

The State of South Carolina

Military Department



Office of the Adjutant General

ROBERT E. LIVINGSTON, JR.
MAJOR GENERAL
THE ADJUTANT GENERAL

1 NATIONAL GUARD ROAD
COLUMBIA, S.C. 29201-4752

February 8, 2018

The Honorable Gary E. Clary
Chairman, House Legislative Oversight Executive Subcommittee
South Carolina House of Representatives
Post Office Box 11867
Columbia, SC 29211

Dear Representative Clary:

Thank you and the other members of the Subcommittee for your continued interest in the organizations of the Office of the Adjutant General and their ongoing operations in support of this State and our Nation.

The Agency respectfully submits the following response to your letter dated January 22, 2018:

Emergency Information

1. Please provide links to the following materials so the Committee can post the information online:

- SC Emergency Operations - Executive Guide
See attached file, "SC Emergency Operations Executive Guide"
- SC Hurricane Guide
Go to: <http://scemd.org/component/content/article/26-guides-and-brochures/142-south-carolina-hurricane-guide>
- Severe Winter Weather in SC Guide
Go to: <http://www.scemd.org/component/content/article/2-uncategorised/203-severe-winter-weather-guide>

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- SC Earthquake Guide

Go to: <http://scemd.org/component/content/article/21-home-page/public-information/133-south-carolina-earthquake-guide>

- SCEMD Emergency Operations - September 2017

See attached file, "SCEMD Emergency Operations - Hurricane Irma - Sep 2017"

- SCEMD Emergency Operations - October 2016

See attached file, "SCEMD Emergency Operations - Hurricane Matthew - Oct 2016"

Emergency Management Division - Palmetto System

2. Please list the information currently pulled into the Palmetto System, and the information the agency is working to have pulled into the system going forward, in an Excel document that can be sorted by type of information, entity from whom it is received, and location for which the information applies (e.g., statewide, Richland County, etc.).

See attached file, "Palmetto System - Data Layers Information"

3. Please outline which entities currently have access to the Palmetto System and which entities the agency is working to provide access, including an approximate month and year by which the agency hopes to ensure those entities have access.

See attached file, "Palmetto System – Users"

All State Agencies who are part of the State Emergency Response Team (SERT) have access to Palmetto.

In addition to State Agencies, all 46 counties have access to Palmetto. Each County Emergency Management Director administers the Palmetto accounts for their county. Some counties have granted access to the system to their emergency management partners in their municipalities. The spreadsheet outlines municipalities who have been granted individual accounts. This list is not comprehensive because some counties roll municipalities into county ESF accounts. Accounts can be multi-user, so multiple personnel in an ESF, municipality, or county could be using a single account. Because Palmetto went live June 1, 2017, SCEMD expects a greater number of users in the future in the existing counties and organizations already having access to the system.

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Several public universities and the State's Voluntary Organizations Active in Disaster (VOAD, as well as Federal partners, including FEMA, SC military installations (Shaw Air Force Base, Joint Base Charleston, etc.), and the U.S. Army Corps of Engineers, also have access to the system.

SCEMD continues to encourage counties to add their additional emergency management partners and jurisdictions to the system. No deadline for adding additional users to the system has been set since it is the county's discretion to determine who should be added to their accounts.

At the State-level, SCEMD has reached all desired users.

4. Could the structure of the Palmetto System, which the S.C. Emergency Management Division built, potentially be used for tracking data by other state agencies (e.g., Department of Education and information at all schools, public, private, charter, etc. around the state; Department of Health and Environmental Control to track hospital bed counts; Department of Public Safety to track location of officers; Department of Transportation to track progress of all construction around the state; etc.)

Palmetto is an Emergency Management Common Operating Picture. The intent is for the system to stay focused on emergency management and remain "For Official Use Only." While the technology exists to bring in additional asset/tracking data from a myriad of agencies, if it does not pertain to emergency management, it could clutter, confuse, and distort situational awareness during a disaster response.

Palmetto currently has over 40 applications, or "apps". Some, like Incident Command System (ICS) forms, are specific in their purpose and use, but many, such as Volunteers, Public Information, Inventory, Donations and Event Journal, could be adopted with little or no changes by a wide-range of State Agencies and organizations for use in emergency management response and recovery.

SCEMD is currently working with SC DHEC to add hospital bed counts and additional medical facility status information such as dialysis facilities. Our discussions with the Office of the Fire Marshall will continue to mature as well. Emergency management focused data is, and will continue to be, welcomed into the system.

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Emergency Resources - National Guard

5. Please explain the difference in sending out units during emergencies versus sending out "force packages." Also, during which emergency did the agency first send out "force packages"?

A unit is defined as any military element whose structure is prescribed by competent authority, such as a table of organization and equipment; significantly, part of an organization. These can be as small as a team or squad, or large elements such as brigades or divisions. Although each type of unit is specialized in its primary function (i.e., Infantry, Engineers, Military Police, etc.), they can all provide general support in most disaster operations.

A force package is a responsive, scalable, and tailorable temporary grouping of units, under one commander, formed for the purpose of deploying to an affected area to provide a range of capabilities to support the Incident Commander. These force packages can range in size from a few individuals up to organizations of several thousands of members. These types of organizations are focused on specific operations and mission such as SC HART, road clearance packages, vehicle recovery teams, traffic control operations, etc.

The term "force package" is a fairly recent term but the concept of using responsive, scalable, and tailorable temporary grouping of units is one the military has been using since the mid-1900s. The SC National Guard has been using force packages (i.e., task forces) in response to disaster operations for many years.

Economic Impact

6. Please provide information on the economic impact to the state of McEntire Joint National Guard Base.

See attached file, "McEntire Economic Impact Survey - October 16"

Record Retention/Archive

7. Is the agency current with transferring records, including electronic ones, to the Department of Archives and History? If not, why?

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The Agency has conducted an initial review of its records to determine compliance with the guidance as issued by the South Carolina Department of Archives and History as contained in the following documents:

- *General Records Retention Schedule For Administrative Records Of State Agencies (2002)*
- *General Records Retention Schedule for Financial Records of State Agencies (2002)*
- *General Records Retention Schedule for Personnel Records of State Agencies (2002)*

The following are the findings of the review:

- *The primary finding is the Agency has not been properly documenting the destruction of obsolete records. The Agency has implemented the Record Destruction documentation process as outlined in the SC Department of Archives and History guidance documents.*
- *The Agency has identified a small number of records which should be moved to Archives. These records primarily include Public Information releases and documents, and some outdated departmental policies and regulations. The Agency is currently in the process of compiling those digital records and will forward them to the State Archives.*
- *Per State policy, the South Carolina Enterprise Information System (SCEIS) is the State's system of records for all Administrative, Financial, Procurement and Contracting records. (Note – the guidance documents from the Department of Archives and History were last updated in 2002 which was prior to the States adoption of SCEIS). The Agency is in compliance with the requirements of SCEIS.*
- *All records as pertains to Financial, Procurement, and Contracting are stored electronically on SCEIS. All paper documentation is digitized and stored on SCEIS.*
- *SCEIS is currently used to store many but not all Human Resources (HR) records. The Agency, based on the recommendation of and in coordination with the Department of Administration, is coordinating with the SC Housing (Pilot Program Agency) to implement a software program (OnBase) to provide the Agency the ability to digitalize and store of all HR records and documentation.*
- *The majority of documentation maintained by the Agency are Federal documents related to the Army and Air National Guards. Other than those*

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having to do with State funded construction or agreements with State entities, these are not under the purview of the State.

8. Please explain the process utilized by the agency to transfer all, if any, required documents to the Department of Archives and History.

The transfer of documents to the Department of Archives and History will be completed in accordance with the guidance provided by the SC Department of Archives and History.

Note – Per the SC Department of Archives and History, they are not “capable” of receiving electronic copies of documents for archival via email. Since the Office of the Adjutant General relies on electronic documents, this will require the Agency to provide the electronic files on either a CD or a thumb drive (security threat) as the mean of transferring the files to Archives.

Youth Challenge

9. Please list the current requirements for recognition as a certified high school in South Carolina, indicating which of the requirements the South Carolina Youth Challenge Academy (SCYCA) meets and does not meet.

To earn accreditation as a high school in South Carolina, the school must meet standards as established by the SC Department of Education (see - <https://ed.sc.gov/districts-schools/state-accountability/accreditation-of-schools-and-districts/accreditation-standards-for-secondary-school-2017-18/>). The schools are also responsible for being in compliance with all applicable State Board of Education regulations and policies. These are some of the key requirements:

- *Personnel: Each school must provide a Certified Principal, Certified Assistant Principal (school with 400 or more students) and Certified Teachers.*
 - *The SCYCA does not have a Principle or Assistant Principle.*
 - *The SCYCA has a lead teacher, but neither the Academy nor Richland School District 1 Adult Education requires the Academy's teaching staff to be certified on their areas of expertise.*
- *School Year: The statutory school term is one hundred ninety (190) days annually and shall consist of a minimum of one hundred eighty (180) days of instruction.*
 - *The SCYCA provides only 5 month of instruction.*

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- *Curriculum: The student in high School must earn a total of 24 specified unit credits (120 hours of instruction per unit of credit) to obtain a high school diploma. In addition, the student must be enrolled for a minimum of one semester immediately preceding his or her graduation except in cases of bona-fide change of residence. Units earned in a summer school program do not satisfy this requirement.*
 - *The SCYCA student population consists of High School dropouts, the majority of which have previously successfully earned no more than 10 unit credits when they enroll at the Youth Challenge.*
 - *The normal course of instruction at the High School level takes 3-4 years to complete the required 24 unit credits. The SCYCA provides only 5 month of instruction.*
 - *Since 2016, the SCYCA, in partnership with Richland School District 1's Adult Education Program, has been a solely General Equivalency Diploma (GED) Program.*
- *Testing: Accredited High Schools must test the students at the end of the school year in Science, Civics, etc. The students must be able to pass those tests in order to graduate.*
 - *The SCYCA does not conduct end-of-year testing.*
 - *As established by the National Guard Bureau, the standard for graduation from the National Youth Challenge Academy Program only requires cadets to increase two grade levels on the Test of Adult Basic Education (TABE) test or pass the GED.*
- *Hours of Instruction: High school students must complete a minimum of 120 hours of instruction per unit of credit.*
 - *Richland School District 1 Adult Education Program requires 40 hours to administer the TABE POST Test, there is no set hours of instruction required in order to take the GED.*

10. Please provide the following:

- SCYCA's December 2016 full-scope Challenge Operational and Resource Effectiveness (CORE) Inspection;
See attached file, "Youth Challenge - CORE Report - Dec 2016"

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- All corrective action plans which address findings and recommendations from SCYCA's December 2016 CORE Inspection

See attached file, "Youth Challenge - 2016 CORE Inspection Corrective Action Plan"

- All reports submitted to the National Guard Bureau or other federal or private entities, during the last three years, that includes performance measures tracked by SCYCA.

See attached files:

- *Youth Challenge - 2014 Annual Report - Data Call*
- *Youth Challenge - 2015 Annual Report - Data Call*
- *Youth Challenge - 2016 Annual Report - Data Call*
- *Youth Challenge - 2017 Annual Report - Data Call*

11. Utilizing the formula from SCYCA's December 2016 Financial Performance Inspection, please provide the federal/state dollar cost per cadet for fiscal year 2014-15, 2015-16, and 2016-17. Also, for each year, please include a cost per juvenile in the juvenile correction system and source of the data.

- *FY 14:*

Federal/State cost per Youth Challenge cadet	\$22,283
Annual cost per juvenile committed to SCDJJ	\$38,911

- *FY 15:*

Federal/State cost per Youth Challenge cadet	\$16,092
Annual cost per juvenile committed to SCDJJ	\$39,323

- *FY 16:*

Federal/State cost per Youth Challenge cadet	\$16,581
Annual cost per juvenile committed to SCDJJ	\$43,119

- *FY 17:*

The SCYCA's F17 budget has not been closed out. A cost per cadet for the F17 cannot be determined until the budget has been closed out and the expenditures posted to SCEIS.

- *See attached file, "Federal-State Cost per Youth Challenge Cadet"*

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12. Does SCYCA have a data management system, as mentioned in Recommendation 1c. of SCYCA's December 8, 2016 Operational compliance inspection?

Until 2014, the National Guard Bureau (NGB) provided data management systems which were internet based and managed by outside contractors. Due to data breaches in other states, the Department of Defense (DoD) determined the data management systems, which contained Personally Identifiable Information (PII), were not secure and ceased providing the data base management service. NGB is currently researching to build and/or find a data management that would be available to all Youth Challenge Program and would meet DoD security standards.

NGB advised the programs they were authorized obtain their own secure data management. SCYCA has built a non-internet based data management system on an on-site server which could only be accessed by on-site terminals. This meets DoD and NGB standards by making the system and the data inaccessible to outside entities.

As of 5 February 2018, the SCYCA's database has been installed and is operational.

13. Please provide the following information, in an Excel document, for each fiscal year 2010-11 through 2016-17:

- Target number of graduates;
- Actual number of graduates and, of those, the number:
 - earning a GED;
 - earning a high school diploma;
 - obtaining higher education (tech, college);
 - entering military service;
 - employed;
 - unemployed and not in school; and
 - GED pass rate

See attached file, "Youth Challenge - Cycles Info - 2010-2017"

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14. In the 2016-17 Accountability Report, the agency states the following about SCYCA: "The SCYCA Program is one of the most successful programs designed to serve high school dropouts." Please provide the data of SCYCA, and other programs with which SCYCA compares itself, which serve as the basis for the agency's statement that the SCYCA Program is "one of the most successful programs."

The statement contained in the Accountability Report was inaccurate in referencing only the South Carolina Youth Challenge Program. The accurate statement should have read, "The National Guard Youth ChalleNGe Program is one of the most successful alternative education programs designed for high school dropouts or youth that are not progressing in a traditional high school setting." (<https://jointservicessupport.org/NGYCP>)

The National Program cites the following national data as the basis for this statement:

- *Over 153,000 cadets have graduated since 1993. Remarkably, over 60% of these graduates - former wayward high school dropouts – have earned their GED or high school diploma while in the program.*
- *This percentage is nearly double the average reported pass rate of 41% for the same target age group.*

Pending Legislation

15. Please explain the agency's position, if any, on H.3789 and S.451.

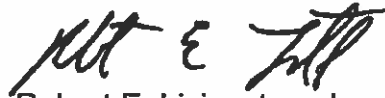
The Agency supports the legislation as outlined in H.3789 and S.451.

The requirements of the legislation does not impact or influence the operations of the Agency (i.e., Youth Challenge Program). The only impact on the Program would be the inclusion of the Director of the South Carolina Youth Challenge Academy in the list of officials who may attest by signature on the application to the eligibility of the charge for expungement.

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Thank you for your attention to this letter. If you should have any questions, please feel free to contact either myself or Mr. Ken Braddock, Chief of Staff for State Operations, at (803) 299-4445 or braddockk@tag.scmd.state.sc.us.

Sincerely,

A handwritten signature in black ink, appearing to read "R. E. Livingston, Jr.", with a stylized flourish at the end.

Robert E. Livingston, Jr.
Major General, SCARNG
The Adjutant General

Enclosures

South Carolina Emergency Operations

EXECUTIVE GUIDE



Prepared By:
S.C. Emergency Management Division
Office of the Adjutant General

Introduction

This guide is to be used as a reference to acquaint government officials with the South Carolina Emergency Operations Plan and the interface of state and federal emergency management organizations. When an emergency occurs, many of the services state government provides take on an even greater significance. The South Carolina emergency management system is in compliance with the National Incident Management System (NIMS).



**South Carolina Emergency
Management Division
2779 Fish Hatchery Road
West Columbia, SC 29172**

Typically, emergencies are handled by local emergency management first responders. Unusual emergencies are extraordinary events that require additional assistance from other sources. These events may be so severe, affecting so many people and so much property, that they are considered disasters.

It is usually a disaster or potential disaster that calls for the Governor and agency directors to act to alleviate suffering and hardships imposed by the event.

S.C. Emergency Management Division

Prepare to respond to natural, technological, and man-made disasters and emergencies through systematic planning and Standard Operating Procedures (SOP) development, Emergency Operations Center (EOC) facility readiness, and personnel training, drills and exercises.

Warn state, county, and municipal governments and the population of danger. Provide public information to alert residents about the situation and how they can protect themselves.

Support county disaster operations with effective employment of state resources to save lives and protect property.

Assess needs and obtain support from adjacent states and the federal government as necessary.

Coordinate state response and assistance under agency authority or under direction of the Governor.

Phases of Emergency Management

Response: Time-sensitive activities undertaken to save lives and property, as well as to begin stabilizing the situation so that local jurisdictions can begin to regroup and recover.

Preparedness: Programs and systems that exist prior to an emergency and are used to support and enhance response and recovery operations. Planning, training, and exercising are among the activities conducted during this phase.

Recovery: The effort to restore infrastructure and return the social and economic life of a community to normalcy.

Mitigation: Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

State Response Operating Condition Levels

To make maximum use of advance warning, the state has established a system of Operating Condition Levels (OPCONS). OPCONS increase the state's level of readiness to respond to an emergency on a numerical scale from 5 to 1.

Levels of Readiness

OPCON 5

Day-to-day operations, to include normal training and exercises.

OPCON 4

Possibility of an emergency or disaster situation developing that may require state coordination. The State Emergency Operations Center (SEOC) activation is dependent on the status of the event.

OPCON 3

Disaster or emergency situation is likely; activate South Carolina Emergency Operations Plan and the appropriate specific impact hazard emergency plan.

OPCON 2

Disaster or emergency situation is imminent or in effect; maximum preparedness level.

OPCON 1

Disaster or emergency situation in effect; full-fledged emergency operations ongoing and the SEOC is fully activated.

Emergency Operations Center Activation

The Director, South Carolina Emergency Management Division (SCEMD), may activate one or more Emergency Support Functions (ESFs) based on situation reports, information from the National Weather Service, requests from county emergency management organizations, or when an event



The State Emergency Operations Center

warrants implementation of the State Emergency Operations Plan.

The Governor fully activates the State Emergency Operations Center and implements the State Emergency Operations Plan based on the situation and recommendations from the SCEMD Director.

Requests for Assistance

Requests for state assistance will come from county-designated emergency management organizations with the approval of the organizations' directors. Requests are sent to the SEOC for tasking, coordination, and delivery of services.

Federal assistance will be coordinated by SCEMD with the concurrence of the Governor. Requests are then sent to the U.S. Department of Homeland Security, Federal Emergency Management Agency (FEMA) Region IV. Upon request, the FEMA Region IV Emergency Response Team (ERT) will be dispatched to the SEOC to assist with response and recovery activities to restore local government to pre-disaster conditions.

South Carolina State Recovery Plan

The State's Recovery Plan identifies a range of actions to be taken by state agencies to support local governments and coordinate emergency recovery operations in a Joint Field Office (JFO). It provides state and local emergency management organizations with operational guidance to effectively manage recovery operations.

South Carolina Emergency Operations Plan

The South Carolina Emergency Operations Plan (SCEOP) is implemented by the Governor or his designated representative during extreme situations or when state assistance is needed by local governments. The SCEOP provides for the deployment of state assets either by a specific state agency in isolated incidents or through the plan's Emergency Support Functions (ESFs) concept of operations.

Upon activation of the Emergency Operations Plan, the State Emergency Response Team comprised of ESFs and other personnel assemble in the SEOC to coordinate the State's emergency response.

State ESF's 1 – 15 correspond to those in the National Response Framework. State ESF's 16 – 19 and 24 are specific to South Carolina.

ESF 1 – Transportation

Primary Agency: Department of Transportation

Coordinates the delivery of buses, trucks, drivers, aircraft, marine assets, and commercial/industrial transportation assets, and provides information relating to transportation networks and evacuation routes.

ESF 2 – Communications

Primary Agency: Budget and Control Board, Division of State Information Technology

Coordinates with all supporting and other appropriate departments/agencies and organizations to ensure communications readiness in times of natural or manmade disasters.

ESF 3 – Public Works and Engineering

Primary Agency: Budget and Control Board, Office of the State Engineer

Coordinates the restoration of transportation infrastructure, water resources and sewer facilities, and coordinates immediate and continued engineering resources, construction management, emergency contracting, and expertise following a disaster.

ESF 4 – Firefighting

Primary Agency: Department of Labor Licensing and Regulation, Division of Fire and Life Safety (Structural Fires), Forestry Commission (Wild Fires)

Coordinates and mobilizes fire services, resources, personnel, and equipment; also coordinates other state resources to support local government in the detection and suppression of urban, rural, and wildland fires.

ESF 5 – Information and Planning

Primary Agency: Emergency Management Division

Collects, analyzes, and disseminates information to facilitate the overall response and recovery operations by state agencies and, if required, federal government entities.

ESF 6 – Mass Care

Primary Agency: Department of Social Services

Coordinates and provides emergency shelter operations, first aid, bulk distribution centers, temporary housing, and victim information.

ESF 7 – Resource Support

Primary Agency: Budget and Control Board, Materials Management Office

Develops procedures to evaluate, locate, procure, and deliver essential material and personnel resources upon request by state and local officials.

ESF 8 – Health and Medical Services

Primary Agency: Department of Health and Environmental Control

Coordinates the reassignment and delivery of medical personnel, equipment and supplies from established government programs, and coordinates for the provision of private resources for medical, psychological and personal care of disaster victims.

ESF 9 – Search and Rescue

Primary Agency: Department of Labor, Licensing and Regulation, Division of Fire and Life Safety

Provides assistance to local authorities for search and rescue operations anywhere in South Carolina.

ESF 10 – Hazardous Materials

Primary Agency: Department of Health and Environmental Control

Coordinates, integrates and manages efforts to detect, identify, contain, clean up, dispose of, or minimize releases of oil and hazardous substances.

ESF 11 – Food Services

Primary Agency: Department of Social Services

Coordinates and identifies food requirements in disaster-affected areas. Secures and distributes food products to include USDA food to staging areas within affected areas.

ESF 12 – Energy

Primary Agency: Office of Regulatory Staff

Coordinates with the electric and natural gas utilities to ensure the integrity of power supply systems is maintained during emergencies and that damage is repaired and services restored in an efficient and expedient manner.

ESF 13 – Law Enforcement

Primary Agency: State Law Enforcement Division

Provides for coordination and use of law enforcement personnel and equipment in a disaster or emergency for general law enforcement functions.

ESF 14 - Long-Term Community Recovery and Mitigation

Primary Agency: Emergency Management Division

Provides the framework to coordinate the federal, state, local government, and private sector recovery and mitigates consequences of a disaster in the future.

ESF 15 – Public Information

Primary Agency: Emergency Management Division

Provides effective public information through coordination with appropriate federal, state, and local agencies and organizations to minimize loss of life and property before, during, and after an emergency or disaster.

ESF 16 – Emergency Traffic Management

Primary Agency: Department of Public Safety

Provides for coordinated plans, policies, and actions of state and local governments to ensure the safe and orderly evacuation of populations affected by all hazards. To further ensure that once the threat or hazard no longer exists, prompt and orderly re-entry into the evacuated area is accomplished.

ESF 17 – Animal Agriculture Emergency Response

Primary Agency: Clemson University Livestock-Poultry Health

Provides animal and plant emergency management and response, before, during, and after disasters to include assistance at all levels to protect animal health, the animal and plant industry, and related public health issues.

ESF 18 – Donated Goods and Volunteer Services

Primary Agency: Budget and Control Board, General Services Division

Coordinates the receipt, storage, and distribution of commodities provided by public and private sources without charge to the government. Also coordinates offers of assistance provided by private organizations without charge to the government.

ESF 19 – Military Support

Primary Agency: S.C. National Guard

Provides State military support throughout South Carolina in times of a major or catastrophic disaster. Support is provided in response to mission taskings from the SEOC.

ESF 24 – Business and Industry

Primary Agency: S.C. Department of Commerce

Coordinates interaction with private sector entities during disasters and emergencies. Encourages private business and industry to develop emergency response and recovery plans.

State Laws and Regulations

1. South Carolina Constitution
2. South Carolina Code of Laws ann., 25-1-420 through 25-1-460
3. Regulation 58-1, Local Government Preparedness Standards, S.C. Code of Regulations
4. Regulation 58-101, State Government Preparedness Standards, S.C. Code of Regulations
5. Governor's Executive Order #2003-12

Federal Assistance

The Governor has the option to seek federal assistance through individual federal agencies that can provide assistance to the state under their own statutory authorities, or he may ask the President for one or more federally funded programs authorized by the Stafford Act under a Presidential Declaration.

Programs Available Through Federal Agencies

- Search and Rescue
- Fire Suppression Assistance
- Emergency Conservation Programs
- Emergency Loans for Homeowners and Businesses
- Voluntary Agency Assistance
- Flood Protection
- Health and Welfare
- Tax Refunds/Relief
- Repairs to Federal-Aid Road Systems

Upon a Presidential Declaration, the National Response Framework (NRF) is implemented. The concept of the NRF is simple: when needed, the federal government provides state and local governments with the necessary personnel, technical expertise, equipment, and other resources to ensure an effective response. Resources are provided by federal departments and agencies and the American Red Cross. Essential resources are grouped into Emergency Support Functions, each headed by a primary agency with other agencies providing support as necessary. Federal disaster recovery programs and mitigation assistance are also implemented under the NRF. The NRF is linked to emergency plans of departments and agencies.

Federal Laws and Regulations

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 106-390
2. Code of Federal Regulations (CFR), Title 44, as amended
3. National Response Framework, as amended
4. Presidential Executive Order 13286 - Department of Homeland Security.
5. National Incident Management System.

Federal Disaster Relief Programs

There are three Federal disaster relief programs that are managed by the SCEMD staff: Individual Assistance, Public Assistance, and Hazard Mitigation Assistance. These programs are typically managed and directed from a Joint Field Office (JFO).

Individual Assistance

Assistance to individuals who are underinsured or uninsured includes, but is not limited to:

- Housing Assistance
- Disaster Unemployment Insurance
- Other Needs Assistance
- Veterans' Assistance
- Crisis Counseling
- Small Business Administration Loans
- Legal Services

When a disaster is declared and Individual Assistance is authorized, affected individuals are directed to register with FEMA and to ensure they provide complete and correct information.

Public Assistance

Eligible applicants: State, county, and municipal government entities as well as Federally recognized Indian tribes, certain private non-profit organizations, and other political subdivisions.

Applicants' Briefing: Eligible applicants attend a state briefing that details the process for receiving federal assistance. The briefing includes the application process, how assistance is requested, Project Worksheets (PW), proper documentation, and the audit process. Eligible applicants' agents will be responsible for administering all federally funded projects that may include emergency work in these categories:

- Debris Management/Removal
- Emergency Protective Measures

And may include permanent work to repair, restore, improve, or replace:

- Roads, Signs, and Bridges
- Water Control Facilities
- Buildings and Equipment
- Utilities (non-investor owned)
- Parks and Recreational Facilities

Project Worksheets (PW): Federal, state, and local representatives will comprise a team to inspect every damaged site. A PW will be completed on each site to include scope of work and estimated costs in accordance with applicable codes, specifications, and standards.

Other Potential Assistance:

- Community Disaster Loans
- Federal Resources
- Repairs to Federal Projects
- Repairs to Federal-Aid Road Systems

Hazard Mitigation Assistance

This grant program is designed to lessen or eliminate the impacts of disasters. It is available prior to disasters in the form of Pre-Disaster Mitigation (PDM) or Post-Disaster – in conjunction with Public Assistance PWs through Section 406 mitigation projects and as the Hazard Mitigation Grant Program (HMGP).

The **Eligible Applicants and Applicants Briefing** for the Hazard Mitigation Assistance programs are conducted as outlined in the **Public Assistance** section, with the exception of how assistance is requested and funded projects. Hazard Mitigation Assistance may include the following categories:

- Initiatives
- Plans
- Projects

Other Potential Mitigation Assistance:

- National Flood Insurance Program (NFIP)
- Repetitive Flood Claims Program (RFC)
- Severe Repetitive Loss (SRL)
- SC Safe Home Program
- Small Business Administration loans
- Hazard Mitigation Technical Assistance Program (HMTAP)

WEBSITES OF INTEREST

S.C. Emergency Management Division

www.scemd.org

State of South Carolina

www.sc.gov

U.S. Department of Homeland

Security www.dhs.gov

Federal Emergency Management Agency

www.fema.gov

www.disasterassistance.gov

S.C. Department of Transportation

www.scdot.org

S.C. Budget and Control Board

www.bcb.sc.gov

S.C. Department of Labor, Licensing, and Regulation

www.llr.state.sc.us

S.C. Forestry Commission

www.state.sc.us/forest

S.C. Department of Social Services

www.dss.sc.gov

S.C. Department of Health and Environmental Control

www.scdhec.net

S.C. Public Service Commission

www.psc.sc.gov

State Law Enforcement Division

www.sled.state.sc.us

S.C. National Guard

www.scguard.com

S.C. Department of Public Safety

www.scdps.org

Clemson University Livestock-Poultry Health

www.clemson.edu/ep

S.C. Department of Commerce

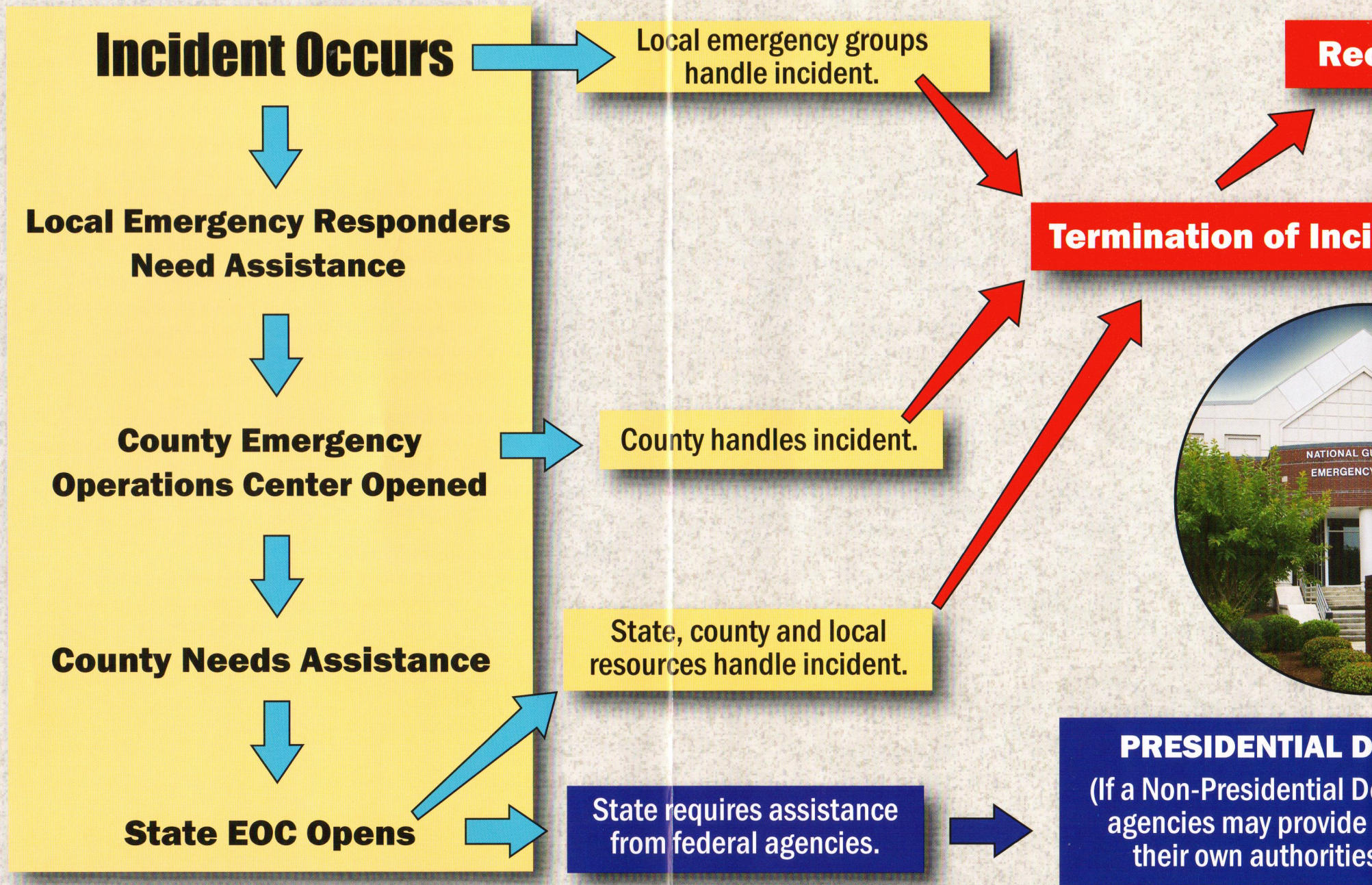
www.sccommerce.com

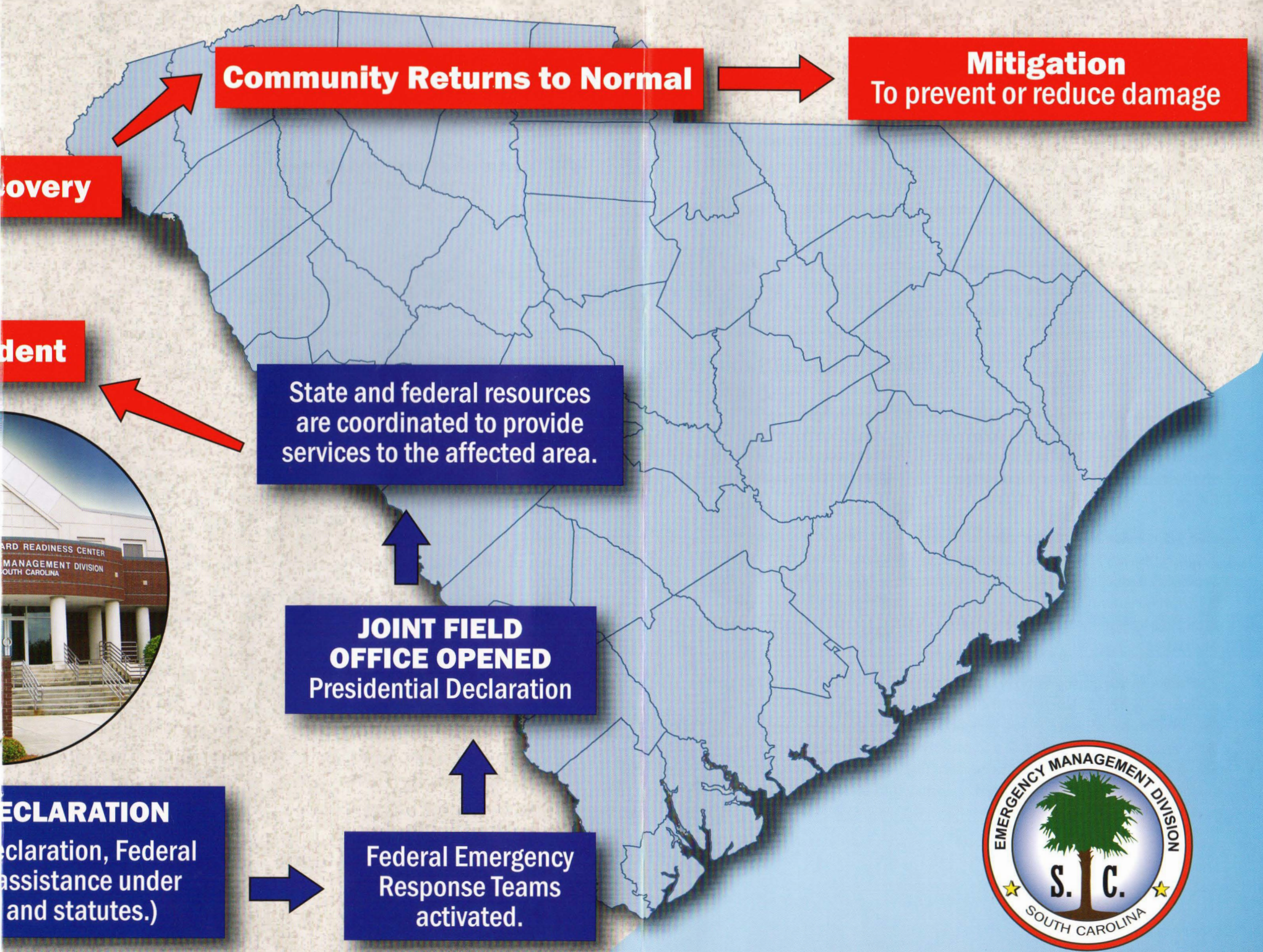
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Incident Flow Chart







SCEMD



EMERGENCY OPERATIONS

SEPTEMBER 2017

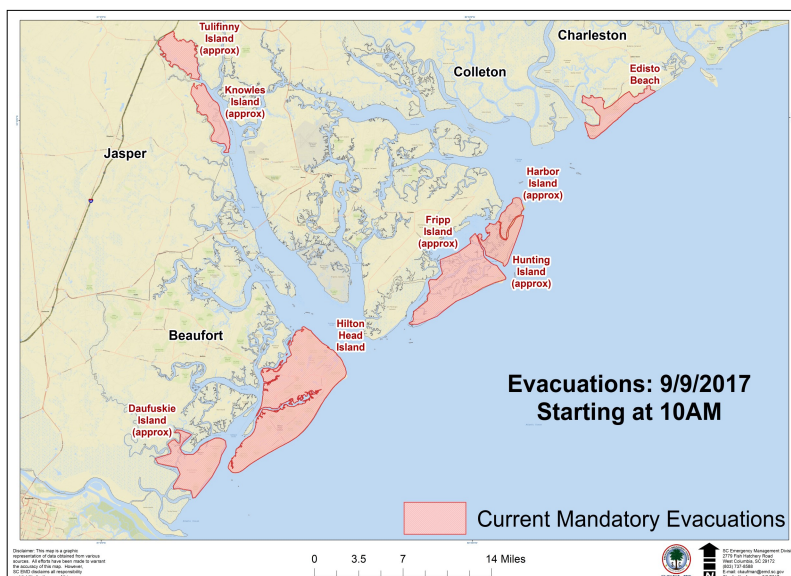


Hurricane Irma was an extremely powerful and catastrophic Cape Verde-type hurricane, the strongest observed in the Atlantic since Wilma in 2005 in terms of maximum sustained winds. It was the first Category 5 hurricane to strike the Leeward Islands on record, followed by Hurricane Maria only two weeks later. It was also the most intense Atlantic hurricane to strike the United States since Katrina in 2005, and the first major hurricane to make landfall in Florida since Wilma in 2005. The ninth named storm, fourth hurricane, second major hurricane, and first Category 5 hurricane of the 2017 Atlantic hurricane season, Irma caused widespread and catastrophic damage throughout its long lifetime, particularly in parts of the northeastern Caribbean and the Florida Keys.

SCEMD personnel began monitoring Hurricane Irma as early as August 30. County and state agency coordination in South Carolina increased Wednesday, September 6, as Governor Henry McMaster issued an executive order declaring a State of Emergency. The South Carolina Emergency Operations Center was then partially activated to monitor storm conditions and allow state agencies time to prepare for the forthcoming full SEOC activation. Hurricane Irma's projected path posed a challenge in emergency planning. At one point, NHC forecasters predicted Irma would directly impact South Carolina and preparations were made to evacuate the state's entire coast. However, those forecasts were continuously revised the closer Irma came to the mainland United States. On Thursday, September 7, the state emergency response team had sufficient information to recommend to the Governor that an evacuation order would be necessary, although not the complete coastal evacuation. By this time, the SEOC was fully staffed 24 hours a day in 12 hour shifts to support any local requests for resources.

On Friday, September 8, Governor Henry McMaster ordered the evacuation for eight areas that comprise the state's southern most coastal barrier islands. Residents in Edisto Beach in Colleton County; Daufuskie, Fripp, Harbor, Hunting and Hilton Head Islands in Beaufort County; along with residents in Knowles and Tullifinny in Jasper County were all to begin evacuation no later than 10 a.m. the following day, Saturday, September 9. SCEMD estimates approximately 47,000 people should have evacuated these areas.

Fortunately, Hurricane Irma weakened to a Tropical Storm by the time it reached South Carolina after making landfall in Florida. Many coastal areas saw flooding due to storm surge, including up to six feet of surge flooding in Charleston, S.C. County Emergency Managers reported isolated wind damage from Irma from the Upstate to the Lowcountry. The S.C. Department of Public Safety confirmed five fatalities in the state attributed to Hurricane Irma.



Eight areas of South Carolina's southern most coast were evacuated due to Hurricane Irma.

Irma resulted in a total of more than 269,000 power outages statewide. At least five weak tornadoes were confirmed by NWS assessment teams.

RECOVERY AFTER IRMA

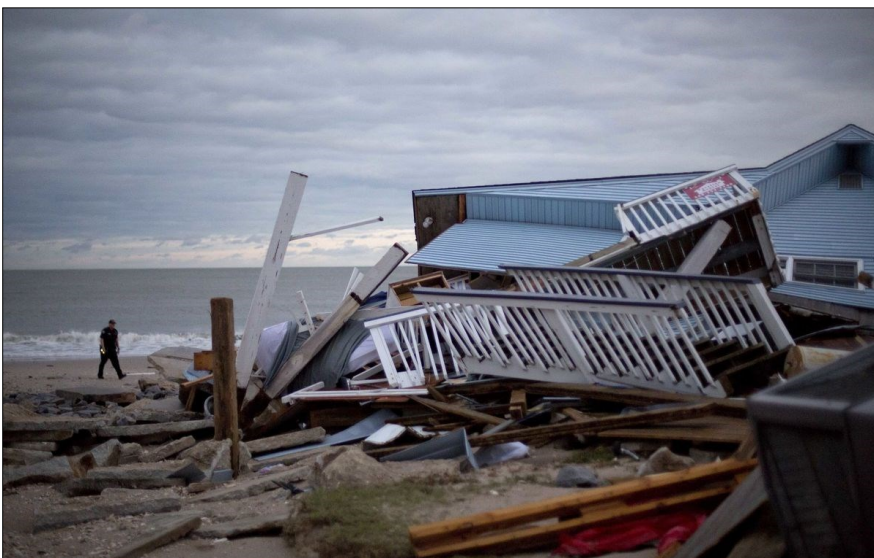
On September 28, Governor McMaster formally requested a disaster declaration from the White House for Allendale, Anderson, Bamberg, Barnwell, Beaufort, Berkeley, Charleston, Colleton, Dorchester, Edgefield, Georgetown, Hampton, Jasper, McCormick, Oconee and Pickens counties. His request followed an assessment of damages by representatives of the South Carolina Emergency Management Division, the Federal Emergency Management Agency, affected electric co-operatives and local governments.

In response to Governor Henry McMaster's request, President Donald Trump declared a major disaster for the State of South Carolina and ordered federal aid to supplement state and local recovery efforts in 16 counties affected by Hurricane Irma.

The Federal Emergency Management Agency Public Assistance Program helps reimburse local governments, state agencies, eligible private non-profit organizations and electric co-operatives for certain expenses they have incurred during large-scale emergencies. Disaster aid through FEMA's Individual Assistance Program was not available for residents for this disaster.



A family of four was rescued from this vehicle in Edisto Beach as Tropical Storm Irma came ashore.



While South Carolina was spared the most serious effects of Hurricane Irma, several areas along the coast did experience damage, including Charleston and Hilton Head.

Under the Public Assistance Program, state and affected local governments are eligible to apply for federal funding to pay 75 percent of the approved costs under certain categories such as debris removal and road repair related to the storm. FEMA previously approved reimbursement to State and local governments for costs associated with emergency protective measures taken during Hurricane Irma.

The FEMA Public Assistance program categories are as follows:

- Category A: Debris Removal
- Category B: Emergency Protective Measures
- Category C: Roads and Bridges
- Category D: Water Control Facilities
- Category E: Buildings and Equipment
- Category F: Utilities
- Category G: Parks, Recreational Facilities and Other Items

The declaration also made cost-shared funding available to the state for approved projects that reduce - or mitigate - future disaster risks. Funds under this program were made available to state agencies, local governments, and certain non-profit organizations only. A Small Business Administration (SBA) Disaster Declaration was granted for Beaufort and Jasper counties on October 5, 2017, making low interest loans available to qualifying residents and businesses in those counties plus Colleton and Hampton. On November 1, 2017, FEMA amended the public assistance declaration for South Carolina to include Abbeville, Newberry and Saluda counties.

PUBLIC INFORMATION



Governor Henry McMaster and agency leaders conducted five emergency news conferences from the state Emergency Operations Center.

During the approach of Hurricane Irma and in its aftermath, the state's emergency public information team maintained continuous engagement with residents through all multimedia resources available. In coordination with the Adjutant General's Office, the Governor's Office, the Federal Emergency Management Agency, and local governments, state public information officers coordinated media availabilities, published media advisories, news releases and fact sheets.

SCEMD's website, scemd.org, received more than 22 million hits over a six day period. More than 108,000 people followed the Division's primary social channels, @SCEMD on Twitter and Facebook, with top posts being viewed by more than 4 million people.

