

# ChalleNGe Operational and Resource Effectiveness (CORE) Program

## Report of Inspection

South Carolina Youth ChalleNGe Academy  
December 2016





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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](mailto:khulett@cloud.alutiiq.com).

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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](mailto:fpendleton@cloud.alutiiq.com).

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**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: <b>SC Youth ChalleNGe Academy, South Carolina</b> Date: <b>6-8 December 2016</b> Functional Area: <b>Operations</b> Compliance Rate: <b>94.34%</b> Analyst's Information: <b>Kevin Seery/ Fred Pendleton</b> <b>kevin.seery@peopletec-ctr.com, fpendleton@cloud.alutiiq.com</b> <b>(803)920-1184/ (727)743-3331</b>		
<b>TASK:</b> Maintain Operation Readiness  <b>CONDITION:</b> Given an assignment to the National Guard Youth Challenge Program and applicable references  <b>STANDARD:</b> 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
<b>Participants</b>		
<b>GO</b>	<b>1. Do the participants of the Program meet the required eligibility standards?</b> <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).	
	<b>1a. Are participants sixteen to eighteen years of age at time of entry into the Program?</b> <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
	<b>1b. Are participants high school dropouts (i.e., no longer attending school and not having been awarded a secondary school diploma or equivalent certificate)?</b> <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><b>1c. Are participants citizens or legal residents of the United States?</b>  <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><b>1d. Are participants residents of the state in which the Program is operated or with whom the Program has a memorandum of agreement?</b>  <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><b>1e. Are participants unemployed or underemployed?</b>  <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><b>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?</b>  <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><b>1g. Are all participants of the Program free from use of illegal drugs or substances?</b>  <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><b>2. Are all participants capable of participating in the Program?</b>  <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>	



	<b>2a. Have all participant's been determined to be physically capable to complete the Program?</b> <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>	GO
	<b>2b. Have all participant's been determined to be mentally capable to complete the Program?</b> <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>	GO
	<b>2c. Has the Program made reasonable accommodations for participants with physical or other disabilities?</b> <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>	GO
GO	<b>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?</b> <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>	
	<b>3a. Has the Program communicated to all participants (Cadets) that they shall be considered federal employees for the purposes of compensation for work injuries?</b> <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>	GO
	<b>3b. Are Cadets processed through the Federal Employees Compensation Act (FECA) when injuries are sustained as a result of participation in the Program?</b> <i>Ref: NGYC-OI, Section 1-4, paragraph a(5)(a).</i> <i>Inspected Item: Review Program notification process.</i>	GO
	<b>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?</b> <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>	GO
	<b>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?</b> <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>	GO

	<p><b>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?</b>  <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><b>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?</b>  <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
<b>Organization</b>		
N/A	<p><b>4. Is the ratio for Cadre team leaders to Cadets 1:25?</b>  <i>Ref: NGYC-OI, Section 1-9, paragraph c(4).</i>  <i>Evaluated Item: Questions 4a-4b below.</i></p>	
	<p><b>4a. Using graduation target, is the ratio for Cadre team leaders to Cadets 1:25?</b>  <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><b>4b. Using class size at Week 3 Day 1, is the ratio for Cadre team leaders to Cadets 1:25?</b>  <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><b>5. Are all Program personnel civilian employees of the State or employed under contract with the state?</b>  <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><b>6. Does the Program Staff have comparable professional qualifications as state employees or contract personnel in similar positions?</b>  <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><b>7. Is staffing in full time direct support of the ChalleNGe Program mission and requirements?</b>  <i>Ref: NGYC-OI, Section 1-9, paragraph b.</i>  <i>Inspected Item: Review staffing model/organizational chart.</i></p>	

<b>GO</b>	<b>8. Are personnel functioning as support staff in any way slotted against a Cadre Staffing position?</b> <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>	
<b>N/A</b>	<b>9. Are temporary hires employed for less than six months?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph c.</i> <i>Inspected Item: Review personnel files.</i>  SCYCA does not employ temporary hires.	
<b>N/A</b>	<b>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?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph c.</i> <i>Inspected Item: Review personnel files.</i>  SCYCA does not employ temporary hires.	
<b>N/A</b>	<b>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?</b> <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.	
<b>GO</b>	<b>12. Are personnel filling positions performing the stated job function?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph c.</i> <i>Inspected Item: Interview Staff and compare to Staffing model.</i>	
<b>GO</b>	<b>13. Has the Program Director verified that all State Youth ChalleNGe Program employees undergo a background check IAW NGB PARC Guard Knowledge Online?</b> <i>Note: &lt;<a href="https://gkoportal.ng.mil/ngb/STAFF/D01/D01/S02/SitePages/Home.aspx">https://gkoportal.ng.mil/ngb/STAFF/D01/D01/S02/SitePages/Home.aspx</a>&gt;</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>	
<b>GO</b>	<b>14. Has the Program reviewed Staff information on a monthly basis as required?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Questions 14a–14d below.</i>	
	<b>14a. Has the Program reviewed Staff hires?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document reflecting the four most recent hires.</i>	<b>GO</b>
	<b>14b. Has the Program reviewed Staff terminations?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document reflecting the four most recent terminations.</i>	<b>GO</b>
	<b>14c. Has the Program reviewed position changes?</b> <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>	<b>GO</b>

