the Army’s Exceptional Family Member Program. Findings detail a more complete understanding of these children’s educational issues and how military installations, school systems, and communities accommodate and respond to their education-related challenges.
TAB C

“Infrastructure & Baseline Services”
WHEN COMMANDERS ASK: “What are STS Baseline Services & how are they delivered?

BACKGROUND: Your School Liaison Officer (SLO), using the resources of Child and Youth Services, has the primary responsibility for ensuring the delivery of the STS baseline standards, working closely with garrison Commanders, school officials, MWR staff, and Region School Transition Specialists to deliver School Transition Services to Soldiers and their Families.

POLICY: School Transition Services (STS) are a core component of CYS Liaison, Education and Outreach Services (CLEOS). Baseline STS services include:

- **School Transition & Deployment Support Services:** The focus of STS is “leveling the playing field” for transitioning military children and youth. This is accomplished by mobilizing and using community resources to reduce the impact of the mobile military lifestyle on military children/youth. Through STS, barriers to academic success are identified and solutions reached to help the smooth transition of Army children/youth to the new school.

- **Partnerships in Education (PIE) Initiatives:** The Army PIE Model encompasses a network of partners and partnerships established and coordinated through CYS to leverage resources in support of the growth and development of children and youth. This model is grounded in the fundamental premise that all segments of the military and civilian community have a stake in today’s youth.

- **Garrison/School Communications:** The SLO is the primary advisor and subject matter expert (SME) to the Commander on matters relating to schools, youth education issues, and School Liaison Services; Command communications are imperative to success. Additionally important is educating and informing school personnel on topics related to the needs of military children and their Families while coordinating and collaborating to meet the education needs of military children.

- **Home School Linkage/Support:** Although the number of Families that home school their children may be small at your installation, across the Army this group of Families is sizeable. These Families face unique challenges and barriers that could benefit from School Transition Services. The SLO is responsible for gathering and sharing information on home schooling issues, policies and legislation from local school districts, the Internet, and home school support and advocacy groups.

- **Post-Secondary Preparation Opportunities:** School Liaison Officers leverage installation resources to provide graduating military students access to post-secondary information. This is generally a CYS-wide team effort, and is particularly important for our Families stationed overseas.

Garrison School Liaison Officers are funded through the QYDP MDEP annual funding allocation.

Military Child Education Coalition (MCEC) Memberships are centrally funded for each Garrison.
Finger Tip Facts: What Your School Liaison Officer Should Be Doing

1. Serve as primary advisor to Commander/command staff on matters relating to schools and School Transition Services

2. Function as garrison subject matter expert to inform and assist the command on youth education/school transition issues

3. Coordinate School Transition Services needed at your garrison

4. Inform and assist parents on youth education and school transition topics

5. Facilitate Collaborations with local schools systems, installation organizations, and community organizations for successful education experiences for military children and youth

6. Develop a written protocol that outlines School Liaison Officer access to command, lines of authority, and School Liaison Officer levels of responsibility

