



REPLY TO
ATTENTION OF

CFSC-CYS

DEPARTMENT OF THE ARMY
US ARMY COMMUNITY AND FAMILY SUPPORT CENTER
4700 KING STREET
ALEXANDRIA VA 22302-4418

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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, Change 1, 15 Aug 97
- c. AR 215-1, Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities, 25 Oct 98

2. The purpose of this memorandum is to provide guidance on identification and evaluation of key management controls within CYC 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. For CYC, we will use our 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 CYC program delivery Army-wide. Of these 21 baseline standards, nine have been selected as key management controls (see Encl 1) to be used in connection with existing management reviews conducted by the Installation Child and Youth Evaluation Teams (ICYET) and the major Army command (MACOM) Child and Youth Evaluation Teams (MCYET).

4. Child and Youth Services has in place a self-inspection process for the installation level that is validated annually by the appropriate MACOM to ensure that CYC 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. Both AR 608-10 at paragraph 2-2b (10) and AR 215-1 at paragraph 8-24c (17) provide for supplementary procedural guidance issued by the U.S. Army Community and Family Support Center's Child and Youth Services Directorate (CFSC-CYS). Pending the next 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 website at www.army.mil/cfsc/cvs/serious_stuff.html) to perform annual self-inspections. The installation commander will sign off on the evaluation tool and then affix a copy of DA Form 11-2-R (Management Control Evaluation Statement) to document that the key management controls represented by the nine baseline standards at Enclosure 1 have been met.

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

6. The CFSC point of contact for this subject is Mr. Jerry Haag, DSN 761-5395 and commercial (703) 681-5395.

FOR THE COMMANDER:



PETER H. MARTINI
LTC, IN
Chief of Staff

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

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

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

Baseline Standard #5 - CYS Staffing Metrics / Child Supervision Ratios:

- a. CYS 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. CYS staff turnover rate is consistently less than 30% on an annual basis.

Baseline Standard #6 - CYS Staff Training and Credentialing:

- a. CYS 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 CYS program assistants/providers have professional credentials.
- c. CYS managers complete professional development courses outlined in CYS Training Plan.

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

- a. Background checks are completed on all CYS staff, providers, contractors and specified volunteers in accordance with statutory/regulatory guidelines and within prescribed time frame.
- b. Risk management policies and procedures are followed 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.

Baseline Standard #11 - CYS Facilities / FCC Homes:

- a. Facilities are built / renovated / provided for CYS programs in accordance with standard design criteria.
- 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. Playgrounds, 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. Prescribed management information system (MIS) software is used to support key functions: e.g., central enrollment registry; annual reports; MIS requirements.

Baseline Standard #15 - CYS Funding and Execution:

- a. Appropriated funds (APF) are provided / executed to meet major Army command/installation child space allocation 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 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.

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 Standard
 - #11 (Facilities/FCC Homes)
 - #12 (Supplies / Equipment / Automation)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- b. CYs Staff Employment, Training, and Credentialing
 - Baseline Standard
 - #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 Standard
 - #15 (CYS Funding and Execution)
 - Sources: ICCET, ISASET, & IYET (Evaluation Tools)
- h. CYs Seamless Delivery
 - Baseline Standard
 - #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