LEGAL AFFAIRS

SCEMD Legal Affairs provided continuous updates to members of the State Legislature. In coordination with the Governor's Office, Legal Affairs sent a total of eight Hurricane Irma updates to state elected officials.

OPERATIONS SUPPORT & LOGISTICS

- 173 total resource requests were made to the state EOC.
- 828 Meals Ready-To-Eat were distributed.
- 520 tarps were distributed.
- 41,500 bottles of water were sent to county emergency managers.
- 12,000 boxes to Harvest Hope Food Bank for care packages.
- Nine generators deployed to county emergency operations centers.
- Two missions were completed through the Emergency Management Assistance Compact (EMAC).
- Two states supported S.C. through EMAC, Kentucky and Delaware.
- Total estimated EMAC cost: \$18,500.80.
- EMAC Missions included the deployment of an incident management team and an EMAC advanced team.
- Five contracts were activated for S.C. support: Transportation, Generator and Warehouse operations, Transportation Operational Management, SEOC Staffing and Commodity Procurement.
- One warehouse was established and operated for 7 days.
- SCEMD was prepared to co-locate a logistics staging area with FEMA at North Airfield in North S.C. SCEMD was also prepared to open a staging area at the S.C. State Farmers Market. Staging areas are used to support the reception of the FEMA Alpha Pack, distribution of commodities, and the generator operations and maintenance site.



The S.C. Department of Corrections supported the state's response to Hurricane Irma by filling more than 35,000 sandbags.

OPERATIONS SUPPORT & LOGISTICS CONT'D.



The South Carolina Emergency Operations Center was fully activated for six days. Staff from agencies that comprise the State Emergency Response Team carried out response activities around the clock in twelve hour shifts.

Geographic Information Systems

- 45 different Geospatial products were produced and distributed for Hurricane Irma.

Facilities

- SCEMD operated a functional state Emergency Operations Center for 7 days.
- SEOC Security was provided 24 hours a day by the State Guard and officers from S.C. Parks, Recreation and Tourism.

PRIVATE SECTOR

SCEMD's private sector liaisons, along with representatives from the S.C. Department of Commerce, continue to assist South Carolina business and industry in the disaster preparedness response, mitigation, and recovery actions regarding the impacts of Hurricane Irma.

- Currently there are 522 approvals for re-entry memoranda of agreement during Hurricane Irma response.
- ESF-24 (Business & Industry) maintained the contact list of over 2,500 email addresses to communicate current, important information in a daily report.
- The state agencies and organizations within the ESF-24 team conducted outreach actions to communicate with their members, local government agencies and businesses in the affected counties.



SCEMD

The South Carolina Emergency Management Division, a division of the Adjutant General's Office, is the coordinating agency responsible for the statewide emergency management program.

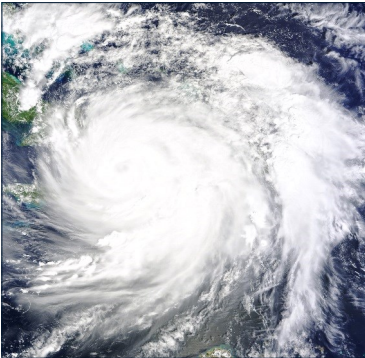


SCEMD



EMERGENCY OPERATIONS

OCTOBER 2016



Hurricane Matthew was a powerful storm, first forming off the Cape Verde islands on September 27, 2016. When the storm reached the Caribbean it had intensified to a Category 5 hurricane on October 1.

Matthew then made landfall in Cuba and Haiti causing tremendous damage and loss of life, especially in Haiti where nearly 900 were reported killed by the storm. Damages in Cuba and Haiti are estimated at \$2 billion.

After causing extensive damage in the Bahamas on October 6, Matthew moved along the East Coast of the United States for 36 hours finally making landfall in South Carolina on the morning of October 8.

County and state agency coordination in South Carolina increased as early as Friday, Sept. 30, 2016, when Hurricane Matthew intensified to a Category 2 Hurricane and was located about 520 miles southeast of Jamaica. When Matthew reached the eastern Caribbean, it rapidly intensified, with peak intensity on late Sept. 30 and early Oct. 1 as it reached Category 5 strength with sustained winds reaching 160 mph. From there, Matthew struck the Bahamas on Oct. 5-6 as a Category 3 and 4 hurricane. The southeast U.S. was impacted as it moved its way along the coasts of Florida, Georgia, South Carolina, and North Carolina. The official U.S. landfall was on Oct. 8 near McClellanville, S.C., as a Category 1 hurricane with 75 mph winds. On Oct. 9, Hurricane Matthew moved away from the U.S. coastline.

Coordination efforts during this time included twice-daily conference calls with all of the state's county emergency managers and state emergency support function staff. As the storm approached a point where large evacuation support functions were necessary, twice-daily conference calls with the Governor and select agency heads comprising the executive group were also conducted. As the storm arrived, FEMA headquarters conducted video teleconferences daily, and after the storm passed, U.S. Congressional conference calls were conducted daily.



South Carolina's State Emergency Operations Center fully activated by all agencies during the response to Hurricane Matthew.

The State Emergency Operations Center and SCEMD facility served as FEMA's Intermediate Operating Facility until a Federal Major Disaster Declaration was issued on Oct. 11. This designation triggered FEMA's and SCEMD's search and selection of a Joint Field Office in Blythewood, S.C., which officially opened on Friday, Oct. 21, 2016. A staffing plan was developed, and roughly 30 Division staff relocated to the JFO. Currently, SCEMD is seeking to hire at least 10 additional temporary grant personnel to assist with local coordination and support. FEMA staff and resources began arriving on Tuesday, Oct. 4 and continued to increase throughout the incident period, which ended as the last river moved out of flood stage on Monday, Oct. 30.

RECOVERY AFTER MATTHEW

SCEMD continues coordination with all disaster recovery partners in support of local recovery efforts for residents, local governments and private organizations to ensure that all recovery aid is available to everyone who is eligible throughout the state. The SCEMD Recovery Section began operations well before Hurricane Matthew's landfall by coordinating the disaster declaration process and providing necessary documentation to all counties statewide. SCEMD's private sector group processed more than 1,000 business requests for post-disaster reentry and provided daily updates to over 1100 commercial entities throughout the activation, response, and initial stages of recovery. Immediately following the storm, SCEMD deployed six damage assessment teams to survey the entire state and assist county emergency managers in determining eligibility for federal disaster recovery programs.

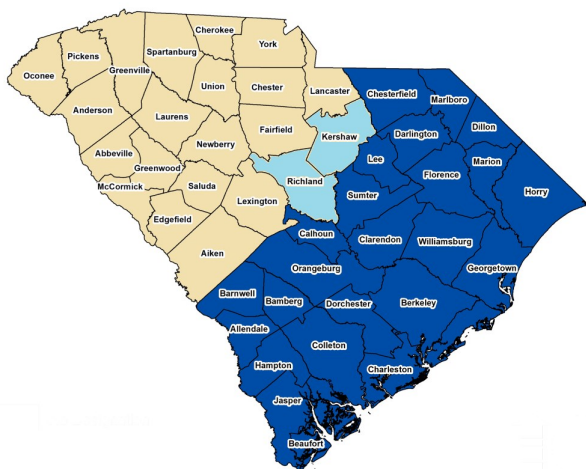


SCEMD recovery specialists conduct a site visit in Florence County to inspect damage caused by Hurricane Matthew.

SCEMD's Individual Assistance (IA) team has been instrumental in the opening of nearly two dozen disaster recovery centers with FEMA for residents throughout the state. The IA program has worked with the voluntary organizations statewide to help disaster survivors with finding solutions to any unmet needs following the storm. Individual Assistance staff continue to coordinate relief efforts with local long-term recovery groups, the state's crisis counseling teams and South Carolina's Disaster Case Management Program.

The Public Assistance program is currently working with more than 250 applicants for federal reimbursement for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private non-profit organizations. Through the Public Assistance program, eligible applicants could be eligible for no less than 75 percent of certain costs resulting from Hurricane Matthew. SCEMD Public Assistance also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. SCEMD's Public Assistance team supports this federal program by hosting applicant briefings, kick-off meetings, providing technical assistance and working long-term with each approved applicant.

Public Assistance & Individual Assistance Declarations



Federal disaster declarations for Public Assistance, Categories A-G, (governments and some private entities) have been made for the following counties:

Allendale, Bamberg, Barnwell, Beaufort, Berkeley, Calhoun, Charleston, Chesterfield, Clarendon, Colleton, Darlington, Dillon, Dorchester, Florence, Georgetown, Hampton, Horry, Jasper, Kershaw, Lee, Marion, Marlboro, Orangeburg, Richland, Sumter, and Williamsburg.

Once a county has been declared, the first step in receiving Public Assistance is to submit the Request for Public Assistance (RPA). RPAs must be filed within 30 days of the designation of the county as eligible for Public Assistance. SCEMD is working closely with FEMA to process requests for private property debris removal.

Federal disaster declarations for Individual Assistance (to individuals who have sustained losses due to the storm) have been made for Allendale, Bamberg, Barnwell, Beaufort, Berkeley, Calhoun, Charleston, Chesterfield, Clarendon, Colleton, Darlington, Dillon, Dorchester, Florence, Georgetown, Hampton, Horry, Jasper, Lee, Marion, Marlboro, Orangeburg, Sumter, and Williamsburg.

Individual Assistance can include money for temporary rental assistance and essential home repairs for primary homes, low-cost loans to cover uninsured property losses and other programs to help survivors recover from the effects of the disaster.

PUBLIC INFORMATION



Governor Nikki Haley and agency leaders conducted ten emergency news conferences from the state Emergency Operations Center.

During the approach of Hurricane Matthew and in its aftermath, the state's emergency public information team maintained continuous engagement with residents through all multimedia resources available. In coordination with the Adjutant General's Office, the Governor's Office, the Federal Emergency Management Agency, and local governments, state public information officers coordinated media availabilities, published more than 66 media advisories, news releases and fact sheets to date.

SCEMD's website and social media channels became the central focal point for all agencies to share information with the media and residents. The site scemd.org received more than 6.7 million hits when the Governor announced the evacuation of zones along the entire coast. More than 84,000 people followed the Division's primary social channels, @SCEMD on Twitter and Facebook, with top

posts being viewed by more than 10 million people. More than 263,000 people downloaded the online version of the 2016 South Carolina Hurricane Guide.

The state's Public Information Phone System, or PIPS, was operational around the clock while the SEOC was activated. PIPS operators answered calls from more than 16,500 people with questions about the ongoing emergency.

LEGAL AFFAIRS

SCEMD, in conjunction with FEMA, coordinated and hosted eight "Procurement-During-Disaster" seminars around the state during the two weeks immediately following Hurricane Matthew. In addition, SCEMD Legal Affairs provided continuous updates to members of the State Legislature.

OPERATIONS SUPPORT & LOGISTICS



Relief supplies being loaded onto a National Guard vehicle at the SCEMD staging area in North, S.C.

- 817 total resource requests were made to the state Emergency Operations Center.
- 100,848 MREs distributed
- 3,900 tarps distributed
- 58 generators employed
- 21 missions were completed through the Emergency Management Assistance Compact (EMAC).
- 10 States supported S.C. through EMAC: NC, LA, TN, WA, MD, PA, AL, AK, KY, OH
- Total Estimated EMAC Cost: \$3,416,171
- Missions included: Army National Guard helicopter support, mass casualty bus, water rescue teams, incident management team, debris management and damage assessment expertise, and recovery assistance, to include both individual and public assistance support.

- Five contracts were activated for on-site support: Transportation, Disaster Technical Support and Generator Services, Recovery Personnel and Programmatic Expertise, Transportation Operational Management and an After-Action Review Team.
- One staging area was established and operated for 10 days. SCEMD co-located the staging area with FEMA at North Auxiliary Airfield in North, S.C. This staging area supported reception of the FEMA Alpha Pack, distribution of commodities, and served as the emergency generator operations maintenance and management site.

OPERATIONS SUPPORT & LOGISTICS CONT'D.



SCEMD Operations Support works with partner agencies to supply resources and maintain emergency operations facilities.

Communications

- SCEMD deployed three communications assets to provide internet and phone connectivity to two counties and the Town of Nichols.
- These assets gave EOCs the ability to communicate critical information and needs to SCEMD when normal communication systems were down during the hurricane.

Geographic Information Systems

- 73 total Geographic Information Systems products were created.
- 82 GIS maps were developed and distributed.
- Hosted over 1,200 Civil Air Patrol photos on ArcGIS Online and displayed in a WebApp.
- Hosted four days of NOAA Aerial Oblique Images on ArcGIS Online.

Information Technology

- SCEMD's website sustained unprecedented traffic, especially following the Governor's press conferences.
- During peak times, website traffic was approximately 100 times greater than experienced during the 2015 October Flood event.
- Peak usage was approximately 1.5 million hits per minute.
- SCEMD IT worked directly with FEMA and state vendors to stand up a fully functional JFO within a week's time. They provided internet, network connectivity, and print capability for over 40 SCEMD recovery employees. IT even provided for access control and movement of staff equipment.

Facilities

- SCEMD operated a functional State Emergency Operations Center for 16 days.
- Security was provided 24/7 by the State Guard and SC PRT.
- 6,297 total meals were served to SERT personnel who staffed the SEOC.



SCEMD's online resources became the central point for all internet communications during Hurricane Matthew.

FINANCE & ADMINISTRATION

The finance and procurement supporting operations ran smoothly for the response to Hurricane Matthew. According to plan, the S.C. Emergency Management Division initiated actions to put in place an internal order number for all state agencies to use to capture all costs associated with emergency operations. The Emergency Support Function Seven (ESF-7) was superbly staffed with procurement specialists from the State Fiscal Accountability Authority Materials Management Office. Fifty-four emergency resource requests were processed through ESF-7 resulting in purchase orders with vendors totaling over \$8.3 million. Purchase orders included: logistical operations contractor, mass transportation management, transportation functions, Meals Ready to Eat, water, tarps, pallets, sandbags, riprap, chainsaws, interpreter services, portalets, ice, and personnel support. SCEMD also used in-place blanket purchase orders for State Emergency Operations Center requirements for food, repairs, supplies, and janitorial services. Additionally, Emergency Management Assistance Compact missions and orders for federal resource requests made by the SCEMD Operations Support team resulted in state financial obligations.

Total Obligations:

SCEMD Response Purchase Orders	\$8,370,917.52
EMAC Approved Missions	\$3,416,171.63
Federal RRF's \$1,912,232.30 (25% State Share)	\$478,058.00
Other (SEOC Operations, Personnel overtime, travel, etc.)	\$208,588.17
TOTAL	\$12,473,735.32

THE SOUTH CAROLINA EMERGENCY OPERATIONS CENTER

TIMELINE OF EVENTS

Friday, Sept. 30: The events surrounding the preparation for and execution of operations in response to Hurricane Matthew began with telephonic coordination and discussions with key members of the State Emergency Response Team as early as Friday, Sept. 30, and continued through the weekend as the hurricane developed and strengthened. Twice-daily conference calls with counties for coordination and information sharing also began on Sept. 30.

Sunday, Oct. 2: The storm was recognized as a possible threat to the state, and the State Emergency Operations Center raised the threat level to OPGON 4 at 7 a.m. on Sunday, 2 October.

Monday, Oct. 3: The SEOC was initially staffed by selected ESFs; 1, 6, 8, 13, 16 and 19 and SCMD staff on Monday, Oct. 3. This afforded increased opportunity for coordination and monitoring of the situation. A warning order for a full deployment of the Regional Emergency Managers to pre-positioned locations in the coastal and near-coastal counties was issued. The Oconee County director deployed to Beaufort County in support. The SEOC remained at OPGON 4 with selected staffing. Executive conference calls with the Governor and state agency leadership began. SEOC staff planning continued. Coordination with county personnel outside of the potential affected areas began in order to solicit volunteers for forward movement to assist in coastal counties. FEMA Region 4 Liaison Officer arrived.

Tuesday, Oct. 4: The Governor declared a State of Emergency, activating the Emergency Operations Plan, the National Guard and authorizing the Dual Service Commander. The potential threat to the State increased to the point that the SEOC was transitioned directly to OPGON 2 at 3 p.m. and increased staffing with the remainders of the ESFs. Planning was conducted in all support functions, with focus of life safety foremost; key issues were preparation for sheltering operations, evacuation of selected zones along the coastline, and operations support. The REMs deployed forward into coastal and near-coastal county EOCs. The Governor ordered schools to be closed in selected counties in support of shelter operations and the closure of state, county and municipal offices for non-essential personnel through Friday, Oct. 7. Additionally, as requested by the Department of Health and Environmental Control, she ordered the mandatory evacuation of certain health-care facilities from areas along the coast. Two-hundred-thirty-six regular school busses and 108 special-needs busses reported to the Charleston Area Convention Center at noon. This was for the mass evacuation of Charleston residents who lacked transportation. Twenty-four counties were in varying degrees of Operational Condition levels 1 through 4. FEMA's Incident Management Team arrived. The Edgefield County Emergency Management Director deployed to Dillon County in support.

Wednesday, Oct. 5: The Governor's Executive Order directed the evacuation of the Southern and Central Conglomerate counties. This included the first-ever lane reversal of Interstate 26 from Charleston to Columbia. The SEOC moved to OPGON 1 at noon. Thirty-seven shelters were reported open for 294 evacuees. More than 2,000 National Guardsmen were on duty in support of operations. Thirty counties were in varying degrees of operational state, ranging from OPGONs 1 through 4. FEMA support team and vehicles arrived.

Thursday, Oct. 6: The Governor's Executive Order directed the evacuation of the Northern Conglomerate counties and added two additional zones in Jasper and Colleton counties. Sixty-one shelters were reported open for 978 evacuees. More than 2,000 National Guardsmen continued in support of operations. Thirty-one counties were in an advanced operational state ranging OPGONs 1 through 4. The Federal Coordinating Officer arrived at SCMD.

Friday, Oct. 7: State agencies anticipated I-26 lane reversal ending and the beginning of the termination of evacuation support. Seventy-four shelters were open with 3,209 evacuees. SEOC operations monitored actions and needs in counties, and planned for storm arrival and immediate actions post-storm.

Saturday, Oct. 8: Matthew made landfall between McClellanville and Georgetown. Some 6,637 evacuees were in 76 shelters, and 54 occupants were reported in nine Special Medical Needs shelters. More than 308,000 power outages were reported, and the number was expected to increase throughout the next few days. Responders and participants in evacuation support were all in positions of safety pending the diminishment of storm effects. The SEOC focused on life-safety issues, the preparation for immediate post-storm needs, and communications. ESF4/9 continued the prepositioning of assets outside of the impacted area, planning for Search and Rescue efforts with the Air Operations Branch, and coordination of support. Communications had been affected, causing several locations to be on generator power and disruptions in cell phone service.

Continued on page 6...

TIMELINE OF EVENTS CONTINUED

Saturday, Oct. 8 continued: ESF-2 continued to monitor the situation and provide updates on repairs. The SEOC remained in contact with counties. Eight counties or municipalities posted curfews. More than 2,400 National Guard members were committed to the operation. Interstate 95 was closed near the Georgia border due to debris.

Sunday, Oct. 9: Thirty-two counties were in an advanced operational states ranging from OPCONs 1 through 4, including 16 at OPCON 1. Some 5,043 occupants were in 75 shelters and 73 occupants were in eight Special Medical Needs Shelters. The highest number of power outages was reported as 861,700. The counties were conducting assessments of their situations and needs, and began reporting the results to ESFs. More than 500 roads were closed, including parts of I-95. Communication issues continued to be resolved. The SEOC remained in contact with counties through various means. DHEC began monitoring at least four dam failures or breaches. Seventeen counties or municipalities posted curfews. At the request of local officials, the Governor rescinded the evacuation order for Berkeley, Dorchester, Colleton, Charleston, Hampton, Jasper and Beaufort counties.

Monday, Oct. 10: Shelter numbers began to decline. Forty-two general population shelters were open with 2,184 evacuees. Forty-eight evacuees were reported in seven Special Medical Needs shelters. Eighteen counties had government office closings; 23 counties had school closings or delayed-openings. Power outages had decreased by approximately 50 percent and were now at 483,222. Three-hundred-sixty-one roads and 29 bridges were closed. The Town of Nichols in Marion County was a focus for ESF 4/9. The town had evacuated due to flooding. The ESF reports that there was no imminent life threat. DHEC monitored eight dam failures or breaches. Twenty-eight counties were at elevated OPCONs. Six counties or municipalities posted curfews. At the request of local officials, the Governor rescinded the evacuation order for Horry and Georgetown counties.

Tuesday, Oct. 11: Twenty-two counties had schools closed or with delayed openings, and eight counties had county government office closures. Sixteen counties were at elevated OPCONs. Thirty-nine occupants were in five Special Needs Medical Shelters and 819 in 22 general population shelters; shelter numbers continued to improve. Power outages continued to improve with a reports of 321,329. DHEC continued to monitor failures or breaches. There were four counties or municipalities with posted curfews. The President issued a Major Disaster Declaration.

Wednesday, Oct. 12: Twenty-two counties had schools closed or delayed, No county government offices were closed. Two locations had curfews. Fifteen counties were at elevated OPCONs. Shelter operations reported 13 general population shelters with 442 occupants and three Special Medical Needs Shelters with 43 occupants. ESF 1 reported 270 road and 29 bridge closures. ESF 2 reported continued communications issues being worked. ESF 12 reported power outages down to 120,791. The National Guard reported 1,752 soldiers active in support of operations. DHEC was monitoring eight dam failures or breaches. A Forestry Type II Incident Management Team was deployed to Dillon along with the Edgefield emergency manager, the Greenville deputy emergency manager and a REM to provide assistance. Marion County had the Chester deputy emergency manager and three REMs assigned, one specifically to the town of Nichols, which additionally had the Greenville County command vehicle and the Anderson County communications trailer. DHEC continued to monitor eight dam failures or breaches. One county reported a curfew.

Thursday, Oct. 13: Nineteen counties had schools closed or delayed. No government offices were closed, and two locations had curfews. Fifteen counties were at elevated OPCONs. Shelter operations reported 11 general population shelters with 378 occupants and four Special Medical Needs Shelters with 20 occupants. ESF 1 reported 270 road and 29 bridge closures. ESF 2 reported continued communications issues being worked. ESF 12 reported power outages down to 56,111. The National Guard reported 1,752 members active in support of operations. One county reported a curfew. Horry County reported an evacuation of the Bucksport Community due to flooding. Many counties were returning to a more normal status despite continuing recovery operations. The SEOC returned to OPCON 3 at 1 p.m.

Friday, Oct. 14: No counties reported schools closed or with delayed openings; no county government offices were reported closed or delayed; two locations reported curfews. Shelter operations reported 10 general population shelters with 237 occupants and 3 Special Medical Needs shelters with 11 occupants. ESF 1 reported 155 road and 27 bridge closures. ESF 12 reported power outages down to 43,000. The National Guard reported 1,557 currently active in support of operations. Seven counties were at elevated OPCONs. Enhanced staffing support existed in Marion County, with 3 REMs, (one in Nichols), the Edgefield emergency manager and the deputy emergency manager from Chester.

Saturday, Oct. 15: Shelter operations reported six general population shelters with 194 occupants and two Special Medical Needs Shelters with nine occupants. ESF 1 reported 155 road and 27 bridge closures. ESF 12 reported power outages down to 31,105. The National Guard reported 1,193 members active in support of operations. Seven counties were at elevated OPCONs. Enhanced staffing continued to support Marion County.

Continued on page 7...

TIMELINE OF EVENTS CONTINUED

Sunday, Oct. 16: The transition of counties to a more normal state of response afforded the SEOC the opportunity to return to OPGON 4 at 6 p.m. Seven counties were at an enhanced OPGON status. ESF 2 reported 8,469 power outages. Five shelters had 163 occupants and two Special Medical Needs Shelters had nine occupants. The National Guard reported 722 members in support of operations. DHEC continued to monitor eight dams. Two REMs (one in Nichols) supported Marion County, as did the York County emergency management director.

Tuesday, Oct. 18: The Governor declared a State of Emergency for affected counties under the Presidential Disaster Declaration following the expiration of the initial the State of Emergency. No county governments were closed, one school was closed and three schools were delayed. Three general population shelters had 162 occupants and one in the Special Medical Needs Shelter. ESF 12 reported 2,102 power outages. The curfew continued in Nichols.

Wednesday, Oct. 19: No county governments were closed, no schools were closed and one school was delayed. Three general population shelters had 165 occupants and 1 in the Special Medical Needs Shelter. ESF 12 reports 440 power outages. 4 counties in enhanced OPGON status.

Thursday, Oct. 20: No county governments were closed, no schools were closed or delayed. Two general population shelters had 170 occupants and one in the Special Medical Needs Shelter. ESF 12 reported 1,634 power outages, with the rise attributed to long-term repair actions. Two counties were in advanced OPGON status.

Friday, Oct. 21: Two general population shelters had 120 occupants and one in the Special Medical Needs Shelter. ESF 12 reported 323 power outages. Two counties were in advanced OPGON status. FEMA/SCEMD Joint Field Office becomes operational.

Saturday, Oct. 22, and Sunday, Oct. 23: The SEOC transitioned to Duty Officer and State Warning Point monitoring. No county EOCs were staffing overnight and were only minimally staffed during the day.

Monday, Oct. 24: The SEOC was staffed with selected SCEMD personnel and ESF 6. One general population shelter reported 108 occupants and one person was in the Special Medical Needs shelter. Two counties, Horry and Marion, were at OPGON 4. All EOCs were operating with limited staff during day-only normal operations and hours. The SEOC remained at OPGON 4. Power outages returned to normal range. Two shelters accommodated 108 people; one person was in the Special Medical Need shelter.

Tuesday, October 25: The Waccamaw River continued to recede but was still in major flood stage at 14.5 feet. The Little Pee Dee was out of major flood stage and was expected to drop to moderate flooding within five days. Two counties, Horry and Marion, remained at OPGON 4. The SEOC remained at OPGON 4 and was staffed with selected SCEMD personnel and ESF 6. One general population shelter had 92 occupants and one person was in the Special Medical Needs Shelter. Focus was on response operations in support of Marion County, in particular Nichols, on damage assessment, and on planning for temporary housing. REM liaisons remained in Marion, Nichols and Dillon counties

Thursday, Oct. 27: The SEOC continued staffing with selected SCEMD personnel and ESF 6. One general population shelter housed 108 occupants and one person was in the Special Medical Needs Shelter. The Waccamaw River near Conway moved to moderate flood stage on Oct. 26 was forecast to move from moderate to minor flood stage overnight Sunday, Oct. 30. The Little Pee Dee River near Galivants Ferry was at minor flood stage and forecast to transition below minor flood stage over the next 12 hours. Horry and Marion remained at OPGON 4. All other EOCs were operating during normal hours. The SEOC remained at OPGON 4. REM liaisons remained in Marion and Dillon counties as well as the Town of Nichols.

Friday, Oct. 28: The SEOC was staffed with selected SCEMD personnel and ESF 6. One general population shelter housed 108 occupants and one person was in the Special Medical Needs Shelter. The Waccamaw River was a moderate flood stage; the Little Pee Dee moved into action state (out of flood state, but above normal). Horry and Marion counties remained at OPGON 4. The SEOC remained at OPGON 4, with SCEMD and ESF-6 staffing. REM Liaisons were in Marion, Nichols and Dillon counties. One shelter housed 83; one special medical needs shelter housed one.

Saturday, Oct. 29 and Sunday, Oct. 30: The SEOC was staffed with selected SCEMD personnel and ESF 6. One general population shelter housed 108 occupants; one person was in the Special Medical Needs Shelter.

Monday, Oct. 31: Horry County returned to OPGON 5 at 8 a.m. In recognition of the counties returning to normal operational status, the SEOC returned to OPGON 5 at noon. Marion County reported no unmet needs.



The South Carolina Emergency Management Division, a division of the Adjutant General's Office, is the coordinating agency responsible for the statewide emergency management program.

SCEMD's mission is to develop, coordinate, and lead the state emergency management program, enabling effective preparation for, response to and recovery from emergencies and disasters in order to save lives, reduce human suffering and minimize property loss.

2779 Fish Hatchery Road, West Columbia, SC 29172
Online: scemd.org | Main: 803-737-8500 | Social: @SCEMD

Palmetto System - Data Layers Information

GIS Data Layers

Data	Data Layer Types	Source	Location
Agriculture	Food processing, animal processing, and crop data	SC DHEC / FEMA Hazus / Homeland Security Infrastructure Program (HSIP) / Association of Zoos and Aquariums	Statewide
Business and Industry	Pharmacies, Big Box Stores, Restaurants, Funeral Homes	SCEMD / SC PRT / Private Businesses	Statewide
Communication	Radio Stations, TV Stations, ETV microwave locations, LGR towers, LGR coverage areas	SCEMD / SC ETV / SC Broadcasters Association	Statewide
Dam	Dam locations, high-hazard dam sites and emergency related information (evacuation zones and routes, inundation layers, etc.)	SC DHEC / National Inventory of Dams / Provided by Dam Operator	Statewide
Earthquake	Faults, Historical EQ epicenters, geological features, physiography, and soil data	College of Charleston / SC Geologic Survey / USGS / Central US Earthquake Consortium	Statewide
Education	Facility locations (public, private, college/university, technical colleges and daycares)	Homeland Security Infrastructure Program (HSIP)	Statewide
Emergency Management	EOC (state and county) locations	SCEMD / Homeland Security Infrastructure Program (HSIP)	Statewide
Fire	Station locations, burn sites, active fires	SCEMD / SC Forestry / Homeland Security Infrastructure Program (HSIP) / DHEC	Statewide
Fixed Nuclear Facility	Nuclear site locations, evacuation zones, evacuation routes, Ingestion Pathway zones, Emergency Protection Zones, KI Distribution locations, and response data	SCEMD / Provided by Nuclear Power Plant	50 mile radius around Nuclear Power Plants
Health and Medical	Hospital locations, DHEC regulated medical facilities, Dept. Mental Health facility locations, residential child facilities, EMS, DDSN Centers, Dialysis, and cementaries	SC DHEC / FEMA Hazus	Statewide

Palmetto System - Data Layers Information

GIS Data Layers

Data	Data Layer Types	Source	Location
Hurricane	SLOSH by category storm, evacuation routes, evacuation zones, fuel stops, shelters, Special Medical Need sheleters, Traffic Control Points	SCEMD	Coastal Counties
Hydrology and Flooding	Hydrology, gauge locations, water bodies, watersheds, river basins, floodplains	FEMA DFIRM / USC / SC DNR / SC DHEC / Homeland Security Infrastructure Program (HSIP)	Statewide
Jurisdictional Boundary	County boundaries, city limits, state outline	Homeland Security Infrastructure Program (HSIP)	Statewide
Law Enforcement	Locations of ATF, FBI, Fish and Wildlife, Park Rangers, ICE, Customs and Border Prodtecton, Postal Inspectors, Secret Service, and State HP, SLED, and PPP facilities	SLED / Homeland Security Infrastructure Program (HSIP)	Statewide
Logistical	Staging areas	SCEMD / SC DHEC / FEMA	Statewide
Military	National Guard armories	SC National Guard	Statewide
Population	Census/Demographic data	US Census / ESRI Enhanced Data	Statewide
Search and Rescue	Grids	US National Grid / Civil Air Patrol	Statewide
Region Data	State Agency and Non-Profit regional divisions	SCEMD /SC DHEC / SLED / VOADs / FEMA	Statewide
Traffic	Traffic congenstion, traffic impediments	SCDOT 511 / ESRI	Statewide
Transportation	Airports, ports, boat ramps, DOT locations, rest areas, mile markers, bridges, railroads and rail bridges, and railroad infrastructure	SC DOT / Homeland Security Infrastructure Program (HSIP)	Statewide
Utility	Landfills, Recycling locations, SCWARN members, Potable Water Sites, Waste Water sites	FEMA Hazus / Power Providers / SC DHEC / SC Water - Wastewater Agency Response / EPA	Statewide
Weather	Weather radar imagery	NOAA	Statewide

Palmetto System - Data Layers Information

Palmetto Data Feeds

Feed	Source	Location
DOT Cameras	SC DOT	Statewide
Highway Patrol 911 (CAD)	SC DPS	Statewide
Utility Outages	Electric Cooperatives (approx. 30, SCANA, Duke Energy, and Santee Cooper)	By Utility coverage area
Road and Bridge Closures	SCDOT	Statewide

Palmetto System - Data Layers Information

User Input Form

Input Form	Details
After Action Reports	Log areas where improvement can be made in the future
County Government Closures	Status of Government (open, closed, delayed opening, early dismissal)
County Indicators	(OPCON Status, Activation Staffing level, infrastructure damage, public facility damage, and comments section)
County Mutual Aid	Database of deployable resources that may be available via mutual aid
Debris Sites	Enter location of debris sites (county level)
Disaster Recovery Centers	Enter Centers as they are approved/opened
Donations	Enter donated goods available for the emergency
Event Journal	Groups can share actions taken or important incident information with each other
Fire Staging Points	Enter locations of fire equipment staging areas
Incident Command System (ICS) Forms	Under construction - ability to fill out ICS forms and capture relevant responder data at incidents
Potassium Iodine (KI)	Tracks units on hand by location for Nuclear incident response
Mass Feeding	Tracks meals distributed by Voluntary Agencies in disaster
Mutual Aid Channels	Records organizations using mutual aid radio channels
Point of Distribution	Enter information on Points of Distribution that are opened for an incident (status, commodities, hours of operation, etc)
Position Log	Responder/Emergency Manager interface to journal internal actions/activities during an incident
Public Information	Record press releases, media interviews, EAS messages, and fact sheets
Resource Request	Tracks resource request from counties and state agencies. Documents actions taken and costs associated with requests.
Shelters	Database of shelters with the ability to record details (open, closed, occupancy, etc) and add new shelters.
Significant Events	Records and maps important disaster information
Volunteers	Enter volunteers willing to assist in a disaster
Water Utilities	Enter local water utility outages

Palmetto System - Users

State_Fed_Volunteer

STATE AGENCIES/OTHER
South Carolina Emergency Management Division
The Office of the Adjutant General
SC National Guard
SC State Guard
SC Department of Administration
Clemson University, Livestock and Poultry Health
SC Department of Commerce
SC Department of Education, Office of Transportation
SC Department of Health and Environmental Control
SC Department of Labor, Licensing, and Regulation
Firefighter Mobilization
SC Department of Natural Resources
SC Office of Regulatory Staff
State Fiscal Accountability Authority
SC Department of Transportation
SC Department of Agriculture
SC Department of Alcohol and Other Drug Abuse
SC Office of the State Archeologist
SC Commission for the Blind
SC Department of Corrections
SC Department of Disabilities and Special Needs
SC Educational Television
SC Department of Employment and Workforce
SC Forestry Commission
SC Department of Health and Human Services
SC Department of Insurance
SC Law Enforcement Division
SC Department of Mental Health
SC Department of Parks, Recreation, and Tourism
SC Probation, Pardon, and Parole Services
SC Department of Public Safety
SC Department of Revenue
SC Department of Social Services

Palmetto System - Users

State_Fed_Volunteer

State Housing Finance and Development
State Ports Authority
Lt. Governor's Office on Aging
SC Vocational Rehabilitation Department
VOLUNTEER ORGANIZATIONS
The American Red Cross
The Salvation Army
Southern Baptist Disaster Relief Services
South Carolina Volunteer Organizations Active in Disaster
Food Bank Association of South Carolina (Feed America)
FEDERAL/NATIONAL/OTHER
US Army Corps of Engineers
Civil Air Patrol (SC Wings)
Radio Amateur Civil Emergency Services of South Carolina (RACES)
SC Water/Wastewater Agency Response Network (SCWARN)
Federal Emergency Management Agency (FEMA)

Palmetto System - Users

County_Municipalities

County Users (Emergency Management and other County Departments)	Municipal/Other Users
Abbeville	
Aiken	
Allendale	
Anderson	
Bamberg	
Barnwell	
Beaufort	Sheldon Fire District Bluffton Police Department Port Royal Police Department Marine Corps Air Station Naval Hospital Beaufort/Port Royal Fire District Bluffton Fire District Burton Fire District Daufuskie Island Fire District Fripp Island Fire District Hilton Head Fire District Ladys Island/St. Helena Fire Town of Port Royal Town of Bluffton City of Beaufort Town of Hilton Head Island Palmetto Breeze Chamber of Commerce
Berkeley	
Calhoun	
Charleston	Town of Awendaw Town of Hollywood Town of James Island Saint Paul's Fire District Saint John's Fire District Town of Seabrook Island Saint Andrews Fire District Town of Sullivan's Island James Island Town of Edisto Beach Dewees Island City of North Charleston City of Isle of Palms Town of Rockville City of Folly Beach

Palmetto System - Users

County_Municipalities

County Users (Emergency Management and other County Departments)	Municipal/Other Users
	City of Charleston Town of Ravenel Town of Mount Pleasant Town of McClellanville Town of Meggett Awendaw Fire District Town of Lincolnville Trident Technical College College of Charleston The Citadel Town of Kiawah Island Joint Base Charleston US Coast Guard Charleston School District Medical University of South Carolina East Cooper Medical Center Trident Health System Bon Secours/Roper/Saint Francis VA Medical Center Charleston Southern University
Cherokee	
Chester	
Chesterfield	
Clarendon	
Colleton	
Darlington	
Dillon	
Dorchester	
Edgefield	
Fairfield	Fairfield School District
Florence	
Georgetown	
Greenville	
Greenwood	
Hampton	
Horry	Coastal Carolina University
Jasper	City of Hardeeville
Kershaw	
Lancaster	
Laurens	

Palmetto System - Users
County_Municipalities

County Users (Emergency Management and other County Departments)	Municipal/Other Users
Lee	
Lexington	
Marion	
Marlboro	
McCormick	
Newberry	
Oconee	
Orangeburg	
Pickens	
Richland	City of Columbia
	University of South Carolina
Saluda	
Spartanburg	
Sumter	Shaw Air Force Base
Union	
Williamsburg	
York	

McEntire Economic Impact Survey

October 2016

McEntire Joint National Guard Base Total Direct Economic Impact			
	Total	In South Carolina	Outside of South Carolina
Total Personnel	2,175	2,029	146
Total Personnel	\$84,251,379	\$82,124,973	\$2,126,406
Building Construction/Maintenance-Total	\$8,196,361	\$8,196,361	\$0
Utilities-Total	\$1,652,657	\$1,652,657	\$0
Medical-Total	\$1,433,998	\$293,923	\$1,140,075
Contracts-Total	\$239,216	\$239,216	\$0
Purchases-Total	\$21,891,876	\$19,434,703	\$2,457,173
Education-Total	\$193,679	\$170,198	\$23,481
All Other Significant Procurement and Purchase Categories	\$375,514	\$375,514	\$0
Total Economic Impact	\$118,234,680	\$112,487,545	\$5,747,135

ARNG Economic Impact			
	Total	In South Carolina	Outside of South Carolina
Total Personnel	673	673	0
Total Personnel	\$24,470,650	\$24,470,650	\$0
Building Construction/Maintenance-Total	\$0	\$0	\$0
Utilities-Total	\$0	\$0	\$0
Medical-Total	\$1,051,075	\$0	\$1,051,075
Contracts-Total	\$0	\$0	\$0
Purchases-Total	\$2,150,073	\$2,150,073	\$0
Education-Total	\$75,765	\$52,284	\$23,481
All Other Significant Procurement and Purchase Categories	\$0	\$0	\$0
Economic Impact	\$27,747,563	\$26,673,006	\$1,074,556

ANG Economic Impact			
	Total	In South Carolina	Outside of South Carolina
Total Personnel	1,411	1,265	146
Total Personnel	\$55,784,358	\$53,657,952	\$2,126,406
Building Construction/Maintenance-Total	\$7,376,561	\$7,376,561	\$0
Utilities-Total	\$27,000	\$27,000	\$0
Medical-Total	\$89,000	\$0	\$89,000
Contracts-Total	\$200,180	\$200,180	\$0
Purchases-Total	\$19,678,555	\$17,233,988	\$2,444,567
Education-Total	\$96,000	\$96,000	\$0
All Other Significant Procurement and Purchase Categories	\$94,123	\$94,123	\$0
Economic Impact	\$83,345,777	\$78,685,804	\$4,659,973

State Operations Economic Impact			
	Total	In South Carolina	Outside of South Carolina
Total Personnel	91	91	0
Total Personnel	\$3,996,371	\$3,996,371	\$0
Building Construction/Maintenance-Total	\$819,800	\$819,800	\$0
Utilities-Total	\$1,625,657	\$1,625,657	\$0
Medical-Total	\$293,923	\$293,923	\$0
Contracts-Total	\$39,036	\$39,036	\$0
Purchases-Total	\$63,248	\$50,642	\$12,606
Education-Total	\$21,914	\$21,914	\$0
All Other Significant Procurement and Purchase Categories	\$281,391	\$281,391	\$0
Economic Impact	\$7,141,340	\$7,128,734	\$12,606

ChalleNGe Operational and Resource Effectiveness (CORE) Program

Report of Inspection

South Carolina Youth ChalleNGe Academy
December 2016



December 8, 2016

Chief, Office of Athletic and Youth Development
111 South George Mason Drive,
AH2, Arlington, VA 22204-1373

During the period 6-8 December 2016, South Carolina Youth ChalleNGe Academy (SCYCA), South Carolina received a full-scope ChalleNGe Operational and Resource Effectiveness (CORE) Inspection.

The enclosed Joint Lessons Learned Program (JLLP) formatted document provides a detailed explanation of the areas of noncompliance and shortcomings in performance. In response to this inspection you will develop and submit a Corrective Action Plan (CAP) that addresses each of the Resource Management and Operational Compliance *and* Unsatisfactory Performance findings contained in the Report of Inspection (ROI).

If you have any additional questions or concerns please contact me at (719) 650-9998 or email at khulett@cloud.alutiiq.com.



KIMBERLY A. HULETT, JD
Contractor, Alutiiq
Deputy Program Manager

December 8, 2016

Chief, Office of Athletic and Youth Development
111 South George Mason Drive,
AH2, Arlington, VA 22204-1373

During the period 6-8 December 2016, South Carolina Youth ChalleNGe Academy (SCYCA) received an Operational compliance inspection. The Program received an "Excellent" rating with a 94.34% level of compliance with the legal, regulatory, and doctrinal operational requirements of the Youth ChalleNGe Program.

The Program is at Training Level T-4 as defined by the National Guard Youth ChalleNGe Operational Instruction. Due to an absence of low-density NGB-required function-specific training courses (Counselor, Recruiter, Educator, and Post-Residential), SCYCA has been unable to provide the required professional development training for staff members. The ongoing training committee initiative at the national level is developing the needed training courses. As stated in the email from Mr. Jeffrey White dated May 11, 2016 with the subject line *Final Youth ChalleNGe Training Policy Letter* [Effective 15 May 2016], "For all federal training programs that we release in the coming months (i.e. functional courses) programs will have 3 months from release before being held accountable for policy timelines for inspection purposes." The Basic Course and Cadre Course were both included in the calculation of the Compliance Component scoring and rating. Although the remaining low-density NGB-required function-specific staff training courses were inspected, the results were not calculated in the final rating. Additional areas of noncompliance include lack of submission of required Serious Incident Reports (SIR) for alleged Hands-Off Leadership Policy violations, not meeting the mentor recruitment timelines, and deficiencies with the Post-Residential mentor requirements. Professional development training and Post-Residential standards are systemic areas of noncompliance Program-wide.

There were no Significant Findings identified in the inspection. The enclosures provide a detailed explanation of the remaining areas of noncompliance.

If you have any additional questions or concerns, please contact me at (727) 743-3331 or email at fpendleton@cloud.alutiiq.com.



FREDRICK D. PENDLETON
Contractor, Alutiiq
Management Analyst (Operations)

South Carolina - SCYCA

Operations

8 December 2016

Report of Inspection

1. a. FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) staff does not meet the in-house training standards. (Organization, Item # 20)

b. DISCUSSION: NG-J1-AY Final Youth ChalleNGe Training Policy Letter dated 11 May 2016, paragraph 5a states, "In-house training is essential to the health and welfare of the candidates/cadets and is considered a life/safety issue. Program Directors will ensure that, at a minimum, the following training/courses are conducted at the interval prescribed and for all staff members whose place of employment is the Youth ChalleNGe Program, regardless of the entity funding the position(s)." Paragraph 5a (9) further states, "Staff supervisors must complete a State or Program developed Supervisor Course within six (6) months of assuming an NGYCP supervisory position."