Roles and Responsibilities

<table>
<thead>
<tr>
<th>Command Responsibility (SLO informs command and coordinates military-school interchange)</th>
<th>Commander / SLO Responsibility (SLO informs and seeks guidance from command)</th>
<th>SLO Responsibility (SLO informs command as needed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• School decisions that impact military Families (e.g., redistricting)</td>
<td>• STS Policy / Procedural guidance (Army, installation)</td>
<td>• Family support and school conflict issues (e.g., Individual Education Plan)</td>
</tr>
<tr>
<td>• Memorandum of Agreement (MOA) with schools to address transition issues</td>
<td>• Sexual abuse</td>
<td>• Relocation and military lifestyle issues</td>
</tr>
<tr>
<td>• Security (weapon’s incidents, bomb threats)</td>
<td>• School violence</td>
<td>• Partnerships in Education (PIE)</td>
</tr>
<tr>
<td>• Construction or safety issues (e.g., road signs on post)</td>
<td>• Disruptive behavior in school</td>
<td>• Command initiated actions (e.g., hotline, mayors town hall meeting)</td>
</tr>
<tr>
<td>• Residential Communities Initiative (RCI)</td>
<td>• School transportation</td>
<td>• Youth education transition issues (e.g., school credit transfer, graduation requirements, school calendar, extracurricular activities)</td>
</tr>
<tr>
<td>• Bond initiatives</td>
<td>• Establish School Transition Response Team (STRT)</td>
<td>• Support for children of Reserve and National Guard</td>
</tr>
<tr>
<td>• Legislation</td>
<td>• Deployment Support</td>
<td>• School’s use of post facilities</td>
</tr>
<tr>
<td>• Impact Aid</td>
<td></td>
<td>• Emergency Contingency Conditions (ECC)</td>
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<td>• Policy</td>
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<tr>
<td>• Parent-school conflicts (e.g., missed school appointments due to mission</td>
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Caveat: The issues identified in this chart are not an exhaustive listing of all issues a SLO will face and are presented to illustrate that the SLO’s role in school matters varies per local protocol.
TAB D

“Command Support”
WHEN COMMANDERS ASK: "What Should I Do To Ease School Transitions?"

BACKGROUND:

☑ Ensure your installation has a Child and Youth Services (CYS)/schools in/out-processing protocol, in accordance with AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing).
☑ Advise Families about the procedures for transferring school records and/or refer to appropriate school points of contact.
☑ Establish an installation School Transition Response Team (STRT)

BE AN ADVOCATE FOR FAMILIES: A Commander’s Most Important Role!

In the broadest sense, everything you do for Families and children/youth falls under the category of advocacy, because all of your efforts are, intended to ease the impact of school transitions and promote Family well being.

Whenever you interact with your stakeholder groups (i.e., Families, command, schools, community), by working proactively (to prevent problems) or reactively (in response to a current problem), you are advocating. Advocacy can also be conceptualized more narrowly (on limited occasions) as the process of intervening on behalf of specific Families regarding a problem and/or circumstances.

Finger Tip Facts: Commonly Reported Concerns of Military Families

1. Schools are “unsympathetic” to their circumstances, which are, more often than not, triggered by the military lifestyle and out of their control, e.g., moving in the middle of the school year, not having a permanent address, etc.
2. Military children and youth miss out on opportunities at school as a result of being transient, e.g., lose the ability to try out for extracurricular activities, apply for scholarships, etc.
3. Schools are unsafe or have bad reputations, e.g., are “gang ridden,” “drug infested,” etc.

POLICY:

★ When Commanders Ask: “What resources & policies support School Transition Services?

Garrison CYS School Liaison Officers are funded for 117 Army installations. School Liaison Officers act as primary advisors to garrison command staff on matters relating to schools serving the installation. They work closely with local school personnel to identify and resolve issues that impact transitioning military students, serve as “ombudsmen” between military Families and schools during in and out processing periods, and encourage school systems to become SETS MOA Signatories.
Region CYS School Transition Specialists are located in the Installation Management Command Regional offices to facilitate the adoption of reciprocal practices among and across school systems. The intent is to ease school transitions for mobile military students by increasing the commonalities among school systems supporting military affiliated students. Region School Transition Specialists work closely with Garrison School Liaison Officers to elevate systemic school transition issues to be addressed from an Army wide perspective.

Army Stabilization Policy for Soldiers with High School Seniors established in 2000 allows Soldiers to remain in their current assignment while the teenagers complete their senior high school year. Soldiers initiate the request and submit it to the Human Resources Command. Since implementation, more than 4000 Soldiers have had their tours stabilized – with only a 4% disapproval rate. This is a tangible sign of the Army’s commitment to the well being of Soldiers’ children!

Army In and Out Processing Protocol (Army Regulation 600-8-101) requires each garrison to establish procedures that ensure Soldiers with school age children connect with garrison School Liaison Officers. Intent is to help ensure Soldier parents provide timely notification to local schools upon arrival and prior to departure for permanent change of station.