	<b>14d. Has the Program reviewed any other pertinent information as it relates to Staff structure, for example, temporary personnel or Cadet Peer Mentors?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Contract or HR document.</i>	GO
GO	<b>15. After the monthly review, is the Staff information updated in a data management system?</b> <i>Ref: NGYC-OI, Section 1-9, paragraph f.</i> <i>Inspected Item: Data management system.</i>	
GO	<b>16. Has the Program met State and Federal training requirements?</b> <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>	
	<b>16a. Did the Program Director appoint a Program Training Coordinator?</b> <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
	<b>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?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Program training records.</i>	GO
	<b>16c. Is the required and completed training entered into the national data management system?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Data management system.</i>	GO
GO	<b>17. Does the Program have a minimum of two (2) Program Trainers certified to teach the Basic and Cadre courses?</b> <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	<b>18. Has the Program Director met the National (Federal) Training requirements?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Questions 18a-18b below.</i>	
	<b>18a. Did the Program Director attend the "New Directors Workshop" within the first year of assuming the Program Director position?</b> <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

	<b>18b. Did the Program Director attend the annual ChalleNGe Workshop?</b> <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>	GO
GO	<b>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?</b> <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>	
	<b>19a. Have all Staff members whose place of employment is the Youth ChalleNGe Program completed the Basic Course?</b> <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>	GO
	<b>19b. Have Staff members assigned as Cadre completed the Cadre Course?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Cadre staff.</i>	GO
	<b>19c. Have Staff members assigned as Counselors completed the Counselors Course?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Counseling staff.</i>  One staff member requires the Counselors Course. Inspected but not included in the overall score/rating.	N/A
	<b>19d. Have Staff members assigned as Educators completed the Educators Course?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Education staff.</i>  Six staff members require the Educators Course. Inspected but not included in the overall score/rating.	N/A
	<b>19e. Have Staff members assigned as Recruiters completed the Recruiters Course?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Training records of Recruiting staff.</i>  One staff member requires the Recruiters Course. Inspected but not included in the overall score/rating.	N/A