SCYCA failed to meet this standard. In-house training was out of compliance. Out of the 11 staff members assigned to a supervisory position, one has been in the position for longer than 6 months and has not yet attended the Supervisor Course.

c. RECOMMENDATION: SCYCA must ensure all staff members complete the in-house training as required in the NG-J1-AY Final Youth ChalleNGe Training Policy Letter dated 11 May 2016. The Program leadership must ensure that all required in-house training is scheduled and conducted. The next training day is scheduled during the break at the end of the current cycle. SCYCA should include all in-house training as part of the in-processing requirements of new hires. Providing in-house training before the employee begins official duty will enable SCYCA to meet all requirements and will address the instances when employees are on leave or sick during regularly scheduled cycle-break training. Upon completion of all in-house training, the Program Director must continue to ensure the data is updated in a data management system to reflect the Program's accurate training level. Once the data is updated in a data management system, the Program's Training Coordinator should continue to maintain detailed files such as sign-in rosters, certificates of completion, etc., to validate the completion of all required training.

d. IMPLICATION: National Guard Youth ChalleNGe Operational Instruction (NGYC-OI), Section 1-9, paragraph g clearly states, "Leadership and Staff professional development is to equip leaders and Staff with the skills, knowledge, and networks necessary to intervene in and reclaim the lives of at-risk youth and to produce responsible and productive citizens." Not providing the required training contradicts its design as stated in NGYC-OI, "The training is designed to minimize the risk of serving youth in need." Supervisors assume a greater degree of responsibility by nature of their position. Their area of influence is expanded to include directing not only the Cadets but also the cadre staff. The training received in the Supervisor Course gives the Supervisor the additional skills and knowledge needed to effectively and efficiently carry

out the daily routine of the day. The implication of having untrained staff working directly with minors and at-risk youth exposes SCYCA to nearly limitless legal liability. Training deficiencies influence all phases of SCYCA to include the achievement of the mission and the sustainability of the Program.

2. a. FINDING: South Carolina Youth ChalleNGe Academy's (SCYCA) Corrective Action Plan (CAP) dated 20 January 2015 did not resolve all issues of noncompliance. (Administrative Requirements, Item # 24d)

b. DISCUSSION: The National Guard Youth ChalleNGe Operational Instruction (NGYC-OI), Section 1-2b(5) states, "Evaluation teams shall not only assess current operations and resource management activities, they shall also review findings from the previous year to determine whether corrective actions have been taken where warranted, and include these findings in each report." In his cover Memorandum to the ChalleNGe Operational and Resource Evaluation (CORE) Report of Assessment dated 15 December 2014, Mr. Frederick G. Thomas, Chief, Office of Athletics and Youth Development, wrote, "In response to this evaluation, you will develop and submit a detailed, written Corrective Action Plan (CAP) that addresses each of the Resource Management and Operational Compliance and Performance findings contained in the Report of Inspection. The CAP will include a cover memorandum addressed to this office and signed by the Program Director. If needed, you must coordinate this ROI and CAP with any state agencies required, such as the USPFO and the GOR. The memorandum will summarize the CAP and provide sufficient enclosures to address each finding. It is imperative that the enclosures detail the systems and processes that you either develop, or refine, to correct the deficiencies. The CAP is due 60 days from receipt of this memorandum to Maj Patrick and Mr. Thomas (Frederick.G.Thomas4.civ@mail.mil.)"

SCYCA submitted their CAP on 20 January 2015 for the CORE evaluation conducted 16-20 November 2014. A review of the CAP revealed that all areas of noncompliance from the Operations Compliance component and all areas rated as "Unsatisfactory" from the Operations Performance component of the CORE Evaluation were addressed. Regarding the mentors not meeting their Mentor Agreement obligations, the Director stated in his CAP, "The RPM Coordinator and staff have been realigned and some different personnel have been brought on board and we will follow the guidance from the RPM manual. We will continue to explore new processes that will assist the mentors in honoring their commitments to contact their Cadets, monitor their activities in the Post-Residential Phase, report those contacts, and validate initial and new Cadet placement activities. In the event the mentors do not meet their obligations, the RPM staff is responsible for fulfilling the requirements. All contacts and placements completed by the RPM staff and other staff members must be thoroughly documented with dates, times, persons contacted, etc. and maintained in each graduate's file. The RPM staff members will become thoroughly familiar with their responsibilities as described in the Recruiting, Placement, and Mentoring Operations Manual. Emphasis will be particularly placed on the requirement for case managers to verify Cadet

placement activities when the mentors fail to do so. We are also working with the National Guard to get Mentors from the units in the areas that they live. We will also be asking them for help in finding jobs.” The RPM Department realignment was accomplished with new staff assigned and the case managers have done an admirable job of performing the mentors’ role in their absence. However, the fact that Case Managers misunderstood how a Cadet placement was properly verified demonstrates that the lack of an NG-J1-AY Post-Residential training course is hampering the Department’s efforts in resolving this issue.

c. RECOMMENDATION: The CAP is inspected by the CORE team during on-site inspections to measure the effectiveness of the strategies implemented to resolve areas of non-compliance. Therefore, SCYCA should attempt to devise a corrective action for all areas found to be not in compliance to include all areas rated as “Unsatisfactory” in the Performance component of the inspection. Then, the Program Director and staff must constantly monitor the status of the corrective action strategies to determine whether the desired results are being achieved. If they are not, the Program Director must determine whether any unexpected obstacles or any other issues are preventing the Program from reaching compliance or an acceptable performance rating. Once a thorough review has been conducted, the staff should amend the strategies in an effort to bring all issues into compliance and increase performance. Although mentors not meeting their Mentor Agreement obligations has been identified as a systemic issue of noncompliance Program-wide, SCYCA should continue pursuing creative and innovative ways to resolve this issue.

d. IMPLICATION: The Recruiting, Placement, and Mentoring Operations Manual clearly states the responsibilities of the case managers when mentors do not fulfill their requirements or terminate their formal mentoring relationship during the Post-Residential Phase. When mentors do not meet their Mentor Agreement obligations, the case managers must continue to contact the graduates and verify placement activities, and properly document those contacts and placements. This greatly increases the work load of each case manager. Thus, it is paramount that the first course of action should always be to keep the mentors involved for the duration of the Post-Residential Phase. Case managers should continually reinforce the mentor standards each and every time they communicate with mentors, from initial contact during the recruitment phase to the end of the formal mentoring relationship. A Program that accepts noncompliance issues as unsolvable just because they are systemic does nothing to move itself toward compliance. Failure to identify workable solutions to noncompliance issues in the CAP will cause the Program to stagnate and accept mediocrity. In the case of unfulfilled Post-Residential mentor requirements, graduates may not receive the mentoring needed to ensure their success as they attempt to become productive citizens. Any degradation to the mentor-mentee relationship may result in a graduate returning to a lifestyle that caused their attendance at SCYCA in the first place.

3. a. FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) did not meet all requirements of the biennial Director's Self-Assessment (DSA). (Administrative Requirements, Item #'s 25c and 25d)

b. DISCUSSION: National Guard Youth ChalleNGe Operational Instruction (NGYC-OI), Section 201, paragraph d(3) requires Program Directors to perform a biennial operational self-evaluation. In accordance with an email from Ms. Kimberly Folsom-Kuster, Youth ChalleNGe Program Manager, NG-J1-AY dated 15 March 2016, SCYCA was required to complete the CORE Director's Self-Assessment and identify all areas of noncompliance and "Unsatisfactory" performance. The purpose of this Self-Assessment is to provide the Program Office with the assurance that each program is operating in compliance with standards and to provide information for use in development of the Annual Report to Congress. The Director's Self-Assessment is an integral part of the Program's next onsite inspection. The CORE Team will evaluate the content of the Director's Self-Assessment to determine its validity and efficacy.

At the time of submission, the Program Director did not identify all areas of noncompliance in the Operations Compliance component of the DSA. Operations Analyst found the Program to be out of compliance in the submission of Serious Incident Report (SIR) for alleged Hands-Off Leadership violations to NG-J1-AY. In two separate instances, SCYCA had conducted an investigation into alleged violations of the Hands-Off policy. However, the Program Director did not submit the required SIRs notifying NG-J1-AY of the alleged violations or of the results of the investigations. Therefore, this should have been rated as "NO GO" on the DSA checklist. In addition, the corrective action implemented to resolve the noncompliance issue of mentor recruitment timelines did not result in compliance. Only 62% of the required 80% of the mentors had been recruited by the end of Week 2, and only 77% of the required 95% of the mentors had been recruited by the end of Week 6. The Program Director did not provide a corrective action for this noncompliance issue in the DSA and, as such, this issue remains unresolved.

c. RECOMMENDATION: The CORE team takes a critical look at the last DSA submitted to NG-J1-AY during onsite Program inspections. Specifically, inspectors determine if the DSA was submitted within the required timeframe, whether or not all areas of non-compliance were identified, and, after the completion of the on-site inspection, whether all identified areas of non-compliance were resolved. When completing and submitting the DSA to NG-J1-AY, the Program Director must thoroughly review each requirement. It is recommended that if a Program Director is unsure whether particular items are in compliance or not, seek further guidance from the Program Office. An honest, unbiased look at the standards is necessary to make any needed changes to ensure the Program is moving toward 100% compliance and satisfactory or better performance. Also, it is imperative that the Program Director list a corrective action for each area noted as noncompliant.

d. IMPLICATION: Failure to identify noncompliance issues and areas of poor performance in the DSA gives the Program Office (NG-J1-AY) an inaccurate picture of

the Program's status. Without a comprehensive, accurate DSA, the Program Office cannot address systemic areas of noncompliance such as professional development training and Post-Residential standards. An accurate assessment of the Program also assists NG-J1-AY in determining where to provide needed resources. Once an area of noncompliance is noted, SCYCA leadership must draft and implement a detailed written plan to achieve compliance. Without it, the Program may not give the issue the proper emphasis needed to bring it into compliance.

4. a. FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) did not properly submit a Serious Incident Report (SIR) for an alleged Hands-Off Leadership violation. (Administrative Requirements, Item #'s 38a-38c)

b. DISCUSSION: The ChalleNGe Program "Hands-Off Leadership" Policy from Chief, NG-J1-AY dated 8 May 2015 states, "ChalleNGe staff will be trained on the "Hands-Off Leadership" policy prior to supervising Cadets. Once training is complete, programs are required to update a Data Management System (DMS) and retain documentation for future audits and inspections. Staff training will require any staff member, observing or witnessing any violation of this directive, to be responsible for immediately reporting it to their superior or the next member in the chain of command, and to fail to do so is, in itself, a violation of the policy. Likewise, any employee who violates this directive is required to document their actions and report it to their superior immediately." In addition, the Hands-Off Leadership Policy states, "All reports of an alleged violation of Hands-Off Leadership by a ChalleNGe staff member shall be impartially investigated and facts gathered under the direction of senior staff. Appropriately document the investigation facts and forward to the Director for action. NGB-J1-AY shall be notified via a Serious Incident Report anytime a Program Director conducts an investigation regarding an alleged inappropriate event." National Guard Youth ChalleNGe Operational Instruction Section 1-12 paragraph f states, "All reports of an alleged violation of Hands-Off Leadership by a Program Staff member shall be impartially investigated and facts gathered under the direction of senior Staff. This shall be appropriately documented and forwarded to the Program Director for action."

During the inspection, the Deputy Director provided details of two allegations of Hands-Off Leadership Policy violations. The first allegation occurred in August 2015. The Deputy Director stated the incident was fully investigated and resulted in the staff member resigning from the Program. The Deputy Director also stated the results of the investigation were forwarded to the Division of State Human Resource; however, the Program did not retain a copy of the investigation and did not submit a SIR to NG-J1-AY as required. The second allegation occurred in March 2016. The Deputy Director stated the incident was investigated and resulted in the staff member resigning from the Program. For this incident, the Program was able to provide documentation of the completed investigation. However, like in the first case, the Program did not send a SIR to NG-J1-AY. It must be noted that these requirements are found in the *AY Hands-Off Leadership Policy* from Chief, NG-J1-AY dated 8 May 2015. At that time, the Program

Director and Deputy Director were unaware of the requirement to report an alleged violation to NG-J1-AY via a SIR. The staff learned of the requirement during a break-out session facilitated by the CORE team during the October Program Directors' Workshop in Oklahoma.

c. RECOMMENDATION: The Program Director must review and follow the guidelines stated in the NGYC-OI and in the *AY Hands-Off Leadership Policy* for any alleged violation of Hands-Off Leadership Guidance Policy by a Program Staff member. The Hands-Off policy must be a constant theme discussed during all staff training evolutions, to include the point that it only takes an allegation of a violation, not an actual witnessed violation, to trigger the investigative process. The senior staff, as required by the NGYC-OI, must direct the investigation, and the Program Director must ensure that he receives the results of the investigation for his action. The Program must maintain a copy of all investigations for their records. In addition, the Program should review the Hands-Off Leadership SOP along with the training syllabus. They must ensure that the training includes, at a minimum, how a complaint is reported, to whom it is reported, how it is investigated, and the courses of action to be taken if the allegation is confirmed. Establishing a clearly defined process will ensure future allegations of violations are handled in a consistent, appropriate, and timely manner.

d. IMPLICATION: Any violation of the Hands-Off Leadership Guidance Policy by a staff member to a Cadet is an extremely serious situation. For that reason, investigating all violations, both alleged and observed, is of utmost importance to ensure the safety of the Cadets remains the top priority of the Program. It may be difficult for a Program to overcome the reputation that it does not take allegations of Hands-Off Policy violations seriously, which could result in a smaller Acclimation Period pool of candidates as they may tend to look at other intervention alternatives. The implications of not having an effective Hands-Off Leadership Guidance policy in place include increasing the Program's risk of physical and emotional harm to its Cadets, potential widespread public scrutiny, and significant legal liabilities. Failing to adequately investigate and respond to all violations of the Hands-Off Leadership Guidance policy eventually creates a culture where physical and mental abuse is the norm, placing the safety of Cadets in jeopardy.

5. a. FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) does not meet all the requirements of the mentor screening program. (Post-Residential Phase, Item # 82c)

b. DISCUSSION: National Guard Youth ChalleNGe Program Recruiting, Placement and Mentoring (RPM) Operations Manual, Standard 3 states, "Implement an effective program for screening mentors that includes a written application, two reference checks, a criminal record check, and an interview." The RPM Operations Manual also states, "Screening standards are as follows: Interview with perspective mentor will be conducted by program staff."

Fourteen mentor files from NGB Class 47 (SC Class 37) and 10 files from NGB Class 46 (SC Class 36) were reviewed for mentor screening requirements. Of the 24 files reviewed, 3 files were missing the required mentor interview forms. The Mentor Coordinator uses a mentor checklist placed in the front of each mentor file to track required forms as they are received. In each file the mentor checklist showed that the interview form was not received.

c. RECOMMENDATION: The Mentor Coordinator currently uses the Cadet Tracking System and the mentor checklist to verify that all required documents are received and reviewed. This system is effective; however, to ensure compliance is achieved, the system must be meticulously maintained and monitored. When the Mentor Coordinator determines that a required document is missing, immediate action must be taken so that the recruitment process and screening is completed before the end of Week 13 match deadline. Once received and reviewed, all interview forms must be entered into the Cadet Tracking System, and the paper copy must be maintained in the case files for verification. It is imperative that RPM Supervisor and Mentor Coordinator thoroughly review the mentor's completed packet to ensure they are properly screened before they are matched with the Cadet.

d. IMPLICATION: Performing and documenting the required interview with the perspective mentor is an essential element of the screening process. An effective interview will assist the RPM staff in screening potential mentors for their apparent flexibility, motivations, and reliability. Without an interview, it will be difficult to determine mentor commitment in completing the 14-month mentor/mentee relationship. Every mentor who terminates his/her relationship with their Cadet prior to the end of the Post-Residential phase increases that Cadet's chance of failure. In addition, allowing Cadets to be matched with a mentor who has not met all screening requirements to include the interview exposes SCYCA to limitless legal liabilities. If a mentor harms a Cadet or graduate in any way, the subsequent investigation will ordinarily examine the entire mentor file to determine whether the mentor was properly screened and trained in accordance with the procedures listed the RPM Operations Manual. An incident of a mentor harming a Cadet/graduate would bring irreparable damage to the reputation of SCYCA and the National Guard Youth ChalleNGe Program and could quite possibly affect its funding or even cause the Program to be terminated.

6. a. FINDING: (Systemic) South Carolina Youth ChalleNGe Academy (SCYCA) does not meet all Post-Residential requirements. (Post-Residential Phase, Item #'s 78b-c, 86b-86c, and 89c)

b. DISCUSSION: The National Guard Youth ChalleNGe Program Recruiting, Placement and Mentoring Operations Manual (RPM Ops Manual) standard 1, page 6 states, "Implement an effective system for helping candidates to follow Youth Initiated Mentoring practices to recruit prospective mentors so that every cadet is matched at the end of Week 13 of the Residential Phase. At the conclusion of Week 2 of the Residential Phase, 80% of the required mentors have a mentor application on file. By

the end of Week 6 of the Residential Phase, 95% of the required prospective mentors have a mentor application on file. Prospective mentors are applicants who meet the qualification requirements detailed in Standard 2 and for whom a completed written application has been received by program staff to begin the screening process.” The RPM Operations Manual, standard 4 states, “In addition, mentors and cadets are matched in a formal event that, when geographically feasible, includes a joint meeting with the Program Staff, mentor and cadet, and the signing of a written mentoring agreement.” The RPM Operations Manual, standard 7 states, “During the 12-month Post-Residential Phase, a minimum of four contacts, four hours of contact, or a combination of both, will occur between the mentor and the cadet. Acceptable combinations will be determined by the program director. If possible, face-to-face contacts will occur each month.” The RPM Operations Manual, in the paragraph entitled “Verified” on page 29 states, “A mentor must verify all placement activities each month in the mentor report. If a mentor report is not received, placement may be verified by program staff by phone or in writing from the employer, military, instructor, parent/guardian or academic institution that is directly related to the placement activity being recorded.”

The National Guard Youth Challenge Operational Instruction (NGYC-OI), Section 1-6f states, “At the Adjutant General’s discretion a Cadet graduation stipend of up to \$2,200 may be paid during the Post-Residential Phase. A graduation stipend may be used to facilitate Cadet success and ensure reporting accountability in the Post-Residential Phase, and to increase the number of prospective Cadets and successful Program graduates. Cadets must have successfully graduated from the Residential Phase of the Program and be in a positive placement position in the Post-Residential Phase to qualify for graduation stipend payments. The Cadet’s mentor will be involved in the graduation stipend distribution process. Coordination among the RPM Coordinator, Case Manager, and Mentor must be established to ensure graduation stipend funds are used to support graduation objectives and the Cadet’s Post-Residential goals and objectives. A Cadet graduation stipend is not the same as the weekly living allowance.”

The data in the Cadet Tracking System (CTS) for NGB Class 47 (SC Class 37) was reviewed for mentor recruitment requirements. CTS showed that only 62.9% of the required 80% (97 out of 154) of the mentors had been recruited (completed written application on file) by the end of the Week 2. By the end of the Week 6, only 76.6% of the required 95% (118 out of 154) of the mentors had been recruited. The Program met the standard requiring 100% of mentors be recruited by the end of Week 13. The Mentor Coordinator stated that the root cause for not reaching the recruitment percentages was two-fold: some Cadets are accepted into the Program without a declared mentor, and some mentors are eliminated during the screening process. The Program does have an established pool of mentors; however, some of the mentors from the pool are only used to meet the program mentor requirements and do not establish a relationship with the Cadet.

SCYCA, along with all Programs nation-wide, has not been successful in getting 100% of the mentors to live up to the obligations they agreed to in the Mentor Agreement.

During the November 2014 CORE Team evaluation, the Program was found to be out of compliance in the area of mentors making their required contacts, and mentors verifying the placements of their Cadets each month in their mentor reports. These issues are systemic since the files reviewed for this inspection continue to indicate that mentors still are not meeting the monthly contact requirements and verifying placements. The following strategies were included in SCYCA's Corrective Action Plan from the November 2014 CORE Evaluation as a way to resolve these issues: "The RPM Coordinator and staff have been realigned and some different personnel have been brought on board and we will follow the guidance from the RPM manual. We will continue to explore new processes that will assist the mentors in honoring their commitments to contact their Cadets, monitor their activities in the Post-Residential Phase, report those contacts, and validate initial and new Cadet placement activities. In the event the mentors do not meet their obligations, the RPM staff is responsible for fulfilling the requirements. All contacts and placements completed by the RPM staff and other staff members must be thoroughly documented with dates, times, persons contacted, etc. and maintained in each graduate's file. The RPM staff members will become thoroughly familiar with their responsibilities as described in the Recruiting, Placement, and Mentoring Operations Manual. Emphasis will be particularly placed on the requirement for case managers to verify Cadet placement activities when the mentors fail to do so. We are also working with the National Guard to get Mentors from the units in the areas that they live. We will also be asking them for help in finding jobs." Even with the increased emphasis placed on mentor responsibilities during mentor trainings, SCYCA did not achieve full compliance in this area. Post-Residential mentor requirements have been identified as a systemic area of non-compliance Program-wide.

SCYCA provides a \$50/month graduation stipend in the Post-Residential Phase. The CORE Team looked at the files of six graduates from NGB Class 45 (SC Class 35) who had received the stipend. Within each file, the Team looked at several months to determine whether each graduate was positively placed for each month they received the stipend. During the review, several files contained a placement activity document; however, the Case Managers misunderstood what constituted a properly validated placement resulting in Graduates receiving stipends without meeting the requisite standards.

c. RECOMMENDATION: SCYCA should expand its pool of mentors from which candidates can choose in the event they are not successful in finding a "friendly match" on their own. Mentors who have completed their 14-month relationship with their Cadet or mentors whose cadet either voluntarily resigned or were terminated prior to graduation should be the groups to target in increasing the pool. The RPM Department should continue to emphasize during all mentor trainings, at the mentor/mentee match ceremony, and in any and all communications with the mentors, whether on the phone or in person, the need for monthly communications with their mentee and the importance of verifying placement activities. When a monthly mentor report is not received, the staff should continue to attempt to contact the mentor to determine whether it was an oversight on the part of the mentor or if the mentor has terminated his/her relationship with the graduate. If the latter is the case, then the case managers

must continue to fulfill the requirements as they currently do, and use Memoranda for Record as the means to document contacts and placements. All contacts and placements completed by the case managers and other staff members must include dates, times, persons contacted, etc., and be maintained in each graduate's file and in the Cadet Tracking System.

d. IMPLICATION: It is with the aid of their mentors that Cadets will build personal bridges back to the communities from which they came. The mentors provide the support needed for the Cadets to practice the positive life skills they learned during the Residential Phase of the Youth ChalleNGe Program. Regardless of the reason, if a Cadet gets to the Week 13 match without a screened and trained mentor, he/she will already be behind in establishing and building a bond that will grow through the remainder of the Residential Phase and into the 12-month Post-Residential Phase. Losing contact with a graduate during the Post-Residential Phase prevents IDYCA from determining the effectiveness of its policies and procedures it uses during all phases of mentor operations: recruitment, screening, training, and matching. Without empirical data to analyze, the staff will not be able to tweak those policies and procedures to increase the effectiveness of the Program.

It is imperative that Programs are aware of the status of each graduate throughout the 12-month Post-Residential Phase, particularly in the area of placement activities. The RPM Operations Manual states, "Because of the emphasis on placement as the measurement of total success, each program should exert an integrated staff effort to accomplish placement goals. Throughout this process, cadets require the full support of their mentors. Additionally, there are many actions that ChalleNGe Post-Residential staff can take to facilitate the placement process." Because placement is used as a measure of success, mentors play a vital role in providing this needed information to the Program. If the mentors are failing to comply with the requirement to contact Cadets monthly and document their placement activities, the Program has no way to judge its effectiveness and thus no way to measure success.

The RPM Operations Manual also states, "Case management in ChalleNGe is defined as 'the oversight practices employed by a program that lead to active mentor matches and successful cadet placement throughout the twelve months of the Post-Residential Phase.' Effective case management can be the key to ensuring successful mentoring relationships. Successful mentoring relationships lead to successful transitions into positive placement activities in the Post-Residential Phase." Although the effort needed for case managers to establish and maintain the relationships with mentors and Cadets throughout the 12-month Post-Residential will be great, without this effort case management will be ineffective and the chance that a Cadet is not successful in finding and maintaining meaningful placement is significantly increased.

Finally, again from the RPM Operations Manual, "Mentoring is vital for the success of ChalleNGe - vital in that mentoring sustains the newly invigorated lives of cadets and supports their continued practice of the life-changing habits attained in the Residential Phase of ChalleNGe. Effective mentors have the right motivation: wanting to help a

young person turn his or her life around. ChalleNGe mentors are to encourage and to support ChalleNGe cadets during the Residential and Post-Residential Phases.”

A poor mentoring relationship can sabotage the most effective Residential Phase and the enthusiasm of a recent graduate. This may lead to some graduates giving up their quest to seek meaningful placement and becoming productive citizens, thus returning them to a lifestyle that led to their enrollment in the Program initially. It is imperative that the Program maximizes its unique status as a “second chance” institution by fulfilling all of its obligations by ensuring that mentors, ChalleNGe Program staff, and graduates work as a team and are all fully involved in the Post-Residential Phase.

ChalleNGe Operational and Resource Effectiveness Team		
Program/State: SC Youth ChalleNGe Academy, South Carolina Date: 6-8 December 2016 Functional Area: Operations Compliance Rate: 94.34% Analyst's Information: Kevin Seery/ Fred Pendleton kevin.seery@peopletec-ctr.com, fpendleton@cloud.alutiiq.com (803)920-1184/ (727)743-3331		
TASK: Maintain Operation Readiness CONDITION: Given an assignment to the National Guard Youth Challenge Program and applicable references STANDARD: Using guidance provided in DoDI 1025.8 (Mar02), ChalleNGe Publication 1 (Dec09), ChalleNGe Publication 3-1 (Sep10), National Guard Youth ChalleNGe Program Cooperative Agreement (NGYCP-CA) (Sep15), National Guard Youth ChalleNGe Operational Instruction (NGYC-OI) (Oct15), Recruiting, Placement and Mentoring Operations Manual (26Mar14), NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015, NGYCP-CA, Section 201, paragraph d(3), CORE Program Manager Email containing the Memo from Chief, NG-J1-AY, Chief National Guard Bureau Instruction 9350.01 (Nov15), and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.		
Terminal Task	Item	Enabling Task
<i>Participants</i>		
GO	1. Do the participants of the Program meet the required eligibility standards? <i>Ref: DoDI 1025.8, paragraph 4.10.; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3); and, Recruiting, Placement and Mentoring Operations Manual.</i> <i>Inspected Item: Questions 1a-1g below.</i> Reviewed 24 Cadet applications from NGB Class 47 (SCYCA Class 37).	
	1a. Are participants sixteen to eighteen years of age at time of entry into the Program? <i>Note: Applicants will not exceed 18 years of age on the 1st day of the Residential Phase.</i> <i>Ref: DoDI 1025.8, paragraph 4.10.1; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(a); Recruiting, Placement and Mentoring Operations Manual, page 5.</i> <i>Inspected Item: Copy of birth certificate in completed Cadet applications.</i> Age was verified using the birth certificate.	GO
	1b. Are participants high school dropouts (i.e., no longer attending school and not having been awarded a secondary school diploma or equivalent certificate)? <i>Ref: DoDI 1025.8, paragraph 4.10.1; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(b); Recruiting, Placement and Mentoring Operations Manual, page 5.</i> <i>Inspected Item: School release form or signed statement certifying accuracy of information contained in the completed Cadet applications.</i> Dropout status is determined from the	GO

	<p>1c. Are participants citizens or legal residents of the United States? <i>Ref: DoDI 1025.8, paragraph 4.10.3; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(c); Recruiting, Placement and Mentoring Operations Manual, page 5.</i> <i>Inspected Item: Copy of birth certificate in completed Cadet applications.</i></p> <p>Citizenship was verified using the birth certificate.</p>	GO
	<p>1d. Are participants residents of the state in which the Program is operated or with whom the Program has a memorandum of agreement? <i>Ref: CP 3-1, Chapter II, paragraph 6A.</i> <i>Inspected Item: Review home address in completed Cadet applications.</i></p> <p>Residency was determined from the Cadet application.</p>	GO
	<p>1e. Are participants unemployed or underemployed? <i>Ref: DoDI 1025.8, paragraph 4.10.4; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(d); Recruiting, Placement and Mentoring Operations Manual, page 5.</i> <i>Inspected Item: Review employment questions and signed statement certifying accuracy of information contained in the completed Cadet applications.</i></p> <p>Unemployment/underemployment status was determined from the Cadet application and during the interview.</p>	GO
	<p>1f. Are participants of the Program not currently on parole or probation for other than juvenile status offenses, not awaiting sentencing, not under indictment, charges, or convicted of a crime that is considered a felony if charged as an adult? <i>Ref: DoDI 1025.8, paragraph 4.10.5; and NGYCP-CA, Section 201, paragraph e(3)(e).</i> <i>Inspected Item: Review criminal background questions and signed statement certifying accuracy of information contained in the completed Cadet applications and any other official criminal background checks.</i></p> <p>Legal status of participants (i.e. parole, probation, felonies) was determined from the Cadet application and a during the interview.</p>	GO
	<p>1g. Are all participants of the Program free from use of illegal drugs or substances? <i>Ref: DoDI 1025.8, paragraph 4.10.6; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(f); Recruiting, Placement and Mentoring Operations Manual, page 5.</i> <i>Inspected Item: Review illegal drugs or substance questions and signed statement certifying accuracy of information contained in the completed Cadet applications.</i></p>	GO
GO	<p>2. Are all participants capable of participating in the Program? <i>Ref: DoDI 1025.8, paragraph 4.10.7 and paragraph 6.3.1.2; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(f).</i> <i>Inspected Item: Questions 2a-2c below.</i></p> <p>Reviewed 24 Cadet applications from NGB Class 47 (SCYCA Class 37). All contained a completed physical exam form signed by medical personnel.</p>	

	<p>2a. Have all participant's been determined to be physically capable to complete the Program? <i>Note: Pregnancy testing shall not be used as part of the screening and selection process for Program participation.</i> <i>Ref: NGYC-OI, Section 1-4, paragraph a(4); and DoDI 1025.8, paragraph 6.3.1.2.</i> <i>Inspected Item: Review completed Cadet applications for copy of physical exam.</i></p>	GO
	<p>2b. Have all participant's been determined to be mentally capable to complete the Program? <i>Ref: NGYC-OI, Section 1-4, paragraph a(4); and DoDI 1025.8, paragraph 6.3.1.2.</i> <i>Inspected Item: Review completed Cadet applications for copy of physical exam.</i></p>	GO
	<p>2c. Has the Program made reasonable accommodations for participants with physical or other disabilities? <i>Ref: DoDI 1025.8, paragraph 4.10.7; CP 3-1, Chapter II, paragraph 6A; and NGYCP-CA, Section 201, paragraph e(3)(g).</i> <i>Inspected Item: Interview medical Staff or Director and review Medical or Selection Procedures SOP.</i></p>	GO
GO	<p>3. Has the Program communicated to all participants (Cadets) that while receiving training under the ChalleNGe Program that they are neither federal employees nor members of the National Guard except under certain provisions of the law? <i>Ref: DoDI 1025.8, paragraph 6.4 and NGYCP-CA, Section 201, paragraph e(4).</i> <i>Inspected Item: Questions 3a–3f below.</i></p>	
	<p>3a. Has the Program communicated to all participants (Cadets) that they shall be considered federal employees for the purposes of compensation for work injuries? <i>Ref: DoDI 1025.8, paragraph 6.4.1.1 and NGYCP-CA, Section 201, paragraph e(4)(b).</i> <i>Inspected Item: Review Program notification process.</i></p>	GO
	<p>3b. Are Cadets processed through the Federal Employees Compensation Act (FECA) when injuries are sustained as a result of participation in the Program? <i>Ref: NGYC-OI, Section 1-4, paragraph a(5)(a).</i> <i>Inspected Item: Review Program notification process.</i></p>	GO
	<p>3c. Has the Program communicated to all participants (Cadets) that they shall be considered federal employees relating to the liability of the United States for tortious conduct of employees of the United States? <i>Ref: DoDI 1025.8, paragraph 6.4.1.2 and NGYCP-CA, Section 201, paragraph e(4)(b).</i> <i>Inspected Item: Review Program notification process.</i></p>	GO
	<p>3d. Has the Program communicated to all participants (Cadets) that they shall not be considered to be in the performance of duty while not at the assigned location of training or other activity authorized in accordance with the Program agreement except when the participant is traveling to or from the location or is on pass from that training or other activity? <i>Ref: DoDI 1025.8, paragraph 6.4.2.1 and NGYCP-CA, Section 201, paragraph e(4)(c).</i> <i>Inspected Item: Review Program notification process.</i></p>	GO

	<p>3e. Has the Program communicated to all participants (Cadets) that in computing compensation benefits for disability or death, the monthly pay of a participant (Cadet) shall be deemed that received under the entrance salary for a grade GS-2 Federal employee? <i>Ref: DoDI 1025.8, paragraph 6.4.2.2 and NGYCP-CA, Section 201, paragraph e(4)(d).</i> <i>Inspected Item: Review Program notification process.</i></p>	GO
	<p>3f. Has the Program communicated to all participants (Cadets) that the entitlement of a person to receive compensation for a disability shall begin on the day following the date that the person's participation in the Program is terminated? <i>Ref: DoDI 1025.8, paragraph 6.4.2.3 and NGYCP-CA, Section 201, paragraph e(4)(e).</i> <i>Inspected Item: Review Program notification process.</i></p>	GO
Organization		
N/A	<p>4. Is the ratio for Cadre team leaders to Cadets 1:25? <i>Ref: NGYC-OI, Section 1-9, paragraph c(4).</i> <i>Evaluated Item: Questions 4a-4b below.</i></p>	
	<p>4a. Using graduation target, is the ratio for Cadre team leaders to Cadets 1:25? <i>NOTE: Calculation - 5.5 x graduation target / 25, round-up</i> <i>Ref: NGYC-OI, Section 1-9, paragraph c(4).</i> <i>Evaluated Item: Review the previous class roster of the number enrolled Cadets against the number of assigned Cadre.</i></p> <p>Program currently has 24 Cadre assigned, which meets the Cadre to Cadet ratio for a graduation target of 100.</p>	N/A
	<p>4b. Using class size at Week 3 Day 1, is the ratio for Cadre team leaders to Cadets 1:25? <i>NOTE: Calculation - 5.5 x class size / 25, round-up</i> <i>Ref: NGYC-OI, Section 1-9, paragraph c(4).</i> <i>Evaluated Item: Review the previous class roster of the number enrolled Cadets against the number of assigned Cadre.</i></p> <p>Program had 24 Cadre assigned on Day 1 of Week 3 for 150 enrolled Cadets, which does not meet the required Cadre to Cadet ratio (33 required).</p>	N/A
GO	<p>5. Are all Program personnel civilian employees of the State or employed under contract with the state? <i>Ref: DoDI 1025.8, paragraph 6.3.2.1 and NGYCP-CA, Section 201, paragraph f(1).</i> <i>Inspected Item: Personnel Records.</i></p>	
GO	<p>6. Does the Program Staff have comparable professional qualifications as state employees or contract personnel in similar positions? <i>Ref: DoDI 1025.8, paragraph 6.3.2.2 and NGYCP-CA, Section 201, paragraph f(3).</i> <i>Inspected Item: Personnel Records.</i></p>	
GO	<p>7. Is staffing in full time direct support of the ChalleNGe Program mission and requirements? <i>Ref: NGYC-OI, Section 1-9, paragraph b.</i> <i>Inspected Item: Review staffing model/organizational chart.</i></p>	

GO	8. Are personnel functioning as support staff in any way slotted against a Cadre Staffing position? <i>(Note: Answer should be "NO").</i> <i>Ref: NGYC-OI, Section 1-9, paragraph d.</i> <i>Inspected Item: Review Personnel files and staffing model.</i>	
N/A	9. Are temporary hires employed for less than six months? <i>Ref: NGYC-OI, Section 1-9, paragraph c.</i> <i>Inspected Item: Review personnel files.</i> SCYCA does not employ temporary hires.	
N/A	10. Are temporary hires filling deployed military member positions employed for only the period of deployment including the military member's leave upon return from deployment? <i>Ref: NGYC-OI, Section 1-9, paragraph c.</i> <i>Inspected Item: Review personnel files.</i> SCYCA does not employ temporary hires.	
N/A	11. Are direct hire, contract, or temporary hire personnel only used during the Acclimation Period to fill any Cadre Staff positions without slotting them against the Staffing Model in the Operations/Cadre Staff section? <i>Ref: NGYC-OI, Section 1-9, paragraph d.</i> <i>Inspected Item: Review Personnel files and Staffing model.</i> SCYCA does not utilize direct hires, contract, or temporary personnel during the Acclimation Period.	
GO	12. Are personnel filling positions performing the stated job function? <i>Ref: NGYC-OI, Section 1-9, paragraph c.</i> <i>Inspected Item: Interview Staff and compare to Staffing model.</i>	
GO	13. Has the Program Director verified that all State Youth ChalleNGe Program employees undergo a background check IAW NGB PARC Guard Knowledge Online? <i>Note: <https://gkoportal.ng.mil/ngb/STAFF/D01/D01/S02/SitePages/Home.aspx></i> <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.k.</i> <i>Inspected Item: Review the background check results State Youth ChalleNGe Program employees.</i>	
GO	14. Has the Program reviewed Staff information on a monthly basis as required? <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Questions 14a–14d below.</i>	
	14a. Has the Program reviewed Staff hires? <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document reflecting the four most recent hires.</i>	GO
	14b. Has the Program reviewed Staff terminations? <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document reflecting the four most recent terminations.</i>	GO
	14c. Has the Program reviewed position changes? <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document reflecting the four most recent position changes.</i>	GO

	14d. Has the Program reviewed any other pertinent information as it relates to Staff structure, for example, temporary personnel or Cadet Peer Mentors? <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document.</i>	GO
GO	15. After the monthly review, is the Staff information updated in a data management system? <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Data management system.</i>	
GO	16. Has the Program met State and Federal training requirements? <i>Ref: CP 3-1, Chapter II, paragraph 8B and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 16a-16c below.</i>	
	16a. Did the Program Director appoint a Program Training Coordinator? <i>NOTE: The Training Coordinator should be an additional duty position and should, but is not required to be, one of the certified Program Trainers.</i> <i>Ref: CP 3-1, Chapter II, paragraph 8B and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Check Staff assignments and duties or assignment memorandum.</i>	GO
	16b. Did the Program Training Coordinator create and maintain a training record for each staff member that includes copies of all completed training certificates and/or documentation of training attended? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Program training records.</i>	GO
	16c. Is the required and completed training entered into the national data management system? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Data management system.</i>	GO
GO	17. Does the Program have a minimum of two (2) Program Trainers certified to teach the Basic and Cadre courses? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Review Program Trainer's training file.</i> NG-J1-AY granted a one-time exception to policy for only having one Program Trainer because the training has not been offered. SCYCA must send a staff member to the next training which is scheduled for the February-April 2017 time period.	
GO	18. Has the Program Director met the National (Federal) Training requirements? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 18a-18b below.</i>	
	18a. Did the Program Director attend the "New Directors Workshop" within the first year of assuming the Program Director position? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Review Program Director's training file.</i>	GO

	<p>18b. Did the Program Director attend the annual ChalleNGe Workshop? <i>NOTE: Director or Deputy Director may attend.</i> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Review Program Director's training file.</i></p>	GO
GO	<p>19. Have all ChalleNGe Staff attended the National (Federal) Training course(s) within the first six (6) months of hire, assuming a new position, or being assigned an additional duty? <i>NOTE: For all federal training programs released in the coming months (i.e. functional courses) programs will have three (3) months from release before being held accountable for policy timelines for inspection purposes.</i> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 19a-19g below.</i></p>	
	<p>19a. Have all Staff members whose place of employment is the Youth ChalleNGe Program completed the Basic Course? <i>NOTE: Staff members are required to attend the Basic Course regardless of the entity funding the position(s). Program Directors must not allow unaccompanied supervisory contact between a Staff member and Candidates/Cadets until the Staff member attends the Basic Course.</i> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Cadre staff.</i></p>	GO
	<p>19b. Have Staff members assigned as Cadre completed the Cadre Course? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Cadre staff.</i></p>	GO
	<p>19c. Have Staff members assigned as Counselors completed the Counselors Course? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Counseling staff.</i></p> <p>One staff member requires the Counselors Course. Inspected but not included in the overall score/rating.</p>	N/A
	<p>19d. Have Staff members assigned as Educators completed the Educators Course? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Education staff.</i></p> <p>Six staff members require the Educators Course. Inspected but not included in the overall score/rating.</p>	N/A
	<p>19e. Have Staff members assigned as Recruiters completed the Recruiters Course? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Recruiting staff.</i></p> <p>One staff member requires the Recruiters Course. Inspected but not included in the overall score/rating.</p>	N/A

	<p>19f. Have Staff members assigned as Post-Residential Staff completed the Post-Residential Course? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Post-Residential Staff.</i></p> <p>Eleven staff members require the Post-Residential Course. Inspected but not included in the overall score/rating.</p>	N/A
	<p>19g. Has the Staff member assigned as the Program Training Coordinator completed the Program Training Coordinator Course? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training record of the Program Training Coordinator.</i></p> <p>One staff member requires the Program Training Coordinator Course. Inspected but not included in the overall score/rating.</p>	N/A
NO GO	<p>20. Have Staff members that are in supervisory positions completed a State or Program developed Supervisor Course within six (6) months of assuming the supervisory position? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Supervisory staff.</i></p> <p>One staff member assigned in a supervisory position for longer than 6 months requires the Supervisor Course.</p>	
GO	<p>21. Have Staff members completed the initial in-house Staff training in the required timeframes? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 21a-21g below.</i></p>	
	<p>21a. Have Staff members completed the initial Sexual Assault/Harassment Mitigation briefing prior to starting work at a NGYCP? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p>	GO
	<p>21b. Have Staff members completed Conflict Resolution Training or Non-Violent Crisis Intervention Training within the first month of hire? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Initial: Three staff members employed for more than one month have not completed Conflict Resolution training. Final: Staff members received the required training.</p>	GO
	<p>21c. Have Staff members completed Mandated Reporter Training within the first month of hire? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Initial: One staff member employed for more than one month have not completed Mandated Reporter training. Final: Staff member received the required training.</p>	GO

	<p>21d. Have Staff members completed the official State Sexual Assault and Prevention Response/Harassment Training within the first three (3) months of hire? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p>	GO
	<p>21e. Have Staff members completed Ethics Training within the first three (3) months of hire? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Initial: One staff member employed for more than three months have not completed the State Sexual Assault and Prevention Response/Harassment training. Final: Staff member received the required training.</p>	GO
	<p>21f. Have Staff members completed CPR/First Aid Training within the first six (6) months of hire? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training certificate from issuing entity.</i></p> <p>Initial: Two staff members employed for more than six months have not completed CPR/ First Aid Training. Final: Staff members received the required training.</p>	GO
	<p>21g. Have Staff members completed Gang Awareness Training within the first six (6) months of hire? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Initial: One staff member employed for more than six months have not completed Gang Awareness training. Final: Staff members received the required training.</p>	GO
GO	<p>22. Have Staff members completed the annual in-house Staff training in the required timeframe? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 22a-22f below.</i></p>	
	<p>22a. Have Staff members completed Conflict Resolution Training or Non-Violent Crisis Intervention Training annually? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p>	GO
	<p>22b. Have Staff members completed Mandated Reporter Training annually? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Initial: Four staff members require the annual Mandated Reporter training. Final: Staff members received the required training.</p>	GO

	<p>22c. Have Staff members completed the official State Sexual Assault and Prevention Response/Harassment Training annually? <i>Ref: National Guard Youth ChalleNge Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Annual Sexual Assault and Prevention Response/Harassment training are not required until after May 2017.</p>	N/A
	<p>22d. Have Staff members completed Ethics Training annually? <i>Ref: National Guard Youth ChalleNge Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p> <p>Annual Ethics training is not required until after May 2017.</p>	N/A
	<p>22e. Have Staff members completed CPR/First Aid Training and/or maintained currency as required by the issuing organization? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNge Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training certificate from issuing entity.</i></p> <p>Initial: Two staff members require CPR/ First Aid training. Final: Staff members received the required training.</p>	GO
	<p>22f. Have Staff members completed Gang Awareness Training annually? <i>Ref: CP 3-1, Chapter II, paragraph 8.D. and National Guard Youth ChalleNge Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Staff Training Roster.</i></p>	GO
GO	<p>23. Have volunteers and mentors completed Mandated Reporter Training within the first month of service with the NGYCP? <i>NOTE: The training syllabus should include the following required incidents related to children: Any abuse-sexual, physical, or emotional; Any unsafe situation; Suicide threats; and, Plans to commit a crime.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Mandated Reporters, Page 26 and National Guard Youth ChalleNge Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: A class sign-in roster that shows the class title and date of training, provided the Course Instructor signs and validates it, or training certificates.</i></p>	
Administrative Requirements		
NO GO	<p>24. Did the Program adequately respond to the Report of Inspection? <i>Ref: NGYC-OI, Section 1-2, paragraph b(5) and Section 1-3 and Report Of Inspection Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Questions 24a - 24d below.</i></p>	
	<p>24a. Was a Corrective Action Plan developed? <i>Ref: NGYC-OI, Section 1-2, paragraph b(5) and Section 1-3 and Report Of Inspection Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Review completed Corrective Action Plan.</i></p>	GO
	<p>24b. Was the Corrective Action Plan submitted on time? <i>Note: 30 days from receipt of ROE Memorandum from Chief, NG-J1-AY for significant findings or 60 days from receipt of ROE Memorandum from Chief, NG-J1-AY for ROE's without significant findings.</i> <i>Ref: NGYC-OI, Section 1-2, paragraph b(5) and Section 1-3, and Report Of Inspection Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Review transmittal email or mail receipt.</i></p>	GO