Army CYS School Transition Communications Plan provides the Army with clear and consistent messages to take advantage of the School Transition Services available to them – at both the sending and gaining installations and communities. Communicating key messages that inform Families of the Army’s commitment to providing a “smooth takeoff” and “soft landing” for their school age children relocating to new communities are critical.

Army Community Service Exceptional Family Member Program (EFMP) managers work with School Liaison Officers to provide information for transitioning exceptional school age children successfully to the new school and in linking parents with appropriate special education school officials through workshops and EFMP support groups.

“Develop systems to support the unique transition challenges for children who learn differently.”

Fort Leonard Wood Community Participant
U.S. Army 2005 Education Summit
“Communities Working to Improve Student Transitions”
As A Commander You May Ask: What do I need to know about Impact Aid?

BACKGROUND: Since 1950, Congress has provided financial assistance through the Impact Aid Program for local school districts that face special challenges. The school district must provide a quality education to the children living on the Indian and other Federal lands and meet the requirements of the No Child Left Behind Act, while sometimes operating with less local revenue than is available to other school districts, because the Federal property is exempt from local property taxes. The Impact Aid Law provides assistance to local school districts with concentrations of children residing on Indian lands, military bases, low-rent housing properties, or other Federal properties and, to a lesser extent, concentrations of children who have parents in the uniformed services or employed on eligible Federal properties who do not live on Federal property.

- **The Army position** – Impact Aid is a function and responsibility of the U.S. Department of Education (DoED). Department of Defense (DoD)/Army play no part in the development, determination, or distribution of resources.
- Funds are an important source of Federal income for school districts that educate Federally-connected children and go directly to school districts.
- Impact Aid funds are provided to compensate school districts for tax revenue lost because of a federal activity.
- In some states the Impact Aid goes to the state level. When this occurs at the state level, the Impact Aid funds are distributed equally to school districts.
- Impact Aid is under-funded and is a concern for local school districts and military Families.
- The Army works with DoED and DoD for solutions to Impact Aid under funding.
- Impact Aid funds help to ensure military children are provided a quality education.

WHEN COMMANDERS ASK: **“How will my school district use the Impact Aid?”**

- Impact Aid funds are deposited into the general fund of the recipient school districts.
- Most recipients use these funds for current expenditures.
- School districts may use the funds in whatever manner they choose in accordance with their local and State requirements.
- School districts may use Impact Aid for a wide variety of expenses, including the salaries of teachers/teacher aides, purchasing textbooks, computers, and other equipment; after-school programs and remedial tutoring; advanced placement classes; and special enrichment programs.

WHEN PARENTS ASK:

**“Do all school districts educating military children receive Impact Aid?”**

- Not all districts educating military children receive Impact Aid.
- The enrollment of federally-connected children in the district must be at least 400 or 3 % of Average Daily Attendance.
- Some districts may decide not to apply for Impact Aid if they view the cost of doing the required attendance survey as approximately equal to their projected payment.

**“Will the Impact Aid dollars my school district receives for my child be spent for their school?”**

- School districts Impact Aid payment is based on the count of Federally-connected children who attend schools in the district.
• Federally-connected students include: American Indian children residing on Indian lands, military-affiliated children (both on and off-post), children residing in federal low-rent housing, and children of civilian employees working on federal property.
• Money is not designated for individual children.
• Impact Aid funds are deposited into the district’s general fund.
• Funds are not earmarked for any specific school, but to support the district as a whole. Impact Aid is the federal government’s “tax payment” to the local school district for property taken off the local tax rolls; therefore, Impact Aid funds are intended by law to be treated as other local tax revenue.