	<p><b>19f. Have Staff members assigned as Post-Residential Staff completed the Post-Residential Course?</b>  <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><b>19g. Has the Staff member assigned as the Program Training Coordinator completed the Program Training Coordinator Course?</b>  <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
<b>NO GO</b>	<p><b>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?</b>  <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>	
<b>GO</b>	<p><b>21. Have Staff members completed the initial in-house Staff training in the required timeframes?</b>  <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><b>21a. Have Staff members completed the initial Sexual Assault/Harassment Mitigation briefing prior to starting work at a NGYCP?</b>  <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i>  <i>Inspected Item: Staff Training Roster.</i></p>	GO
	<p><b>21b. Have Staff members completed Conflict Resolution Training or Non-Violent Crisis Intervention Training within the first month of hire?</b>  <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><b>21c. Have Staff members completed Mandated Reporter Training within the first month of hire?</b>  <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><b>21d. Have Staff members completed the official State Sexual Assault and Prevention Response/Harassment Training within the first three (3) months of hire?</b>  <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i>  <i>Inspected Item: Staff Training Roster.</i></p>	GO
	<p><b>21e. Have Staff members completed Ethics Training within the first three (3) months of hire?</b>  <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><b>21f. Have Staff members completed CPR/First Aid Training within the first six (6) months of hire?</b>  <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><b>21g. Have Staff members completed Gang Awareness Training within the first six (6) months of hire?</b>  <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><b>22. Have Staff members completed the annual in-house Staff training in the required timeframe?</b>  <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><b>22a. Have Staff members completed Conflict Resolution Training or Non-Violent Crisis Intervention Training annually?</b>  <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><b>22b. Have Staff members completed Mandated Reporter Training annually?</b>  <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><b>22c. Have Staff members completed the official State Sexual Assault and Prevention Response/Harassment Training annually?</b>  <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><b>22d. Have Staff members completed Ethics Training annually?</b>  <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><b>22e. Have Staff members completed CPR/First Aid Training and/or maintained currency as required by the issuing organization?</b>  <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><b>22f. Have Staff members completed Gang Awareness Training annually?</b>  <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><b>23. Have volunteers and mentors completed Mandated Reporter Training within the first month of service with the NGYCP?</b>  <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>	
<b>Administrative Requirements</b>		
NO GO	<p><b>24. Did the Program adequately respond to the Report of Inspection?</b>  <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><b>24a. Was a Corrective Action Plan developed?</b>  <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><b>24b. Was the Corrective Action Plan submitted on time?</b>  <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><b>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?</b>  <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><b>24d. Did each strategy from the Corrective Action Plan resolve the issue of non-compliance?</b>  <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><b>25. Did the Program fulfill the requirements of the biennial Director's Self-Assessment?</b>  <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><b>25a. Did the Program complete all components of the Director's Self-Assessment?</b>  <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><b>25b. Was the Program Director's Self-Assessment submitted within the required timeframe included in the Memo from Chief, NG-J1-AY?</b>  <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><b>25c. Did the Director's Self-Assessment identify all areas of non-compliance?</b>  <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><b>25d. Have all areas identified as non-compliant in the Director's Self-Assessment been brought into compliance?</b>  <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><b>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?</b>  <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	<b>27. Does the ChalleNGe Program's State Plan include all required elements?</b> <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>	
	<b>27a. Does the State Plan contain details relating to application procedures which conform to applicable NGYCP policies?</b> <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
	<b>27b. Does the State Plan contain details relating to selection procedures which conform to applicable NGYCP policies?</b> <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
	<b>27c. Does the State Plan contain details relating to numbers of students trained?</b> <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
	<b>27d. Does the State Plan contain details relating to Staffing?</b> <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
	<b>27e. Does the State Plan contain details relating to Staff training?</b> <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
	<b>27f. Does the State Plan contain details relating to curriculum?</b> <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
	<b>27g. Does the State Plan contain details relating to facilities?</b> <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
	<b>27h. Does the State Plan contain details relating to State public services to be provided?</b> <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
	<b>27i. Does the State Plan contain details relating to private services to be provided?</b> <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
	<b>27j. Does the State Plan contain details relating to the Post-Residential Program?</b> <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><b>27k. Does the State Plan contain details relating to establishment of non-profit organization?</b>  <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><b>27l. Does the State Plan contain details relating to a detailed budget?</b>  <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><b>27m. Does the State Plan include a master calendar which identifies the responsible department, event, and week each activity occurs?</b>  <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><b>27n. Is the time frame for the Initial Drug Testing contained in the Program State Plan (Drug test SOP)?</b>  <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><b>27o. If offsite Cadet activities are allowed to count toward the 147 minimum class session days, are the details contained in the State Plan?</b>  <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><b>27p. Is the Hands-Off Leadership SOP included in the State Plan?</b>  <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><b>28. Has the State Plan been updated annually?</b>  <i>Ref: NGYCP-CA, Section 201, paragraph d(1).</i>  <i>Inspected Item: Review three most recent State Plans.</i></p>	
GO	<p><b>29. Did the ChalleNGe Program develop SOPs for all keys areas of the Program?</b>  <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><b>29a. Is the requirement that Program Directors perform a biennial operational self-evaluation included in a Program SOP?</b>  <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><b>29b. Does the Program have a current SOP regarding Data Validation (recommended)?</b>  <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><b>29c. Does the Program have a current SOP regarding Logistics (recommended)?</b>  <i>Ref: CP 3-1, Chapter II, paragraph 5.</i>  <i>Inspected Item: Review Logistics SOP.</i></p>	GO
	<p><b>29d. Does the Program have a current SOP regarding Medical (recommended)?</b>  <i>Ref: CP 3-1, Chapter II, paragraph 5.</i>  <i>Inspected Item: Review Medical SOP.</i></p>	GO
	<p><b>29e. Does the Program have a current SOP regarding Operations (recommended)?</b>  <i>Ref: CP 3-1, Chapter II, paragraph 5.</i>  <i>Inspected Item: Review Operations SOP.</i></p>	GO
	<p><b>29f. Does the Program have a current SOP regarding Acclimation (recommended)?</b>  <i>Ref: CP 3-1, Chapter II, paragraph 5.</i>  <i>Inspected Item: Review Acclimation SOP.</i></p>	GO
	<p><b>29g. Does the Program have a current SOP regarding Case Management (recommended)?</b>  <i>Ref: CP 3-1, Chapter II, paragraph 5.</i>  <i>Inspected Item: Review Case Management SOP.</i></p>	GO
	<p><b>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?</b>  <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><b>29i. Does the program have a current Hands-Off Leadership SOP?</b>  <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><b>30. Has the Program Director reviewed and updated standard operating procedures biennially to align with current guidance?</b>  <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	<b>31. Are Serious Incident Reports (SIR) properly utilized?</b> <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>	
	<b>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.)?</b> <i>Ref: NGYC-OI, Section 1-13 and Section 1-26 paragraph b.</i> <i>Inspected Item: Review most recent SIR.</i>	GO
	<b>31b. Are Serious Incident Reports completed in the required format?</b> <i>Ref: NGYC-OI, Section 1-13 and Section 1-26 paragraph b.</i> <i>Inspected Item: Review most recent SIR.</i>	GO
	<b>31c. Did the Program Director provide the Program Office (NG-J1-AY) continuous updates as the incident develops?</b> <i>Ref: NGYC-OI, Section 1-13.</i> <i>Inspected Item: Review email and supporting documents.</i>	GO
	<b>31d. Are deaths or critical injuries to Staff member or Cadets reported immediately to the Program Office (NG-J1-AY) with a telephonic report?</b> <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
	<b>31e. Are telephonic reports to the Program Office (NG-J1-AY) followed up with an email using the SIR form?</b> <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	<b>32. Is the privacy of individuals (Mentors, Cadets, families of Cadets, Staff) protected?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Questions 32a–32i below.</i>	
	<b>32a. Are confidential files kept locked at all times?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Conduct physical check of confidential files.</i>	GO
	<b>32b. Are computers turned off/locked when not in use?</b> <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
	<b>32c. Are offices locked when not in use?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 9, Page 25.</i> <i>Inspected Item: Conduct physical check of unoccupied offices.</i>	GO
	<b>32d. Are only authorized personnel permitted access to the confidential materials?</b> <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><b>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?</b>  <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><b>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?</b>  <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><b>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?</b>  <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><b>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?</b>  <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><b>32i. Has a written policy been developed and posted about how and the conditions under which information will be released?</b>  <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><b>32j. Has a written policy been developed and posted about who is authorized to have access to the files?</b>  <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	<b>33. Are Cadet hard-copy records maintained for three years, or longer if required by State law, before being properly disposed?</b> <i>Ref: NGYC-OI, Section 1-2, paragraph a(4).</i> <i>Inspected Item: Review records for previous years.</i>	
GO	<b>34. Does the Program adhere to the NGYCP-CA Hands-Off Leadership Guidance?</b> <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>	
	<b>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?</b> <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>	GO
	<b>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?</b> <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>  During the Cadet interviews, 9 out of the 10 Cadets alleged that Cadre use unprofessional language.	GO
GO	<b>35. Has the Program completed all required Hands-Off Leadership training?</b> <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>	
	<b>35a. Have staff members been trained on the Hands-Off Leadership program?</b> <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>  Initial: Three staff members require Hands-Off Leadership training. Final: Staff members received the required training.	GO