	<p>24c. Did the Corrective Action Plan address each area of non-compliance from the Report of Evaluation with specific strategies, updated policies, detailed procedures, etc? <i>Ref: NGYC-OI, Section 1-2, paragraph b(5) and Section 1-3, and Report Of Inspection Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Review completed Corrective Action Plan.</i></p>	GO
	<p>24d. Did each strategy from the Corrective Action Plan resolve the issue of non-compliance? <i>Ref: NGYC-OI, Section 1-2, paragraph b(5) and Section 1-3, and Report Of Inspection Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Compare NO-GOs from previous assessment.</i></p> <p>Corrective actions did not resolve the issues of mentors fulfilling their requirements during the Post-Residential phase.</p>	NO GO
NO GO	<p>25. Did the Program fulfill the requirements of the biennial Director's Self-Assessment? <i>Ref: NGYCP-CA, Section 201, paragraph d(3) and CORE Program Manager Email containing the Memo from Chief, NG-J1-AY.</i> <i>Inspected Item: Questions 25a - 25d below.</i></p>	
	<p>25a. Did the Program complete all components of the Director's Self-Assessment? <i>Ref: NGYCP-CA, Section 201, paragraph d(3), CORE Program Manager Email containing the Memo from Chief, NG-J1-AY and Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.i.</i> <i>Inspected Item: Review copy of Self-Assessment.</i></p>	GO
	<p>25b. Was the Program Director's Self-Assessment submitted within the required timeframe included in the Memo from Chief, NG-J1-AY? <i>Ref: CORE Program Manager email containing the Memo from Chief, NG-J1-AY.</i> <i>Inspected Item: Review transmittal email or mail receipt.</i></p>	GO
	<p>25c. Did the Director's Self-Assessment identify all areas of non-compliance? <i>Ref: CORE Program Manager Email containing the Memo from Chief, NG-J1-AY.</i> <i>Inspected Item: Review copy of Self-Assessment.</i></p> <p>The Program Director did not submit SIRS for two allegations of Hands-Off Policy violations requiring Program Office notification.</p>	NO GO
	<p>25d. Have all areas identified as non-compliant in the Director's Self-Assessment been brought into compliance? <i>Ref: CORE Program Manager Email containing the Memo from Chief, NG-J1-AY.</i> <i>Inspected Item: Review copy of Self-Assessment.</i></p> <p>Strategies implemented to correct noncompliance issues associated with mentor recruitment percentages at Weeks 2 and 6 have not resulted in compliance.</p>	NO GO
GO	<p>26. Did the ChalleNGe Program develop a Goal-Focused State Plan that includes long-term goals and annual performance goals against which the Program will be measured? <i>Ref: NGYCP-CA, Section 201, paragraph d(1) and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for quality content and to ensure compliance.</i></p>	

GO	27. Does the ChalleNGe Program's State Plan include all required elements? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Questions 27a–27p below.</i>	
	27a. Does the State Plan contain details relating to application procedures which conform to applicable NGYCP policies? <i>Ref: DoDI 1025.8, paragraph 6.3.1.1 and 6.3.1.2.</i> <i>Inspected Item: Review State Plan to ensure application procedures conform to NGYCP policies.</i>	GO
	27b. Does the State Plan contain details relating to selection procedures which conform to applicable NGYCP policies? <i>Ref: DoDI 1025.8, paragraph 6.2, CP 3-1, Chapter I, paragraph 5, and CP3-1, Chapter II, paragraph 14.A.1.</i> <i>Inspected Item: Review State Plan to ensure selection procedures conform to NGYCP policies.</i>	GO
	27c. Does the State Plan contain details relating to numbers of students trained? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of number of students trained.</i>	GO
	27d. Does the State Plan contain details relating to Staffing? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to Staffing.</i>	GO
	27e. Does the State Plan contain details relating to Staff training? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to Staff training.</i>	GO
	27f. Does the State Plan contain details relating to curriculum? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to curriculum.</i>	GO
	27g. Does the State Plan contain details relating to facilities? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to facilities.</i>	GO
	27h. Does the State Plan contain details relating to State public services to be provided? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to State public services to be provided.</i> SCYCA does not receive public services.	N/A
	27i. Does the State Plan contain details relating to private services to be provided? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating private services to be provided.</i> SCYCA does not receive private services.	N/A
	27j. Does the State Plan contain details relating to the Post-Residential Program? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to the Post-Residential Program.</i>	GO

	<p>27k. Does the State Plan contain details relating to establishment of non-profit organization? <i>Ref: DoDI 1025.8, paragraph 6.2.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to the establishment of a non-profit organization.</i></p> <p>Initial: The State Plan did not contain details relating the Program's non-profit organization. Final: The State Plan was amended to include the details.</p>	GO
	<p>27l. Does the State Plan contain details relating to a detailed budget? <i>Ref: DoDI 1025.8, paragraph 6.2 and CP 3-1, Chapter I, paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to a detailed budget.</i></p> <p>Initial: The State Plan did not contain details relating the Program's budget. Final: The State Plan was amended to include the details.</p>	GO
	<p>27m. Does the State Plan include a master calendar which identifies the responsible department, event, and week each activity occurs? <i>Ref: CP 3-1, Chapter I, Paragraph 5.</i> <i>Inspected Item: Review State Plan for inclusion of a master calendar.</i></p> <p>Initial: The State Plan did not include the Program's master calendar Final: The State Plan was amended to include the calendar</p>	GO
	<p>27n. Is the time frame for the Initial Drug Testing contained in the Program State Plan (Drug test SOP)? <i>Ref: NGYC-OI, Section 1-16, paragraph b(2).</i> <i>Inspected Item: Review Drug Policy SOP within State Plan.</i></p> <p>Initial: The State Plan did not contain the time frame for the initial required drug screening. Final: The State Plan was amended to include the time frame.</p>	GO
	<p>27o. If offsite Cadet activities are allowed to count toward the 147 minimum class session days, are the details contained in the State Plan? <i>Ref: NGYC-OI, Section 1-14, paragraph a.</i> <i>Inspected Item: Review State Plan for inclusion of details relating to offsite Cadet activities.</i></p> <p>SCYCA does not use offsite Cadet activities when determining the minimum class session days.</p>	N/A
	<p>27p. Is the Hands-Off Leadership SOP included in the State Plan? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Hands-Off Leadership SOP within State Plan.</i></p> <p>This State Plan did not contain the Program's Hands-Off Leadership SOP. Final: The SOP was added to the State Plan.</p>	GO
GO	<p>28. Has the State Plan been updated annually? <i>Ref: NGYCP-CA, Section 201, paragraph d(1).</i> <i>Inspected Item: Review three most recent State Plans.</i></p>	
GO	<p>29. Did the ChalleNGe Program develop SOPs for all keys areas of the Program? <i>Ref: CP 3-1 Chapter I, paragraph 5 and NGYCP-CA, Section 201, paragraph d(3).</i> <i>Inspected Item: Questions 29a–29i below.</i></p>	

	<p>29a. Is the requirement that Program Directors perform a biennial operational self-evaluation included in a Program SOP? <i>Ref: NGYCP-CA, Section 201, paragraph d(3).</i> <i>Inspected Item: Review Program SOPs.</i></p> <p>Initial: The Program SOP did not include the requirement that the Program Director perform a biennial operational self-assessment. Final: The requirement was added to the Administration SOP.</p>	GO
	<p>29b. Does the Program have a current SOP regarding Data Validation (recommended)? <i>Ref: CP 3-1, Chapter II, paragraph 5.</i> <i>Inspected Item: Review Data Validation SOP.</i></p> <p>This is a recommended SOP only.</p>	N/A
	<p>29c. Does the Program have a current SOP regarding Logistics (recommended)? <i>Ref: CP 3-1, Chapter II, paragraph 5.</i> <i>Inspected Item: Review Logistics SOP.</i></p>	GO
	<p>29d. Does the Program have a current SOP regarding Medical (recommended)? <i>Ref: CP 3-1, Chapter II, paragraph 5.</i> <i>Inspected Item: Review Medical SOP.</i></p>	GO
	<p>29e. Does the Program have a current SOP regarding Operations (recommended)? <i>Ref: CP 3-1, Chapter II, paragraph 5.</i> <i>Inspected Item: Review Operations SOP.</i></p>	GO
	<p>29f. Does the Program have a current SOP regarding Acclimation (recommended)? <i>Ref: CP 3-1, Chapter II, paragraph 5.</i> <i>Inspected Item: Review Acclimation SOP.</i></p>	GO
	<p>29g. Does the Program have a current SOP regarding Case Management (recommended)? <i>Ref: CP 3-1, Chapter II, paragraph 5.</i> <i>Inspected Item: Review Case Management SOP.</i></p>	GO
	<p>29h. Does the Program have a current SOP regarding confidentiality of records and information, based on the guidelines listed in Standard 9 of the Recruiting, Placement and Mentoring Operations Manual? <i>Note: The SOP must contain information about how and under what conditions information will be released, and who is authorized to have access to the files.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Review Confidential Information SOP.</i></p>	GO
	<p>29i. Does the program have a current Hands-Off Leadership SOP? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Hands-Off Leadership SOP.</i></p>	GO
GO	<p>30. Has the Program Director reviewed and updated standard operating procedures biennially to align with current guidance? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.j.</i> <i>Inspected Item: Cover memo dated and signed by the Program Director validating the required SOP has been reviewed and updated.</i></p>	

GO	31. Are Serious Incident Reports (SIR) properly utilized? <i>Ref: NGYC-OI, Section 1-13 and Section 1-26, paragraph b. (CP-Serious Incident Report)</i> <i>Inspected Item: Questions 31a–31e below.</i>	
	31a. Are SIRs submitted via email to the Chief, NG-J1-AY for any occurrence of a serious nature, including bodily harm requiring professional medical treatment, police intervention for any activities, or issues that would bring media attention (i.e., riot, etc.)? <i>Ref: NGYC-OI, Section 1-13 and Section 1-26 paragraph b.</i> <i>Inspected Item: Review most recent SIR.</i>	GO
	31b. Are Serious Incident Reports completed in the required format? <i>Ref: NGYC-OI, Section 1-13 and Section 1-26 paragraph b.</i> <i>Inspected Item: Review most recent SIR.</i>	GO
	31c. Did the Program Director provide the Program Office (NG-J1-AY) continuous updates as the incident develops? <i>Ref: NGYC-OI, Section 1-13.</i> <i>Inspected Item: Review email and supporting documents.</i>	GO
	31d. Are deaths or critical injuries to Staff member or Cadets reported immediately to the Program Office (NG-J1-AY) with a telephonic report? <i>Ref: NGYC-OI, Section 1-13 and Section 1-26 paragraph b.</i> <i>Inspected Item: Review SIRs and/or interview Staff.</i> The Program has not had any deaths or critical injuries to report.	N/A
	31e. Are telephonic reports to the Program Office (NG-J1-AY) followed up with an email using the SIR form? <i>Ref: NGYC-OI, Section 1-13 and Section 1-26 paragraph b.</i> <i>Inspected Item: Review email and supporting documents.</i> The Program has not had any deaths or critical injuries to report.	N/A
GO	32. Is the privacy of individuals (Mentors, Cadets, families of Cadets, Staff) protected? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Questions 32a–32i below.</i>	
	32a. Are confidential files kept locked at all times? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Conduct physical check of confidential files.</i>	GO
	32b. Are computers turned off/locked when not in use? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Conduct physical check of computers not being used.</i>	GO
	32c. Are offices locked when not in use? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Conduct physical check of unoccupied offices.</i>	GO
	32d. Are only authorized personnel permitted access to the confidential materials? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Review SOP and interview administrative Staff.</i>	GO

	<p>32e. Does release of confidential materials obtained from mentors, parents, and cadets occur only as needed to those who have a need to know or are otherwise entitled to such information based on applicable law, regulation, or policy? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Review SOP and interview administrative Staff.</i></p>	GO
	<p>32f. Are records maintained according to the Program's SOPs, which should be in compliance with state and federal laws as well as regulatory guidance? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Review SOP and interview administrative Staff.</i></p>	GO
	<p>32g. Have all staff been trained on the specifics of the Confidentiality SOP to include examples of breaches of confidentiality within the first three (3) months of hire, volunteering or agreeing to mentor a cadet, and annually thereafter? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25 and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: A class sign-in roster that shows the class title and date of training, provided the Course Instructor signs and validates it, or training certificates.</i></p> <p>Initial: Twelve staff members require the Confidentiality training. Final: Staff members received the required training.</p>	GO
	<p>32h. Have all mentors and volunteers been trained on the specifics of the Confidentiality SOP to include examples of breaches of confidentiality within the first three (3) months of hire, volunteering or agreeing to mentor a cadet, and annually thereafter? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25 and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: A class sign-in roster that shows the class title and date of training, provided the Course Instructor signs and validates it, or training certificates.</i></p>	GO
	<p>32i. Has a written policy been developed and posted about how and the conditions under which information will be released? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Review SOP and/or policy letter.</i></p> <p>Initial: The written policy about how and the conditions under which information will be released was not posted. Final: The policy was posted.</p>	GO
	<p>32j. Has a written policy been developed and posted about who is authorized to have access to the files? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Review confidentiality policy SOP and/or policy letter.</i></p> <p>Initial: The written policy about who is authorized access to confidential information was not posted. Final: The policy was posted.</p>	GO

GO	<p>33. Are Cadet hard-copy records maintained for three years, or longer if required by State law, before being properly disposed? <i>Ref: NGYC-OI, Section 1-2, paragraph a(4).</i> <i>Inspected Item: Review records for previous years.</i></p>	
GO	<p>34. Does the Program adhere to the NGYCP-CA Hands-Off Leadership Guidance? <i>Ref: NGYC-OI, Section 1-12, NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Questions 34a-34b below.</i></p>	
	<p>34a. Do the Staff members comply with the proper manner to adjust a Cadet's uniform or to touch a Cadet to teach a skill? <i>Ref: NGYC-OI, Section 1-12, paragraph c, NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Interview Staff members and Cadets.</i></p>	GO
	<p>34b. Do the Staff members comply with the prohibition of using unprofessional language, including profanity, vulgarity, or off-color jokes when interacting with, correcting, or motivating Cadets? <i>Ref: NGYC-OI, Section 1-12, paragraph e, NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Interview Staff members and Cadets.</i></p> <p>During the Cadet interviews, 9 out of the 10 Cadets alleged that Cadre use unprofessional language.</p>	GO
GO	<p>35. Has the Program completed all required Hands-Off Leadership training? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015 and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 35a-35b below.</i></p>	
	<p>35a. Have staff members been trained on the Hands-Off Leadership program? <i>NOTE: Training is completed prior to being allowed unsupervised interaction with candidates/cadets AND receive refresher training prior to each new class cycle.</i> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015 and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: A class sign-in roster that shows the class title and date of training, provided the Course Instructor signs and validates it, or training certificates.</i></p> <p>Initial: Three staff members require Hands-Off Leadership training. Final: Staff members received the required training.</p>	GO

	<p>35b. Have volunteers been trained on the Hands-Off Leadership program? <i>NOTE: Training is completed prior to being allowed unsupervised interaction with candidates/cadets AND receive refresher training prior to each new class cycle. Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015 and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016. Inspected Item: A class sign-in roster that shows the class title and date of training, provided the Course Instructor signs and validates it, or training certificates.</i></p>	GO
GO	<p>36. Does the Hands-Off Leadership training for staff include the following requirements? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Questions 36a-36e below.</i></p>	
	<p>36a. Does the staff training include the requirement that staff members who observe or witness any violation must immediately report the violation to their leadership? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Review training syllabus.</i></p>	GO
	<p>36b. Does the staff training include the requirement that staff members who fail to report any violation to their leadership they are in violation of the policy? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Review training syllabus.</i></p>	GO
	<p>36c. Does staff training include the requirement that staff will not be subjected to disciplinary action or any other form of retaliation for reporting an alleged violation? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Review training syllabus.</i></p>	GO
	<p>36d. Does the staff training include the requirement that staff members will be subjected to disciplinary action up to and including dismissal from employment for any substantiated violations? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Review training syllabus.</i></p>	GO
	<p>36e. Has the staff Hands-Off Leadership training been updated in a data management system? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Review data management system for training dates for all staff.</i></p>	GO
GO	<p>37. Does the Hands-Off Leadership training for Candidates/Cadets include the following requirements? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015. Inspected Item: Questions 37a-37c below.</i></p>	

	37a. Were participants trained on the Hands-Off Leadership program Day 1 of the Acclimation Period? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Training Roster or sign-in sheets.</i>	GO
	37b. Does the Candidates/Cadets training include the requirement that Candidates/Cadets who experience or witness any violation must immediately report the violation to their leadership? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
	37c. Does Candidates/Cadets training include the requirement that Candidates/Cadets will not be subjected to disciplinary action or any other form of retaliation for reporting an alleged violation? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
NO GO	38. Did the Program follow the required investigative process for all alleged Hands-Off Leadership policy violations? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Questions 38a-38c below.</i>	
	38a. Are all reports of alleged policy violations impartially investigated and facts gathered under the direction of the senior Staff? <i>Ref: NGYC-OI, Section 1-12, paragraph f, NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Hands-Off Policy/SOP.</i> Program could not provide documentation for an allegations of Hands-Off Policy violations that occurred in August 2015.	NO GO
	38b. Are all investigations of alleged policy violations appropriately documented and forwarded to the Program Director for action? <i>Ref: NGYC-OI, Section 1-12, paragraph f, NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Interview Program Director and examine previous investigations.</i> Program could not provide documentation for an allegations of Hands-Off Policy violations that occurred in August 2015.	NO GO
	38c. Did the Program Director notify the Program Office (NG-J1-AY) of investigations regarding alleged Hands-Off Leadership violations through the submission of a Serious Incident Report? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review email and supporting documents.</i> Two allegations of Hands-Off Policy violations were investigated resulting in the resignation of two Cadre but SIRs notifying the Program Office were not submitted.	NO GO

GO	39. Is the updated Hands-Off Leadership policy included in the staff handbook? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Staff Handbook.</i>	
GO	40. Is the updated Hands-Off Leadership policy included in the Cadet handbook? <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Cadet Handbook.</i>	
GO	41. Is the Program in compliance with the DoD/NGB drug free policy for participants enrolled in the ChalleNGe Program? <i>Ref: NGYC-OI, Section 1-16.</i> <i>Inspected Item: Questions 41a–41i below.</i>	
	41a. Has the Program prepared and published an SOP reflecting the policies and procedures of its drug Program? <i>Ref: NGYC-OI, Section 1-16, paragraph k.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	41b. Are the Required Initial Drug Tests (Screening Tests) conducted within the first 40 days of the Residential Phase? <i>Ref: NGYC-OI, Section 1-16, paragraph b(1).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	41c. Did all drug testing use the Substance Abuse and Mental Health Services Administration of the U.S. Department of Health and Human Services (SAMHSA) standard for baseline screening? <i>Ref: NGYC-OI, Section 1-16, paragraph a.</i> <i>Inspected Item: Review Cadet records, Drug Policy SOP, and/or Medical SOP.</i>	GO
	41d. Did all drug testing determinations comply with the SAMHSA concentration cut-off standards? <i>Ref: NGYC-OI, Section 1-16, paragraph b(4).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	41e. When drug testing all candidates/Cadets, does the Program use a Required Initial Drug Test that identifies the drugs and cut-off concentrations as listed in the NGYCP-CA? <i>Ref: NGYC-OI, Section 1-16, paragraph c.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	41f. Are all drug test results entered into a data management system? <i>Ref: NGYC-OI, Section 1-16, paragraph b(5).</i> <i>Inspected Item: Review data management system.</i>	GO
	41g. Are all required Initial, For-Cause, Reasonable-Suspicion and Random drug testing products urine-based strip tests? <i>Ref: NGYC-OI, Section 1-16, paragraph b(3).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	41h. Have all positive required Initial Drug Tests (Screening Tests), Optional Confirmatory Drug Tests, For-Cause Drug Tests, or Reasonable-Suspicion Drug Tests resulted in immediate dismissal? <i>Ref: NGYC-OI, Section 1-16, paragraph b(6).</i> <i>Inspected Item: Review Drug Policy SOP, interview Program Director, and review Cadet dismissals.</i>	GO

	41i. Have any Cadets who have tested positive for drugs due to the use of prescription drug(s) been assessed to determine if the prescription drug was the sole cause of the positive test result? <i>Ref: NGYC-OI, Section 1-16, paragraph j.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
GO	42. Does the Program properly administer the optional Confirmatory Drug Test, For-Cause Drug Test, and Reasonable-Suspicion Drug Test during the Residential Phase? <i>Ref: NGYC-OI, Section 1-16.</i> <i>Inspected Item: Questions 42a – 42c below.</i>	
	42a. Does the Program comply with the optional Confirmatory Drug Test, if the initial required drug test (Screening test) is challenged? <i>Ref: NGYC-OI, Section 1-16, paragraph b(6).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	42b. Has the Program determined the circumstances warranting For-Cause drug testing during the entire ChalleNge Residential Phase? <i>Ref: NGYC-OI, Section 1-16, paragraph h.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	42c. Has the Program tested Cadets for Reasonable-Suspicion, who have shown obvious signs of being under the influence of drugs using a testing product that meets the Initial Drug Test (Screening Test) requirements? <i>Ref: NGYC-OI, Section 1-16, paragraph i.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
GO	43. Does the Program comply with the Smoke-Free workplace policy regarding the use of tobacco products? <i>Ref: NGYC-OI, Section 1-17.</i> <i>Inspected Item: Questions 43a - 43d below.</i>	
	43a. Does the Program prohibit Staff from consuming tobacco products while in the vicinity or view of Candidates/Cadets? <i>Ref: NGYC-OI, Section 1-17, paragraph a(1).</i> <i>Inspected Item: Interview Program Director.</i>	GO
	43b. Are all visitors to the Program informed of the prohibition of consuming tobacco products while in the vicinity or view of Candidates/Cadets? <i>Ref: NGYC-OI, Section 1-17, paragraph a(1).</i> <i>Inspected Item: Interview Program Director.</i>	GO
	43c. Does the Program prohibit the Candidates/Cadets from using any smoke or smokeless tobacco product including possession of any smoking paraphernalia? <i>Ref: NGYC-OI, Section 1-17, paragraph a(2).</i> <i>Inspected Item: Interview Program Director.</i>	GO
	43d. Does the Program handle Candidates/Cadet violations through the Program's discipline system? <i>Ref: NGYC-OI, Section 1-17, paragraph a(2).</i> <i>Inspected Item: Interview Program Director.</i>	GO
GO	44. Has the Program collected accurate data IAW applicable time constraints? <i>Ref: NGYC-OI, Section 1-2, paragraph a.</i> <i>Inspected Item: Questions 44a – 44b below.</i>	

	<p>44a. Has the Residential Phase data, including core component performance data, been updated weekly by close of business (COB) each Monday for the previous weeks' activities (reporting periods are from 0001 hours each Monday to 2400 hours each Sunday)?</p> <p><i>Note: During a Program's on-site inspection, the management analysts will review the data management system to verify that all graduates have completed all eight Core Components. The analysts will only review the records/files of classes which have graduated.</i></p> <p><i>Ref: NGYC-OI, Section 1-2, paragraph a(1) and Section 1-23.</i></p> <p><i>Inspected Item: Data management system and/or Residential Data Report for the eight Core Components. (Academic Excellence, Physical Fitness, Leadership/Followership, Responsible Citizenship, Job Skills, Service to Community, Health and Hygiene, and Life-Coping Skills)</i></p>	GO
	<p>44b. Is the data for the first report for each class entered into a data management system not later than COB on Monday following the first complete week of the Acclimation Period?</p> <p><i>Ref: NGYC-OI, Section 1-2, paragraph a(1).</i></p> <p><i>Inspected Item: Data management system, Residential Data Report.</i></p>	GO
N/A	<p>45. Did the Program meet all requirements prior to the early release of any Cadet(s)?</p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b. and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 29.</i></p> <p><i>Inspected Item: Questions 45a – 45e below.</i></p> <p>SCYCA does not early release Cadets.</p>	
	<p>45a. Was the release after Residential Phase Week 18?</p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b. and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 29.</i></p> <p><i>Inspected Item: Review released Cadets' records.</i></p>	N/A
	<p>45b. Were all eight core components successfully completed?</p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b(1). and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 29 (1).</i></p> <p><i>Inspected Item: Review released Cadets' records.</i></p>	N/A
	<p>45c. Was the Cadet matched with a Mentor?</p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b(2). and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 29 (2).</i></p> <p><i>Inspected Item: Review released Cadets' records.</i></p>	N/A
	<p>45d. Was a Post-Residential Action Plan completed?</p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b(3). and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 29 (3).</i></p> <p><i>Inspected Item: Review released Cadets' records.</i></p>	N/A
	<p>45e. Was the Cadet released to enter a post-secondary institution of learning, begin full-time employment, enlist in the military, or return to high school?</p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b(4). and Recruiting, Placement and Mentoring Operations Manual, Early Release, Pages 29-30 (4).</i></p> <p><i>Inspected Item: Review released Cadets' records.</i></p>	N/A

N/A	<p>46. Did the Program Director prepare a Memorandum for Record providing the circumstances justifying the early release and validating the conditions in Questions 45a-45e were met? <i>Ref: NGYC-OI, Section 1-14, paragraph b(5) and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 30.</i> <i>Inspected Item: Review released Cadets' records, a data management system waiver.</i></p> <p>SCYCA does not early release Cadets.</p>	
N/A	<p>47. Is information on Cadets participating in an early release documented in the data management information system under the Cadet's personal information? <i>Ref: NGYC-OI, Section 1-14, paragraph b(5), and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 30.</i> <i>Inspected Item: Review a data management system.</i></p> <p>SCYCA does not early release Cadets.</p>	
GO	<p>48. Has the Program provided Certificates of Completion to Cadets who have met the Program standards and successfully completed each core component task (or received a waiver of performance for one or more areas)? <i>Ref: NGYC-OI, Section 1-24, paragraph b.</i> <i>Inspected Item: Examine Certificates of Completion in Cadet files.</i></p>	
N/A	<p>49. Has the Program Director granted any Waiver(s) of Performance for Cadets? <i>Ref: NGYC-OI, Section 1-24, paragraph d.</i> <i>Inspected Item: Examine Waivers of Performance.</i></p> <p>Program Director has not issued any waivers of performance.</p>	
N/A	<p>50. Have all Waivers of Performance been documented in a Memorandum for Record stating the specific circumstances forming the basis for the waiver? <i>Ref: NGYC-OI, Section 1-24, paragraph e.</i> <i>Inspected Item: Examine Waivers of Performance Memorandums of Record.</i></p> <p>Program Director has not issued any waivers of performance.</p>	
N/A	<p>51. At the conclusion of the Residential Phase, did the Program follow the procedures for properly dismissing Cadets who did not qualify for Certificates of Completion and were awarded Certificates of Attendance? <i>Ref: NGYC-OI, Section 1-24, paragraph g; Recruiting, Placement and Mentoring Operations Manual, Standard 7, page 21.</i> <i>Inspected Item: Questions 51a-51d below.</i></p> <p>The Program did not award any Certificates of Attendance.</p>	
	<p>51a. Has the Program terminated all Cadets receiving a Certificate of Attendance on graduation and not included them in the graduation numbers? <i>Ref: NGYC-OI, Section 1-24, paragraph i.</i> <i>Inspected Item: Examine Cadet files and data management system.</i></p>	N/A

	51b. Has the Program documented the termination date of Cadets receiving a Certificate of Attendance in a data management system? <i>Note: The date of termination entered into the data management system will be the same as the class graduation date.</i> <i>Ref: NGYC-OI, Section 1-24, paragraph i(1).</i> <i>Inspected Item: Examine Cadet files and data management system.</i>	N/A
	51c. Did the Program terminate the formal mentoring relationship on the class graduation date? <i>Note: No further reporting is required for these cadets and their mentors.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 7, page 21.</i> <i>Inspected Item: Examine Cadet files and data management system.</i>	N/A
	51d. Did the Program document the completion of the formal mentoring relationship not later than 30 days following the class graduation date? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 7, page 21.</i> <i>Inspected Item: Examine Cadet files and data management system.</i>	N/A
Acclimation Period		
GO	52. Is the Program's Acclimation Period pool of prospective Cadets sufficient to select enough qualified Cadets to equal the Program's Cadet graduation target plus its historical attrition rate over the 22-week Residential Phase? <i>Ref: NGYC-OI, Section 1-15, paragraph a(8).</i> <i>Inspected Item: Examine data related to number of Cadets who applied, were accepted, enrolled, and graduated (Acclimation Predictor Tool).</i>	
GO	53. Does the Program follow the regulatory requirements for the two-week Acclimation period? <i>Ref: NGYC-OI, Section 1-15.</i> <i>Inspected Item: Questions 53a – 53j below.</i>	
	53a. Is the Acclimation Period at least 11 days long over the course of two consecutive weeks? <i>Ref: NGYC-OI, Section 1-14, paragraph a. and Section 1-15 paragraph a.</i> <i>Inspected Item: Examine Acclimation Period training schedule.</i>	GO
	53b. Does the two-week Acclimation period consist of 16-hour days? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6).</i> <i>Inspected Item: Examine Acclimation Period training schedule.</i>	GO
	53c. Is wake-up NLT 0600 hours? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(1).</i> <i>Inspected Item: Review daily training schedule.</i>	GO
	53d. Are lights out NLT 2200 hours? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(1).</i> <i>Inspected Item: Review daily training schedule.</i>	GO
	53e. Are all sleep hours uninterrupted? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(1).</i> <i>Inspected Item: Review daily training schedule.</i>	GO
	53f. Does the two-week Acclimation period include instruction on close order drill and ceremonies? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(a).</i> <i>Inspected Item: Examine training schedule.</i>	GO
	53g. Does the two-week Acclimation period include instruction on military courtesies? <i>Ref: NGYC-OI, Section 1-15 paragraph a.(6)(b).</i> <i>Inspected Item: Examine training schedule.</i>	GO

	<p>53h. Does the two-week Acclimation period include instruction on leadership/followership practicum? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(c).</i> <i>Inspected Item: Examine training schedule.</i></p>	GO
	<p>53i. Does the two-week Acclimation period include the development/imposition of an honor code/code of conduct for use as a contract between Cadets, parents/guardians, and ChalleNGe Staff? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(d).</i> <i>Inspected Item: Examine training schedule, Cadet handbook.</i></p>	GO
	<p>53j. Does the two-week Acclimation Period include other activities that contribute to Cadets' adjustment to the ChalleNGe Program environment? <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(e).</i> <i>Inspected Item: Examine training schedule, conduct Cadet interviews, review honor code document.</i></p>	GO
GO	<p>54. Does the training schedule include the time, location, Cadet uniform, necessary equipment, and department lead? <i>Ref: CP 3-1, Chapter II, paragraph 11.</i> <i>Inspected Item: Examine training schedule.</i></p>	
GO	<p>55. Are all non-sleep and weekend hours identified on the training schedule with some type of activity? <i>Ref: NGYC-OI, Section 1-15, paragraph a(1) and CP 3-1, Chapter II, paragraph 11.</i> <i>Inspected Item: Examine training schedule.</i></p>	
GO	<p>56. Are activities related to community and conservation projects scheduled during the Acclimation period? <i>Note: Answer should be "NO."</i> <i>Ref: NGYC-OI, Section 1-15, paragraph a(2).</i> <i>Inspected Item: Examine Acclimation Period training schedule.</i></p>	
GO	<p>57. Is physical fitness training conducted every day during the Acclimation period? <i>Ref: NGYC-OI, Section 1-15, paragraph a(3).</i> <i>Inspected Item: Examine Acclimation training schedule.</i></p>	
GO	<p>58. During the Acclimation period, are the five required components of The President's Challenge fitness testing program included in the daily physical fitness regimen? <i>Ref: NGYC-OI, Section 1-15, paragraph a(3).</i> <i>Inspected Item: Physical Fitness SOP. Examine curriculum and/or training schedule.</i></p>	
GO	<p>59. During the two-week Acclimation period, did a team leader/assistant team leader properly assess each prospective candidate daily? <i>Ref: NGYC-OI, Section 1-15, paragraph a(4).</i> <i>Inspected Item: Questions 59a – 59e below.</i></p>	
	<p>59a. Was each prospective Cadet assessed daily on his/her ability to handle stress? <i>Ref: NGYC-OI, Section 1-15, paragraph a(4)(a).</i> <i>Inspected Item: Examine Acclimation Period Cadet records.</i></p>	GO

	59b. Was each prospective Cadet assessed daily on his/her ability to handle Program organizational structure? <i>Ref: NGYC-OI, Section 1-15, paragraph a(4)(a).</i> <i>Inspected Item: Examine Acclimation Period Cadet records.</i>	GO
	59c. Was each prospective Cadet assessed daily on his/her propensity for gang activity, either as a victim or as inflictor? <i>Ref: NGYC-OI, Section 1-15, paragraph a(4)(b).</i> <i>Inspected Item: Examine Acclimation Period Cadet records.</i>	GO
	59d. Was each prospective Cadet assessed daily on his/her propensity for bullying, either as a victim or as inflictor? <i>Ref: NGYC-OI, Section 1-15, paragraph a(4)(b).</i> <i>Inspected Item: Examine Acclimation Period Cadet records.</i>	GO
	59e. Was each prospective Cadet assessed daily on his/her desire to succeed and complete the ChalleNGe Residential Phase? <i>Ref: NGYC-OI Section 1-15 paragraph a(4)(c).</i> <i>Inspected Item: Examine Acclimation Period Cadet records.</i>	GO
GO	60. At the end of the two-week period, did the ChalleNGe Staff assess each Cadet's performance and ability to continue in the Residential Phase? <i>Ref: NGYC-OI, Section 1-15, paragraph a(7).</i> <i>Inspected Item: Examine Acclimation Cadet records.</i>	
GO	61. Does the environment of the Acclimation period subject Cadets to harassment or the performance of demeaning tasks? <i>Ref: NGYC-OI, Section 1-15 paragraph a(5).</i> <i>Inspected Item: Conduct interviews with Staff and Cadets.</i>	
Residential Phase		
GO	62. Does the number of days in the Residential Phase meet all Program length requirements? <i>Ref: NGYC-OI, Section 1-14a.</i> <i>Inspected Item: Questions 62a – 62d below.</i>	
	62a. Is the Residential Phase, including the Acclimation period, 22 weeks in length? <i>Ref: NGYC-OI, Section 1-14, paragraph a.</i> <i>Inspected Item: Review master calendar.</i>	GO
	62b. When pass days are calculated, is the minimum total number of days per cycle (class) 147 days? <i>Ref: NGYC-OI, Section 1-14, paragraph a.</i> <i>Inspected Item: Review master calendar.</i>	GO
	62c. Is the number of passes during the Residential Phase limited to seven days? <i>Ref: NGYC-OI, Section 1-14, paragraph a.</i> <i>Inspected Item: Review master calendar.</i>	GO

	<p>62d. Are offsite Cadet activities such as job and college interviews counted toward the 147 minimum classes session days? NOTE: if yes, see Q27o. <i>Note: if yes, see Q27o.</i> <i>Ref: NGYC-OI, Section 1-14, paragraph a.</i> <i>Inspected Item: Review details in State Plan.</i></p> <p>SCYCA does not use offsite Cadet activities when determining the minimum class session days.</p>	N/A
GO	<p>63. Does the Program's Physical Fitness Program include modifications to accommodate pregnant Cadets based on the advice of the medical staff? <i>Ref: NGYC-OI, Section 1-18.</i> <i>Inspected Item: Examine physical fitness SOP or Medical SOP.</i></p>	
GO	<p>64. Is the Physical Fitness Program conducted throughout the Residential Phase? <i>Ref: NGYC-OI, Section 1-21, paragraph a.</i> <i>Inspected Item: Examine training schedule and Cadet records, SOP.</i></p>	
GO	<p>65. Is a Physical Fitness Program, based on the five part President's Challenge, incorporated into the Program? <i>Ref: NGYC-OI, Section 1-21.</i> <i>Inspected Item: Questions 65a – 65e below.</i></p>	
	<p>65a. Does the Physical Fitness Program include curl ups, or as an alternative event, partial curl-ups? <i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(a).</i> <i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p>65b. Does the Physical Fitness Program include the shuttle run? <i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(b).</i> <i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p>65c. Does the Physical Fitness Program include the one-mile run/walk? <i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(c).</i> <i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p>65d. Does the Physical Fitness Program include pull-ups, or as alternative events, right angle push-ups or the flexed-arm hang? <i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(d).</i> <i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p>65e. Does the Physical Fitness Program include the V-sit and reach? <i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(e).</i> <i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
GO	<p>66. Are Cadets Physical Fitness scores entered into a data management system as completed? <i>Ref: NGYC-OI, Section 1-23.</i> <i>Inspected Item: Review data management system.</i></p>	
GO	<p>67. Did the Program present physical fitness awards while Cadets were still enrolled in the Residential Phase? <i>Ref: NGYC-OI, Section 1-21, paragraph a(2).</i> <i>Inspected Item: Program Documents, award ceremony documentation/Program.</i></p>	

GO	68. Does the Test of Adult Basic Education (TABE) serve as the standard for determining academic grade level progress? <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Review academic curriculum</i>	
GO	69. Does the Program Director ensure the TABE is performed to standard, on schedule, and recorded in an accurate manner? <i>Ref: NGYC-OI, Section 1-20.</i> <i>Inspected Item: Questions 69a – 69i below.</i>	
	69a. Does the Program use the Locator test to determine the level of the test (L, E, M, D, A)? <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	69b. Does the Program use the TABE Survey as the minimum standard of measure for the purpose of measuring academic improvement? <i>Ref: NGYC-OI, Section 1-20, paragraph a(1).</i> <i>Inspected Item: Examine TABE data management system.</i> TABE Survey is not used.	N/A
	69c. Does the Program use the Complete Battery? <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	69d. Are TABE Forms 9/10 utilized for Pre and Post TABE testing? <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	69e. Are the administered Pre-TABE test scores recorded into a data management system NLT Week 4 of the Residential Phase? <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	69f. Does the Program Director ensure test scale scores and grade equivalent scores for ALL subjects are recorded into a data management system? <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	69g. Are the scores on the Pre-TABE used to determine the Cadet's entry grade level? <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	69h. Are the scores on the Post-TABE used to determine the Cadet's departing grade level? <i>Note: This test is conducted after GED requirements have been met and prior to graduation from the Residential Phase.</i> <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO

	<p>69i. Are the administered Post-TABE test scores recorded into a data management system? <i>Ref: NGYC-OI Section 1-20 paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i></p>	GO
GO	<p>70. Does the Program's curriculum include the eight core components, along with the associated tasks? <i>Ref: CP 3-1, Chapter II and CP-1, Chapter IV.</i> <i>Assessed Items: Questions 70a – 70c below.</i></p>	
	<p>70a. Has the Program Director developed and approved curriculum for each of the seven non-academic core components? <i>Ref: CP 3-1, Chapter II, paragraph 4.B.</i> <i>Inspected Item: Review Program curriculum for each of seven core components</i></p> <p>Initial: Curriculum for Health and Hygiene was not reviewed and approved by the Director. Final: Director reviewed and approved the curriculum.</p>	GO
	<p>70b. Does each core component include the Program Office (NG-J1-AY) standardized task, condition, and standard for each task outlined in the curriculum? <i>Ref: CP 3-1, Chapter II, paragraph 4 and CP-1, Chapter IV.</i> <i>Inspected Item: Review the Program's curriculum for each core component.</i></p> <p>Initial: Curriculum for Health and Hygiene did not include the task, conditions, and standards. Final: Task, conditions, and standards were included in the curriculum.</p>	GO
GO	<p>71. Have the Cadets developed their Post-Residential Actions Plans (P-RAP) in conjunction with the core component curriculum? <i>Ref: CP 3-1, Chapter II, paragraph 4.A., Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18 and NGYC-OI, Section 1-22.</i> <i>Inspected Item: Questions 71a – 71j below.</i></p>	
	<p>71a. Has each Cadet begun the process of developing and maintaining a Post-Residential Action Plan (P-RAP) by the end of Week 3 of the Residential Phase? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18 and NGYC-OI, Section 1-22, paragraph d.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs, training curriculum, and interview Cadets to verify compliance.</i></p>	GO
	<p>71b. Is the P-RAP continually updated during the Residential Phase based upon the development of each Cadet? <i>Ref: CP 3-1, Chapter II, paragraph 4.A. and NGYC-OI, Section 1-22, paragraph d.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs for quality content and interview Cadets to verify compliance.</i></p>	GO
	<p>71c. Did Cadet participants complete their Post-Residential Action Plan (P-RAP) within the Residential Phase? <i>Ref: CP 3-1, Chapter II, paragraph 4.A. and NGYC-OI, Section 1-22, paragraph d.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs for quality content and interview Cadets to verify compliance.</i></p>	GO

	<p>71d. Has each Cadet, with support from the Program Staff and the Cadet's Mentor, identified realistic goals (short, intermediate, and long-term) in their P-RAPs? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18 (1).</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i></p>	GO
	<p>71e. Has each Cadet, with support from the Program Staff and the Cadet's Mentor, identified the resources required to achieve these goals? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i></p>	GO
	<p>71f. Has each graduate identified the equivalent of at least one full-time activity to become engaged in during the Post-Residential Phase? <i>Note: Activities are classified into one of the four following categories: Education, Employment, Military, and Miscellaneous.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 27.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i></p>	GO
	<p>71g. Does the Cadet's specific intended placement activity, support his/her long-term goal? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i></p>	GO
	<p>71h. Is a copy of the P-RAP and/or one page summary of the cadet's intermediate, transition, and long-term goals provided to the Mentor prior to the completion of the Residential Phase? <i>Note: During the Post-Residential phase, mentors and Cadets should review the Cadet's P-RAP on a monthly basis and revise as needed. If changes are made, they should notify Program Staff during their monthly reporting.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 19 (3).</i> <i>Inspected Item: Review Program SOP.</i></p>	GO
	<p>71i. Is the data supporting the P-RAP process recorded into a hard copy of the P-RAP workbook? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i></p>	GO
	<p>71j. Prior to Week 22, are the methods, obstacles, strategies to overcome the obstacles, and the resources that are required to achieve these goals entered into the Cadet's P-RAP? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i></p>	GO
Recruitment, Placement, Mentoring (RPM) Requirements		
GO	<p>72. Does the Program have a recruiting SOP? <i>Ref: CP 3-1, Appendix A.</i> <i>Inspected Item: Review recruiting SOP.</i></p>	

GO	73. Has the Program created selection procedures that, to the fullest extent possible, reach educationally and/or economically disadvantaged groups? <i>Ref: DoDI 1025.8, paragraph 4.11 and NGYCP-CA, Section 201, paragraph e(2).</i> <i>Inspected Item: Review Program's Selection Procedures.</i>	
GO	74. Does the Program have a Marketing Plan? <i>Ref: CP 3-1, Chapter II paragraph, Appendix A.</i> <i>Inspected Item: Review Program marketing plan.</i>	
GO	75. Has the Program's marketing plan been evaluated and updated as necessary? <i>Ref: CP 3-1, Chapter II, paragraph 7.</i> <i>Inspected Item: Review Program marketing plan.</i>	
GO	76. Does the Program maintain a website that contains all the required pages identified by the regulation? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Questions 76a – 76g below.</i>	
	76a. Does the website contain a "How to Apply" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	76b. Does the website contain a "Mentor Resources" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	76c. Does the website contain a "News and Events" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	76d. Does the website contain a "Frequently Asked Questions" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	76e. Does the website contain a "Contact Us" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	76f. Does the website contain a "Bulletin Board" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	76g. Does the website contain a "Photo Galleries" page? <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
GO	77. Does the Post-Residential Staff utilize the P-RAP to work with Cadets in the Post-Residential Phase? <i>Ref: NGYC-OI, Section 1-22, paragraph e.</i> <i>Inspected Item: Review Program SOP and interview Post-Residential Staff.</i>	

NO GO	<p>78. Has the Program implemented an effective system for helping candidates to follow Youth Initiated Mentoring (YIM) practices to recruit prospective mentors? <i>NOTE: Prospective mentors are defined as applicants who meet the qualification requirements detailed in Question 78 below and for whom a completed written application has been received by program staff to begin the screening process.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i> <i>Inspected Item: Questions 78a – 78c below.</i></p>	
	<p>78a. At the conclusion of Week 2 of the Residential Phase, does the Program have 80% of the required prospective Mentor applications on file? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i> <i>Inspected Item: Review case managers' files, completed mentor application, and a data management system.</i></p> <p>Only 62% of the required 80% of the mentors were recruited by the end of Week 2.</p>	NO GO
	<p>78b. By the end of Week 6 of the Residential Phase, does the Program have 95% of the required prospective Mentor applications on file? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i> <i>Inspected Item: Review case managers' files, completed Cadet application, or a data management system.</i></p> <p>Only 77% of the required 95% of the mentors were recruited by the end of Week 6.</p>	NO GO
	<p>78c. At the conclusion of Week13 of the Residential Phase does the Program have all of the required prospective Mentors recruited? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i> <i>Inspected Item: Review case managers' files, completed Cadet application, or a data management system.</i></p>	GO
GO	<p>79. Do applicants for prospective Mentors meet the qualification requirements? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Questions 79a – 79f below.</i></p>	
	<p>79a. Are all prospective Mentors at least 21 years of age? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Review Mentor application, a data management system, birth certificate, or driver's license.</i></p>	GO