“Isn’t there any money to help individual schools that have a large enrollment of military children?”
• Congress has added approximately $30 million to the DoD budget for the DoD Supplement to Impact Aid to support the need of school districts that educate military children.
• Funding is divided among “heavily impacted” school districts in which military children make up at least 20% of the enrollment. DoD utilizes data from the DoED to determine eligible school districts. Approximately 120 Service wide military impacted school districts receive the DoD Supplement to Impact Aid annually.
• Funding from the DoD budget does not mandate that the DoD money be used specifically to support the education of military students.
• Money is provided because of the presence of military students and in the recognition of the unique stresses this population can place on a school district’s resources.

★ When Commanders Ask: “What can I do to assist our school districts in obtaining Impact Aid?”
• Commanders can assist school districts in getting as much Impact Aid as possible by supporting efforts to get 100% of the military Families to complete the Impact Aid Survey that helps a school qualify for funding.
• Become familiar with all aspects of Impact Aid.
• Monitor legislation.
• Understand the financial implications for school districts of education military students.
• Learn about programs such as Title 1 funding and free and reduced lunch programs and how they impact military Families and schools.
• Encourage Families to sign up for free and reduced lunch programs when they qualify. Registration will make additional funds available to schools.
• Encourage superintendents to explore unique funding methods to finance construction and other expansion costs.

Additional Information on Impact Aid:
• National Military Family Association (NMFA) website, www.nmfa.org
• Military Impacted Schools Association (MISA)
  http://www.militaryimpactedschoolsassociation.org/
• National Association of Federally Impacted Schools (NAFIS): www.nafis.org
• Department of Education Impact Aid Program Office:
  http://www.ed.gov/about/offices/list/oese/impactaid/index.html
• Department of Defense Educational Opportunities Directorate:
  www.militarystudent.org
TAB E

“Support Services For Parents & Children”
ARMY CHILD AND YOUTH SERVICES

School Transition Services 101!: Support Services for Parents and Children

When Commanders Ask: “Why is it important to have School Transition Services be part of Child and Youth Services?”

BACKGROUND: School Transition Services is funded through the Child & Youth Services QYDP MDEP and aligned with CYS programs to provide seamless program delivery. CYS alignment:

- Gives Army CYS the ability to forecast staffing through the POM process
- Allows for full operational efficiencies to effectively leverage CYS resources
- Provides the SLO with functional training and professional development
- Ensures consistent and reliable services to all Soldiers and their Families
- Allows Commanders to physically locate the SLO in the command group if needed to best support local mission

“Seamless delivery of CYS programs is an idea whose time has come.”

MG Craig B. Whelden, Commander CFSC, July 2000.

★ “When Parents Ask: “What support services are available to help parents and youth have smooth school transition “takeoffs and landings?”

POLICY:

Child and Youth Homework Centers

- Integral part of every garrison CYS System
- CYS Staff is funded to supervise the Home Work Centers each day after school and work closely with School Liaison Officers to keep abreast of state “standards of learning”
- 200 CYS Homework Centers serve as an “anchor” for military students, creating safe and familiar academic support environment as students transition

SKIESUnlimited (Schools of Knowledge, Inspiration, Education, and Skills)

- Army framework for out of school instructional classes for children and youth
- Classes offered on and off post through the SKIES School of Academic Support often fill in the gaps when schools do not offer such opportunities (e.g., driver’s training)
- Supports students having difficulty meeting academic requirements (e.g., tutoring, research skills, vocational skills, and SAT preparation)

Youth Technology Labs

- Centrally funded area installed in 184 Garrison School Age, Youth, and Teen facilities
- Labs have Internet connectivity, 7-15 computer work stations, a color printer, digital camera and camcorder, and software that supports both educational and recreational programming
- Part of a comprehensive Child and Youth Services technology program that allows youth to complete homework after school, acquire workforce preparation skills
- Communication capabilities allow youth to stay in touch with absent deployed or relocating parents
- Critical factor in easing the stress of separation for both youth and Families in transition by providing access to parents for research
- Includes “cyber sitter” protection

“Seamless delivery of CYS programs is an idea whose time has come.”

