



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
FAMILY AND MORALE, WELFARE AND RECREATION COMMAND
US ARMY INSTALLATION MANAGEMENT COMMAND
4700 KING STREET
ALEXANDRIA VA 22302-44

IMWR-CY

APR 24 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Child and Youth Services (CYS) Key Management Controls

1. References.

- a. AR 11-2, Management Control, 1 Aug 94
- b. AR 608-10, Child Development Services, 15 Jul 97
- c. AR 215-1, Morale, Welfare and Recreation Activities and Nonappropriated Fund Instrumentalities, 31 Jul 07

2. The purpose of this memorandum is to provide guidance on identification and evaluation of key management controls within CYs operations. The Federal Managers Financial Integrity Act and Army Regulation 11-2 require that commanders and managers establish and maintain effective management controls. Headquarters, Department of the Army functional proponents are responsible for identifying key management controls to ensure critical processes operate as intended and resources are safeguarded from fraud, waste, and abuse. These key management controls must be formally evaluated at least once every five years. While use of a checklist is one option for accomplishing this evaluation, an alternative is to use an existing management review process. Child and Youth Services will use the existing management review process to fulfill the requirement.

3. In 1999, the Morale, Welfare and Recreation (MWR) Board of Directors (BOD) approved the MWR Baseline Standards. Child and Youth Services' approved Baseline Standards are composed of 21 governing principles that support the concepts of Quality, Availability, and Affordability vital to providing the predictability and consistency of CYs program delivery Army-wide. Of these 21 baseline standards, 12 have been selected as key management controls (Enclosure) to be used in connection with existing management reviews conducted by the Installation Child and Youth Evaluation Teams (ICYET) and the Region Child and Youth Evaluation Teams (RYCET).

4. Child and Youth Services has in place a self-inspection process for the installation level that is validated annually by the appropriate Region to ensure that CYs programs function in accordance with the governing statutory, policy and procedural guidance. This self-inspection process is conducted using the most current evaluation tools denoted as the:

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- a. Installation Child Care Evaluation Tool (ICCET)
- b. Installation School Age Services Evaluation Tool (ISASET)
- c. Installation Youth Evaluation Tool (IYET)

5. AR 608-10, para 2-1b (1) and AR 215-1, para 8-15e (14) provide for supplementary procedural guidance issued by the Family and MWR Command's Child and Youth Services Directorate (IMWR-CY). Pending revision of the referenced regulations, this memorandum constitutes that procedural guidance as follows:

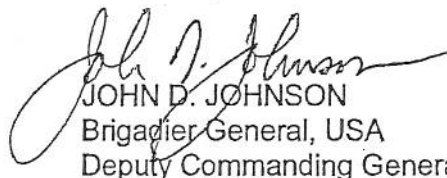
a. Installations will use the existing installation evaluation tools (available at the CYS Professionals website: <http://cyswbsvr2003.cfsc.army.mil/armycys/reference/index.html>) to perform annual self-inspections. The installation commander will sign off on the evaluation tool and then affix a copy of the DA Form 11-2-R (Management Control Evaluation Statement) to document that the key management controls represented by the enclosed baseline standards have been met.

b. Each Region will validate these key management controls in conjunction with its annual RCYET review. This review will confirm compliance with the key management controls represented by the 12 designated CYS baseline standards.

6. The FMWRC point of contact for this subject is Mr. Jerry Haag, DSN 761-5238 and commercial 703-681-5238.

FOR THE COMMANDER:

Encl


JOHN D. JOHNSON
Brigadier General, USA
Deputy Commanding General

Distribution:

Director, IMCOM – Europe
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**Child and Youth Services (CYS)
Morale, Welfare, and Recreation (MWR) Baseline Standards
Selected as CY Key Management Controls**

Baseline Standard #1 – Department of Defense (DoD) Certification: CY Programs meet and maintain standards for DoD Certification.

Baseline Standard #2 – National Accreditation: CY Programs meet and maintain requirements for national accreditation by professional associations.

Baseline Standard #5 – CY Staffing Metrics / Child Supervision Ratios:

- a. CY program assistants are employed and compensated per the Child and Youth Personnel Pay Program (CYPPP).
- b. Staff supervision ratios are met at all times. Management vacancies are filled within 45 days.
- c. CY staff turnover rate is consistently less than 30% on an annual basis.

Baseline Standard #6 – CY Staff Training and Credentialing:

- a. CY personnel / providers meet CYPPP Foundation Training and Annual/Ongoing Training requirement as a condition of employment/Family Child Care (FCC) Home operation.
- b. At least 25% of CY program assistants/providers have professional credentials.
- c. CY managers complete professional development courses outlined in CY Training Plan.

Baseline Standard #7 – Child & Youth Abuse Prevention / Risk Management

- a. Background checks are completed on all CY staff, providers, contractors and specified volunteers in accordance with statutory/regulatory guidelines and within prescribed time frame.
- b. Risk management policies and procedures are following to minimize risk of abuse and ensure child/youth safety and well-being.
- c. Installation Home Alone Policy during duty hours is based on Army guidance and enforced by the Commander.