	<p>79b. Has the Program Director documented all approved cross-gender matches in the Mentoring case file? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Review Mentor application or a data management system.</i></p> <p>SCYCA does not allow cross gender matches.</p>	N/A
	<p>79c. Are prospective Mentors in reasonable geographic proximity to their match (Geographic proximity is defined as distance acceptable to both the Mentor and Cadet)? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Review Mentor application</i></p>	GO
	<p>79d. Are prospective Mentors not of the same household or immediate family? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Review Mentor application or interview placement coordinator.</i></p>	GO
	<p>79e. Are prospective Mentors not ChalleNGe Staff or spouses? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Compare Cadet Mentor report and Staff roster.</i></p>	GO
	<p>79f. If Mentors have been matched with more than one Cadet, is the Program Director's written approval noted in the case file? <i>Ref: NGYC-OI, Section 1-25, paragraph b, and Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i> <i>Inspected Item: Review written approval in the Cadet's case file.</i></p>	GO
GO	<p>80. Has every Mentor submitted a signed Mentor Authorization to Release Information (MARI)? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8 and CP 3-1, Chapter II, paragraph 12.</i> <i>Inspected Item: Examine Mentors' MARI.</i></p>	
GO	<p>81. Was the MARI collected prior to the request for the criminal record check? <i>Ref: CP 3-1, Chapter II, paragraph 12.</i> <i>Inspected Item: Examine Mentors' MARI.</i></p>	
GO	<p>82. Has the Program implemented an effective program for screening Mentors? <i>Ref: CP 3-1, Chapter II, paragraph 12; and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Questions 82a – 82i below.</i></p>	
	<p>82a. Does the screening process include a completed written application? <i>Ref: CP 3-1, Chapter II, paragraph 12; NGYC-OI, Section 1-25;and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Review completed Mentor application.</i></p>	GO

	<p>82b. During the Mentors' screening process, were two reference checks completed? <i>Note: Program must have documentation that references have been verified.</i> <i>Ref: CP 3-1, Chapter II, paragraph 12 and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Examine completed Mentor application</i></p>	GO
	<p>82c. Did the screening process include an interview conducted by Program Staff? <i>NOTE 1: At the start of conversations, Programs must notify the prospective mentors if the interview will be recorded.</i> <i>NOTE 2: During the interview, point out the necessity and the commitment required for the prospective mentor to attend training.</i> <i>Ref: CP 3-1, Chapter II, paragraph 12 and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Interview RPM Staff; review mentor applications.</i></p> <p>Twenty-three mentor files were randomly reviewed. Three were missing the mentor interview form.</p>	NO GO
	<p>82d. Was the criminal records check completed? <i>Ref: CP 3-1, Chapter II, paragraph 12 and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Review source of criminal records check.</i></p>	GO
	<p>82e. Did the criminal records check include a sex offender screening? <i>Ref: CP 3-1, Chapter II, paragraph 12 and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Note: Known sex offenders or suspected sex offenders are never allowed to become mentors, even if their last charge was years ago. There is no flexibility on this issue; there are no waivers authorized.</i> <i>Inspected Item: Review source of criminal records check.</i></p>	GO
	<p>82f. Did the background investigation go back five years for felony convictions? <i>Ref: CP 3-1, Chapter II, paragraph 12 and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Review source of criminal records check. The components of the background investigation must be documented and include felony convictions going back at least five years.</i></p>	GO
	<p>82g. Did the background investigation include any alcohol or substance convictions within five years, including DWIs/DUIs? <i>Ref: CP 3-1, Chapter II, paragraph 12 and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Review source of criminal records check. The components of the background investigation must be documented and include alcohol or substance convictions within five years, including DWIs/DUIs.</i></p>	GO

	<p>82h. If a prospective mentor has a felony conviction or DUI/DWI within the last five years, did the program director review and approve the application? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Review criminal records check results and documentation reflecting Program Director's review and approval.</i></p>	GO
	<p>82i. Was all screening completed before matching a Mentor with a Cadet? <i>Ref: NGYC-OI, Section 1-25, paragraph c. and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i> <i>Inspected Item: Review Mentor file.</i></p>	GO
GO	<p>83. By the end of Week 13 of the Residential Phase, have cadets and mentors completed the required pre-match training requirements based on the National Guard Youth ChalleNGe Program (NGYCP) Mentorship Training Curriculum? <i>NOTE 1: Pre-Match training requirements consist of the completion of the mentor and mentee training, culminating in a co-mentor/mentee training event when feasible.</i> <i>NOTE 2: Refresher training for returning mentors should be completed every three years.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i> <i>Inspected Item: Questions 83a - 83c.</i></p>	
	<p>83a. Have Mentors completed either the introductory mentor e-learning content or on-site mentor training? <i>Note: On-site mentor training should consist of four (4) hours of activity-based training conducted by program staff. (The curriculum is the National Guard ChalleNGe Program Mentorship Training Curriculum, June 2009, Version 1.0)</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i> <i>Inspected Item: Review Mentor training records in the data management system.</i></p>	GO
	<p>83b. Did the Program document the delivery and subsequent follow-up discussion with the mentor of a distance learning packet used to satisfy the training requirement? <i>Note: The distance learning training packet should be used only as a last option when mentors are unable to attend an on-site training event or do not have the capability to complete the e-learning training. The distance learning packet must contain the same information as on-site training.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i> <i>Inspected Item: Review Mentor training records in the data management system.</i></p> <p>SCYCA does not offer distance learning for mentor training.</p>	N/A
	<p>83c. Was Mentee and mentor trainings, facilitated by Program staff, completed prior to the formal matching of the Cadet and mentor when geographically feasible? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i> <i>Inspected Item: Review Mentor training records and the data management system.</i></p>	GO

GO	<p>84. By Week 13 of the Residential Phase, are Mentors and Cadets matched in a formal event that, when geographically feasible, includes a joint meeting with the case manager, Mentor and Cadet, and the signing of a written Mentoring agreement?</p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 17 and Standard 5, Page 16.</i></p> <p><i>Inspected Item: Review training schedule and interview Cadets.</i></p>	
GO	<p>85. Did the Program place a copy of all mentoring agreements in case management files?</p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 5, Page 16.</i></p> <p><i>Inspected Item: Review case management files for copy of agreement.</i></p>	
NO GO	<p>86. Are Mentors fulfilling their responsibilities as contained in the Recruiting, Placement, and Mentoring Operations Manual?</p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 7, page 21.</i></p> <p><i>Inspected Item: Questions 86a-86c below.</i></p>	
	<p>86a. Beginning in Week 14 of the Residential Phase, are cadets who are matched with a mentor making weekly contacts with their mentor?</p> <p><i>Note: These contacts may be by phone, letter, e-mail, or face to face.</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 7, Page 21.</i></p> <p><i>Inspected Item: Review Cadet residential contact in the data management system.</i></p>	GO
	<p>86b. During the 12-month Post-Residential Phase, does a minimum of four contacts, four hours of contact, or a combination of both occur each month between the Mentor and Cadet, including two face-to-face contacts each month if possible?</p> <p><i>Note: Cadets on active duty military are exempt from the mentor contact reporting requirements.</i></p> <p><i>Ref: Placement and Mentoring Operations Manual, Standard 7, Page 21.</i></p> <p><i>Inspected Item: Data management system.</i></p> <p>Systemic: Not all mentors are meeting the monthly contact requirements.</p>	NO GO
	<p>86c. Have Mentors verified all placement activities each month in the Mentor report?</p> <p><i>NOTE 1: A Cadet who is geographically separated from his/her mentor because of schooling, training, job, or active duty military is considered placed.</i></p> <p><i>NOTE 2: Mentor contacts are still encouraged under these circumstances and these contacts will be documented in the data management system.</i></p> <p><i>NOTE 3: Program staff is required to verify placement as needed and entered in the data management system.</i></p> <p><i>Ref: Placement and Mentoring Operations Manual, Verified, Page 29.</i></p> <p><i>Inspected Item: Review case manager records or data management system.</i></p> <p>Systemic: Not all mentors are verifying placement activities each month in the mentor reports.</p>	NO GO

GO	87. Are Mentor- Cadet contacts made during the Residential and Post-Residential Phases reported in a data management system? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 7, Page 21.</i> <i>Inspected Item: Review Cadet residential contacts in the data management system.</i>	
GO	88. Is the length of a formal Mentoring relationship at least fourteen months (two months in Residential Phase and twelve months in Post-Residential Phase)? <i>Ref: Placement and Mentoring Operations Manual, Standard 7, Page 24.</i> <i>Inspected Item: Review a data management system and Post-Residential records.</i>	
NO GO	89. Does the Program provide graduation allowances in accordance with regulatory requirements? <i>Ref: NGYC-OI, Section 1-6, paragraph f.</i> <i>Inspected Item: Questions 89a – 89e below.</i>	
	89a. Is the graduation allowance amount \$2,200.00 or less? <i>Ref: NGYC-OI, Section 1-6, paragraph f.</i> <i>Inspected Item: Post-Residential Allowance Policy</i>	GO
	89b. Have recipients Graduated from the Residential Phase of the Program? <i>Ref: NGYC-OI Section 1-6 paragraph f.</i> <i>Inspected Item: Review Cadet records in a data management system. Case managers verify monthly.</i>	GO
	89c. Are recipients in a positive placement position in the Post-Residential Phase? <i>Ref: NGYC-OI Section 1-6 paragraph f.</i> <i>Inspected Item: Review Cadet records in a data management system. Case managers verify monthly.</i> Reviewed 6 files from NGB Class 45 (SCYCA Class 35). The Program is distributing graduation stipends without verifying that graduates are in a positive placement position.	NO GO
	89d. Are the Cadets' Mentors involved in the graduation allowance distribution process through the monthly reporting of Cadets' activities? <i>Ref: NGYC-OI, Section 1-6, paragraph f.</i> <i>Inspected Item: Monthly reports.</i> NG-J1-AY granted an exception to policy due to the Operational Instruction not aliening with the RPM Operations Manual.	N/A

	<p>89e. Do the RPM Coordinator, Case Manager, and Mentor establish coordination to ensure graduation stipend funds are used to support graduation objectives and the Cadet's Post-Residential goals and objectives? <i>Ref: NGYC-OI, Section 1-6, paragraph f.</i> <i>Inspected Item: Interview Case managers, review monthly reports.</i></p> <p>NG-J1-AY granted an exception to policy due to the Operational Instruction not aliening with the RPM Operations Manual.</p>	N/A
GO	<p>90. Are case managers fulfilling their responsibilities during Residential Weeks 14-22 and Post-Residential months 1-12 as contained in the Recruiting, Placement, and Mentoring Operations Manual? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i> <i>Inspected Item: Questions 90a - 90j below.</i></p>	
	<p>90a. Do case managers, to the extent possible, document efforts to maintain monthly communication with the mentor? <i>Note: Monthly mentor communication is defined as a receipt of a monthly report from the mentor which can include e-mail, telephone, text or face-to-face contact with Program Staff.</i> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i> <i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90b. Do case managers monitor, document, and record mentor relationship activities in the database, including contact between the mentor and mentee? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i> <i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90c. During each month of the Post-Residential Phase, are all Graduates accounted for in one of the three following categories: placed, not placed, or unknown? <i>Ref: Placement and Mentoring Operations Manual, Source Documents, Page 28.</i> <i>Inspected Item: Review data management system.</i></p>	GO
	<p>90d. During the Post-Residential Phase, do case managers record placement activities in one of the four following categories: employment; education; military; or, miscellaneous? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i> <i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90e. Do case managers verify placement activities using one or more of the following: mentor or parent contact/report; employment supervisor; school registration/registrar; military paperwork/recruiter; or, other documents verifying placement? <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i> <i>Inspected Item: Review information data management system.</i></p>	GO

	<p>90f. Do case management files contain copies of documents verifying placement activities?</p> <p><i>NOTE 1: These source documents are submitted with the first Post-Residential monthly report from the mentor where the placement is identified</i></p> <p><i>NOTE 2: Cadets on active duty military are considered placed and are exempt from the mentor contact reporting requirements.</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i></p> <p><i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90g. If the mentor does not fulfill the requirements or terminates the formal mentoring relationship during the Post-Residential Phase, have the case managers (or other Program Staff) verified the Cadets' placement activities?</p> <p><i>Note: A Memorandum for Record describing a placement activity, written by a ChalleNGe staff member, documenting a contact with a mentor, employer, school official, or individual supervising a Cadet, is considered proof or validation of a placement activity.</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i></p> <p><i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90h. Have case managers (or other Program Staff) documented mentoring relationship and cadet placement activities in the information management system no later than the 15th of the month following the reporting period?</p> <p><i>Note: The first Post-Residential reporting month begins on the class graduation date and concludes one month later</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i></p> <p><i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90i. Upon completion of the 12 month post-Residential Phase, did case managers (or other Program Staff) document the completion of the formal mentoring relationship by sending each mentor a letter of appreciation along with a request for feedback?</p> <p><i>Note: The first Post-Residential reporting month begins on the class graduation date and concludes one month later</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i></p> <p><i>Inspected Item: Review information data management system.</i></p>	GO
	<p>90j. At the end of the Post-Residential Phase, did case managers close and archive case files on each cadet and mentor?</p> <p><i>Note: The first Post-Residential reporting month begins on the class graduation date and concludes one month later</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i></p> <p><i>Inspected Item: Review information data management system.</i></p>	GO

December 8, 2016

Chief, Office of Athletic and Youth Development
111 South George Mason Drive,
AH2, Arlington, VA 22204-1373

During the period 6-8 December 2016, South Carolina Youth Challenge Academy (SCYCA) received an Operational Performance inspection. The Operational Performance inspection consisted of six standards: Attainment of Graduation Target, Placement Rate at Months 6 and 12 of the Post-Residential Phase, Contact Rate at Months 6 and 12 of the Post-Residential Phase, and Staff Training Status. The enclosure contains the specific metrics, applicable standards, and the results of the inspection. Please note that the Staff Training Status standard was assessed but not calculated in the final rating. Staff Training has been identified as a systemic area of noncompliance Program-wide.

The Program received an Outstanding rating in Attainment of Graduation Target, a Satisfactory rating in Contact Rate at months 6 and 12, and a Marginal rating in Placement Rate at months 6 and 12. Therefore, the overall rating in the performance component of the inspection is Satisfactory. The staff must continue to improve and update their strategies as they strive to attain a rating of Outstanding in each standard of the performance component.

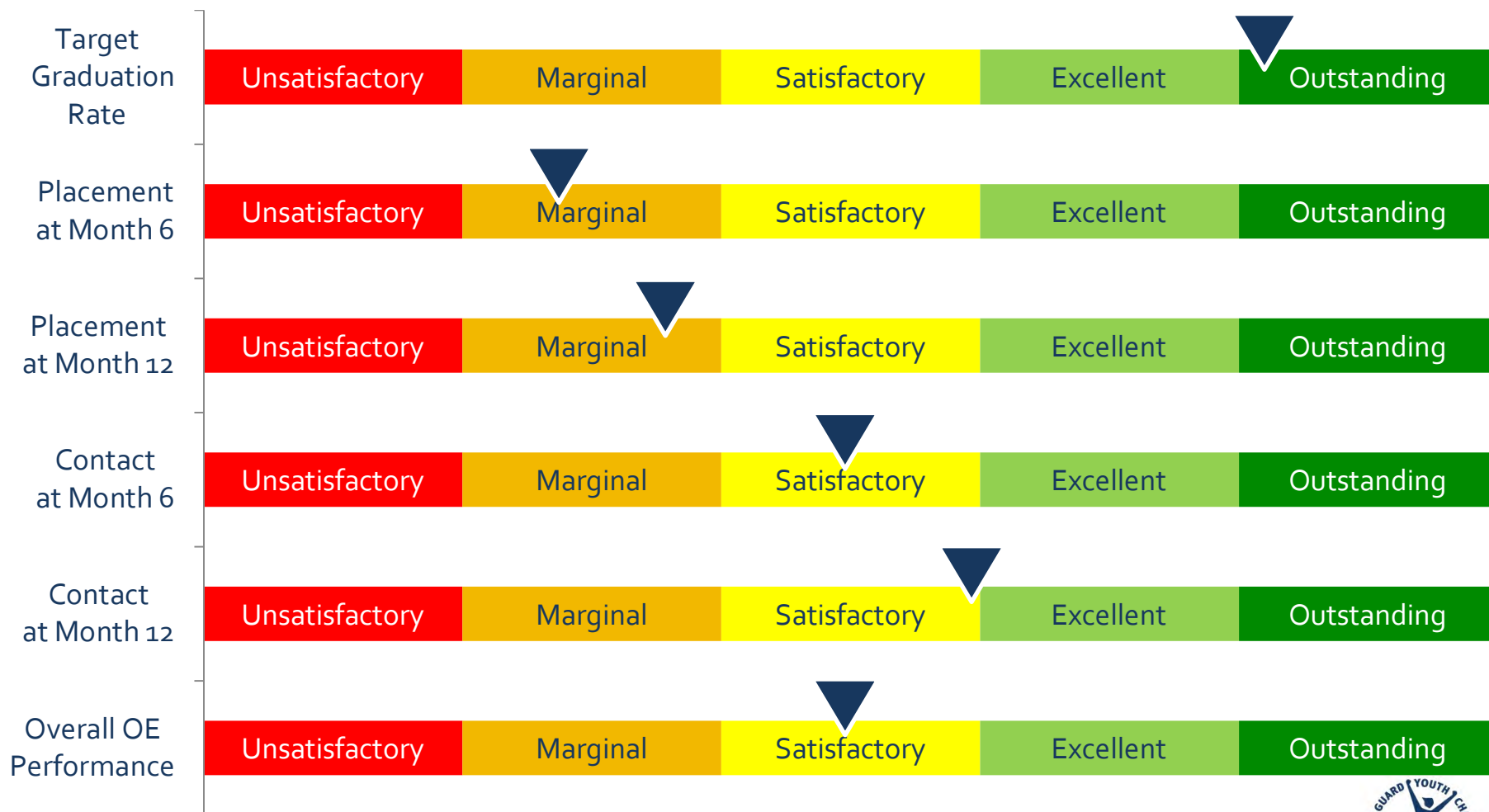
The Marginal rating in Placement Rate at months 6 and 12 of the Post-Residential Phase is the result of mentors not meeting the responsibilities for which they signed a mentor agreement to fulfill, and the difficulties of finding placement for 16 year old graduates. Many mentors fail to submit their monthly contact reports, do not submit the necessary source documents for validating initial and new placements, and do not verify existing placements each month. Therefore, some graduates who may be placed would not be included in the monthly totals. In the absence of mentors fulfilling their agreed-upon responsibilities, SCYCA case managers must continue to attempt to capture the data by completing the tasks of calling employers and/or other placement activities to obtain the required verification of placement and to make the required monthly contacts. All contacts and placement verifications completed by the case managers and other SCYCA staff members must be thoroughly documented on a Memorandum for Record and updated in the data management system with dates, times, persons contacted, etc. and maintained in each Graduate's file.

If you have any additional questions or concerns, please contact me at (727) 743-3331 or email at fpendleton@cloud.alutiiq.com.

A handwritten signature in black ink, reading "Fredrick D. Pendleton". The signature is written in a cursive, slightly stylized font.

FREDRICK D. PENDLETON
Contractor, Alutiiq
Management Analyst (Operations)

CORE Key Performance Indicators



ChalleNGe Operational and Resource Effectiveness Team	
Program/State: SC Youth ChalleNGe Academy, South Carolina	
Date: 6-8 December 2016	
Functional Area: Operational Performance	
Overall Rating: Satisfactory	Overall Score: 163.05
Analyst's Information: Kevin Seery/ Fred Pendleton kevin.seery@peopletec-ctr.com, fpendleton@cloud.alutiiq.com (803)920-1184/ (727)743-3331	
<p>TASK: Assess the Operational performance of the Youth ChalleNGe program.</p> <p>CONDITION: Review documentation from the four most recently completed classes.</p> <p>STANDARD: The overall score will be equal to the sum of the scores from the Target Graduation and the average of the four key indicators associated with the Post-Residential Phase (Contact Rates at Months 6 and 12 and Placement Rates at Months 6 and 12). T-Level calculation is not included in the overall score. The overall score converts to the final rating scheme.</p>	

1. Graduation Target

TASK: Assess the Program's achievement of Graduation Target for the last four classes to graduate.

CONDITION: The National Guard Youth ChalleNGe Cooperative Agreement (NGYCP-CA), Section 201, paragraph a(1) requires programs to operate two residential classes within each fiscal year with a minimum graduation target of 75 Cadets per class. NGYCP-CA, Section 1-9 warns Programs that they are in danger of termination if they do not meet graduation totals of 75 Cadets per class or 150 Cadets per year. Specific Program target graduation numbers are contained in individual Program Cooperative Agreements. IAW NGYCP-CA, Section 205, paragraph a(3), Program performance will be measured against Program funding and graduation metrics.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: $\geq 98\%$, Excellent: $95 - < 98\%$,

Satisfactory: $93 - < 95\%$, Marginal: $90 - < 93\%$,

Unsatisfactory: $< 90\%$

NOTE: Valid documentation reflecting actual graduation numbers by class and by Cadet name is necessary to verify compliance with this standard.

Graduation Target Calculation:

To determine a Program's level of performance in meeting the graduation target, calculate the average graduation rate for the 4 most recent Residential classes to have completed the Residential Phase.

1. Take the sum of the number of graduates reported for the last four graduated classes
2. Divide the result from step 1 by the sum of the Graduation Targets assigned by the Cooperative Agreement for those classes.

This calculation provides an aggregate rating of all four classes, expressed as a percentage of graduation target.

Graduation Target Performance Calculation				
Last 4 Graduated Classes	Class Start Date	Class End Date	Actual # of Graduates	Target Graduates
NGB-43	7-Jul-14	10-Dec-14	88	100
NGB-44	5-Jan-15	10-Jun-15	96	100
NGB-45	6-Jul-15	9-Dec-15	103	100
NGB-46	4-Jan-16	8-Jun-16	106	100
Total			393	400
Calculation	$(Total\ Graduates \div Total\ Target\ Graduates) \times 100\%$ $(393 \div 400) \times 100 = 98.25\%$			

Your Program is Outstanding in this standard.

2. Placement at Month 6 of the Post-Residential Phase

TASK: Assess Graduate Placement at Month 6 of the Post-Residential Phase

CONDITION: The Post-Residential Phase is a ChalleNGe graduate's opportunity to apply program strategies and learning in transition to serving as a productive member of society. The Post-Residential Phase is an indicator of the values, skills, education, and self-discipline necessary to succeed as adults, placement during this Phase is the measure used to gauge success. Not only does graduate placement demonstrate success at the individual and Program levels, it also validates the Federal and State governments "return on investment." A Cadet who is geographically separated from his/her mentor because of schooling, and training, job, or active duty military is considered placed. A Memorandum for Record describing a placement activity, written by a ChalleNGe staff member, documenting a contact with a mentor, employer, school official, or individual supervising a cadet, is considered proof or validation of a placement activity. Program staff is required to verify placement as needed and entered in the data management system. The case files **must** provide source documents to validate these placements.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: $\geq 85\%$, Excellent: 71 - $<85\%$,
Satisfactory: 57 - $<71\%$, Marginal: 43 - $<57\%$,
Unsatisfactory: $<43\%$

Calculation of Placement at 6 Months:

Note: Only use the last four classes which have completed the 12-month Post-Residential Phase when determining the Placement Rate. Do not use current Post-Residential Phase classes as the data will be incomplete. Valid documentation reflecting individual graduate names and supporting source document(s) are required to verify compliance with this standard.

To determine a Program's level of performance in graduate placement at the 6-month point of the Post-Residential Phase:

1. Add the total number of Cadets placed in Month 6 of the Post-Residential Phase in each of the 4 completed classes.
2. Divide the result from step 1 by the total number of Graduates for each of the completed classes.
3. Multiply the result from step 2 by 100 to arrive at a percentage.

Placement at Month 6 of the Post-Residential Phase Calculation				
Last 4 Classes	Class Start Date	Class End Date	# of Cadets placed at Month 6	Actual # of Graduates
NGB-41	8-Jul-13	11-Dec-13	50	90
NGB-42	6-Jan-14	11-Jun-14	24	69
NGB-43	7-Jul-14	10-Dec-14	38	88
NGB-44	5-Jan-15	10-Jun-15	57	96
Total			169	343
Calculation	$(Total\ Placed \div Total\ Graduates) \times 100\%$ $(169 \div 343) \times 100 = 49.27\%$			

Your Program is Marginal in this standard.

3. Placement at Month 12 of the Post-Residential Phase

TASK: Assess Graduate Placement at Month 12 of the Post-Residential Phase

CONDITION: The Post-Residential Phase is a ChalleNGe graduate's opportunity to apply program strategies and learning in transition to serving as a productive member of society. The Post-Residential Phase is an indicator of the values, skills, education, and self-discipline necessary to succeed as adults, placement during this Phase is the measure used to gauge success. Not only does graduate placement demonstrate success at the individual and Program levels, it also validates the Federal and State governments "return on investment." A Cadet who is geographically separated from his/her mentor because of schooling, and training, job, or active duty military is considered placed. A Memorandum for Record describing a placement activity, written by a ChalleNGe staff member, documenting a contact with a mentor, employer, school official, or individual supervising a cadet, is considered proof or validation of a placement activity. Program staff is required to verify placement as needed and entered in the data management system. The case files **must** provide source documents to validate these placements.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: $\geq 86\%$, Excellent: $73 - <86\%$,
Satisfactory: $59 - <73\%$, Marginal: $46 - <59\%$,
Unsatisfactory: $<46\%$

Calculation of Placement at 12 Months:

Note: Only use classes which have completed the 12-month Post-Residential Phase when determining the Placement Rate. Do not use current Post-Residential Phase classes as the data will be incomplete. Valid documentation reflecting individual graduate names and supporting source document(s) are required to verify compliance with this standard.

To determine a Program's level of performance in graduate placement at the conclusion of the Post-Residential Phase:

1. Add the total number of Cadets placed in Month 12 of the Post-Residential Phase in each of the 4 completed classes.
2. Divide the result from step 1 by the total number of Graduates for each of the completed classes.
3. Multiply the result from step 2 by 100 to arrive at a percentage.

Placement at Month 12 of the Post-Residential Phase Calculation				
Last 4 Classes	Class Start Date	Class End Date	# of Cadets placed at Month 12	Actual # of Graduates
NGB-41	8-Jul-13	11-Dec-13	52	90
NGB-42	6-Jan-14	11-Jun-14	45	69
NGB-43	7-Jul-14	10-Dec-14	38	88
NGB-44	5-Jan-15	10-Jun-15	57	96
Total			192	343
Calculation	$(Total\ Placed \div Total\ Graduates) \times 100\%$ $(192 \div 343) \times 100 = 55.98\%$			

Your Program is Marginal in this standard.

4. Contact Rate at Month 6 of the Post-Residential Phase

TASK: Assess the Contact Rate at Month 6 for each of the four most recent classes to have completed the Post-Residential Phase.

CONDITION: The Recruitment, Placement, and Mentoring Operations Manual states that mentor and mentee contact is the heart of the mentoring program. Therefore, beginning at graduation, a minimum of four contacts, four hours of contact, or a combination of both occur each month between the Mentor and Cadet, including two face-to-face contacts if possible. Monthly mentor communication is defined as a receipt of a monthly report from the mentor which can include e-mail, telephone, text or face-to-face contact with Program Staff. Cadets on active duty military are exempt from the mentor contact reporting requirements. Contact can be considered any communication between the Cadet and his/her mentor and/or the Program staff. Program staff is required to enter all contacts in the data management system. The case files must provide source documents to validate these contacts.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: $\geq 95\%$, Excellent: 81 - $< 95\%$,
Satisfactory: 67 - $< 81\%$, Marginal: 53 - $< 67\%$,
Unsatisfactory: $< 53\%$

Calculation of Contact at 6 Months:

Note: Only use classes which have completed the 12-month Post-Residential Phase when determining the Contact Rate. Do not use current Post-Residential Phase classes as the data will be incomplete. Valid documentation reflecting individual graduate names and contact document(s) are required to verify compliance with this standard.

To determine a Program's level of performance in graduate contact rate at the six-month point of the Post-Residential Phase:

1. Add the total number of Cadets contacted in Month 6 of the Post-Residential Phase in each of the 4 completed classes.
2. Divide the result from step 1 by the total number of Graduates for each of the completed classes.
3. Multiply the result from step 2 by 100 to arrive at a percentage.

Contact Rate at Month 6 of the Post-Residential Phase Calculation				
Last 4 Classes	Class Start Date	Class End Date	# of Cadets contacted at Month 6	Actual # of Graduates
NGB-41	8-Jul-13	11-Dec-13	59	90
NGB-42	6-Jan-14	11-Jun-14	50	69
NGB-43	7-Jul-14	10-Dec-14	77	88
NGB-44	5-Jan-15	10-Jun-15	69	96
Total			255	343
Calculation	$(Total\ Contacted \div Total\ Graduates) \times 100\%$ $(255 \div 343) \times 100 = 74.34\%$			

Your Program is Satisfactory in this standard.

5. Contact Rate at Month 12 of the Post-Residential Phase

TASK: Assess the Contact Rate at Month 12 for each of the four most recent classes to have completed the Post-Residential Phase.

CONDITION: The Recruitment, Placement, and Mentoring Operations Manual states that mentor and mentee contact is the heart of the mentoring program. Therefore, beginning at graduation, a minimum of four contacts, four hours of contact, or a combination of both occur each month between the Mentor and Cadet, including two face-to-face contacts if possible. Monthly mentor communication is defined as a receipt of a monthly report from the mentor which can include e-mail, telephone, text or face-to-face contact with Program Staff. Cadets on active duty military are exempt from the mentor contact reporting requirements. Contact can be considered any communication between the Cadet and his/her mentor and/or the Program staff. Program staff is required to enter all contacts in the data management system. The case files must provide source documents to validate these contacts.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: $\geq 94\%$, Excellent: $80 - < 94\%$,
Satisfactory: $66 - < 80\%$, Marginal: $52 - < 66\%$,
Unsatisfactory: $< 52\%$

Calculation of Contact at 12 Months:

Note: Only use classes which have completed the 12-month Post-Residential Phase when determining the Contact Rate. Do not use current Post-Residential Phase classes as the data will be incomplete. Valid documentation reflecting individual graduate names and contact document(s) are required to verify compliance with this standard.

To determine a Program's level of performance in graduate contact rate at the conclusion of the Post-Residential Phase:

1. Add the total number of Cadets contacted in Month 12 of the Post-Residential Phase in each of the 4 completed classes.
2. Divide the result from step 1 by the total number of Graduates for each of the completed classes.
3. Multiply the result from step 2 by 100 to arrive at a percentage.

Contact Rate at Month 12 of the Post-Residential Phase Calculation				
Last 4 Classes	Class Start Date	Class End Date	# of Cadets contacted at Month 12	Actual # of Graduates
NGB-41	8-Jul-13	11-Dec-13	64	90
NGB-42	6-Jan-14	11-Jun-14	63	69
NGB-43	7-Jul-14	10-Dec-14	77	88
NGB-44	5-Jan-15	10-Jun-15	69	96
Total			273	343
Calculation	$(Total\ Contacted \div Total\ Graduates) \times 100\%$ $(273 \div 343) \times 100 = 79.59\%$			

Your Program is Satisfactory in this standard.

6. Staff Training Status

TASK: Assess the Staff Training Status

CONDITION: IAW the National Guard Youth ChalleNGe Cooperative Agreement (NGYCP-CA), Section 1-9, all Program staff are required to attend the Basic Course and appropriate function-specific professional development training. The training is designed to minimize the risks associated with serving youth in need, to receive ongoing guidance from NGB, and to learn best practices aimed at improving each Program and the services provided to each youth. NGYCP-CA, Section 1-11 requires Programs to use the mandated Program Training Guide to assess their T-Level between 1 (fully trained) and 4 (untrained).

STANDARD: Not currently rated.

Valid documentation reflecting individual staff members' completion of professional development training is required to verify compliance with this standard.

Calculation of Training T-Level:

To determine a Program's staff training status:

1. First determine the number of staff members who have attended the Basic Course
2. Divide the number of staff members who have attended the Basic Course by the total number of assigned staff
3. Multiply the result from step 2 by 100. This is the Program's Basic Course Percentage (**Tb**).

Next, calculate the Function-Specific Course Percentage for **each** function specific course:

4. Determine the number of staff members who have completed the function-specific course
5. Divide the number of staff members who have completed the function-specific course by the number of staff required to attend that course. This will yield Function-Specific Course Percentages (**Tf**) for the following:
 - a. Cadre Course (**Fc**);
 - b. Counselors Course (**Fk**);
 - c. Recruiters Course (**Fr**);
 - d. Educators Course (**Fe**);
 - e. Post-Res Course (**Fp**); and,
 - f. Supervisor Course (**Fs**).

Note: If fewer than 10 staff members are required to attend a Function-Specific Course, refer to Table 1 on the next page.

Finally, to determine the Training T-Level:

6. Take the lowest Function-Specific Course Percentage (**Tf**).
7. Compare it to the Program's Basic Course Percentage (**Tb**).
8. The lower of the two is the Program Training Percentage.
9. Apply the Program Training Percentage to Table 2 below to determine the Program's Training T-Level. Programs must include all staff members, to include full and part time employees in their calculation.

Training Status Calculation	
1. Basic Course Calculation (Tb)	# of Staff that have completed the Basic Course ÷ Total # of Staff
	(59 ÷ 59) x 100% = 100%
2. Function Specific Course Calculations (Tf) (If there are fewer than 10 Staff Members that require training, refer to Table 1 below)	# of Staff that have received training ÷ # of Staff required to attend training
	Cadre Course (Fc) 24 ÷ 24 = 100%
	Counselors Course (Fk) 0 ÷ 1 = 0%
	Recruiters Course (Fr) 0 ÷ 1 = 0%
	Educators Course (Fe) 0 ÷ 6 = 0%
	Post-Residential Course (Fp) 0 ÷ 11 = 0%
	Supervisor Course (Fs) 6 ÷ 11 = 54.5%
3. Lowest Function Specific % (Tf)	0%
4. Training Percentage	Lower of (Tb) and (Tf)
	Tb = 100%
	Tf = 0%
5. T-Level	See Table 2 below – Use Lowest Training % from 4.
	T-4

TABLE 1: Course Percentage for each Function-Specific Course

Trained/Assigned	9	8	7	6	5	4	3	2	1
9	100								
8	90	100							
7	86	90	100						
6	80	86	86	100					
5	76	80	80	86	100				
4	70	76	76	80	80	100			
3	44	70	70	70	70	80	100		
2	33	45	55	59	60	70	80	100	
1	22	27	33	37	40	50	60	70	100
0	0	0	0	0	0	0	0	0	0

*For course categories with 10 or more required members divide the # of staff who attended training by the # of staff required to attend training.

TABLE 2: T-Level Conversion

Training Percentage	Training T-Level	Resulting In
85 to 100	T-1	Exceeds the Standard
70 to 84	T-2	Meets the Standard
55 to 69	T-3	OE Finding
0 to 54	T-4	OE Significant Finding

7. Overall Operational Performance Score and Rating

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: ≥ 188 , Excellent: $171 - < 188$,
Satisfactory: $155 - < 171$, Marginal: $139 - < 155$,
Unsatisfactory: < 139

Calculation of Overall Operational Performance Score:

To determine a Program's overall Operational Performance Score, add the Graduation Target and the average of the four key indicators associated with the Post-Residential Phase (Contact Rates at Months 6 and 12 and Placement Rates at Months 6 and 12).

If the Graduation Target Raw Score is above 100.00, the score is capped at 100.00 for the overall performance score calculation. Enter 100 only if the Graduation Target Raw Score is above 100.00. If not enter the raw score below.

The four key indicators associated with the Post-Residential Phase (Contact Rates at Months 6 and 12 and Placement Rates at Months 6 and 12) are added together and then averaged.

Overall Performance Score			
Component	Raw Score		Sum Score
Target Graduation	98.25		98.25
Placement at 6 months		49.27	64.80
Placement at 12 months		55.98	
Contact Rate at 6 months		74.34	
Contact Rate at 12 months		79.59	
Overall Score			163.05

Your Program is Satisfactory in this standard.

December 8, 2016

Chief, Office of Athletic and Youth Development
111 South George Mason Drive,
AH2, Arlington, VA 22204-1373

During the period 6-8 December 2016, South Carolina Youth ChalleNGe Academy (SCYCA) received a Resource Management Compliance inspection. The Program received an Outstanding rating with a 95.41% level of compliance with the legal, regulatory, and doctrinal resource management requirements of the Youth ChalleNGe Program.

An initial inspection of the noncompliance in the Resource Management area indicates the Program continues to have issues with quarterly budget report submissions.

There were no Significant Findings. The enclosures provide a detailed explanation of the remaining areas of noncompliance.

If you have any additional questions or concerns, please contact me at (904) 814-7724 or email at izzy.mcphail@peopletec-ctr.com.



IZZY MCPHAIL
Contractor, PeopleTec
Management Analyst

South Carolina - SCYCA

Resource Management

8 December 2016

REPORT OF INSPECTION

1. a. FINDING: (Systemic) South Carolina Youth ChalleNGe Academy (SCYCA) failed to submit Quarterly Budget Reports in accordance with regulatory guidance. (Program Level, Item #8)

b. DISCUSSION: National Guard Youth ChalleNGe Program Cooperative Agreement (NGYCP-CA), Section 402a(3) states, "Quarterly Budget Reports shall be sent to NGB-J1-AY not later than 30 days after the end of each quarter."

SCYCA Budget Officer is required to formulate the quarterly budget reports and submit them to the Program Director, the Federal Program Manager (FPM), and finally the United States Property and Fiscal Officer (USPFO) for concurrence and approval. During the course of this inspection, Program Fiscal Years (PFY) 2014 and 2015 were reviewed. Four out of the eight reports reviewed were not submitted to NG-J1-AY (Program Office) within the required deadline. This area of noncompliance was identified during the 18-20 November 2014 CORE inspection. The Director's Corrective Action Plan (CAP) provided, "We will adhere to the regulations that govern the Youth ChalleNGe Program. The timely submission of Quarterly Budget Reports is vital to the Program Office's ability to redistribute funds to maximize use and minimize growback. If issues such as personnel unavailable for signature occur that delay the submission of the quarterly reports, the Budget Officer will make every effort to communicate those issues to the Program Office." Although the Program initiated the above strategies, it remains noncompliant in this standard.

c. RECOMMENDATION: SCYCA Budget Officer must ensure that timely submission of quarterly budget reports is executed. All email traffic forwarding any report to the Program Office should be retained and readily available for validation during inspections. Additionally, if any issues occur that could delay the submission of the quarterly reports, the Budget Officer should make every effort to communicate those issues to the Program Office and seek written guidance.

d. IMPLICATION: SCYCA's failure to provide data and reports to the Program Office at the prescribed intervals and in the prescribed format may result in the withholding of Federal funds until data and reports are submitted. Appropriate accounting and management of funds significantly decreases potential vulnerabilities for Anti-deficiency Act violations and investigations in accordance with National Guard Pamphlet Army Regulation 37-1, Chapter 3.

2. FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) Director has not implemented management and internal controls to protect Federal and State interests. (Program Level, Item #38)

b. DISCUSSION: Chief National Guard Bureau Instruction 3950.01, Enclosure A, paragraph 9.e states, Program Director is to “implement adequate management and internal controls to protect Federal and State interests”.

Even though SCYCA Director stated controls were in place, during the course of the CORE inspection, documentation, policies or procedures could not be provided to indicate management and internal controls were routinely being administered to protect Federal and State interests. The Program Director understood the risk assessment completed by the Federal Program Manager was sufficient to meet compliance. The Program Director further stated he was not aware of the new requirements contained in CNGBI 3950.01.

c. RECOMMENDATION: SCYCA Director must formulate an internal management control plan that will accurately assess the day to day operations of SCYCA. Emphasis should be placed on ensuring regulatory requirements are accomplished on a daily basis. Once this plan has been formulated, it is highly recommended that SCYCA establish a frequency for which the Internal Management Control Plan (IMCP) will be executed. Additionally, the IMCP should be included as part of the SCYCA’s Standing Operating Procedures (SOP).

d. IMPLICATION: Failure to identify internal weaknesses within the SCYCA Program can lead to systemic failures in the program’s overall effectiveness as well as prohibit the program from meeting its goals and objectives. Ultimately, weakness in management controls exposes SCYCA, United States Property and Fiscal Office and the State of South Carolina to increased potential for fraud, waste and abuse.

3. a. FINDING: The Corrective Action Plan (CAP) did not resolve all findings of non-compliance. (Program Level, Item #46d)

b. DISCUSSION: National Guard Youth Challenge Operational Instruction (NGYC-OI), Section 1-2b(5) states, “Evaluation teams shall not only assess current operations and resource management activities, they shall also review findings from the previous year to determine whether corrective actions have been taken where warranted, and include these findings in each report.” In his cover Memorandum to the Challenge Operational and Resource Evaluation (CORE) Report of Assessment (ROA) dated 15 December 2014, Mr. Frederick G. Thomas, Chief, Office of Athletics and Youth Development, wrote, “In response to this evaluation, you will develop and submit a detailed, written Corrective Action plan (CAP) that addresses each of the Resource management and operational Compliance and Performance findings contained in the Report of Inspection. The CAP will include a cover memorandum addressed to this office and signed by the Program Office. If needed, you must coordinate the ROI and CAP with any state agencies required, such as the USPFO and the GOR. The memorandum will summarize the CAP and provide sufficient enclosures to address each finding. It is imperative that the enclosures detail the systems and processes that you either develop, or refine, to correct the deficiencies. The CAP is due 60 days from

receipt of this memorandum to Maj Patrick and Mr. Thomas (Frederick.G.Thomas4.civ@mail.mil)."

South Carolina Youth ChalleNGe Academy (SCYCA) submitted their CAP on 12 February 2015 for the CORE inspection conducted 18-20 November 2014. A review of the CAP revealed that the Program Director identified the four areas of non-compliance from the Resource Management Compliance Inspection. During the 6-8 December 2016 CORE inspection, one of the four areas remain non-compliant. The Director's Corrective Action Plan (CAP) provided the following course of action as it pertains to the noncompliance finding of submission of Quarterly Budget Reports, "We will adhere to the regulations that govern the Youth ChalleNGe Program. The timely submission of Quarterly Budget Reports is vital to the Program Office's ability to redistribute funds to maximize use and minimize growback. If issues such as personnel unavailable for signature occur that delay the submission of the quarterly reports, the Budget Officer will make every effort to communicate those issues to the Program Office." SCYCA failed to submit four of the eight required quarterly budget reports within the regulatory timeframe; therefore, this issue is identified as a systemic area of noncompliance.

c. RECOMMENDATION: When completing and submitting the CAP to the Program Office, the Program Director should formulate the steps he believes will resolve each of the findings at that time. Then, the Program Director and staff must constantly monitor and thoroughly review the CAP to determine whether the desired results are being achieved. If they are not, the strategies should be amended to bring all issues into compliance.

d. IMPLICATION: National Guard Youth ChalleNGe Operational Instruction (NGYCP-OI), Attachment 1, Section 1-3 states in part, "Also, failure on the part of the State to comply with specific actions required by an NG-J1-AY assessment to bring the Program into compliance may result in the withholding of Federal funds by the USPFO until corrective action is taken." During the period Federal funding is withheld, the Grantee (State) would have to expend State funds to pay any expenditures.

4. a. FINDING: The Grants Officer Representative (GOR) did not process all cooperative agreement modifications into the Defense Assistance Awards Data System Report (DAADS) within the required timeframe. (Federal/State Oversight, Item #81)

b. DISCUSSION: National Guard Regulation (NGR) 5-1, paragraph 10-2c states, "Grants officers, through their grant officer's representatives, are responsible for reporting directly to DMDC/SIAD, through DAADS, within 15 days of award/modification date."

The current GOR was appointed 13 November 2016. Prior to this appointment, a temporary GOR had been appointed but did not receive permissions for accessing

DAADS. Consequently, modifications have not been input into DAADS in over three months.

c. RECOMMENDATION: The new GOR must receive DAADS permissions immediately. A system needs to be established to ensure all modifications previously awarded are input into DAADS and future modifications input within the required timeframe.

d. IMPLICATION: The failure of the GOR to input Cooperative Agreement financial information into the DAADS system is a direct violation of federal law. This exposes South Carolina Youth Challenge Academy (SCYCA) to increased Congressional scrutiny and may result in future funding reductions or termination of the Program.

