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:

<table>
<thead>
<tr>
<th>Program</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army Youth &amp; Teen Centers</td>
<td>124</td>
</tr>
<tr>
<td>Army Boys &amp; Girls Clubs</td>
<td>189</td>
</tr>
<tr>
<td>Instructional Programs</td>
<td>103</td>
</tr>
<tr>
<td>Army Sports &amp; Fitness Programs</td>
<td>74</td>
</tr>
<tr>
<td>Army 4-H Clubs</td>
<td>384</td>
</tr>
<tr>
<td>School Liaison Programs</td>
<td>98</td>
</tr>
</tbody>
</table>
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 Volunteer Community Services Workforce Preparation Youth Technology Labs Youth Leadership Forums</td>
<td>Homework Centers Deployment Cycle Support Services School Transition Services</td>
</tr>
</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.
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>
</tr>
</thead>
<tbody>
<tr>
<td>Youth/Teen Centers</td>
<td>30%</td>
<td>(25%-35%)</td>
</tr>
<tr>
<td>FACILITY</td>
<td>30%</td>
<td>(20%-40%)</td>
</tr>
</tbody>
</table>

| Youth Sports & Fitness               | 40%    | (35%-45%) |
| FACILITY                             | 70%    | (60%-80%) |

| On-Post Outreach                     | 10%    | (5%-10%) |
| OFF POST                             | 20%    | (15%-25%) |

| Community Based Outreach             | 20%    | Non-FACILITY |
|                                      |        | 70%          |
|                                      |        | 60%-80%      |

**AGE GROUP METRICS FOR MIDDLE SCHOOL YOUTH**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6th – 7th Graders (Ages 11 – 12)</td>
<td>50% (+/- 10%)</td>
</tr>
<tr>
<td>8th – 9th Graders (Ages 13 – 15)</td>
<td>50% (+/- 10%)</td>
</tr>
</tbody>
</table>

**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>
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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
**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.
Youth Program Availability: School Liaison and Transition Services
WHEN COMMANDERS ASK: “What should the SLO and I being 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
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<th>Table E</th>
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“Youth Program Quality: DoD Certification & Standards of Organizational Effectiveness”
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.
  - 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.
  - 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”
Army Child and Youth Services
Youth Programs 101!: “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.

TAB F
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](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](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”!”