MG Craig B. Whelden, Commander CFSC, July 2000.
Early Literacy Initiative
- Early Literacy initiatives are focused on training and supplemental materials customized to meet the various states’ standards in reading and mathematics
- More than 200 Army Child Development Center and School-Age Program staff were trained in 2006 in research-based practices that focus on pre-language development, emergent literacy, early literacy, and reading

Youth Sponsorship: Student-2-Student © (MCECTM S2S)
- A centrally funded school based teen sponsorship program
- Provides school transition support to military-connected youth
- Conducted as CYS partnership with the Military Child Education Coalition and established as a school managed, student led, school transition training program
- S2S is a key component of the Army Youth Sponsorship Program
- S2S was initially piloted by 6 school teams (Army School Liaison Officer, School Guidance Counselor and two Students) and is now in place at more than 100 schools

Army CYS School Transition Public Service Video
- Army Teen Panel members wrote and filmed a video designed to raise parental and command awareness of stresses military youth experience during Permanent Change of Station moves
- Teens play “themselves” and stress the importance of parents connecting with School Liaison Officers before moves occur--Intended audience is students, parents, and schools
- Video was produced in response to a tasking from Army Education Summit 2002

School Transition Parent to Parent Cadres
- Parent-centered pilot initiative centrally funded at select installations for 2006-2007
- Focused on empowering parents to be informed, and proactive transition specialists at home
- Team of up to seven trained parent coaches at identified installations support military-connected parents and guardians of school-aged
- A community-based team approach where parent coaches work in cooperation with the schools’ parent and community specialists, and the garrison School Liaison Officers

SchoolQuest©, Web based planning tool; assists parents, school counselors, other educators and/or School Liaison Officers with individualized, proactive planning and information-gathering prior to a school transition
- Allows youth to glean information about new school options to develop a virtual portfolio
- Provides a safe and secure environment for parents to consider their child’s unique academic and social/emotional needs in the context of a changing school and community environment
- Available at www.schoolquest.com

“Educate parents and Soldiers on the importance of timely transfer of records.”

Fort Stewart Community Participant
U.S. Army 2005 Education Summit
“Communities Working to Improve Student Transitions”
"Support Services For School Personnel"
★ When Commanders Ask: “What support services are available to help local school personnel better respond to the needs of military connected children?”

BACKGROUND: In 1999, General Shinseki, Army Chief of Staff, committed to creating partnerships among Army installations and their supporting schools. Following the Army SETS Study recommendations, the following school/community based programs were implemented.

TRANSITION COUNSELOR INSTITUTE® (MCECTM TCI®)
- Professional development for counselors in schools that support military installations
- Three levels of two-day institutes follow a prescribed curriculum in the strategies addressing the stresses of transition and issues that result from frequent moves
  - Level One, awareness, processes and networks
  - Level Two, deeper understanding, social/emotional needs and the military life
  - Level Three, master transition counseling and partnership with the installation

SPECIAL EDUCATION LEADERSHIP INSTITUTES (MCECTM SELI®)
- Series of two-day institutes developed to promote awareness of the amplified transition challenges for children with special needs to train educators and military professionals
- Two-day institutes conducted in cooperation with the school and military communities
  - Phase I focuses on awareness, policy and practice, school and Exceptional Family Member Program, and entry/exit strategy
  - Phase II is an in-depth study of the social/emotional transition challenges, as well as support systems and services

LIVING IN THE NEW NORMAL (MCECTM LINN®)
- Two-day institute to train educators and military professionals on the experience and effects of grief, building resilience, and identifying community resources for children dealing with illness, injury, or death of a parent.