ChalleNGe Operational and Resource Effectiveness Team		
Program/State: South Carolina Youth Challaenge Academy Date: 06-08 December 2016 Functional Area: Resource Management Compliance Rate: 93.02% Rita Segui/Izzy McPhail Analysts's Information: rita.segui@peopletec-ctr.com 904-814-7724		
<p>TASK: Manage National Guard Youth ChalleNGe Program federally appropriated/allocated funds.</p> <p>CONDITION: Given an assignment to manage federally appropriated funds or allocated funds for the Youth ChalleNGe Program, ensure effective, proper fund control and management of these funds IAW applicable Department of Defense (DoD), Defense Finance and Accounting System (DFAS), Service Regulations, and National Guard Bureau regulations and references. The period of review dates back to the last closed Cooperative Agreement and/or the last CORE assessment as needed to determine systemic compliance.</p> <p>STANDARD: Comply with the requirements and standards articulated in the following references: 32 CFR 33.32 dated 28 Feb 2005, AR 11-2 dated 4 Jan 2010, NG PAM (AR) 37-1 dated 15 Sep 1999, NGR 5-1 dated 28 May 2010, Chief National Guard Bureau Instruction 9350.01 dated Nov 2015, National Guard Youth ChalleNGe Program-Cooperative Agreement (NGYCP-CA) 4001 dated Oct 2015, National Guard Youth ChalleNGe Operational Instruction (NGYC-OI) dated Oct 2015, Grants Cooperative Agreements Policy Letter (GCAPL) #16-4 dated 21 Jul 2016, National Guard Youth ChalleNGe Program-Cooperative Agreement (NGYCP-CA) 4001 dated Jan 2015 (Sections VI and VIII), Grants Cooperative Agreements Policy Letter (GCAPL) #15-2 dated 28 Jan 2015, and National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016, ChalleNGe Program Publication 1 (CP-1) dated 23 Sep 2009, and ChalleNGe Program Publication 3-1 (CP 3-1) dated 30 Sep 2010.</p>		
Terminal Task	Item	Enabling Task
<i>Program Level</i>		
GO	1. Did the Budget Officer develop an annual budget to submit for the Program Director's review and approval? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 10.</i> <i>Inspected Items: See questions 1a-1b below.</i>	
	1a. Did the Budget Officer develop an annual budget to submit for the Program Director's review and approval? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 10.</i> <i>Inspected Items: Current budget with supporting documentation.</i> Budget Officer provided email documentation of meeting that was conducted for the Director to approve the PFY17 Budget.	GO

	<p>1b. Did the Budget Officer attend quarterly reviews as directed by the USPFO and GOR? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 10.</i> <i>Inspected Items: Sign-in documentation or email transmission.</i></p> <p>Initial: The SCYCS Budget Officer did not have copies of the quarterly reviews. Final: The SCYCA Budget provided a email to validate compliance.</p>	GO
GO	<p>2. Did the program prepare and submit a budget IAW NGYCP-CA? <i>Ref: NGYCP-CA Section 402(b)-(c).</i> <i>Inspected Item: The period of review dates back to the last CORE inspection. If there have been no submissions since the last inspection review the most recent submission. See questions 2a-2c below.</i></p>	
	<p>2a. Was the budget submitted to NG-J1-AY not later than 90 days prior to the start of the Program Fiscal Year (PFY)? <i>Ref: NGYCP-CA Section 402b.</i> <i>Inspected Item: Dated documentation that clearly shows transmission to NG-J1-AY was within the required timeframe.</i></p> <p>The Budget was submitted on 17 Sep 16.</p>	GO
	<p>2b. Did the proposed budget include an updated annual goal-focused State Plan? <i>Ref: NGYCP-CA Section 402c.</i> <i>Inspected Item: Dated documentation that shows the goal-focused State Plan was submitted with the budget submission.</i></p>	GO
	<p>2c. Did the proposed budget submission include the certification of State funds? <i>Ref: NGYCP-CA Section 402c.</i> <i>Inspected Item: Dated documentation that demonstrates that a copy of the signed Grantee (State) certification memo was submitted as part of the budget submission.</i></p>	GO
N/A	<p>3. Is all Program Income added to the budget as a Grantee (State) contribution? <i>Ref: NGYCP-CA, Section 405 and NGR 5-1 paragraph 6-2a.</i> <i>Inspected Item: Program Budget. Note: IAW NGR 5-1, paragraph 6-2a, Program Income cannot be used to meet any of the state match requirement nor will it result in an increase in the level of federal funding.</i></p> <p>The Program does not generate Program Income.</p>	

GO	<p>4. Are costs for food and equipment provided by the U.S. Department of Agriculture through the School Lunch Program accounted for in the approved budget plan? <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: All postings of funds to the YCP account made since the last CORE inspection.</i></p> <p>The Budget Officer reduces the amount reflected in the budget for dining facility cost by the anticipated amount of reimbursement from the USDA School Lunch Program.</p>	
GO	<p>5. Does the Program have a process in place to ensure all costs associated with the host installation are being properly charged? (Recommended) <i>Ref: CP 3-1 Chapter 1, 3B.</i> <i>Inspected Item: Review the following items: any active agreements, work order requests, completed work orders, invoices, and requests for payment.</i></p>	
GO	<p>6. At State owned/operated or leased dining facilities, are meals consumed by the Program tracked and applicable funds reimbursed within standards? <i>Ref: NGYC-OI Attachment 1, Section 1-5.</i> <i>Inspected Item: See questions 6a-6d below.</i></p>	
	<p>6a. Are meals consumed by visitors at a dining facility operated by the State tracked and treated as program income? <i>Ref: NGYC-OI Attachment 1, Section 1-5a(1)(c).</i> <i>Inspected Item: Obtain copies of dining facility visitor logs and food service records. Ensure that the amount collected is included as part of the program income, regardless of the federal contribution reflected in the agreement.</i></p> <p>SCYCA utilizes a State contract for the dining facility needs.</p>	N/A
	<p>6b. Are reimbursed food service costs to the State from the Federal Government no more than \$20 per day, per cadet? <i>Ref: NGYC-OI Attachment 1, Section 1-5a(1)(a).</i> <i>Inspected Item: Ensure the amounts reimbursed for meals consumed do not exceed the allowable amount authorized. Reconcile cost of food provided against cadet consumed meals.</i></p> <p>Cost per cadet is \$13.50 per day. B:4.00 L: 5.00 D:3.50 S:1.00</p>	GO
	<p>6c. If the Federal Government operates the dining facility, does the Federal Government reimburse the State only for meals provided to cadets? <i>Ref: NGYC-OI Attachment 1, Section 1-5a(2).</i> <i>Inspected Item: Obtain copies of reimbursement requests and compare against the dining facility sign-in logs.</i></p> <p>SCYCA utilizes a State contract for the dining facility needs.</p>	N/A

	<p>6d. If the Federal Government operates the dining facility, does the program reimburse Cadre who are in direct supervision of Cadets at the time of meals the cost of those meals as part of their salary? <i>Ref: NGYC-OI Attachment 1, Section 1-5a(2).</i> <i>Inspected Item: Review reimbursement vouchers for Cadre meals (random sample 25%).</i></p> <p>SCYCA utilizes a State contract for the dining facility needs.</p>	N/A
GO	<p>7. Is food provided at special events consumed only by Cadets and allowable staff? <i>Ref: NGYCP-CA Section 305e and NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: Obtain copies of sign-in logs for specific events. Conduct a random sample of food logs during special events to ensure that family members and guests did not eat at the event.</i></p> <p>Food consumed by guest are paid for with 100% NON CA funds, as stated in the dining facility contract.</p>	
NO GO	<p>8. Are Quarterly Reports submitted not later than 30 days after the end of each quarter? <i>Ref: NGYCP-CA Section 402a(3).</i> <i>Inspected Item: All Quarterly Reports since the last CORE inspection.</i></p> <p>SYSTEMIC: SCYCA continues to struggle with timely submissions of the quarterly budget reports. Four of the eight quarterly reports were not submitted to the Program Office within the required time frame.</p>	
GO	<p>9. Did the Program obtain prior written approval from the Program Office (NG-J1-AY) for any budget changes in excess of 10% of the total approved operating budget? <i>Ref: NGYCP-CA Section 401c</i> <i>Inspected Item: Verify Program Office (NG-J1-AY) approval documentation.</i> <i>Note: This may be in email or memoranda form.</i></p> <p>SCYCA received approval from Mr. White on 5 May 2015.</p>	
GO	<p>10. Does the Program maintain an informal commitment ledger? <i>Ref: NG Pam (AR) 37-1 paragraphs 3-4 and 3-5, DoDFMR Vol 14 Chapter 2, Section 0202.</i> <i>Inspected Item: See questions 10a-10b below.</i></p>	
	<p>10a. Is the informal commitment ledger current? <i>Ref: DoDFMR Vol 14 Chapter 2, Section 020203</i> <i>Inspected Item: Verify the information on the ledger is accurate and current.</i></p>	GO
	<p>10b. Does the ledger contain sufficient detail to ensure unliquidated obligations/disbursements are justifiable and still valid? <i>Ref: NG PAM (AR) 37-1, paragraphs 3-4 and 3-5</i> <i>Inspected Item: Verify the mechanism used can provide the necessary information.</i></p>	GO

GO	11. Does the Program have a Standing Operating Procedure (SOP) for budget management? (Recommended) <i>Ref: NGYCP-CA Section 201d(3).</i> <i>Inspected Item: Current SOP.</i>	
GO	12. Has the Program Director reviewed and updated standard operating procedures biennially to align with current guidance? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.j.</i> <i>Inspected Item: Cover memo dated and signed by the Program Director validating the required SOP has been reviewed and updated.</i>	
GO	13. Does the Program have a mechanism for receiving donations and/or grants? (Recommended) <i>Ref: ChalleNGe Publication 3-1 Chapter 1, paragraph 1A</i> <i>Inspected Item: Written process or procedure for receiving donations. Note: If the donations are received by a non-profit organization, the SOP or by-laws for the non-profit will be reviewed.</i>	
GO	14. Does the program properly manage travel funds? <i>Ref: ChalleNGe Publication 1 Chapter V, Section 4, paragraph B4</i> <i>Inspected Item: The period of review includes all travel since the last CORE inspection. See questions 14a-14b below.</i>	
	14a. Does the Program use travel funds for the sole purpose of training program staff and conducting special projects on behalf of the Program? <i>Ref: ChalleNGe Publication 1 Chapter V, Section 4, paragraph B4</i> <i>Inspected Item: Sample 25% of actual travel vouchers.</i>	GO
	14b. Does the Program ensure that lodging and per diem reimbursements do not exceed the Joint Travel Regulation (JTR) limits? <i>Ref: ChalleNGe Publication 1 Chapter V, Section 4, paragraph B4</i> <i>Inspected Item: Sample set of actual travel vouchers showing reimbursed amounts for lodging and per diem.</i>	GO
GO	15. Has the Program ensured that personnel costs do not exceed 80% of the total annual funding level or the approved Federal GS level salaries? <i>Ref: NGYCP-CA Section 305a and Attachment 1, Section 1-9a</i> <i>Inspected Item: Budget documentation showing total personnel costs. The period of review includes the current budget year and the prior year. Note: Personnel costs shall not exceed 80% of the total annual funding level. Cost of Living Allowance (COLA) may be added to the GS level, Step 10, as locally applicable. Grantee programs may select any combination of positions authorized by the Staffing Model at their level of organization (100, 144, 175, 200, or 400). Programs that exceed the approved GS level or the 80% cap limitations are authorized to do so using state discretionary funds (not state match dollars).</i> SCYCA FY15 personnel cost totaled \$2,721,224.18 equating to 72.88 % of the total annual funding level.	

GO	16. Does the Program have a Standing Operating Procedure (SOP) for logistics/supply? (Recommended) <i>Ref: NGYCP-CA Section 201d(3).</i> <i>Inspected Item: Current SOP</i>	
GO	17. Does the Program have a system in place to manage work orders prepared for the host installation and other sources? (Recommended) <i>Ref: CP 3-1 Chapter 1, 3B.</i> <i>Inspected Item: Review Maintenance SOP, Installation SOP, invoices for contracted work.</i>	
GO	18. Does the Program have a mechanism to track expended funds for Cadets? <i>Ref: NGYCP-CA Section 305b(1)-(9).</i> <i>Inspected Item: The period of review dates back to the last CORE inspection except for question 18e. See questions 18a-18e below.</i>	
	18a. Have clothing and equipment costs not exceeded \$500 per cadet? <i>Ref: NGYCP-CA Section 305b(1).</i> <i>Inspected Item: Actual purchase orders or purchase receipts for all cadet clothing purchases and a sample set of cadet clothing records. Note: This item is NOT inspected in the aggregate. Consolidated budget object code entries are not sufficient to show compliance. The analyst will determine the clothing quantities and types issued to each cadet and determine total cost based upon purchase orders/receipts.</i>	GO
	18b. Are cadet laundry expenses limited to no more than \$10 per week per cadet (bulk items and dry-cleaning between cycle items are exempt)? <i>Ref: NGYCP-CA Section 305b(3).</i> <i>Inspected Item: Purchase orders and/or receipts for cleaning services. Note: This will be marked N/A if the program provides access to clothing washers and dryers for personal cadet laundry.</i> SCYCA provides washers and dryers.	N/A
	18c. Are field trip expenses limited to no more than \$25 per month, per cadet? <i>Ref: NGYCP-CA Section 305b(2).</i> <i>Inspected Item: Purchase orders and/or receipts for field trips. Note: The total cost of all trips will be divided by the number of cadets attending.</i>	GO
	18d. Are cadet weekly living allowances limited to no more than \$15 per week? <i>Ref: NGYCP-CA Section 305b(4).</i> <i>Inspected Item: Tracking system for living allowances. Note: The requirement to limit cadet weekly living allowances implies some form of discrete tracking system to be able to demonstrate compliance.</i>	GO

	<p>18e. Are cadet graduation stipends limited to no more than \$2,200? <i>Ref: NGYCP-CA Section 305b(9).</i> <i>Inspected Item: Canceled checks or other documentation that shows the total value of the stipend. Note: The period of review for this question will include sufficient time to determine compliance.</i></p>	GO
GO	<p>19. Does the Program collect issued clothing items from non-graduating cadets? <i>Ref: NGYC-OI Attachment 1, Section 1-8a(1)(b).</i> <i>Inspected Item: Former cadet clothing records, turn-in documents, and/or SOP.</i> <i>Note: Failure to return these items will result in the cost being withheld from the accrued allowance for expenses.</i></p>	
GO	<p>20. When a cadet is terminated, does the Program pay the balance of the remaining living allowance from funds already issued to that cadet? <i>Ref: NGYC-OI Attachment 1, Section 1-6e.</i> <i>Inspected Item: Documentation showing the payment was made. Note: This applies when cadets are paid a weekly living allowance. Any funds remaining in the cadets account will be paid to the cadet.</i></p>	
GO	<p>21. When a cadet graduates, does the Program pay the balance of the remaining weekly living allowance from funds issued during the class cycle to that cadet? <i>Ref: NGYC-OI Attachment 1, Section 1-6e.</i> <i>Inspected Item: Documentation showing the payment was made.</i></p>	
GO	<p>22. Do all Program volunteers sign a waiver against any and all claims against the Government? <i>Ref: NG PAM (AR) 37-1 Chapter 3, paragraph 3-4c(8).</i> <i>Inspected Item: Listing of volunteers reconciled against waiver file.</i></p>	
GO	<p>23. Does the Program reimburse guest speakers IAW the limitations in the NGYCP-CA? <i>Ref: NGYCP-CA Section 305b(8).</i> <i>Inspected Item: The period of review dates back to the last CORE inspection. See questions 23a-23b below.</i></p>	
	<p>23a. Does the Program limit guest speaker reimbursements to no more than the daily wage rate for a GS-15? <i>Ref: NGYCP-CA Section 305b(8).</i> <i>Inspected Item: Documentation showing amounts paid to guest speakers.</i></p>	GO
	<p>23b. Does the Program limit guest speaker travel reimbursements to no more than the rates defined in the JFTR? <i>Ref: NGYCP-CA Section 305b(8).</i> <i>Inspected Item: Documentation showing amounts paid to guest speakers.</i></p>	GO
GO	<p>24. Does the Program limit uniform expenses for Cadre to \$300 per year? <i>Ref: NGYC-OI Attachment 1, Section 1-8a(3) and Section 305c(1).</i> <i>Inspected Item: Cadre clothing records, expense reports, purchase orders, and/or receipts. The period of review dates back to the last CORE inspection.</i> <i>Note: This requirement will NOT be inspected in the aggregate. A specific cost per cadre member must be determined.</i></p>	

GO	<p>25. Do reimbursements made to the State for costs of required transportation for Cadets exceed the rate of State-leased vehicles? <i>Ref: NGYCP-CA Section 305h(2).</i> <i>Inspected Item: The state rate for leased vehicles of similar size to that used to transport cadets, and the purchase order or contract for the vehicles used to transport the cadets. The period of review dates back to the last CORE inspection. Note: If the state contracting office developed and issued the contract each time (or as a standing contract) transport was required, this question will be marked as a "go".</i></p>	
GO	<p>26. Has the Program complied with the prohibition to purchase vehicles? <i>Ref: NGYCP-CA Section 306a.</i> <i>Inspected Item: Property book, informal commitment ledger, contracts. The period of review dates back to the last CORE inspection.</i></p>	
GO	<p>27. Has the Program limited Federal reimbursement (less salaries) for public information and recruiting operations to \$30,000 or less per Program Fiscal Year? <i>Ref: NGYC-OI Attachment 1, Section 1-6a.</i> <i>Inspected Item: Documentation to show the date and cost of each expenditure (informal commitment ledger or source document). The period of review dates back to the last CORE inspection.</i></p> <p>SCYCA received approval from Mr. White on 5 May 2015 to exceed the \$30,000.00 CAP. The Program expended \$95,879.39 on public information and recruiting.</p>	
GO	<p>28. Does the Program manage a petty cash fund in compliance with applicable State regulations? <i>Ref: State Regulations.</i> <i>Inspected Item: Petty Cash management informal commitment ledger or checkbook and copy of operative state laws. The period of review dates back to the last CORE inspection. Note: This also includes cash/donations with monetary value received from any source outside the cooperative agreement in support of the program. If the fund contains purely state discretionary funds (i.e., money not tied to the CA), this question will be marked N/A.</i></p>	
GO	<p>29. Does the program utilize a State debit/credit card in compliance with applicable State regulations? <i>Ref: State Regulations.</i> <i>Inspected Item: State SOP. Review receipts and reconciliation documents.</i></p>	
GO	<p>30. Does the Program have a system in place for property accountability? <i>Ref: State Regulations.</i> <i>Inspected Item: State SOP. Review receipts and reconciliation documents.</i></p>	

	30a. Has the Program established a control system that ensures adequate safeguards are in place to prevent loss, damage, or theft of property? <i>Ref: 32 CFR 33.32(d)(3) AR 735-5, paragraph 2-8, and 5-1, paragraph 8-2c(3).</i> <i>Inspected Item: Review the Supply SOP.</i>	GO
	30b. At a minimum, does the Program conduct a physical inventory at least every two years of all property? <i>Ref: 32 CFR 33.32(d)(2), NGR 5-1 paragraph 8-2c, and NGYCP-CA Section 1001b.</i> <i>Inspected Item: Validate that a complete property inventory is being conducted at least every two years.</i>	GO
	30c. At a minimum, does the Program reconcile the results with the property accountability records? <i>Ref: 32 CFR 33.32(d)(2), NGR 5-1 paragraph 8-2c, and NGYCP-CA Section 1001b.</i> <i>Inspected Item: Validate that the Program reconciled the results with the property accountability records.</i>	GO
	30d. Does the Program properly dispose of equipment? <i>Ref: 32 CFR 33.32(e) and NGR 5-1 paragraph 8-2d.</i> <i>Inspected Item: Verify disposition records.</i> Since the last CORE inspection the program has not disposed of any equipment.	N/A
GO	31. Does the Program properly account for Government Furnished Property/Equipment (GFP/GFE)? <i>Ref: 32 CFR 33.32(f)(2) and NGR 5-1 paragraph 8-2c(2).</i> <i>Inspected Item: See questions 31a-31c below.</i> <i>Note: Specific to Youth ChalleNGe, GFP/GFE is property purchased and owned by the federal government that is authorized for use by a Youth ChalleNGe program. Programs co-located on a federal installation will normally have GFP/GFE. GFP/GFE is not IKA as title remains vested in the Federal Government. The period of review dates back to the last inventory or last CORE inspection.</i>	
	31a. Does the Program conduct an annual inventory of all Government Furnished Property/Equipment (GFP/GFE)? <i>Ref: 32 CFR 33.32(f)(2) and NGR 5-1 paragraph 8-2c(2).</i> <i>Inspected Item: Annual inventory listing.</i> 2 Gator vehicles JFHQ property. 1 Dec 2016	GO
	31b. Does the Program forward the results of the Government Furnished Property/Equipment (GFP/GFE) annual inventory listing to the Grantor (USPFO)? <i>Ref: 32 CFR 33.32(f)(2) and NGR 5-1 paragraph 8-2c(2).</i> <i>Inspected Item: Dated documentation of the annual inventory listing and results of the inventory.</i> 7 Dec 2016.	GO

	<p>31c. Has damage to or loss of federal owned/leased equipment been reported and investigated by the Federal CA PM or Federal Property account holder IAW applicable DoD and Service level property accountability regulations? <i>Ref: NGR 5-1 paragraph 8-4d.</i> <i>Inspected Item: Dated documentation to show date of loss or damage with sufficient detail and that it was reported to the USPFO.</i></p> <p>There has been no loss or damage of property since the last CORE inspection.</p>	N/A
N/A	<p>32. Does the Program properly manage property acquired through In-Kind Assistance (IKA)? <i>Ref: NGR 5-1 paragraph 8-2a-b and AR 735-5 paragraph 2.</i> <i>Inspected Item: Federal Property Book. Note: In Kind Assistance is property purchased by the Federal Government and provided to the programs in lieu of funds to meet NGB's cost share. It also occurs when the USPFO allows the program to use the federal procurement system to obtain goods or services.</i></p> <p>SCYCA does not have IKA.</p>	
N/A	<p>33. Does the Program have a mechanism in place to track funds used in support of IKA purchases? <i>Ref: NGR 5-1 paragraph 11-7a.</i> <i>Inspected Item: MOD showing the movement of funds out of the agreement and the internal tracking system.</i></p> <p>SCYCA does not have IKA.</p>	
GO	<p>34. Unless prohibited by State law, has the Program properly managed and accounted for property purchased by the Grantee (State) in accordance with regulatory guidance? <i>Ref: NGR 5-1 paragraph 8-2c(1)-(4).</i> <i>Inspected Item: See questions 34a-34d below. The period of review dates back to the last CORE inspection.</i></p>	
	<p>34a. Does the Program maintain property records for state owned property? <i>Ref: NGR 5-1 paragraph 8-2c(1).</i> <i>Inspected Item: State Property book.</i></p>	GO

	<p>34b. Does the Program track state owned property by the following categories:</p> <ul style="list-style-type: none"> - description of the property - a serial number or other identification number - the source of property - who holds title - the acquisition date - the cost of the property - the percentage of Federal participation in the cost of the property - the location, use and condition of the property - disposition data including the date of disposal and sale price <p><i>Ref: NGR 5-1 paragraph 8-2c(1).</i> <i>Inspected Item: Property Book.</i></p> <p>Initial: The source of the property and the percentage of Federal participation in the cost of the property were lacking. Final: Hidden fields containing the information were shown.</p>	GO
	<p>34c. At least once every two years has a physical inventory of the property been conducted.</p> <p><i>Ref: NGR 5-1 paragraph 8-2c(2) and CFR 33.32(d)(2).</i> <i>Inspected Item: Property inventory, point of contact information, signature, and date of completion.</i></p>	GO
	<p>34d. Upon completion of the mandatory property inventory, are the results reconciled with the previous grantee property records and reported to the Grantor?</p> <p><i>Ref: NGR 5-1 paragraph 8-2c(2)</i> <i>Inspected Item: Correspondence verifying transmittal of reconciled property inventory. Documentation must include date of completion, point of contact information and signature.</i></p> <p>Initial: The results of the inventory were not provided to the USPFO. Final: The results of the inventory were emailed to the USPFO.</p>	GO
GO	<p>35. Have adequate maintenance procedures been developed by Grantee (State) recipients to keep the property in good condition?</p> <p><i>Ref: NGR 5-1 paragraph 8-2c(4).</i> <i>Inspected Item: Supply SOP and maintenance records.</i></p> <p>Initial: The Supply Officer could not provide maintenance procedures in the SOP. Final: Maintenance procedures were included in the SOP.</p>	
N/A	<p>36. Has damage to or loss of Program property or equipment been reported and investigated IAW with State policy?</p> <p><i>Ref: NGR 5-1 paragraph 8-4d.</i> <i>Inspected Item: Dated documentation to show the date of loss or damage, the circumstances and description of the item(s) lost or damaged.</i></p> <p>There has been no loss or damage of property since the last CORE inspection.</p>	

GO	<p>37. Did the Program notify the Grantee (State) of intention to dispose of Cooperative Agreement purchased equipment? <i>Ref: NGYCP-CA Section 1001a and NGR 5-1 paragraph 8-2b.</i> <i>Inspected Item: Correspondence indicating name/nomenclature of item and serial number or identification code.</i></p>	
NO GO	<p>38. Has the Program Director implemented adequate management and internal controls to protect Federal and State interests? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.e.</i> <i>Inspected Item: Documentation reflecting Program Director's management and internal controls, i.e. a completed risk assessment or management control checklist.</i></p> <p>The 11-2R and Management Control checklist provided by USPFO-IR did not have the Directors signature.</p>	
GO	<p>39. Has the Program Director reviewed all obligations to ensure they are valid and justifiable requirements? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.h.</i> <i>Inspected Item: A Memorandum for Record (MFR) signed by the Program Director (PD) indicating when the PD conducted reconciliations, the period of time covered in each reconciliation, funding amounts reconciled, and any discrepancies identified.</i></p> <p>The Program Director provided emails validating compliance.</p>	
GO	<p>40. Has the Program Director verified that Federal and State funds are expended on authorized projects and activities as set forth in the NGYCP-CA and the applicable CNGB issuances? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.d.</i> <i>Inspected Item: Informal Commitment Ledger</i></p> <p>The Program Director provided emails validating compliance.</p>	
NO GO	<p>41. Has the Director completed Cooperative Agreement training within the first year of appointment? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Certificate of training.</i></p> <p>The Program Director was not able to provide training certificates.</p>	
NO GO	<p>42. Has the Program Director completed Fiscal Law training within the first year of appointment? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Certificate of training.</i></p> <p>The Program Director was not able to provide training certificates.</p>	

GO	43. Has the Budget Officer completed Cooperative Agreement training within six (6) months of appointment? <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.d.</i> <i>Inspected Item: Informal Commitment Ledger .</i>	
GO	44. Has the Budget Officer completed Fiscal Law training within six (6) months of appointment? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Certificate of training.</i>	
N/A	45. Has the Budget Officer completed the mandatory Federal training Budget Course within six (6) months of appointment? <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Certificate of training.</i> Training is not currently offered.	
NO GO	46. Did the Program take corrective action for findings or issues identified in audits or inspections? <i>Ref: NGYC-OI Attachment 1, Section 1-2b(5), Section 1-3, and Report of Evaluation Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: See questions 46a-46d below.</i>	
	46a. Did the Program develop a Corrective Action Plan? <i>Ref: NGYC-OI Attachment 1, Section 1-2b(5), Section 1-3 and Report of Evaluation Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Review Corrective Action Plan.</i>	GO
	46b. Was the Corrective Action Plan submitted on time? <i>Note: 30 days from receipt of ROE Memorandum from Chief, NG-J1-AY for significant findings or 60 days from receipt of ROE Memorandum from Chief, NG-J1-AY for ROEs without significant findings.</i> <i>Ref: NGYC-OI Attachment 1, Section b(5), Section 1-3, and Report Of Evaluation Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Review transmittal email or mail receipt.</i>	GO
	46c. Did the Corrective Action Plan address each area of non-compliance from the Report of Evaluation? <i>Ref: NGYC-OI Attachment 1, Section 1-2b(5), Section 1-3 and Report of Evaluation Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Corrective Action Plan and Report of Evaluation.</i>	GO
	46d. Did each strategy from the Corrective Action Plan resolve the issue of non-compliance? <i>Ref: NGYC-OI Attachment 1, Section 1-2b(5), Section 1-3, and Report Of Evaluation Memorandum from Chief, NG-J1-AY.</i> <i>Inspected Item: Compare NO-GOs from previous inspection.</i> SYSTEMIC: SCYCA continues to struggle with timely submissions of the quarterly budget reports.	NO GO

NO GO	47. Did the Program fulfill the requirements of the biennial Director's Self-Assessment? <i>Ref: NGYCP-CA, Section 201, paragraph d (3), CORE Program Manager Email containing the Memo from Chief, NG-J1-AY, and Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.i.</i> <i>Inspected Item: Questions 47a - 47d below.</i>	
	47a. Did the Program complete all components of the Director's Self-Assessment? <i>Ref: NGYCP-CA, Section 201, paragraph d(3), CORE Program Manager Email containing the Memo from Chief, NG-J1-AY, and Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.i.</i> <i>Inspected Item: Review copy of Self-Assessment.</i>	GO
	47b. Was the Program Director's Self-Assessment submitted within the required timeframe included in the Memo from Chief, NG-J1-AY? <i>Ref: CORE Program Manager email containing the Memo from Chief, NG-J1-AY</i> <i>Inspected Item: Review transmittal email or mail receipt.</i>	GO
	47c. Did the Director's Self-Assessment identify all areas of non-compliance? <i>Ref: CORE Program Manager Email containing the Memo from Chief, NG-J1-AY</i> <i>Inspected Item: Review copy of Self-Assessment.</i> The DSA showed that the quarterly budget reports were submitted on time however; the current inspection found that several quarterly budget reports were not submitted on time.	NO GO
	47d. Have all areas identified as non-compliant in the Director's Self-Assessment been brought into compliance? <i>Ref: CORE Program Manager Email containing the Memo from Chief, NG-J1-AY</i> <i>Inspected Item: Review copy of Self-Assessment.</i> The DSA did not identify any issues of non compliance.	N/A
Federa/State Oversight		
GO	48. Has the Grantee (State) provided certification of cash and non-cash contributions of required matching funds for the current Fiscal Year? <i>Ref: NGYCP-CA Section 201b(1).</i> <i>Inspected Item: Signed and dated certification memorandum.</i>	
GO	49. Did the Grantee (State) provide certification of cash and non-cash contributions of the required State match for all open years? <i>Ref: NGYCP-CA Section 201b(1).</i> <i>Inspected Item: Signed and dated certification memorandum.</i>	

GO	<p>50. If the Grantee's (State) share of cash funding for the current year is from sources outside the respective Grantee's State appropriation, did the State Comptroller/Treasurer, or designated responsible individual, certify that the funds are available and are exclusively committed for the express purpose of funding the Grantee's (State) share of the Program? <i>Ref: NGYCP-CA Section 201b(1)(a).</i> <i>Inspected Item: Certification memorandum signed and dated by the State Comptroller or designated state official. Note: There are some situations where funds are provided from outside the state military department, usually from other departments within the state government. In these situations this provision applies.</i></p>	
GO	<p>51. If the Grantee's (State) contribution is made entirely in cash, was the cash equal to the minimum funding contribution of 25%, as determined and provided by the Program Office (NG-J1-AY)? <i>Ref: NGYCP-CA Section 201b(1).</i> <i>Inspected Item: Signed and dated certification memorandum.</i></p>	
N/A	<p>52. If the Grantee (State) fulfilled its contribution requirement by combining the value of cash and equipment, buildings, and land contributions, were the non-cash contributions IAW the conditions specified in the NGYCP-CA? <i>Ref: NGYCP-CA Section 201b(1)(b) and (c).</i> <i>Inspected Item: See questions 52a-52c below.</i></p> <p>The State 25% match is all cash.</p>	
	<p>52a. Was the valuation of equipment, buildings, and land contributions calculated IAW DODGARS 3210.6-R, Section 33.24(d) (e) (f) and (g)? <i>Ref: DODGARS 3210.6-R Section 33.24(d)(e)(f) and (g) and NGYCP-CA Section 201b(1)(c).</i> <i>Inspected Item: Documents providing detailed calculations of value.</i></p>	N/A
	<p>52b. Did the Grantee (State) have the market value or fair rental value set by an independent appraiser? <i>Ref: NGYCP-CA Section 201b(1)(c).</i> <i>Inspected Item: Signed and dated copy of the appraisal. Note: The appraisal must contain sufficient detail to establish market and/or rental values. This document must be able to withstand legal review.</i></p>	N/A
	<p>52c. Did the Grantee (State) certify the value or rate set by the independent appraiser? <i>Ref: NGYCP-CA Section 201b(1)(c).</i> <i>Inspected Item: Signed and dated Grantee certification memorandum. Note: The designated representative signing on behalf as the Grantee must be authorized to perform this function.</i></p>	N/A

GO	<p>53. Are the Grantee (State) non-cash contributions 10% or less of the total State match contribution? <i>Ref: NGYCP-CA Section 201b(2).</i> <i>Inspected Item: Dated and signed documentation that shows the actual dollar amount of the non-cash contribution claimed. Note: Any exception to the 10% limit requires NGB written approval.</i></p> <p>The State 25% match is all cash.</p>	
GO	<p>54. Did the Grantee (State) credit its share of the cost of In-Kind Assistance against costs claimed for reimbursement or as a credit on an advance payment request? <i>Ref: NGR 5-1 paragraph 11-7</i> <i>Inspected Item: Verify that the State has not decreased the required 25% State match</i></p> <p>The State 25% match is all cash.</p>	
GO	<p>55. Does the Program operate on the ADVANCE PAYMENT method? <i>Ref: NGR 5-1 paragraph 11-5 and NGYCP-CA Section 503.</i> <i>Inspected Item: See questions 55a-55f below. If the Program does not use the advance payment method, mark N/A.</i></p>	
	<p>55a. Did the Grantee (State) submit a signed memorandum requesting authority for the advance method to the USPFO NLT 1 Sep for the next Federal fiscal year? <i>Ref: NGR 5-1 paragraph 11-5a.</i> <i>Inspected Item: Signed and dated memorandum.</i></p>	GO
	<p>55b. Does the memorandum include an Estimated Cash Flow Chart prepared IAW NGR 5-1, figure 11-2? <i>Ref: NGR 5-1 paragraph 11-5a(1) and figure 11-2.</i> <i>Inspected Item: Estimated Cash Flow chart.</i></p>	GO
	<p>55c. Does the memorandum contain a statement that the Grantee (State) agrees that all advance payments shall be used solely for authorized services as specified in the NGYCP-CA? <i>Ref: NGR 5-1 paragraph 11-5a(3).</i> <i>Inspected Item: Memorandum. See NGR 5-1, figure 11-1 for an example.</i></p>	GO
	<p>55d. Does the memorandum contain a statement that the Grantee (State) agrees that all books and records shall be made available, on request, for properly authorized representatives of the USPFO, CNGB, the Comptroller General, and if necessary, the State Auditor? <i>Ref: NGR 5-1 paragraph 11-5a(4).</i> <i>Inspected Item: Memorandum. See NGR 5-1, figure 11-1 for an example.</i></p>	GO

	<p>55e. Does the memorandum contain a statement that the Grantee (State) agrees to minimize the time elapsing between the transfer of funds from the U.S. Treasury and their disbursement by the State? <i>Ref: NGR 5-1 paragraph 11-5a(5).</i> <i>Inspected Item: Memorandum. See NGR 5-1, figure 11-1 for an example.</i></p>	GO
	<p>55f. Does the memorandum contain the name, address, telephone number, and email address of the State action officer to contact for additional information or if clarification is required? <i>Ref: NGR 5-1 paragraph 11-5a(6).</i> <i>Inspected Item: Memorandum. See NGR 5-1, figure 11-1 for an example</i></p>	GO
GO	<p>56. Does the Grantee (State) submit an updated Estimated Cash Flow Requirements Chart with each monthly or periodic request for a cash advance payment? <i>Ref: NGR 5-1 paragraph 11-5a(2).</i> <i>Inspected Item: Review each SF 270 showing federal advance payments. There must be an associated Grantee (State) request that corresponds to the SF 270.</i></p> <p>FY 15 is the last year SC used a combination of the Advance payment method and the Reimbursement method.</p>	
GO	<p>57. Did the Grantee (State) place the advance payment amount in an account indicating that it is an advance for the State Army or Air National Guard? <i>Ref: NGR 5-1 paragraph 11-5b(1).</i> <i>Inspected Item: The federal advance payment will be transmitted on a SF 270. A copy of the SF 270 showing the actual amount of the advance payment will be reviewed, as well as the corresponding state account where these funds were deposited.</i></p>	
N/A	<p>58. Did the Grantee (State) issue a check payable to the Disbursing Officer for any balance remaining on the advance at the time the Cooperative Agreement is completed? <i>Ref: NGR 5-1 paragraph 11-5b(3).</i> <i>Inspected Item: Copy of the check with transmittal memorandum and/or acknowledgement of receipt from USPFO.</i></p> <p>The State did not owe any Advance to the cooperative agreement.</p>	

N/A	<p>59. If applicable, has the Grantee (State) calculated the amount of interest due to the United States on funds advanced to the State? <i>Ref: NGR 5-1 paragraph 11-5c(1)(3) and 11-9.</i> <i>Inspected Item: Documentation showing the calculation of interest. Note: Payments should be made promptly (at least quarterly). The Grantee may keep interest amounts of \$100.00 per year for administrative expenses.</i></p> <p>The State did not owe any Advance to the cooperative agreement.</p>	
GO	<p>60. If the program uses the REIMBURSEMENT method for payment, has the Grantee (State) followed the proper process for requesting reimbursement for all allowable CA costs? <i>Ref: NGR 5-1 paragraph 11-4.</i> <i>Inspected Item: See questions 60a-60b below.</i></p>	
	<p>60a. Has the Grantee (State) provided a SF 270 with supporting documentation to the CA Federal Program Manager for each reimbursement request? <i>Ref: NGR 5-1 paragraph 11-4a.</i> <i>Inspected Item: SF 270's.</i></p>	GO
	<p>60b. Has the supporting documentation been itemized by AMSCO, identifying the amount of funds expended and the corresponding Grantee accounting classification to be reimbursed? <i>Ref: NGR 5-1 paragraph 11-4a.</i> <i>Inspected Item: The Lines of Accounting (LOA) on the SF 270's. Note: the LOAs must correspond to entries in the state system.</i></p>	GO
N/A	<p>61. Is Program Income being properly executed by the Grantee (State)? <i>Ref: NGR 5-1 paragraph 6-2(a)(b) and 11-6 (a)(c)(e).</i> <i>Inspected Item: See questions 61a-61b below.</i></p> <p>The Program does not generate Program Income.</p>	
	<p>61a. Is Program Income received by the Grantee (State) from the Youth ChalleNGe Program? <i>Ref: NGR 5-1 paragraph 6-2(a).</i> <i>Inspected Item: Copies of funds received.</i></p>	N/A
	<p>61b. Is Program Income properly credited to the Youth ChalleNGe expenditures by the Grantee (State)? <i>Ref: NGR 5-1 paragraph 6-2(a).</i> <i>Inspected Item: Grantee (State) records indicating the funds received from the Youth ChalleNGe Program AND the funds being credited toward the Youth ChalleNGe Program expenditures.</i></p>	N/A
GO	<p>62. Are costs for food and equipment provided by the U.S. Department of Agriculture (USDA) through the School Lunch Program properly executed by the Grantee (State)? <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: See questions 62a-62c below.</i></p>	

	<p>62a. Are the reimbursements received from the USDA School Lunch Program for the Youth ChalleNGe Program? <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: Copies of funds received.</i></p>	GO
	<p>62b. Are the funds received from the USDA School Lunch program properly credited against the Youth ChalleNGe Program? <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: Grantee (State) records indicating the funds received from the Youth ChalleNGe Program AND the funds being credited toward the Youth ChalleNGe Program expenditures.</i></p>	GO
	<p>62c. Has the USDA School Lunch Program provided any equipment for the Youth ChalleNGe Program? <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: Grantee (State) records indicating equipment received for the Youth ChalleNGe Program.</i></p> <p>USDA has not provided equipment.</p>	N/A
GO	<p>63. Is Centralized Personnel Plan (CPP) used to seek reimbursements for incremental, direct, and personnel costs that are compensation for staff positions that would not exist if CAs did not exist? <i>Ref: NGR 5-1 paragraph 5-5c.</i> <i>Inspected Item: Review a copy of the CPP, ensure the plan is current and includes a separate employee breakout.</i></p>	
GO	<p>64. Has the Grantee (State) properly executed documents in preparation of the close out process? <i>Ref: NGYCP-CA Section 203, NGR 5-1, paragraph 11-10.</i> <i>Inspected Item: See questions 64a-64d below.</i></p>	
	<p>64a. Within 90 days after the end of the federal Fiscal Year, or upon termination or closeout of an Agreement, whichever is earlier, did the Grantee (State) provide the USPFO a final accounting of all funding and disbursements under the agreement for the fiscal year? <i>Ref: NGR 5-1, paragraph 11-10b.</i> <i>Inspected Item: Final closeout modification.</i></p>	GO
	<p>64b. In situations where un-liquidated claims and/or un-disbursed obligations will remain 90 days or so thereafter the end of the Program Fiscal Year, did the Grantee (State) provide a written request to the USPFO to keep the agreement open? <i>Ref: NGR 5-1 paragraph 11-10c.</i> <i>Inspected Item: Dated and signed written request to the USPFO.</i></p>	GO

	<p>64c. In situations where un-liquidated claims and/or un-disbursed obligations will remain 90 days or so thereafter the end of the Program Fiscal Year, did the Grantee (State) provide a consolidated, detailed listing of all un-cleared obligations?</p> <p><i>Ref: NGR 5-1 paragraph 11-10c.</i></p> <p><i>Inspected Item: A detailed listing of all un-cleared obligations and the projected timetable (date) for their liquidation and disbursement. Note: This listing will normally be an enclosure to the request to keep the agreement open.</i></p>	GO
	<p>64d. Did the consolidated, detailed listing of all un-cleared obligations include a projected timetable (date) for their liquidation and disbursements to the USPFO?</p> <p><i>Ref: NGR 5-1 paragraph 11-10c.</i></p> <p><i>Inspected Item: A detailed listing of all un-cleared obligations and the projected timetable (date) for their liquidation and disbursement. Note: This listing will normally be an enclosure to the request to keep the agreement open.</i></p>	GO
GO	<p>65. Did the Grantee (State) receive notification from the USPFO setting a new timetable for the Grantee to submit final accounting and settlement?</p> <p><i>Ref: NGR 5-1 paragraph 11-10c.</i></p> <p><i>Inspected Item: Notification (memorandum) from USPFO must include the new timetable for submittal of required documents, date, and USPFO signature.</i></p>	
GO	<p>66. Did the Grantee (State) submit subsequent extension requests every 90 days or so thereafter as long as un-liquidated claims or un-disbursed obligations remain?</p> <p><i>Ref: NGR 5-1 paragraph 11-10c.</i></p> <p><i>Inspected Item: Signed and dated memorandum to the USPFO requesting an extension.</i></p>	
GO	<p>67. Did the Grantee (State) annually certify that the benefit packages for Program employees do not exceed the minimum required by the statute for state employees?</p> <p><i>Ref: NGYC-OI Attachment I, Section 1-9a.</i></p> <p><i>Inspected Item: Signed and dated certification memorandum.</i></p> <p><i>Note: This will be marked N/A if the Program is staffed 100% by State employees.</i></p>	
GO	<p>68. Has the Cooperative Agreement Program Manager (CA PM) at the State/Territory level been properly appointed by the USPFO?</p> <p><i>Ref: NGR 5-1 paragraph 1-4e(8) and 1-4h(1).</i></p> <p><i>Inspected Item: DD Form 577. Note: This is the Federal Program Manager.</i></p> <p>Initially appointed FPM 11 November 2014.</p>	