Enclosure

Baseline Standard #8 – Installation CYS Availability Plan:

- a. CYS delivery options include on post and off post facility-based, home-based, and outreach (community-based) programs.
- b. Young children (6wks – 5 yrs), school age (6-10 yrs), middle school (11-15 yrs), and teens (16-18 yrs) have designated or scheduled physical space as appropriate in facility-based programs to ensure age group separation.
- c. Mix of delivery options are within recommended metric ranges and are within the DoD /Army Child Care and Youth Program space and age group metrics ranges.
- d. Plan includes CYS role during mobilization, deployment, and emergency situations.
- e. Services for children and youth with special needs are addressed through the CYS Special Needs Accommodation Process (SNAP) that meets as necessary.

Baseline Standard #11 – CYS Facilities / FCC Homes:

- a. Facilities are built / renovated / provided for CYS programs in accordance with Army standards.
- b. CYS facilities and housing units used for FCC meet applicable national / DoD / Army health and safety codes / standards.
- c. Schools, MWR, and community facilities are used as satellite sites to expand programs and increase child/youth spaces.
- d. Playground, sports fields, and courts meet national / DoD /Army safety, maintenance, and size criteria.

Baseline Standard #12 – CYS Supplies, Equipment and Automation:

- a. Age appropriate materials, equipment, and supplies are safe, well maintained, and provided in sufficient quantities.
- b. Youth computer labs with Internet connectivity and age appropriate software are staffed by qualified personnel.
- c. CYS operations are supported by state of the art automation equipment maintained in working order. Child and Youth Management System (CYMS) software is used to support key functions: e.g., central enrollment registry; annual report; MIS requirements.

Baseline Standard #15 – CYS Funding and Execution:

- a. Appropriated funds (APF) are provided / executed to meet Region / installation child space allocations and youth utilization goals.
- b. Installation CYS funding is at least 65% APF with a minimum 50/50 match with patron fees in Child Development Center programs.
- c. CYS programs operate in accordance with prescribed financial metrics.

Baseline Standard #16 – CYS Seamless Delivery:

a. Child Development Services, School Age Services, Youth Services and CYS Liaison, Education, and Outreach Services (to include Community-Based and School Liaison) are managed as a single seamless delivery system.

b. CYS facilities, staff, and funding are leveraged to create efficiencies, eliminate competing programs, and enhance services.

c. Personnel actions, contracts, background checks, registration, budgets, waiting lists, and procurement actions are centrally processed.

Baseline Standard #19 – CYS Patron Fees:

a. Patron fees are established in accordance with DoD and Army Fee Policy guidance.

b. Afterschool programs are provided at no cost to middle school youth and teens.

Baseline Standard #19 – CYS Program Management Metrics:

a. CYS program / facility enrollment exceeds authorized capacity by up to 10% to compensate for absenteeism.

b. CYS programs use prescribed program management tools to maximize operational efficiencies and improve services offered.

Appendix X, Management Control Evaluation Process

X-1. Function. The function covered by this evaluation is Child and Youth Services (CYS)

X-2. Key Management Controls. The key management controls to be evaluated are the following MWR Baseline Standards for CYS:

- a. CYS Facilities Evaluation
 - Baseline Standards
#11 (Facilities/FCC Homes); #12 (Supplies / Equipment/Automation)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- b. CYS Staff Employment, Training, and Credentialing
 - Baseline Standards
#5 (Staffing Metrics / Child Supervision Ratios); #6 (Staff Training and Credentialing)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- c. Child Abuse Prevention / Background Checks
 - Baseline Standard
#7 (Child Abuse Prevention / Risk Management)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- d. CYS Developmental Programming
 - Baseline Standard
#2 (National Accreditation)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- e. CYS Health and Safety
 - Baseline Standard
#1 (DoD Certification)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- f. CYS Food and Nutrition
 - Baseline Standard
..#1 (DoD Certification)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- g. CYS Funding
 - Baseline Standards
#15 (CYS Funding and Execution); #19 (CYS Patron Fees);
#21 (CYS Program Mgmt Tools)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- h. CYS Seamless Delivery
 - Baseline Standards
#8 (CYS Program Availability/Delivery Options); #16 (CYS Seamless Delivery);
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)

CODE: ICCET = Installation Child Care Evaluation Tool
ISASET – Installation School Age Services Evaluation Tool
IYET = Installation Youth Evaluation Tool

HQs, IMCOM CENTRAL TASKING OFFICE
TASKING SUBMISSION INFORMATION FORM

HQDA/HQs, IMCOM CTO TRACKING SYSTEM ID NUMBER:

CTO USE ONLY

EXTERNAL ID NUMBER: 08-153

SUBJECT: Child and Youth Services (CYS) Key Management Controls

ORIGINATOR SUSPENSE DATE:

HQs, IMCOM SUSPENSE DATE:

OFFICE OR REGION TO BE TASKED:

IMNE SUSPENSE DATE:

IMSE SUSPENSE DATE:

IMWE SUSPENSE DATE:

IMEU SUSPENSE DATE:

IMPC SUSPENSE DATE:

IMKO SUSPENSE DATE:

TASKER LESS THAN 30 DAYS: YES

CHIEF OF STAFF APPROVED: YES

DESCRIPTION OF TASKER: Please distribute to Region Directors. Memo, signed by FMWRC DCG, provides updated guidance/instruction on Key Management Controls for CYS Programs, to reflect changes in organizational structure and updated references.

HQs, IMCOM FUNCTIONAL/POINT OF CONTACT:

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