INTERACTIVE COUNSELING CENTERS (MCECTM ICC®)
- Over 200 ICCs in place are as “virtual counseling centers” allowing students, parents, counselors and other involved parties at the sending or receiving schools to make real-time contact and electronically exchange student records and vital information
- ICC® is an easy-to-use, secure video conferencing system with plug-and-play technology
- Connections are done through audio, video, and data and document imaging
- ICCs are provided at no charge to schools, to ensure students have a smooth hand-off between schools

SECONDARY EDUCATION TRANSITION STUDY (SETS) CONNECTIONS
- Army hosted password protected electronic bulletin board
- Specifically designed for SETS MOA Signatory school superintendents to stay connected and network with their colleagues in school districts serving military students
- Forum is designed to be a venue for open and candid discussions about school transition support as well as national education trends and issues
TAB G

“The Way Ahead - A Shared Responsibility”
Army Child and Youth Services
School Transition Services 101!: “The Way Ahead”

WHEN COMMANDERS ASK: ”What is a Ready Community?“

BACKGROUND: The Army School Transition Action Plan 2005-2013 outlines strategies, actions, and timelines to minimize disruptions for more than >55,000 military-connected students relocating to and within stateside school systems. The plan establishes an Army wide framework and tools for schools and installations to successfully integrate these students into new academic settings through collaborative efforts with private and community organizations, national, state, and local education agencies. Every Commander’s goal should be to create a “Ready Community.”

READY COMMUNITY = “A community prepared to seamlessly send and/or receive military connected students.”

Finger Tip Guide: “A Ready Community”
1. Develops a viable action plan
2. Coordinates a system for effective/efficient information sharing
3. Prepares “logistics plans” = Maintaining “quality” school and youth programs
4. Considers SETS Guiding Principles as their basis for bridging processes
5. Is dedicated to addressing critical partnership components
6. Collaborates to develop multimedia/web-based systems links

POLICY:

“LANDSCAPE” CONSIDERATIONS FOR COMMANDERS:

- Synchronization of moves is important
- Communities must understand the demographic anomalies
- Deployments may impact timing of moves for Families
- Affordable housing and changes in military housing availability impact on schools
- Child and Youth Programs are needed to support facilities and programs
- Flexible plans must be tied to coherent and accurate numbers
- Special needs Families have additional challenges
- School Funding issues -- Schools need lead time for infrastructure planning
  - School funding is a Local Education Agency (LEA) responsibility (unless DDESS)
  - Funding options successfully used by LEAs:
    - Local and/or State Bonds (may require ballot consideration for approval)
    - State funding of new school construction
    - Leverage of local taxes (equates to tax increased for local communities)
    - Qualified Public Educational Facilities (QPEF) Bonds: authorized by the Economic Growth and Tax Reconciliation Act of 2001 to issue bonds
“Pink Panther” Checklist
Army Child and Youth Services
School Transition Services 101! Keeping Up with the “CYS Pink Panther”

WHEN COMMANDERS ASK: “What Is My Coordinator Currently Accountable For?”

WHAT IS THE “CYS PINK PANTHER”? At the CYS Training in March 06, CYS Coordinators were given a “CYS Coordinator Review, Analysis, and Follow-Up Checklist.” This “Pink Panther Checklist” as it has become known, outlines CYS priorities and upcoming areas of focus. Coordinators are accountable for ensuring they understand the applicability of the checklist items to their CYS program; can articulate the issues to Command and Higher Headquarters; and are “On Target” or have a viable action plan to correct any deficiencies. Progress is monitored by IMCOM Staff. Each time CYS Coordinators meet, the “Pink Panther” checklist will be updated to ensure Coordinators remain current with all CYS issues and trends and know what they are being held accountable for.

WHAT ARE THE CURRENT PRIORITIES AND AREAS OF FOCUS FOR SCHOOL TRANSITION SERVICES?

School Transition Services
- ✓ Increase CYS situational awareness of the changing demographics at the Garrison
- ✓ Ask the SLO for updates on the local action plans developed by the school districts
- ✓ Facilitate implementation of the “in and out” processing protocol
- ✓ Support the SLO in completing required actions in the Army School Transition Action Plan
- ✓ Advocate for SLO representation on installation teams planning for Army Transformation and BRAC
- ✓ Require assigned SLO attend TCI, S.E.L.I and other professional development when offered locally

Inspections
- ✓ Ensure ICYET truly produces a thorough and fair evaluation of the Youth Education Support Services Program
- ✓ Be open and forthright with the RCYET Team to address systemic issues

How Does YOUR School Transition Program Measure up?