GO	<p>69. Has the Cooperative Agreement Program Manager (CA PM) at the State/Territory received Cooperative Agreement Training within the first year of appointment? <i>Ref: NGR 5-1 paragraph 1-4h(2).</i> <i>Inspected Item: Certificate of training. Note: This is the Federal Program Manager.</i></p> <p>Attended CA Training 3-4 September 2014.</p>	
GO	<p>70. Has the Cooperative Agreement Program Manager (CA PM) at the State/Territory level completed related CA training (i.e. Fiscal Law or Finance training) as directed by the TAG/USPFO? <i>Ref: NGR 5-1 paragraph 1-4 h(3) and DoDFMR Volume 14, Chapter 2, Section 020401, paragraph B3.</i> <i>Inspected Item: Certificate of completion/attendance. Note: If the TAG/USPFO has determined a specific frequency of training for the CA PM this must be documented in writing. The Inspected item will reflect this frequency. If there is no documented TAG/USPFO requirement, then the DoDFMR requirement for training every three years applies. Note: This is the Federal Program Manager.</i></p> <p>Attended Fiscal Law training 25-26 June 2015.</p>	
N/A	<p>71. Does the Federal Program Manager adequately manage In-Kind Assistance? <i>Ref: NGR 5-1 paragraph 10-4a, 11-7 (a)-(b) and NGYCP-CA Section 406c.</i> <i>Inspected Item: Verify request for IKA and supporting documentation.</i></p> <p>SCYCA has not used IKA.</p>	
GO	<p>72. Did the USPFO conduct joint reviews no less than tri-annually with the YC Program Director, Federal Program Manager, Grants Officer Representative, and Grantee (State) Financial Representative to ensure contractual and financial compliance? <i>Ref: NG PAM (AR) 37-1 Chapter 5-3c, DFAS-IN 37-1 Chapter 27, Section 270801, DoDFMR Volume 3, Chapter 8, Section 0804 and NGYC-OI Attachment 1, Section 1-26e4A(4).</i> <i>Inspected Item: Validate that the reconciliation process is documented, detailed, and allows for a timely closure of NGYCP-CA.</i></p>	
GO	<p>73. Has the Grants Officer (United States Property and Fiscal Officer) ensured that adequate Cooperative Agreement management controls are in place to protect the Federal government's interests in their State/Territory? <i>Ref: NGYC-OI Section 1-26, NGR 5-1 paragraph 2 and 4-2b(4), and AR 11-2 paragraph 2-7e.</i> <i>Inspected Item: See questions 73a-73d below.</i> <i>Note: This is not the Corrective Action Plan created in response to the Program's previous CORE inspection.</i></p>	

	<p>73a. Have key management controls been formally evaluated at least once every five years? <i>Ref: NGYC-OI Section 1-26e3.</i> <i>Inspected Item: Obtain a copy of the Programs documentation of review.</i></p>	GO
	<p>73b. Has the Program Director or responsible individual provided the corrective actions and milestone dates for all internal and external previous findings to the AUM or ICA? <i>Ref: AR 11-2 paragraph 2-7e, NGR 5-1 paragraph 4-2b(4) and NGYC-OI Section 1-26e3.</i> <i>Inspected Item: Obtain a copy of the Program's action plan. Assess corrective actions, are they reasonable? Are the milestones timely and attainable?</i> <i>Verification of data submission to AUM or ICA.</i></p> <p>No deficiencies were identified.</p>	N/A
	<p>73c. Have the corrective actions been implemented? <i>Ref: AR 11-2 paragraph 2-7f.</i> <i>Inspected Item: Ask for documentation of tasks completed.</i></p> <p>No deficiencies were identified.</p>	N/A
	<p>73d. Have internal and external findings/weaknesses been identified on a DA 11-2 and provided to the USPFO , Accessible Unit Manager (AUM), or Internal Control Administrator (ICA)? <i>Ref: NGR 5-1 paragraph 4-2b(4), and NGYC-OI Section 1-26e3.</i> <i>Inspected Item: Obtain copies of internal and external control findings.</i> <i>Coordinate with the USPFO and his/her representatives to ensure they are aware of these findings.</i> <i>NOTE: The Grants Officer Representative (GOR) can assist with the collection of documents needed to validate compliance.</i></p> <p>No deficiencies were identified.</p>	N/A
GO	<p>74. Has the USPFO properly appointed a Grants Officer Representative in writing? <i>Ref: NGR 5-1 paragraphs 1-4e(7) and 2-2a(2).</i> <i>Inspected Item: See questions 74a-74e below.</i></p>	
	<p>74a. Does the appointment letter define the scope and limitations of the GOR's authority? <i>Ref: NGR 5-1 paragraph 2-2b(1)-(4).</i> <i>Inspected Item: Appointment letter.</i></p> <p>GOR's appointment letter dated 13 November 2016.</p>	GO
	<p>74b. Does the appointment letter specify the extent and limitations of the GOR's authority to act on behalf of the Grants Officer? <i>Ref: NGR 5-1 paragraph 2-2b(1).</i> <i>Inspected Item: Appointment letter.</i></p>	GO

	74c. Does the appointment letter indicate if he/she has the authority to work all agreements or specific agreements only? <i>Ref: NGR 5-1 paragraph 2-2b(2).</i> <i>Inspected Item: Appointment letter.</i>	GO
	74d. Does the appointment letter state that the appointment is not redelegable? <i>Ref: NGR 5-1 paragraph 2-2b(3).</i> <i>Inspected Item: Appointment letter.</i>	GO
	74e. Does the appointment letter specify the appointment period covered (specific begin and end date or indefinite)? <i>Ref: NGR 5-1 paragraph 2-2b(4).</i> <i>Inspected Item: Appointment letter.</i>	GO
GO	75. Does the Grants Officer Representative (GOR) appointment comply with applicable regulations? <i>Ref: NGR 5-1 paragraph 2-2a(1) and 2-2c.</i> <i>Inspected Item: See questions 75a-75c below.</i>	
	75a. Did the GOR acknowledge the appointment in writing? <i>Ref: NGR 5-1 paragraph 2-2c.</i> <i>Inspected Item: Appointment letter.</i> GOR acknowledged appointment 14 November 2016.	GO
	75b. Was a copy of the appointment distributed to all parties within the State/Territory concerned with the cooperative agreement? <i>Ref: NGR 5-1 paragraph 2-2c.</i> <i>Inspected Item: Proof of distribution indicating recipients and date.</i> Initial: Appointment distribution email could not be provided. Final: Appointment distribution email was located.	GO
	75c. Is the GOR a Federal employee? <i>Ref: NGR 5-1 paragraph 2-2a(1).</i> <i>Inspected Item: Proof of employment status.</i>	GO
GO	76. Has the Grants Officer Representative completed the required training within the first year of appointment to the position? <i>Ref: NGR 5-1 paragraph 2-2g.</i> <i>Inspected Item: See questions 76a- 76b below.</i>	
	76a. Has the GOR attended the GOR training within the first year of appointment? <i>Ref: NGR 5-1 paragraph 2-2g.</i> <i>Inspected Item: Dated GOR training certificate.</i> GOR is within the first year of appointment.	N/A

	<p>76b. Has the GOR attended the Fiscal Law training within the first year of appointment? <i>Ref: NGR 5-1 paragraph 2-2g.</i> <i>Inspected Item: Dated Fiscal Law training certificate.</i></p> <p>GOR is within the first year of appointment.</p>	GO
GO	<p>77. Has the GOR completed the Cooperative Agreement training course? <i>Ref: NGR 5-1 paragraph 2-2g.</i> <i>Inspected Item: Dated Cooperative Agreement training certificate.</i></p>	
GO	<p>78. Has the GOR properly completed and distributed the NGYCP-CA? <i>Ref: NGR 5-1 paragraph 2-3a(1).</i> <i>Inspected Item: See questions 78a-78d below.</i></p>	
	<p>78a. Has the GOR completed the NGYCP-CA using the format provided on the NGB-PARC-A website? <i>Ref: NGR 5-1 paragraph 2-3a(1)(a).</i> <i>Inspected Item: Completed Agreement.</i></p>	GO
	<p>78b. Has the GOR coordinated the staffing of or obtained required legal signatures? <i>Ref: NGR 5-1 paragraph 2-3a(1)(b).</i> <i>Inspected Item: Completed Agreement.</i></p>	GO
	<p>78c. Has the GOR ensured the CA has all required signatures? <i>Ref: NGR 5-1 paragraph 2-3a(1)(c).</i> <i>Inspected Item: Completed Agreement.</i></p>	GO
	<p>78d. Has the GOR distributed the agreement to all concerned parties? <i>Ref: NGR 5-1 paragraphs 2-3a(1)(d) and 3-4c(2).</i> <i>Inspected Item: Proof of distribution indicating recipients and date.</i></p>	GO
GO	<p>79. Does the Grants Officer Representative maintain a file for the Youth ChalleNGe Program? <i>Ref: NGR 5-1 paragraph 2-3a.</i> <i>Inspected Item: Separate file for the Youth ChalleNGe Program.</i></p>	
GO	<p>80. Does the Grants Officer Representative maintain a current reference library containing the publications outlined in NGR 5-1, paragraph 2-3b? <i>Ref: NGR 5-1 paragraph 2-3b.</i> <i>Inspected Items: Reference library including the following publications at a minimum: (1) NGR 5-1, (2) Title 32 Code of Federal Regulations, Subtitle A, Chapter I, Subchapter C, Part 33 (DODGARS 3210.6R), hereinafter referred to as 32 CFR 33, (3) Title 2 Code of Federal Regulations, Subtitle A, Chapter II, Part 225, hereinafter referred to as 2 CFR Part 225, (4) DoDI 4000.19. Note: Electronic versions are acceptable.</i></p>	

NO GO	<p>81. Does the Grants Officer Representative use the DoD Assistance Award Action (DAADS) Report System within 15 days of award? <i>Ref: NGR 5-1 paragraph 10-2c.</i> <i>Inspected Item: GOR will log onto DAADS. If access to DAADS cannot be made, Inspected item is a print out from DAADS that shows the input of awards, modifications and that they were entered within 15 days of being awarded.</i></p> <p>Current GOR has been in position since 13 November 2016. Input into DAADS has not been accomplished in over three months.</p>	
N/A	<p>82. Was Program Income reported in DAADS as the non-Federal dollars amount? <i>Ref: NGR 5-1 paragraph 10-4c.</i> <i>Inspected Item: GOR will log onto DAADS or produce DAADS print out.</i> <i>Note: Program Income cannot be reported as Federal assistance dollars.</i></p> <p>SCYCA does not generate program income.</p>	
GO	<p>83. Does the Grants Officer Representative distribute agreements, grants, and policy letters? <i>Ref: NGR 5-1 paragraph 2-3d.</i> <i>Inspected Item: Proof of distribution indicating recipients and date.</i></p> <p>Initial: Distribution email of forwarding agreements and policy letters could not be provided. Final: Distribution email of forwarding a policy letter was provided.</p>	
GO	<p>84. Does the Grants Officer Representative (GOR) properly maintain records? <i>Ref: NGR 5-1 paragraph 2-3e(1)-(3).</i> <i>Inspected Item: See questions 84a-84c below.</i></p>	
	<p>84a. Has the Grants Officer instructed the GOR as to the type of records they are to maintain and distribute? <i>Ref: NGR 5-1 paragraph 2-3e(1).</i> <i>Inspected Item: Memorandum, appointment letter or SOP.</i></p>	GO

	<p>84b. Does the NGYCP-CA file contain the minimum required documentation? <i>Ref: NGR 5-1 paragraph 2-3a(2) and (3).</i> <i>Inspected Item: Ensure the following items are contained within the files. (2)</i> <i>Each MCA file must, as a minimum, include:</i> <i>(a) A copy of the grants officer's letter of designation.</i> <i>(b) A copy of the GOR's appointment memorandum and any other documentation describing the GOR's duties and responsibilities.</i> <i>(c) The original, executed MCA and all documentation supporting the MCA.</i> <i>(d) Copies of modifications to the MCA, if applicable and all documentation supporting the modification.</i> <i>(e) Documentation of all actions in support of the agreement.</i></p> <p>Initial: CA file did not contain all required documentation. Final: All required documentation was put into file.</p>	GO
	<p>84c. Are the records numbered and labeled IAW AR 25-400-2, The Army Records Information Management System (ARIMS)? <i>Ref: NGR 5-1 paragraph 2-3e(2).</i> <i>Inspected Item: Ensure the records are labeled and numbered IAW ARIMS.</i></p> <p>Initial: SCYCA files did not use ARIMS procedures. SCYCA files were updated to reflect ARIMS procedures.</p>	GO
GO	<p>85. Once a cooperative agreement has been closed out, has the GOR forwarded all records pertaining to the agreement to the Grants Officer for retention? <i>Ref: NGR 5-1 paragraph 2-3e(3).</i> <i>Inspected Item: Access to closed cooperative agreements, filing instructions, and/or filing SOP</i></p>	
GO	<p>86. Are all cooperative agreement records retained for 6 years and 3 months after the final payment or settlement date? <i>Ref: NGR 5-1 paragraph 2-3e(3).</i> <i>Inspected Item: Review close out files.</i></p>	
N/A	<p>87. If any litigation, claim, negotiation, audit or other action involving the cooperative agreement records is started before the expiration of the six years and three months, have the records been retained until completion of the action and resolution of all issues or until the end of the regular six years and three months, whichever is later? <i>Ref: NGR 5-1 paragraph 3-16b.</i> <i>Inspected Item: Interview with GOR and review affected records.</i></p> <p>No CA files have had to be re-opened, but GOR is familiar with proper procedures if required.</p>	
GO	<p>88. Have cooperative agreement modifications complied with regulatory guidance? <i>Ref: NGR 5-1 paragraph 3-11b.</i> <i>Inspected Item: See questions 88a-88d below.</i></p>	

	88a. Have all requests for funding modifications of a cooperative agreement been initiated by the Cooperative Agreement Program Manager and provided to the GOR for action? <i>Ref: NGR 5-1 paragraph 3-11b.</i> <i>Inspected Item: Review supporting documents for funding modifications. Note: The initiator is the Federal PM.</i>	GO
	88b. Have all modifications that obligate or de-obligate funds against a cooperative agreement been signed by the Grantee (State) and Grantor? <i>Ref: NGR 5-1 paragraph 3-11b.</i> <i>Inspected Item: Review modifications.</i>	GO
	88c. Have requests for a modification increase included a certification of funds availability by the Grantee (State)? <i>Ref: NGR 5-1 paragraph 3-11b.</i> <i>Inspected Item: Review modifications.</i>	GO
	88d. Have requests for a modification decrease included approvals required by the CA? <i>Ref: NGR 5-1 paragraph 3-11b.</i> <i>Inspected Item: Review modifications.</i>	GO
GO	89. Has the GOR verified the host installation is properly charging the Program for actual costs? (Recommended) <i>Ref: CP 3-1, Chapter 1, 3B</i> <i>Inspected Item: See questions 89a-89e below.</i>	
	89a. If applicable, does an agreement between the Program and the host installation specify the scope and limitations for all parties concerned? <i>Ref: CP 3-1 Chapter 1, 3B.</i> <i>Inspected Item: Review documentation.</i>	GO
	89b. Is the Program only charged for actual utilities consumed? <i>Ref: CP 3-1, Chapter 1, 3B.</i> <i>Inspected Item: Review documentation.</i>	GO
	89c. Is the Program only charged for actual costs for maintenance and repair cost? <i>Ref: CP 3-1, Chapter 1, 3B.</i> <i>Inspected Item: Review documentation.</i>	GO
	89d. Is the Program only charged for actual costs for supplies for maintenance and repair? <i>Ref: CP 3-1, Chapter 1, 3B.</i> <i>Inspected Item: Review documentation.</i>	GO
	89e. Is the Program only charged for the direct cost of installation employees providing operational support to ChalleNGe facilities or activities based on actual time spent by employees? <i>Ref: CP 3-1, Chapter 1, 3B.</i> <i>Inspected Item: Review documentation.</i>	GO
GO	90. Has the USPFO-IR conducted an audit of the Program or review (full or partial) of the Program at least every three years? <i>Ref: NGR 5-1 paragraph 4-3c and NGYCP-CA Section 620c.</i> <i>Inspected Item: Signed and dated audit results.</i>	

<p>GO</p>	<p>91. Is the Program included as part of the USPFO Internal Review Auditable Entity File? <i>Ref: NGR 5-1 paragraph 4-2b(2).</i> <i>Inspected Item: Copy of the USPFO-IR auditable entity file.</i></p>	
<p>GO</p>	<p>92. Has the USPFO and Adjutant General (Grantee) conducted a risk assessment? <i>Ref: NGR 5-1 paragraph 4-2b(1).</i> <i>Inspected Item: Completed risk inspection.</i> <i>Note: The USPFO Internal Review capabilities can assist in this responsibility.</i></p>	

December 8, 2016

Chief, Office of Athletic and Youth Development
111 South George Mason Drive,
AH2, Arlington, VA 22204-1373

During the period 6-8 December 2016, South Carolina Youth Challenge Academy (SCYCA) received a Financial Performance Inspection. The Financial Performance Inspection consists of two standards: Federal Dollar Cost per Cadet and Budget Execution. The enclosure contains the specific metrics, applicable standards, and the results of the inspection.

The Financial Performance component inspects the three most current closed fiscal years. This ensures all outstanding expenditures are finalized and provides an accurate assessment. The Fiscal Years inspected to determine SCYCA's Financial Performance rating were FY 2011, 2012 and 2013. The Program received an Unsatisfactory rating in Federal Dollar Cost per Cadet and an Unsatisfactory rating in Budget Execution. Therefore, the overall rating in the Financial Performance component of the inspection is Unsatisfactory.

The rating of Unsatisfactory (114.85%) in the Federal Dollar Cost per Cadet standard is a direct result of the Program's failure to meet graduation target in the three years inspected. The Program's graduation target for FY 2011 was 150; the Program graduated 129 cadets equating to a federal dollar cost per cadet average of 116.28%. The Program's graduation target for FY 2012 was 150; the Program graduated 137 Cadets equating to a federal dollar cost per cadet average of 109.47%. The Program's graduation target for FY 2013 was 200; the Program graduated 151 cadets equating to a federal dollar cost per cadet average of 118.81%.

The Unsatisfactory (96.56%) rating in the Budget Execution standard is a direct result of \$384,348.05 growback in FY 2013. In FY 2013, the Program executed \$2,511,738.96 in federal funds, \$837,245.99 in State matching funds and \$2,000.00 in travel funds for a combined total of \$3,350,984.95 equating to an 89.71% in budget execution. In FY 2012, the Program executed \$2,748,057.08 in federal funds, \$916,019.03 in State matching funds and \$14,902.92 in travel funds for a combined total of \$3,678,979.03 equating to a 99.99%. FY 2011, the Program executed \$1,259,999.97 in federal funds, \$420,000.00 in State matching funds and \$0.00 in travel funds for a combined total of \$1,679,999.97 equating to a 99.98%.

If you have any additional questions or concerns, please contact me at (904) 814-7724 or email at izzy.mcphail@peopletec-ctr.com.

A handwritten signature in black ink, appearing to read 'Izzy McPhail', with a stylized, cursive script.

IZZY MCPHAIL
Contractor, People Tec
Management Analyst (Resource Management)

CORE Key Performance Indicators



ChalleNGe Operational and Resource Effectiveness Team	
Program/State: South Carolina Youth Challaenge Academy	
Date: 06-08 December 2016	
Functional Area: Financial Performance	
Overall Rating: Unsatisfactory	Overall Score: 183.63
Rita Segui/Izzy McPhail Analyst's Information: rita.segui@peopletec-ctr.com 904-814-7724	
<p>TASK: Assess the efficiency and economy of the Youth ChalleNGe program.</p> <p>CONDITION: Review documentation from the past three closed out Cooperative Agreements and documentation covering the period from the most recently closed out agreement to the present date.</p> <p>STANDARD: The overall score will be equal to the sum of the scores from the two standards. The overall score is converted to the final rating scheme.</p>	

1. Dollar Cost Per Cadet

TASK: Assess the federal dollar cost per cadet.

CONDITION: Using the final closeout modification for a program fiscal year (PFY) and the associated graduation data for that year, the dollar cost per cadet will be determined for the three most recently closed cooperative agreements. The dollar cost per cadet metric measures the average federal and state dollar cost share required to support a cadet from recruitment to graduation. The cost is calculated by first dividing the total federal and state dollars approved by the Program Office (NG-J1-AY) for a PFY by the Program Office approved cadet graduation target for that (PFY). Next, to produce the actual cadet cost, divide the amount of expended federal and state dollars reported in the PFY closeout modification by the number of cadets reported as actually having graduated. The actual cadet cost is then divided by the Program Office cadet targeted cost to determine a percent. This same calculation is used for the past three closed out Cooperative Agreements and the three percentages are then averaged to determine the final result.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system with 100% being the goal.

Outstanding: $\leq 102\%$, Excellent: $>102 - 102.7\%$,

Satisfactory: $>102.7 - 103.3\%$, Marginal: $>103.3 - 104\%$,

Unsatisfactory: $>104\%$

EXAMPLE: Program Office federal PFY dollar share: \$2,700,000.00
State PFY certified dollar share: \$900,000.00
Program Office approved graduation target for the PFY: 200
 $\$2,700,000.00 + \$900,000.00 \div 200 = \$18,000.00$ (target dollar cost per cadet)

Actual federal dollars expended and reported in the PFY closeout modification (MOD): \$2,653,000.00
Actual state dollars expended and reported in the PFY closeout MOD: \$884,333.33
Actual number of cadet graduates: 195
 $\$2,653,000.00 + \$884,333.33 \div 195 = \$18,140.18$ (actual dollar cost per cadet)

$\$18,140 \div \$18,000 = 100.77\%$ or 100.8% after rounding

Assuming that the percentages for the other two closed out years are 100.5% and 98.5% then the overall calculation would be $(100.8 + 100.5 + 98.5) \div 3 = 99.9\%$ making the program OUTSTANDING in this standard.

Federal Dollar Cost Per Cadet Calculation

Calculation: Compute for last three closed out Federal fiscal years.

FY: 2011	NGB Class - 35	Class Dates:	0-Jan-00	0-Jan-00
	NGB Class - 36	Class Dates:	0-Jan-00	0-Jan-00
	<ol style="list-style-type: none"> 1. Program Office federal dollar share: \$1,260,000.00 2. State dollar share: \$420,000.00 3. Program Office approved number of cadets targeted to graduate: 150 4. Program Office federal dollar / state dollar cost per cadet $(1+2) \div 3$: \$11,200.00 5. Actual federal dollars expended per final closeout MOD: \$1,259,999.97 6. Actual state dollars expended per final closeout MOD: \$420,000.00 7. Number of actual cadet graduates: 129 8. Actual Federal/State dollar cost per cadet $(5 \div 6)$: \$13,023.26 			
FY: 2012	NGB Class - 37	Class Dates:	8-Sep-11	25-Feb-12
	NGB Class - 38	Class Dates:	28-Mar-12	24-Aug-12
	<ol style="list-style-type: none"> 1. Program Office federal dollar share: \$2,748,530.00 2. State dollar share: \$916,176.67 3. Program Office approved number of cadets targeted to graduate: 150 4. Program Office federal dollar / state dollar cost per cadet $(1+2) \div 3$: \$24,431.38 5. Actual federal dollars expended per final closeout MOD: \$2,748,057.08 6. Actual state dollars expended per final closeout MOD: \$916,019.03 7. Number of actual cadet graduates: 137 8. Actual Federal/State dollar cost per cadet $(5 \div 6)$: \$26,745.08 			
FY: 2013	NGB Class - 39	Class Dates:	1-Oct-12	1-Mar-13
	NGB Class - 40	Class Dates:	2-Apr-13	30-Aug-13
	<ol style="list-style-type: none"> 1. Program Office federal dollar share: \$2,800,000.00 2. State dollar share: \$933,333.00 3. Program Office approved number of cadets targeted to graduate: 200 4. Program Office federal dollar / state dollar cost per cadet $(1+2) \div 3$: \$18,666.67 5. Actual federal dollars expended per final closeout MOD: \$2,511,738.96 6. Actual state dollars expended per final closeout MOD: \$837,245.99 7. Number of actual cadet graduates: 151 8. Actual Federal/State dollar cost per cadet $(5 \div 6)$: \$22,178.71 			

Percentage for FY 2011 = 116.3%

Percentage for FY 2012 = 109.5%

Percentage for FY 2013 = 118.8%

Three Year Average (rounded to the nearest tenth): 114.85%

Your Program is Unsatisfactory in this standard.

2. Budget Execution

TASK: Assess budget execution

CONDITION: NG PAM 37-1, paragraph 5-3a, identifies an annual budget execution benchmark rate of 99.9. %. This rate will be used for the Youth ChalleNge Program's execution target. Measurement of the budget execution metric will be determined by dividing the total dollars (**75%** federal share, **25%** State match and **100%** federal travel) obligated/reserved, as stated on the final year end close out modification, by the total dollar amount approved in the State's certification of cash contributions memorandum, signed by the Adjutant General. State overmatch funds will not be considered in this calculation. Any additive funding that changed the federal share will be included in the calculation. This same calculation is used for the past three closed out Cooperative Agreements and the percentages are then averaged to determine the final result.

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system with 99.9% being the benchmark.

Outstanding: $\geq 99\%$, Excellent: $98.3 - < 99\%$,
Satisfactory: $97.7 - < 98.3\%$, Marginal: $97 - < 97.7\%$,
Unsatisfactory: $< 97\%$

EXAMPLE: A program receives \$4,200,000.00 in Federal funding and the Adjutant General signs a memorandum certifying that the State match will consist of all cash in the amount of \$1,400,000.00. The Program received \$50,000.00 in travel funds (Formerly known as Appendix 3). Year end documentation for the last closed out Cooperative Agreement (FY11) shows that a vendor was supposed to provide \$25,000.00 in office furniture, but the contract was terminated by the contracting office and no goods were delivered. The cancellation occurred at the end of the program fiscal year and the unspent funds were returned to the National Guard Bureau. The calculation for this closed out year's execution rate follows:

The total budget for FY11 = \$4,200,000.00 Federal dollars + \$1,400,000.00 State match + \$50,000.00 Travel funds = \$5,650,000.00

The total dollars executed for FY11 = \$5,650,000.00 - \$25,000.00 = \$5,625,000.00

The execution rate = $\$5,625,000.00 \div \$5,650,000.00 = 0.9955$, converted to a percentage = 99.6%

Assuming the program had an execution rate of 99.9% in FY09, 98.0% in FY10 and 99.6% in FY11 the overall rating for this standard is: $99.9 + 98 + 99.6 = 297.5 \div 3 = 99.16$ rounded = 99.2%

In this example the program is rated as **OUTSTANDING** in this standard.

Budget Execution Calculation

Calculation: Compute for last three closed out Federal fiscal years. Totals include Federal (75%) and State (25%) dollars.
(Do not include State overmatch.)

FY: 2011	Federal Share	State Match	Travel (100%)	Total
Budget	\$1,260,000.00	\$420,000.00	\$0.00	\$1,680,000.00
Executed	\$1,259,999.97	\$420,000.00	\$0.00	\$1,679,999.97
Execution percentage rate (rounded to the nearest tenth): 100%				

FY: 2012	Federal Share	State Match	Travel (100%)	Total
Budget	\$2,748,530.00	\$916,176.67	\$14,902.92	\$3,679,609.59
Executed	\$2,748,057.08	\$916,019.03	\$14,902.92	\$3,678,979.03
Execution percentage rate (rounded to the nearest tenth): 100%				

FY: 2013	Federal Share	State Match	Travel (100%)	Total
Budget	\$2,800,000.00	\$933,333.00	\$2,000.00	\$3,735,333.00
Executed	\$2,511,738.96	\$837,245.99	\$2,000.00	\$3,350,984.95
Execution percentage rate (rounded to the nearest tenth): 89.7%				

Percentage for FY 2011 = 100%

Percentage for FY 2012 = 100%

Percentage for FY 2013 = 89.7%

Three Year Average (rounded to the nearest tenth): 96.56%

Your Program is Unsatisfactory in this standard.

3. Overall Financial Performance Score and Rating

STANDARD: The performance standard will be rated using an Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory system.

Outstanding: ≥ 197 , Excellent: $196 - < 197$,
Satisfactory: $195 - < 196$, Marginal: $193 - < 195$,
Unsatisfactory: < 193

Calculation of Overall Financial Performance Score:

To determine a Program's overall Financial Performance Score add the two component scores. Cost per Cadet is floored at 100% and converted to ascending measure (dividing 10,000 by Cost per Cadet raw score) for the overall performance score calculation.

Overall Performance Score		
Component	Raw Score	Sum Score
Cost per Cadet	114.85	87.07
Budget Execution	96.56	96.56
Overall Score		183.63

Your Program is Unsatisfactory overall in Financial Performance.



ChalleNGe Operational and Resource Effectiveness (CORE) Program

South Carolina Youth ChalleNGe Academy Out-Briefing



Ms. Kimberly Hulett, J.D.
Contractor, CORE Program Manager
Alutiq
719-650-9998
8 December 2016



This briefing is
UNCLASSIFIED

Inspection Purpose

The purpose of an inspection is to provide feedback to leaders so they can make decisions to *improve the Program*

Adapted Army Inspection Policy (AR 1-201)

Inspection elements:

- Determine the extent of compliance
- Identify the root causes of noncompliance
- Compare performance against an established standard



Inspection Purpose

The purpose of an inspection is to provide feedback to leaders so they can make decisions to *improve the Program*

Adapted Army Inspection Policy (AR 1-201)

CORE Contractor Management Analysts:

- Do not interpret or create standards
- Do not determine Scores or Ratings
- Are not the final word; all results are preliminary subject to final government review and approval
- Do not collect Personally Identifiable Information (PII)



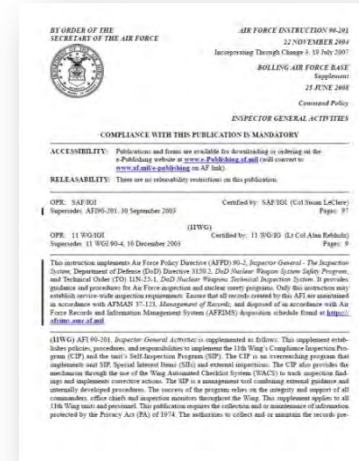
CORE Methodology Basis



Financial Audits
Performance Audits
Attestation Engagements



Organizational
Inspection Programs



Compliance
Inspections

CORE Four Component Inspection

Operational Compliance	Resource Management Compliance	Operational Performance	Financial Performance
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CORE Key Definitions

Compliance Inspection (based on AFI 90-201)

Inspections conducted to examine areas mandated by law, policy and doctrine that are critical or important to the health of organizations; failure to comply with the established directives in these areas could result in legal liabilities, penalties, or mission impact.

Assesses a program's ability to sustain operational capability

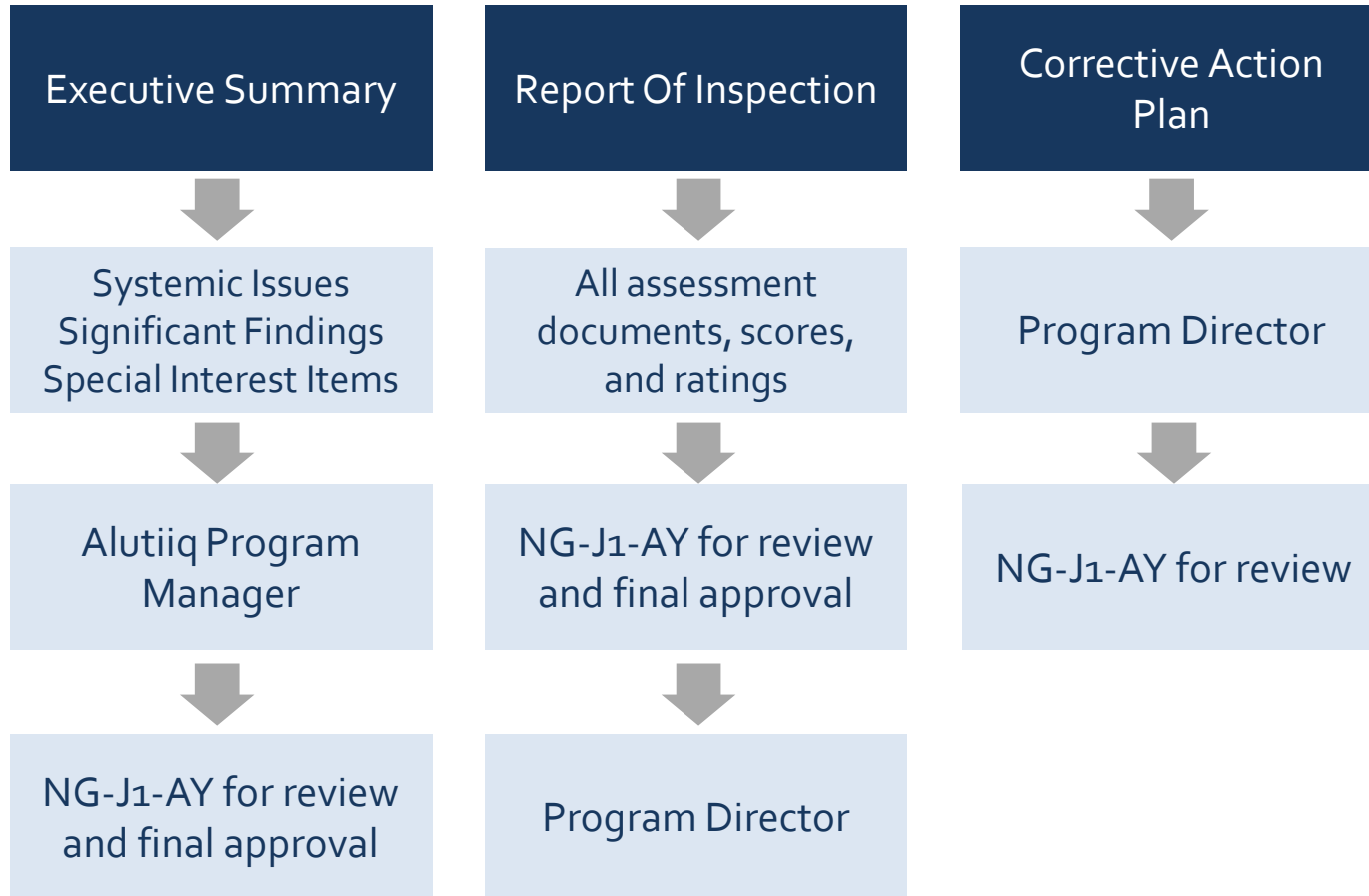
Performance Inspection (based on GAO Yellow Book)

Performance inspections provide findings or conclusions based on an analysis of sufficient, appropriate evidence against criteria. They provide those charged with governance and oversight with information to improve program performance and operations, reduce costs, facilitate decision making by parties with responsibility to oversee or initiate corrective action, and contribute to public accountability.

Measures a program's effectiveness



Inspection Products



Inspection Overview

SIGNIFICANT FINDING

- Conditions which could adversely affect the *Cadets* in the Program.
- Significant findings may include conditions dealing with irregularities, illegal acts, errors, inefficiencies, waste, ineffectiveness, conflicts of interest, and control weaknesses.

SCYCA HAS NO SIGNIFICANT FINDINGS



Operational Compliance



CORE Compliance Scoring

Methodology

- Compliance checklist completed by CORE for Operations and Resource Management
- GO and NO GO assigned by CORE to each question and reviewed/approved by NG-J1-AY
- Percent of questions with GO converted by NG-J1-AY to one of five ratings (tentative until final ROI publication):

Unsatisfactory <80%	Marginal 80-<85%	Satisfactory 85-<90%	Excellent 90-<95%	Outstanding 95-100%
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Operational Compliance Corrections

Baseline: 89.94% Final: 94.34%

Overall Rating: EXCELLENT

21b	Have Staff members completed Conflict Resolution Training or Non-Violent Crisis Intervention Training within the first month of hire?
21c	Have Staff members completed Mandated Reporter Training within the first month of hire?
21e	Have Staff members completed Ethics Training within the first three (3) months of hire?
21f	Have Staff members completed CPR/First Aid Training within the first six (6) months of hire?
21g	Have Staff members completed Gang Awareness Training within the first six (6) months of hire?
22b	Have Staff members completed Mandated Reporter Training annually?



Operational Compliance Corrections

Baseline: 89.94% Final: 94.34%

Overall Rating: **EXCELLENT**

22e	Have Staff members completed CPR/First Aid Training and/or maintained currency as required by the issuing organization?
27k	Does the State Plan contain details relating to establishment of non-profit organization?
27l	Does the State Plan contain details relating to a detailed budget?
27m	Does the State Plan include a master calendar which identifies the responsible department, event, and week each activity occurs?
27n	Is the time frame for the Initial Drug Testing contained in the Program State Plan (Drug test SOP)?
27p	Is the Hands-Off Leadership SOP included in the State Plan?
29a	Is the requirement that Program Directors perform a biennial operational self-evaluation included in a Program SOP?



Operational Compliance Corrections

Baseline: 89.94% Final: 94.34%

Overall Rating: **EXCELLENT**

32g	Have all staff been trained on the specifics of the Confidentiality SOP to include examples of breaches of confidentiality within the first three (3) months of hire, volunteering or agreeing to mentor a cadet, and annually thereafter?
32i	Has a written policy been developed and posted about how and the conditions under which information will be released?
32j	Has a written policy been developed and posted about who is authorized to have access to the files?
35a	Have staff members been trained on the Hands-Off Leadership program?
70a	Has the Program Director developed and approved curriculum for each of the seven non-academic core components?
70b	Does each core component include the Program Office (NG-J1-AY) standardized task, condition, and standard for each task outlined in the curriculum?



Operational Compliance Inspection

Baseline: 89.94% Final: 94.34%

Overall Rating: **EXCELLENT**

Functional Sub-Area	Total	GO	NO GO	%
Participants	3.0	3.0	0.0	100.0
Organization	16.0	15.0	1.0	93.8
Administrative Requirements	22.0	20.3	1.8	92.0
Acclimation Period	10.0	10.0	0.0	100.0
Residential Phase	10.0	10.0	0.0	100.0
Post-Residential Phase	19.0	17.2	1.8	90.6



Operational Compliance Inspection

Baseline: 89.94% Final: 94.34%

Overall Rating: EXCELLENT

Findings

- (Systemic) Post-Residential mentor requirements are not being satisfied: recruiting, screening, and reporting.
- One staff member requires the Supervisor Course.
- SIRs for alleged violations of the Hands-Off Leadership Policy were not submitted to NG-J1-AY.



Operational Compliance Inspection

Special Interest Items

- GED Graduation Rates:
 - NGB45 (SC35) $46/103 = 45\%$
 - NGB46 (SC36) $39/106 = 37\%$
- Current Network infrastructure may not be able to support the required JSS Youth ChalleNGe Database



Operational Performance



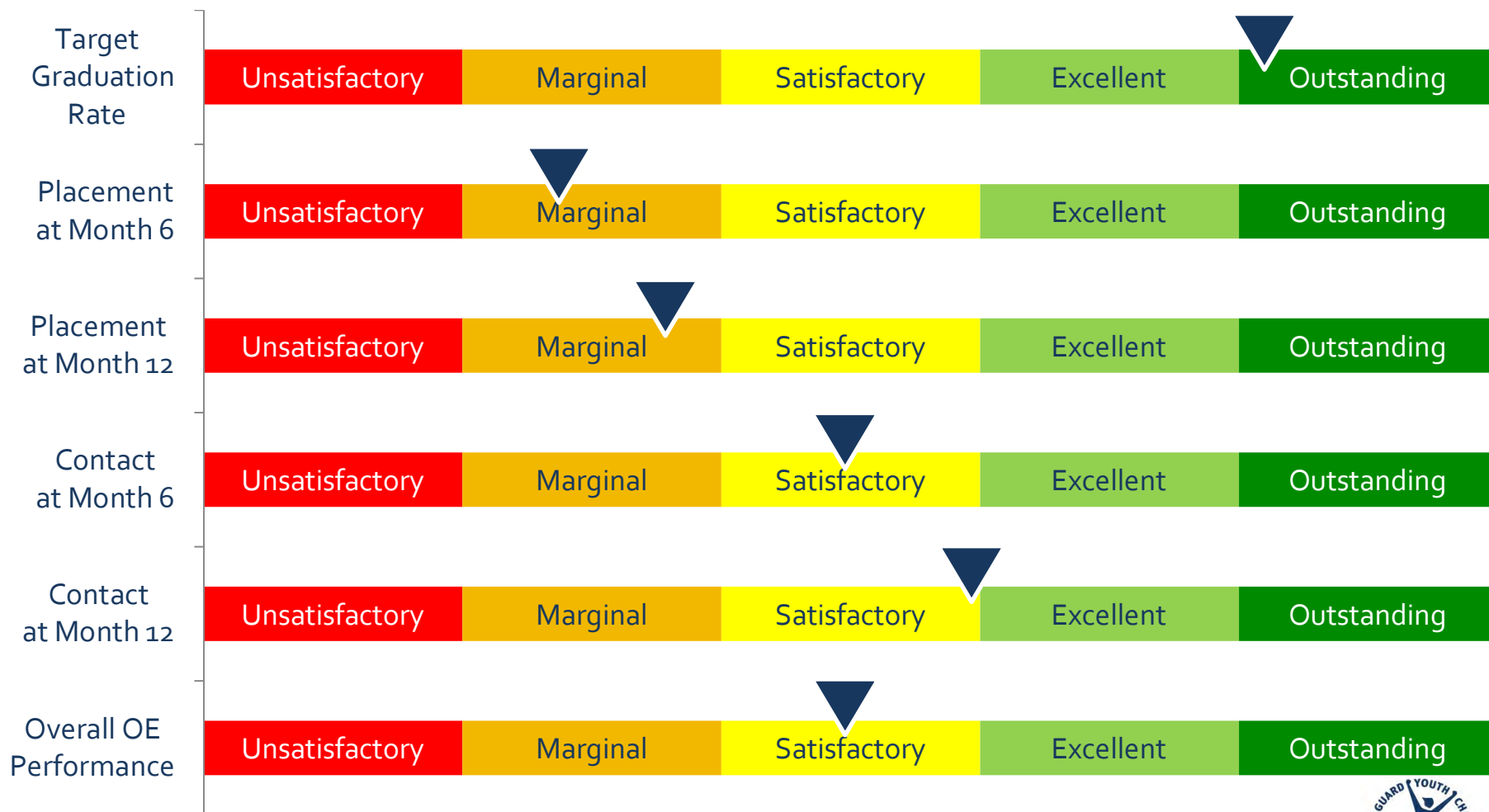
CORE Key Performance Indicators

Target Graduation Rate	Unsatisfactory <90%	Marginal 90-<93%	Satisfactory 93-<95%	Excellent 95-<98%	Outstanding ≥98%
Placement at Month 6	Unsatisfactory <43%	Marginal 43-<57%	Satisfactory 57-<71%	Excellent 71-<85%	Outstanding ≥85%
Placement at Month 12	Unsatisfactory <46%	Marginal 46-<59%	Satisfactory 59-<73%	Excellent 73-<86%	Outstanding ≥86%
Contact at Month 6	Unsatisfactory <53%	Marginal 53-<67%	Satisfactory 67-<81%	Excellent 81-<95%	Outstanding ≥95%
Contact at Month 12	Unsatisfactory <52%	Marginal 52-<66%	Satisfactory 66-<80%	Excellent 80-<94%	Outstanding ≥94%
Overall OE Performance	Unsatisfactory <139	Marginal 139-<155	Satisfactory 155-<171	Excellent 171-<188	Outstanding ≥188

Notes: There is no rounding of scores for rating assignment. Performance scores are the sum of each Performance metric. Graduation Target is capped at 100% for OE Performance total score; Dollar cost per Cadet is floored at 100% and converted to ascending measure for Financial Performance total score.



CORE Key Performance Indicators



Operational Performance Inspection

Overall Rating: **SATISFACTORY**

Findings

- Average Placement rate for months 6 and 12 for the last 4 classes to complete Post-Residential Phase was 53%.
 - Program has difficulty placing 16 year-old graduates.





Resource Management Compliance

Resource Management Corrections

Baseline: ~~88.02~~ 90.28%

Final: ~~93.44~~ 95.41%

Overall Rating: ~~EXCELLENT~~ OUTSTANDING

1b	Did the Budget Officer attend quarterly reviews as directed by the USPFO and GOR?
34b	<p>Does the Program track state owned property by the following categories:</p> <ul style="list-style-type: none">- description of the property- a serial number or other identification number- the source of property- who holds title- the acquisition date- the cost of the property- the percentage of Federal participation in the cost of the property- the location, use and condition of the property- disposition data including the date of disposal and sale price



Resource Management Corrections

Baseline: ~~88.02~~ 90.28%

Final: ~~93.44~~ 95.41%

Overall Rating: **EXCELLENT OUTSTANDING**

34d	Upon completion of the mandatory property inventory, are the results reconciled with the previous grantee property records and reported to the Grantor?
35	Have adequate maintenance procedures been developed by Grantee (State) recipients to keep the property in good condition?
75b	Was a copy of the appointment distributed to all parties within the State/Territory concerned with the cooperative agreement?
83	Does the Grants Officer Representative distribute agreements, grants, and policy letters?
84b	Does the NGYCP-CA file contain the minimum required documentation?



Resource Management Compliance

Baseline: ~~88.02~~ 90.28%

Final: ~~93.44~~ 95.41%

Overall Rating: ~~EXCELLENT~~ OUTSTANDING

Functional Sub-Area	Total	GO	NO GO	%
Program Requirements	40.0	37.4	2.6	93.5
Federal/State Requirements	38.0	37.0	1.0	97.4



Resource Management Compliance

Baseline: ~~88.02~~ 90.28%

Final: ~~93.44~~ 95.41%

Overall Rating: ~~EXCELLENT~~ OUTSTANDING

Findings

- Systemic: Quarterly reports were not submitted in a timely manner.
- DAADS input is required 15 days after award. Input has not been recorded in over three months.



Financial Performance



CORE Key Performance Indicators

Federal Dollar Cost per Cadet	Unsatisfactory >104%	Marginal >103.3-104%	Satisfactory >102.7-103.3%	Excellent >102-102.7%	Outstanding <=102%
Budget Execution	Unsatisfactory <97%	Marginal 97-<97.7%	Satisfactory 97.7-<98.3%	Excellent 98.3-<99%	Outstanding >=99%
Overall Financial Performance	Unsatisfactory <193	Marginal 193-<195	Satisfactory 195-<196	Excellent 196-<197	Outstanding >=197



CORE Key Performance Indicators



Financial Performance Inspection

Overall Rating: UNSATISFACTORY

Findings

- Graduation Target was not met in the three years inspected.
 - FY11 SCYCA graduated 129 cadets (grad target 150)
 - FY12 SCYCA graduated 137 cadets (grad target 150)
 - FY13 SCYCA graduated 151 cadets (grad target 200)
- FY 11 growback totaled \$0.03
- FY 12 growback totaled \$630.56
- FY 13 growback totaled \$384,348.05



Overall Health Rating



CORE Overall Health Rating

NG-J1-AY computes Overall Health score by summing the four component scores. They convert the overall score to the Outstanding, Excellent, Satisfactory, Marginal, Unsatisfactory rating scheme (tentative until final ROI publication).

Unsatisfactory < 492	Marginal 492 - < 520	Satisfactory 520 - < 547	Excellent 547 - < 575	Outstanding ≥ 575
--------------------------------	--------------------------------	------------------------------------	---------------------------------	-----------------------------



Inspection Results (Tentative)

Overall Rating: SATISFACTORY



Inspection Comparison

Component	November 2014	December 2016
OPS Compliance	96.53%	94.34%
RM Compliance	97.22%	93.02%
OPS Performance	Unsatisfactory	Satisfactory
Financial Performance	Outstanding	Unsatisfactory
Overall	Satisfactory	Satisfactory



CORE Overall Health Rating

Risk associated with sustaining operational capabilities and/or accomplishing performance objectives

Outstanding/
Excellent

Low risk

Satisfactory/
Marginal

Moderate risk

Unsatisfactory

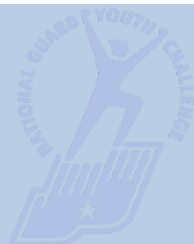
High risk - Program lacks adequate processes and procedures to sustain operational capability and/or has failed to accomplish one or more performance objectives.





ChalleNGe Operational and Resource Effectiveness (CORE) Program

South Carolina Youth ChalleNGe Academy Out-Briefing



Ms. Kimberly Hulett, J.D.
Contractor, CORE Program Manager
Alutiq
719-650-9998
8 December 2016



This briefing is
UNCLASSIFIED

ChalleNGe Operational and Resource Effectiveness Program (CORE) South Carolina Youth ChalleNGe Academy, SC (SCYCA).

- **Bottom Line:** The overall health rating remained Satisfactory from the November 2014 inspection. The increase in the Operations Performance rating from Unsatisfactory to Satisfactory was offset by the decrease in the Financial Performance rating from Outstanding to Unsatisfactory.

Overall Health Assessment Recommendation	
Assessment Date	Overall Health Assessment
20 November 2014	Satisfactory
8 December 2016	Satisfactory

Significant Findings.

None.

Growback.

Growback Status of Funds			
FFY	Federal	Travel	State
11	\$0.03	\$0.00	\$0.00
12	\$472.92	\$0.00	\$157.64
13	\$288,261.04	\$0.00	\$96,087.01

Systemic Issues.

- Operations:
 - Post-Residential mentor requirements are not being met in recruiting, training, and reporting.
- Resource Management:
 - Quarterly reports were not submitted in a timely manner.

Issues.

- SCYCA leadership did not submit SIRs for all alleged Hands-Off Leadership policy violations.
- The Logistics Officer and DFAC staff, who supervise Cadets detailed to the DFAC, wear t-shirts and/or sweatshirts purchased with Program (75/25) funds.

- SCYCA does not have a full-time dedicated budget officer onsite. The duties are being fulfilled by the state accountant located at the SC State Military Department.

Special Interest Items:

- GED Pass Rates:
 - NGB45 (SC35) 46/103 = 45%
 - NGB46 (SC36) 39/106 = 37%
- SCYCA's current network infrastructure may not be able to support the required JSS Youth ChalleNGe Database.

Training Status of Personnel			
NGB-Required Courses	Number Untrained	In-House Training	Number Untrained
Basic	0	Conflict Resolution	0
Cadre	0	CPR	0
Counselor	1	Gang Awareness	0
Recruiter	1	Confidential Info	0
Educator	6	Mandated Reporter	0
Post-Residential	11	First Aid	0
Supervisor	1	Hands-Off Leadership	0
		Sexual Assault / Harassment Mitigation	0
		Ethics	0

	Unsat.	Marg.	Sat.	Excell.	Outst.
Operational Compliance				▲	
Resource Mgmt Compliance.....				▲	
Graduation Target					▲
Placement at 6 Months.....		▲			
Placement at 12 Months		▲			
Contact at 6 Months.....			▲		
Contact at 12 Months.....			▲		
Operational Performance.....			▲		
Federal Dollar Cost/Cadet.....	▲				
Budget Execution	▲				
Financial Performance	▲				

Prepared by: Ms. Kim Hulett, Program Manager, Alutiiq, (719) 650-9998

April 25, 2017

MEMORANDUM FOR Chief, Office of Athletics and Youth Development, National Guard Bureau, 111 South George Mason Drive, AH2, Arlington, VA 22204-1373

SUBJECT: Corrective Action Plan, South Carolina Youth ChalleNGe Academy, SC

1. During the period 6-8 December 2016, South Carolina Youth ChalleNGe Academy (SCYCA) received a ChalleNGe Operational and Resource Management (CORE) Inspection. A Report of Inspection was received on 8 December 2016. A thorough review has been conducted and addressed with key staff members within the Program. Attached you will find a detailed Corrective Action Plan (CAP) developed by the management staff at South Carolina Youth ChalleNGe Academy. The CAP addresses each Finding from both the Operations and Resource Management compliance and performance components of the Report of Inspection.

2. POC for this report is the undersigned at (803) 331-6675 or email at foglej@tag.scmd.state.sc.us

Jackie R. Fogle
Program Director
South Carolina Youth ChalleNGe Academy

Corrective Action Plan

Operational Compliance

1. a. FINDING: South Carolina Youth Challenge Academy (SCYCA) staff does not meet the in-house training standards. (Organization, Item # 20)

b. ROOT CAUSE: Supervisor Course is given annually by the Office of the Adjutant General State Human Resources Director.

c. CORRECTIVE ACTIONS: All current SCYCA staff supervisors have been trained or have been scheduled for training on 4 April 2017. A request has been made to have the Office of the Adjutant General State Human Resources Director conduct the supervisor staff training during the January and the July program cycles.

d. TIMELINE: Corrective action implemented as of April 2017.

2. a. FINDING: South Carolina Youth Challenge Academy's (SCYCA) Corrective Action Plan (CAP) dated 20 January 2015 did not resolve all issues of noncompliance. (Administrative Requirements, Item # 24d)

b. ROOT CAUSE: Staff lacked the commitment and dedication to thoroughly complete the task as outlined in the Recruiting, Placement, and Mentoring (RPM) Operations Manual. The mentors are not meeting their Mentor Agreement obligations, which have been identified as a systemic issue of noncompliance Program-wide.

c. CORRECTIVE ACTIONS: We will continue to implement and refine the CAP submitted on 20 January 2015. The RPM Coordinator and two case managers have been replaced with personnel who have displayed a greater sense of commitment and dedication in following the guidance outlined in the RPM manual. We will continue to explore new processes to assist the mentors in honoring their commitments to contact their Cadets, monitor their activities in the Post-Residential Phase, report those contacts, and validate initial and new Cadet placement activities. In the event the mentors do not meet their obligations, the RPM staff is responsible for fulfilling the requirements. All contacts and placements completed by the RPM staff and other staff members will be thoroughly documented with dates, times, persons contacted, etc. and maintained in each graduate's file. The RPM staff members will become thoroughly familiar with their responsibilities as described in the RPM Operations Manual. Emphasis will be particularly placed on the requirement for case managers to verify cadet placement activities when the mentors fail to do so. We are also working with the National Guard to get Mentors from the units in the areas where the cadets live. We will also be asking the mentors for help in finding jobs for the cadets. However, the fact that Case Managers misunderstood how a Cadet placement was properly verified demonstrates the lack of an NG-J1-AY Post-Residential training course is hampering the Department's efforts in resolving this issue.

d. TIMELINE: A new RPM Coordinator was hired and began on work in November 2016. She attended the Winter Program Directors Conference in February 2017 in order to gain knowledge of “best practices” from other programs on improving mentor training and participation. She has thoroughly reviewed the RPM manual and has trained the new case managers. Going forward we should and will see improvements in all areas of the RPM Department.

3. a. SIGNIFICANT FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) did not meet all requirements of the biennial Director’s Self-Assessment (DSA). (Administrative Requirements, Item #'s 25c and 25d)

b. ROOT CAUSE: Out-dated guidelines/policies were used from the NGYCP Cooperative Agreement dated January 2012.

c. CORRECTIVE ACTIONS: Researched and found most current NGYCP Cooperative Agreement with the proper updated guidelines/policies. We will seek guidance when issues aren’t directly addressed in NGYCP Cooperative Agreement/ Operations manuals.

d. TIMELINE: Corrective action implemented as of March 2017.

4. a. SIGNIFICANT FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) did not properly submit a Serious Incident Report (SIR) for an alleged Hands-Off Leadership violation. (Administrative Requirements, Item #'s 38a-38c)

b. ROOT CAUSE: Misinterpretation of reporting procedures after investigation and actions taken regarding serious incidents

c. CORRECTIVE ACTIONS: Ensure all requirements are met and procedures are followed regarding any and all serious incidents.

d. TIMELINE: Corrective action implemented as of March 2017.

5. a. SIGNIFICANT FINDING: South Carolina Youth ChalleNGe Academy (SCYCA) does not meet all the requirements of the mentor screening program. (Post-Residential Phase, Item #82c)

b. ROOT CAUSE: Staff that lacked the commitment and dedication to thoroughly complete the tasks as outlined in the RPM manual.

c. CORRECTIVE ACTIONS: A new RPM Coordinator/Supervisor has been hired since the date of inspection. It has been made very clear that it is imperative that RPM Coordinator/Supervisor and Mentor Coordinator thoroughly review the mentor’s completed packet to ensure they are properly screened before they are matched with the Cadet.

d. TIMELINE: Corrective action implemented as of February 2017.

6. a. SIGNIFICANT FINDING: (Systemic) South Carolina Youth Challenge Academy (SCYCA) does not meet all Post-Residential requirements. (Post-Residential Phase, Item #'s 78b-c, 86b-86c, and 89c)

b. ROOT CAUSE: Lack of commitment by previous staff and their lack of understanding of Post-residential requirements in addition to the systemic problems of finding and retaining motivated mentors.

c. CORRECTIVE ACTIONS: A new RPM Coordinator was hired and began on work in November 2016. In-house workshops with the RPM staff were conducted to review all Post-Residential requirements. We've reached out to the NG-J1-AY Program office for guidance on issues that were unclear. We have also reached to other YCA programs seeking ideas and "Best Practices" to improve our numbers in all areas in both the Residential and Post-Residential Phases.

d. TIMELINE: Corrective action implemented as of February 2017.

Resource Management Compliance

1. a. FINDING: (Systemic) South Carolina Youth Challenge Academy (SCYCA) failed to submit Quarterly Budget Reports in accordance with regulatory guidance. (Program Level, Item #8)

b. ROOT CAUSE: Quarterly reports were late due to family health issues in the Budget Officer's family that caused significant absence as well as the transition of GOR which resulted in a period of about 6 months with no permanent GOR in place.

c. CORRECTIVE ACTION: The Budget Officer has coordinated with the State Grants Accountant on Quarterly Report timelines to ensure the Quarterly Reports are submitted in a timely manner. A new GOR is in place who is aware of the Quarterly Report timeline and due dates and will submit in a timely manner. All email traffic will be kept with copies of the signed Quarterly Reports.

d. TIMELINE: Corrective action implemented as of February 2017.

2. a. FINDING: South Carolina Youth Challenge Academy (SCYCA) Director has not implemented management and internal controls to protect Federal and State interests. (Program Level, Item #38)

b. ROOT CAUSE: The current risk assessments and management control checklists are signed by the Federal Program Manager and submitted to USPFO. The template for the checklist had no place for the State Director signature.

c. CORRECTIVE ACTION: SCYCA Director is working with the Federal Program Manager to update the management control checklist to include both the Program Director and Federal Program Manager signature prior to submitting to USPFO.

d. TIMELINE: Corrective action implemented as of February 2017.

3. a. FINDING: The Corrective Action Plan (CAP) did not resolve all findings of noncompliance. (Program Level, Item #46d)

b. ROOT CAUSE: The CAP was not monitored and reviewed on a regular basis to determine whether all findings were resolved.

c. CORRECTIVE ACTION: SCYCA Director is adding a line on the management control checklist to ensure results of audits and inspections are reviewed at least quarterly. The SCYCA Budget Officer is also creating a sign-in sheet to include topics discussed during budget and audit meetings with SCYCA staff in order to keep a record of progress made in resolving outstanding findings.

d. TIMELINE: Corrective action implemented as of February 2017.

4. a. FINDING: The Grants Officer Representative (GOR) did not process all cooperative agreement modifications into the Defense Assistance Awards Data System Report (DAADS) within the required timeframe. (Federal/State Oversight, Item #81)

b. ROOT CAUSE: A new GOR was appointed in November 2016. Prior to this, we had interim GORs after the previous GOR retired. During this period, the interim GORs did not have DAADS access and could not submit modifications.

c. CORRECTIVE ACTION: The new GOR has access to DAADS and is currently ensuring all previously submitted MODs are up to date in DAADS, and any new MODs submitted are entered in DAADS within 15 days of award/modification date.

d. TIMELINE: Corrective action implemented as of February 2017.

Annual Report Data Collection - Data Call	
<p>Welcome to the 2014 Annual Report Data Collection. The information you enter into the following pages will be considered official and will be reported to Congress. All submissions must be substantiated by your records, and supporting documentation for these data must be made available if requested by CORE, NG-J1-AY, Congress, or any other party. It is critical that these data be accurate and complete. <u>This form must be submitted by July 1, 2014.</u></p> <p>In this data call we are collecting information about <u>two</u> Residential classes and <u>two</u> Post-Residential classes. Please refer to pages 28-62 of the 2013 Annual Report to determine which classes your program reported last year. On this data call, you should provide data on the next two subsequent Residential classes and the next two subsequent Post-Residential classes.</p> <p>This is a fillable PDF. All fields are required. When the form is complete, press the "Submit Form" button at the bottom of page 4. Additionally, you should save the file to your computer. If you are unable to submit the form using the button, email the completed form as an attachment using your usual email client.</p>	
<p align="center">Contact Information</p> <p align="center">Please enter your contact information so we can reach you in case of questions.</p>	
First name	Milton
Last name	Montgomery
Phone number	803 920-6396
Email address	montgomerym@tag.scmd.state.sc.us
Preferred method of contact	<input checked="" type="radio"/> Email <input type="radio"/> Phone
<p align="center">Program Information</p> <p align="center">Please enter the program information so we can ensure our database is up to date.</p>	
Official Program Name	South Carolina Youth Challenge Corps
Program Type	<input checked="" type="checkbox"/> GED <input checked="" type="checkbox"/> High school diploma <input type="checkbox"/> Credit Recovery/Return to High School
Program Address (Physical and mailing, if different)	5471 Leesburg Rd. Eastover, SC 29044
Program Phone Number	803 299 4873
Director's Email Address	foglej@tag.scmd.state.sc.us
Deputy Director's Email Address	montgomerym@tag.scmd.state.sc.us
<p align="center">Program Goals for 2014</p> <p align="center">A few short bullets will be included in the Annual Report. <i>Due to limited space on the Annual Report pages, the response is limited to 250 characters.</i></p>	
<p>1.To provide more certification-type training through our partnership with Midlands Technical College for cadets while enrolled in the residential phase.</p> <p>2.To provide more on-site training for cadets such as forklift and Serv Safe certification.</p>	

Annual Report Data Collection

Residential Classes		
The questions on this and the next page refer to the two Residential Classes. Please refer to pages 28-62 of the 2013 Annual Report to determine which classes were reported last year; you should provide data on the next two subsequent classes in the spaces below. Please call if you have questions.		
Enrollment Data		
	Class 1	Class 2
NGB Class Number being Reported	40	41
Program Class Number being Reported (for many programs this is different than above)	31	32
Class Starting Date	8 July 2013	6 Jan 2014
Class Graduation Date	11 Dec 2013	11 Jun 2014
Target Graduation number	100	100
Applied (number of applications your program received)	197	142
Accepted (of those who applied, how many were accepted, i.e. met all criteria and invited to attend)	156	115
Registered (of those who were accepted, how many were enrolled on Day 1 of the Acclimation Period)	123	102
Total Graduates	90	74
Age at Graduation (Provide the number of Graduates in each age group)		
	Class 1	Class 2
Age 16	24	20
Age 17	47	36
Age 18	15	13
Age 19	4	5
Gender (Provide the number of males and females at graduation)		
	Class 1	Class 2
Males	71	64
Females	19	10
Ethnicity (Provide the number of Graduates in each race/ethnicity group)		
	Class 1	Class 2
White / Caucasian	22	23
Black	65	48
Hispanic / Latino	1	1
American Indian / Alaskan	0	0
Pacific Islander / Hawaiian	0	0
Asian	0	0
Unknown/Other	2	2
TABE - Class Average		
	Class 1	Class 2
Pre-TABE (provide grade level equivalent)	5.7	5.9
Post-TABE (provide grade level equivalent)	5.9	6.7
Service to the Community		
	Class 1	Class 2
Average hours per Cadet	50.93	3659
Total Hours	4734	53.03
Mentor Matching		
	Class 1	Class 2
Matched with Mentors at Week 13	100	83
Credentials Received (Please enter a number for each category or N/A if not applicable to your program)		
	Class 1	Class 2
GED	32	7
Diploma	1	1
Returned to High School	0	0

Annual Report Data Collection

Residential Classes		
<p>The questions on this and the previous page refer to the two Residential Classes. Please refer to pages 28-62 of the 2013 Annual Report to determine which classes were reported last year; you should provide data on the next two subsequent classes in the spaces below. Please call if you have questions.</p>		
Reason For Termination (Please enter a number for each termination category)		
	Class 1	Class 2
Unacceptable behavior/Insufficient participation/Non-compliance	27	23
Left at own request	0	0
Left at parent's request	2	3
Failure to return from Pass	1	4
Substance abuse	0	2
Medical issues	2	1
Returned to High School	0	0
Other	0	0
Responsible Citizenship (Please enter a number for each category)		
	Class 1	Class 2
Eligible to Vote	20	18
Registered to Vote	20	18
Eligible to register for Selective Service	15	14
Registered for Selective Service	15	14
Physical Fitness (Enter Class Average for each category or N/A if not applicable to your program)		
	Class 1	Class 2
One Mile Run		
Initial (mm:ss)	9:37	9:31
Final (mm:ss)	8:28	8:33
Push-Ups		
Initial	N/A	N/A
Final	N/A	N/A
Curl-Ups		
Initial	35.79	36.11
Final	48.50	42.70
Pull-Ups (if applicable)		
Initial	6.66	5.42
Final	7.45	7.23
Major Program Achievements for 2013		
<p>Please provide a short sentence for each class. This will be included in the Annual Report. <i>Due to limited space on the Annual Report pages, the response for each class is limited to 150 characters.</i></p>		
#1 Our cadets toured the ArcLabs welding school where the students got hands on experience welding and cutting metal. One of our graduates was accepted.		
#2 Two cadets earn their high school diplomas using the Apex Learning System on-line		
Additional Information (optional)		
<p>Provide any clarifying information to the data provided above, if necessary.</p>		
#1. cont. The cadet that was accepted into the ArcLabs Welding School, his tuition was paid by the "Workforce Investment Act" (WIA).		

Annual Report Data Collection

Post-residential Classes		
The questions on this page refer to the two Post-residential Classes.		
Please refer to pages 28-62 of the 2013 Annual Report to determine which classes were reported last year; you should provide data on the next two subsequent classes in the spaces below. Please call if you have questions.		
	Class 1	Class 2
NGB Class Number being Reported	37	38
Program Class Number being Reported (for many programs this is different than above)	28	29
Class Starting Date	1/9/12	7/9/12
Class Graduation Date	6/13/12	12/12/12
Graduation Target	75	80
Total Graduates	75	71
Number of Academic Credentials	30	30
Reporting		
	Month 1	
	Class 1	Class 2
Reported	65	66
Placed	32	25
Military	2	1
School	14	15
Employment - Includes full-time and part-time (20+ hours) employment	20	10
Miscellaneous - Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated	0	0
Reporting		
	Month 6	
	Class 1	Class 2
Reported	27	57
Placed	22	27
Military	0	2
School	12	17
Employment - Includes full-time and part-time (20+ hours) employment	10	16
Miscellaneous - Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated	2	1
Reporting		
	Month 12	
	Class 1	Class 2
Reported	37	50
Placed	26	29
Military	0	03
School	12	14
Employment - Includes full-time and part-time (20+ hours) employment	15	14
Miscellaneous - Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated	2	1
Additional Information (optional)		
Provide any clarifying information to the data provided above, if necessary.		
Certification		
By initialing this box, I certify that the above information is true and accurate to the best of my knowledge.		MM
Name:		Milton Montgomery
Date:		7/1/14

Submit Form

Annual Report Data Collection - Data Call	
<p>Welcome to the 2015 Annual Report Data Collection. The information you enter into the following pages will be considered official and will be reported to Congress. All submissions must be substantiated by your records, and supporting documentation must be made available if requested by Members of Congress, The Department of Defense, or National Guard Bureau.</p> <p>This form must be submitted by July 1, 2015.</p> <p>This is a fillable PDF. All fields are required. When the form is complete, press the "Submit Form" button at the bottom of page 4. Additionally, you should save the file to your computer. If you are unable to submit the form using the button, email the completed form as an attachment your usual email.</p>	
Contact Information	
First name	Milton
Last name	Montgomery
Phone number	803 920-6396
Email address	montgomerym@tag.scmd.state.sc.us
Preferred method of contact	<input checked="" type="radio"/> Email <input type="radio"/> Phone
Program Information	
Official Program Name	South
Program Type	<input checked="" type="checkbox"/> GED <input type="checkbox"/> High school diploma <input type="checkbox"/> Credit Recovery/Return to High School
Program Address (Physical and mailing, if different)	5471 Leesburg Rd. Eastover, SC 29044
Program Phone Number	803 299-4873
Director's Email Address	foglej@tag.scmd.state.sc.us
Deputy Director's Email Address	montgomerym@tag.scmd.state.sc.us
Program Goals for 2015	
<p>Please provide 3-4 short bullets. Due to limited space on the Annual Report pages, the response is limited to 250 characters.</p>	
<ol style="list-style-type: none"> 1. Recruit and invite 150 candidates to graduate target of 100 2. Provide short course type trainings to eligible cadets such as forklift training, computer tech, welding and fire-fighting. 3. Implement DOL Job Challenge Grant. 	

Annual Report Data Collection

Residential Classes		
Enrollment Data		
	Class 1	Class 2
Class Starting Date	7/7/14	1/5/15
Class Graduation Date	12/10/14	6/10/15
Funded Target Graduation number	100	100
Applied (number of applications your program received)	161	171
Accepted (of those who applied, how many were accepted, i.e. met all criteria and invited to attend)	141	129
Registered (of those who were accepted, how many were enrolled on Day 1 of the Acclimation Period)	107	125
Total Graduates	89	96
Age at Graduation (Provide the number of Graduates in each age group)		
	Class 1	Class 2
Age 16	40	28
Age 17	27	37
Age 18	19	28
Age 19	3	3
Gender (Provide the number of males and females at graduation)		
	Class 1	Class 2
Males	77	78
Females	12	18
Ethnicity (Provide the number of Graduates in each race/ethnicity group)		
	Class 1	Class 2
White / Caucasian	21	34
Black	56	56
Hispanic / Latino	4	3
American Indian / Alaskan		
Pacific Islander / Hawaiian		
Asian		
Unknown/Other	8	3
TABE - Class Average		
	Class 1	Class 2
Pre-TABE (provide grade level equivalent)	5.4	5.0
Post-TABE (provide grade level equivalent)	5.5	5.7
Service to the Community		
	Class 1	Class 2
Average hours per Cadet	40	40
Total Hours	40	40
Mentor Matching		
	Class 1	Class 2
Matched with Mentors at Week 13	100%	100%
Credentials Received (Please enter a number for each category or N/A if not applicable to your program)		
	Class 1	Class 2
GED	13	16
Diploma	0	1
Returned to High School	0	10

Annual Report Data Collection

Residential Classes		
Reason For Termination (Please enter a number for each termination category)		
	Class 1	Class 2
Unacceptable behavior/Insufficient participation/Non-compliance	17	24
Left at own request	0	0
Left at parent's request	2	0
Failure to return from Pass	0	6
Substance abuse	2	0
Medical issues	1	2
Returned to High School	unknown	unknown
Other	2	1
Responsible Citizenship (Please enter a number for each category)		
	Class 1	Class 2
Eligible to Vote	22	31
Registered to Vote	22	31
Eligible to register for Selective Service	20	28
Registered for Selective Service	20	28
Physical Fitness (Enter Class Average for each category or N/A if not applicable to your program)		
	Class 1	Class 2
One Mile Run		
Initial (mm:ss)	9:36	10:05
Final (mm:ss)	8:12	11:00
Push-Ups		
Initial	n/a	n/a
Final	n/a	n/a
Curl-Ups		
Initial	39	37
Final	47	50
Pull-Ups (if applicable)		
Initial	13	12
Final	15	20
Major Program Achievements for 2014		
Please provide 1-2 bullets. Due to limited space on the Annual Report pages, the response for each class is limited to 150 characters.		
#1 Implementing programs involving training and certifications, drivers Training, Fork Lift Certification		
#2 Improved contacts and placement. Increased enrollment in Ameri-Corps		
Additional Information (optional)		
Provide any clarifying information to the data provided above, if necessary.		

Annual Report Data Collection

Post-Residential Classes		
	Class 1	Class 2
Class Starting Date	1/7/13	7/8/13
Class Graduation Date	6/12/13	12/11/13
Graduation Target	100	100
Total Graduates	89	90
Number of Academic Credentials	32	32
Reporting		
	Class 1	Class 2
Reported	70	86
Placed	10	25
Military	0	3
School	6	10
Employment - Includes full-time and part-time (20+ hours) employment	5	7
Miscellaneous - Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated	2	10
Reporting		
	Month 6	
	Class 1	Class 2
Reported	42	72
Placed	14	35
Military	0	3
School	4	10
Employment - Includes full-time and part-time (20+ hours) employment	4	16
Miscellaneous - Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated	6	6
Reporting		
	Month 12	
	Class 1	Class 2
Reported	36	75
Placed	14	37
Military	0	3
School	4	15
Employment - Includes full-time and part-time (20+ hours) employment	4	10
Miscellaneous - Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated	6	9
Additional Information (optional)		
Provide any clarifying information to the data provided above, if necessary.		

Certification	
By initialing this box, I certify that the above information is true and accurate to the best of my knowledge.	MM
Name:	Milton Montgomerv
Date:	7/1/15

Submit Form

2016 Annual Report Data Collection - Data Call

Welcome to the 2016 Annual Report Data Collection. The information you enter into the following pages will be considered official and will be reported to Congress. Your records must substantiate all data entered into the form, and supporting documentation must be made available if requested by Members of Congress, Department of Defense, or National Guard Bureau.

This form must be submitted by July 5, 2016.

This is a fillable PDF and all fields are required before submission. Once completed, press the "Submit Data" button at the bottom of page 5. Additionally, you should save the form to your computer.

Contact / Program Information

Director's Name Jackie Fogle Phone Number (803) 331-6675

Director's Email FogleJ@tag.scmd.state.sc.us

Preferred method of contact ☒ Email ☐ Phone

Deputy Director's Email MontgomeryM@tag.scmd.state.sc.us

Official Program Name South Carolina Youth ChalleNGe Academy

City Eastover State South Carolina

Type of installation the program is located on.
(educational facility, childcare facility, federal facility, etc.) Federal Facility

Credentials Offered: ☒ GED ☐ High school diploma ☐ Credit Recovery/Return to High School

Does the Program offer Job/Trade Certifications: ☒

Program Goals for 2016

Please provide 2 short bullets. Due to limited space on the Annual Report pages, the response is limited to 100 characters.

1. Increase number of cadets graduating from program
2. Increase number of cadets passing the GED, getting fork lift and servsafe certification

Major Program Achievements for 2015

Please provide 1-2 short bullets. Due to limited space on the Annual Report pages, the response is limited to 100 characters.

1. All Youth Quest (3d Print) scholarships were awarded to SCYCA cadets
2. More than 60% of the cadets received their fork lift and servsafe Certifications

Residential Classes		
Enrollment Data		
<i>Please enter the data for the following NGB Classes</i>	NGB - 45	NGB - 46
	Class 1	Class 2
Class Starting Date – “mm/dd/yyyy” <i>Beginning Jul15 and Jan16</i>	07/06/2015	01/04/2016
Class End Date – “mm/dd/yyyy” <i>Ending Dec15 and Jun16</i>	12/09/2015	06/08/2016
Funded Target Graduation number	100	100
Applied (number of completed applications received)	262	250
Accepted (of those who applied, how many were accepted, i.e. met all eligibility requirements and invited to attend)	224	171
Registered (of those who were accepted, how many were enrolled on Day 1 of the Acclimation Period)	166	149
Total Graduates	103	105
Age at Graduation (Provide the number of Graduates in each age group)	Class 1	Class 2
Age 16	40	27
Age 17	41	49
Age 18	19	29
Age 19	3	0
Total for each class must equal the number of graduates	103	105
Gender (Provide the number of males and females at graduation)	Class 1	Class 2
Males	84	85
Females	19	20
Total for each class must equal the number of graduates	103	105
Ethnicity (Provide the number of Graduates in each race/ethnic group)	Class 1	Class 2
White / Caucasian	31	25
Black	65	63
Hispanic / Latino	3	4
American Indian / Alaskan	1	1
Pacific Islander / Hawaiian	1	1
Asian	1	1
Unknown/Other	1	10
Total for each class must equal the number of graduates	103	105
TABE - Class Average	Class 1	Class 2
Pre-TABE (provide grade level equivalent)	5.4	5.7
Post-TABE (provide grade level equivalent)	5.9	5.7
Service to the Community	Class 1	Class 2
Average hours per Cadet	54.20	49.20
Total Hours	5,582.60	5,166.00
Mentor Matching	Class 1	Class 2
Matched with Mentors at End of Week 13	103	105
Credentials Received (Provide a number for each category or N/A if not applicable)	Class 1	Class 2
GED	45	37
Diploma	0	1
Credit Recovery / Returned to High School	1	0

Residential Classes			
Reason For Termination (Provide a number for each termination category)			
<i>Please enter the data for the following NGB Classes</i>		NGB - 45	NGB - 46
		Class 1	Class 2
Unacceptable behavior/Insufficient participation/Non-compliance		55	40
Left at own request		0	0
Left at parent's request		0	2
Failure to return from Pass		1	3
Substance abuse		2	0
Medical issues		5	0
Returned to High School		0	0
Other		0	0
Responsible Citizenship (Provide a number for each category)		Class 1	Class 2
Eligible to Vote		22	29
Registered to Vote		18	28
Eligible to register for Selective Service		22	24
Registered for Selective Service		21	23
<i>Number of registered must be equal or less than the number of eligible</i>			
Physical Fitness (Provide the Class Average for each category or N/A if not applicable)		Class 1	Class 2
One Mile Run	Initial (mm:ss)	9:67	9:39
	Final (mm:ss)	7:96	8:18
Push-Ups	Initial		0.0
	Final		0.0
Curl-Ups	Initial	34.0	39.0
	Final	49.0	51.0
Pull-Ups (if applicable)	Initial	9.0	8.0
	Final	6.0	10.0
Additional Information – Optional (Provide any clarifying information to the data provided above, if necessary)			

Post-Residential Classes

Class Data

Please enter the data for the following NGB Classes	NGB - 42	NGB - 43
	Class 1	Class 2
Class Starting Date – “mm/dd/yyyy”	01/06/2014	07/07/2014
Class End Date – “mm/dd/yyyy”	06/11/2014	12/10/2014
Funded Graduation Target number	100	100
Total Graduates	69	88
Number of Academic Credentials Award	0	0
Reporting – Month 1	Class 1	Class 2
Contacted	44	74
Placed	6	8
Military	0	0
School	0	1
Employment	5	1
<i>Includes full-time or multiple part-time activities totaling 30 hours or more</i>		
Miscellaneous	1	6
<i>Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated</i>		
Reporting – Month 6	Class 1	Class 2
Contacted	40	84
Placed	10	38
Military	0	0
School	4	3
Employment	5	29
<i>Includes full-time or multiple part-time activities totaling 30 hours or more</i>		
Miscellaneous	1	6
<i>Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated</i>		
Reporting – Month 12	Class 1	Class 2
Contacted	52	84
Placed	8	41
Military	0	0
School	4	5
Employment	2	29
<i>Includes full-time or multiple part-time activities totaling 30 hours or more</i>		
Miscellaneous	2	7
<i>Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated</i>		
Additional Information – Optional (Provide any clarifying information to the data provided above, if necessary)		

Enter the total number of employees as of June 2016. (include part-time employees)

63

National Required Training			
	# Completed	# Not Completed	
		Employed more than 6 months	Employed less than 6 months
Jump Start Course (<i>new programs only</i>)			
Basic Course	28		1
Cadre Course	28		1
Counselor Course			
Educators Course			
Recruiters Course			
Post-Residential Course			

In-House Required Training*		
	# Completed	# Not Completed
Confidential Information Training	25	38
Conflict Resolution or Non-Violent Crisis Intervention Training	59	4
Ethics Training	27	0
First Aid, CPR and AED Certification	45	18
Gang Awareness Training	49	14
Hands-Off Leadership Training	63	0
Mandated Reporter Training	0	0
Sexual Assault/Harassment Training	46	17
Supervisor Course**	16	0

* There are no exemptions allowed for any employee for in-house training requirements. Employees whose actual work site is at a Program are required to attend in-house training.

**Employees who have completed either the State or Program developed Supervisor Course.

Certification - By initialing this box, I certify that the above information is true and accurate to the best of my knowledge.

Name: Neicy Roberts

Date: 07/01/2016

Ensure all required fields are completed before submitting your data.

SUBMIT DATA

10.

2016 Annual Report Data Collection

Page 4 Post Residential classes

- Cadets can be placed in more than one Placement type (for example they can be working, going to school and in the military at the same time during the same month)

Semi-Annual Metrics Data Report

The information you enter into the following pages will be considered official and will be reported to Congress. Your records must substantiate all data entered into the form, and supporting documentation must be made available if requested by Members of Congress, Department of Defense, or National Guard Bureau.

This is a fillable PDF and all fields are required before submission. Once completed, press the "Submit Data" button at the bottom of page 4. Additionally, you should save the form to your computer. If you are unable to submit the form using the button, email the completed form as an attachment.

Contact / Program Information

Director's Name: Jackie Fogle

Phone Number: (803) 331-6675

Director's Email: FogleJ@tag.scmd.state.sc.us

Deputy Director's Email: MontgomeryM@tag.scmd.state.sc.us

Official Program Name: South Carolina Youth ChalleNGe Academy

City: Eastover

State: South Carolina

Type of Installation the Program is located on: Federal
(Educational facility, childcare facility, federal facility, etc.)

Total number of staff as of 30 September 2017: 59

Credentials Offered:

☒ GED ☐ HS Diploma ☐ Credit Recovery/Return to HS ☐ College Credit ☐ Job Training Certificates

Including the classes reported on this form, the total number of graduates since inception: 4,287

Program Goals for 2018

Please provide 2 short bullets. Due to limited space the response is limited to 100 characters.




1. Recruit enough candidates to invited 150 to start program
2. Hire and retain skill employees

Major Program Achievements for 2017

Please provide 1-2 short bullets. Due to limited space the response is limited to 100 characters.

1. AT&T 1st Place Scholarship Recipient
2. 55% of class 49 passed the GED

Residential Classes			
Please enter the data for the following NGB Classes Projected start month of each class	NGB - 47 Jul-16	NGB - 48 Jan-17	Not Required
Enrollment Data	Class 1	Class 2	Class 3
Class Starting Date	07/11/2016	01/09/2017	
Class End Date	12/14/2016	07/12/2017	
Funded Graduation Target	100	100	
Applied (number of completed applications received)	574	469	
Accepted (how many were accepted and invited to attend)	165	185	
Day 1 of week 1	162	160	
Day 1 of week 3	150	143	
Total Graduates	110	117	
Age at Graduation (Provide the number of Graduates in each age group)	Class 1	Class 2	Class 3
Age 16	41	58	
Age 17	53	45	
Age 18	11	14	
Age 19	5	0	
*Total for each class must equal the number of graduates	110	117	
Gender (Provide the number of males and females at graduation)	Class 1	Class 2	Class 3
Males	84	90	
Females	26	27	
*Total for each class must equal the number of graduates	110	117	
Ethnicity (Provide the number of Graduates in each race/ethnic group)	Class 1	Class 2	Class 3
White / Caucasian	15	35	
Black	88	75	
Hispanic / Latino	3	0	
American Indian / Alaskan	2	1	
Pacific Islander / Hawaiian	0	0	
Asian	0	0	
Unknown/Other	2	6	
*Total for each class must equal the number of graduates	110	117	
TABE - Class Average	Class 1	Class 2	Class 3
Pre-TABE (provide grade level equivalent)	5.9	7.6	
Post-TABE (provide grade level equivalent)	6.8	9.0	
Service to the Community	Class 1	Class 2	Class 3
Average hours per Cadet	46.00	42.10	
Total Hours	5,060.00	4,925.70	
Mentor Matching	Class 1	Class 2	Class 3
Matched with Mentors at End of Week 13	0	117	
Credentials Received (Provide a number for each category or N/A if not applicable)	Class 1	Class 2	Class 3
GED	50	59	
Diploma	0	0	
Credit Recovery / Returned to High School	0	0	
College Credit	0	0	
Job Training Certificates	0	0	

Residential Classes				
Please enter the data for the following NGB Classes Projected start month of each class		NGB - 47 Jul-16	NGB - 48 Jan-17	Not Required
Reason For Termination (Provide a number for each termination category)		Class 1	Class 2	Class 3
Unacceptable behavior/Insufficient participation/Non-compliance		53	36	
Left at own request		0	0	
Left at parent's request		0	3	
Failure to return from Pass		0	1	
Substance abuse		1	1	
Medical issues		1	1	
Returned to High School		0	0	
Other		0	1	
Responsible Citizenship (Provide a number for each category)		Class 1	Class 2	Class 3
Eligible to Vote		16	14	
Registered to Vote		8	14	
Eligible to register for Selective Service		6	11	
Registered for Selective Service		6	11	
*Number of registered must be equal or less than the number of eligible				
Physical Fitness (Provide the class average for each category)		Class 1	Class 2	Class 3
	Push-ups	Initial	0	0
		Final	0	0
	Sit-ups	Initial	0	0
		Final	0	0
	1 Mile Run	Initial (mm:ss)	9:22	9:46
		Final (mm:ss)	8:19	9:38
Additional Information – Optional (Provide any clarifying information to the data provided above, if necessary)				
<p>The SCYCA cadets are test on Pull ups, V-sit Reach and curl ups. If you need that information we will be glad to provide it to you.</p> <p>Matched with Mentors at End of Week 13 Cycle 37 Data is not available</p>				

Post-Residential Classes			
Please enter the data for the following NGB Classes Projected start month of each class	NGB - 44 Jan-15	NGB - 45 Jul-15	NGB - 46 Jan-16
Class Data	Class 1	Class 2	Class 3
Class Starting Date	01/05/2015	07/06/2015	01/04/2016
Class End Date	06/10/2015	12/09/2015	06/08/2016
Funded Graduation Target	100	100	100
Total Graduates	96	103	109
Number of Academic Credentials Awarded	0	0	0
Reporting – Month 1	Class 1	Class 2	Class 3
Contacted	81	0	36
Placed	44	71	19
Military	0	2	0
School	12	47	17
Employment <i>Includes full-time or multiple part-time activities totaling 25 hours or more</i>	34	20	7
Miscellaneous <i>Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated</i>	3	0	2
Reporting – Month 6	Class 1	Class 2	Class 3
Contacted	78	0	38
Placed	61	65	31
Military	0	0	0
School	29	34	19
Employment <i>Includes full-time or multiple part-time activities totaling 25 hours or more</i>	42	29	14
Miscellaneous <i>Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated</i>	4	2	0
Reporting – Month 12	Class 1	Class 2	Class 3
Contacted	62	0	30
Placed	46	39	8
Military	0	0	1
School	24	17	5
Employment <i>Includes full-time or multiple part-time activities totaling 25 hours or more</i>	32	19	7
Miscellaneous <i>Includes child-care, family care, volunteer work, hospitalized/disabled, or incarcerated</i>	2	3	0
Additional Information – Optional (Provide any clarifying information to the data provided above, if necessary)			
Class 45 contacted information is not available			

Certification - By initialing this box, I certify that the above information is true and accurate to the best of my knowledge.

Name: Neicy I Roberts

Date: 11/21/2017

Ensure all required fields are completed before submitting your data

Submit Data

FY 14:

Program Office federal dollar share	\$2,800,000.00
State dollar share	\$933,333.00
Program Office approved number of cadets targeted to graduate	200
Program Office Federal dollar/State dollar cost per cadet	\$18,666.67
Actual Federal dollars expended per final closeout modification (MOD)	\$2,724,083.72
Actual State dollars expended per final closeout MOD	\$908,027.91
Number of actual cadets graduated	163
Federal/State dollar cost per Youth Challenge cadet	\$22,283
Annual cost per juvenile committed to SCDJJ	\$38,911

FY 15:

Program Office federal dollar share	\$2,800,000.00
State dollar share	\$933,333.33
Program Office approved number of cadets targeted to graduate	200
Program Office Federal dollar/State dollar cost per cadet	\$18,666.67
Actual Federal dollars expended per final closeout modification (MOD)	\$2,800,000.00
Actual State dollars expended per final closeout MOD	\$933,333.33
Number of actual cadets graduated	232
Federal/State dollar cost per Youth Challenge cadet	\$16,092
Annual cost per juvenile committed to SCDJJ	\$39,323

FY 16:

Program Office federal dollar share	\$2,744,447.00
State dollar share	\$914,815.67
Program Office approved number of cadets targeted to graduate	200
Program Office Federal dollar/State dollar cost per cadet	\$18,296.31
Actual Federal dollars expended per final closeout modification (MOD)	\$2,723,430.69
Actual State dollars expended per final closeout MOD	\$907,810.23
Number of actual cadets graduated	219
Federal/State dollar cost per Youth Challenge cadet	\$16,581
Annual cost per juvenile committed to SCDJJ	\$43,119

FY 17:

The SCYCA's F17 budget has not been closed out. A cost per cadet for the F17 cannot be determined until the budget has been closed out and the expenditures posted to SCEIS.

Annual cost per juvenile committed to SCDJJ	\$53,302
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Year- Cycle	Target # Graduation	# Graduates	# Earning GED	% GED	Earned High School Degree	Placement Average					
						Higher Education	Military Service	Employed	Unemployed /No School	Unknown/ No Contact	Other
2010 - Cy 24	75	76	26	34.2%	0						
2010 - Cy 25	75	84	36	42.9%							
2011 - Cy 26	50	66	26	39.4%							
2011 - Cy 27	50	63	0								
2012 - Cy 28	75	74	33	44.6%	1						
2012 - Cy 29	80	73	42	57.5%							
2013 - Cy 30	100	90	32	35.6%	1						
2013 - Cy 31	100	74	7	9.5%	1						
2014 - Cy 32	100	69	16	23.2%	2	4		5		59	1
2015 - Cy 33	100	88	19	21.6%		2		29		51	6
2015 - Cy 34	100	96	15	15.6%	1	22		33	17	20	3
2016 - Cy 35	100	103	48	46.6%		35	2	29	17	21	2
2016 - Cy 36	100	109	42	38.5%	1	19	1	14	16	56	1
2017 - Cy 37	100	112	51	45.5%		46	4	22	34	6	
2017 - Cy 38	100	117	59	50.4%		28		24	29	36	

*** Placement is average for months 1, 6, and 12

*** No data available from 2010-2013 - Prior to 2014, all reporting was done through, and records were maintained on a NGB supported, internet based database system. In 2014, NGB ceased use and support of the system, and implemented use of manual forms for yearly data submission. In 2016, the Program's server crashed, destroying all historical database files.

□
*** Increase in Higher Education is mostly due to establishment of the Job Challenge Test Program