TAB H
Army Child and Youth Services
School Transition Services 101!: “Indicators of Success”

WHEN COMMANDERS ASK: “How Do I Know That My STS Program is Successful”?

SUCCESS INDICATORS:

☑ CYS STS Program supports the mission, e.g., Services are provided at arrival and departure
☑ SLO is in the CYS Chain of Command (can be physically located anywhere on post)
☑ There is a written protocol that outlines SLO access to command
☑ There is a current Action Plan with local schools serving military children
☑ CYS Home Work Center & Youth Technology Lab support school assignments
☑ CYS in/out processing protocol includes Schools IAW AR 600-8-101
☑ Families are advised about procedures for transferring school records
☑ School information is linked to Garrison Web Site Home Page
☑ Schools in Garrison Catchment Area are SETS MOA Signatories
☑ Local school leaders/personnel have opportunities to learn about military life

SUCCESS PRODUCES THESE OUTCOMES:

☑ Smooth take-off and soft landings for military children who transition
☑ Reduced stress on children/youth and spouses of deployed Soldiers
☑ Garrison influences school decisions that impact military Families e.g. redistricting
☑ Reduction in parent/school conflicts, e.g., missed school appointments due to mission
☑ Mutually beneficial partnerships with local school systems
☑ Improved Soldier readiness due to reduction in transition associated lost duty hours

Each Commander must be able to say:

“My Installation School Transition Services Program is ‘Leveling the playing field’ for transitioning military children and youth”
TAB J
“Army Family Covenant Programs”
Army Child and Youth Services
School Transition Services 101!: “Army Family Covenant Programs”

WHEN COMMANDERS ASK: “What support services are available to assist School Liaison Officers, school educators and children of deployed parents?

★ Conduct additional Transition Counselor Institutes
  • Required to provide school guidance personnel and teachers a deeper understanding of the stressors of deployment on military students who may experience academic and behavioral issues.
  • Includes Transition Counselor Institutes, Special Education Leadership Institutes, Living in the New Normal institute, and National Guard and Reserve Institutes.
  • July 07 trained 65 Exceptional Family Member Program Managers at Military Child Education Coalition (MCEC) Conference and trained 90 Garrison School Liaison Officers on Deployment Support Services.

★ Update training/materials for School Liaison Officers
  • Provides training for 112 School Transition Specialists and School Liaison Officers to better assist transitioning students affected by extended deployments. Includes the development and delivery of both online and instructor led courses.
  • Includes training materials for Garrison School Liaison Officers to provide to school guidance personnel to allow them to better understand issues of military students, deployments, services/programs available on the installation.

★ Increase and sustain Parent 2 Parent and Student 2 Student School Transition Initiatives
  • Increases and sustains the Parent 2 Parent cadres who work directly with Families to supplement School Liaison Officers at high OPTEMPO garrisons and Student 2 Student school-based outreach program delivered for incoming military students.
  • Expands mandated Youth Sponsorship programs for military children and youth.

★ Expand CYS Homework Center Support and Tutoring
  • Homework centers are an integral part of every Garrison CYS system
  • CYS staff funded to supervise the Homework Centers each day after school and work closely with School Liaison Officers to keep abreast of state “standards of learning”.
  • Tutoring available for all students in the Homework Centers and through SKIESUnlimited (The Schools of Knowledge, Inspiration, Education, and Skills) programs.

★ Establish Army After-School Programs at Secondary Education Transition Study (SETS) schools
  • Off-post programs include partnerships with schools and community youth organizations, to include Boys & Girls Clubs of America, SETS, 4-H Extension Programs and other youth serving organizations to offer opportunities to Army children/youth where they reside.
  • Army Sponsored Community Based Child and Youth Program Options are available in some locations for geographically dispersed Soldiers who do not have access to Garrison Youth Programs.