	<b>35b. Have volunteers been trained on the Hands-Off Leadership program?</b> <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>	GO
GO	<b>36. Does the Hands-Off Leadership training for staff include the following requirements?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Questions 36a-36e below.</i>	
	<b>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?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
	<b>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?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
	<b>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?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
	<b>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?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
	<b>36e. Has the staff Hands-Off Leadership training been updated in a data management system?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review data management system for training dates for all staff.</i>	GO
GO	<b>37. Does the Hands-Off Leadership training for Candidates/Cadets include the following requirements?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Questions 37a-37c below.</i>	



	<b>37a. Were participants trained on the Hands-Off Leadership program Day 1 of the Acclimation Period?</b> <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
	<b>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?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review training syllabus.</i>	GO
	<b>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?</b> <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	<b>38. Did the Program follow the required investigative process for all alleged Hands-Off Leadership policy violations?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Questions 38a-38c below.</i>	
	<b>38a. Are all reports of alleged policy violations impartially investigated and facts gathered under the direction of the senior Staff?</b> <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
	<b>38b. Are all investigations of alleged policy violations appropriately documented and forwarded to the Program Director for action?</b> <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
	<b>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?</b> <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	<b>39. Is the updated Hands-Off Leadership policy included in the staff handbook?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Staff Handbook.</i>	
GO	<b>40. Is the updated Hands-Off Leadership policy included in the Cadet handbook?</b> <i>Ref: NG-J1-AY ChalleNGe Program Hands-Off Leadership Policy dated 8 May 2015.</i> <i>Inspected Item: Review Cadet Handbook.</i>	
GO	<b>41. Is the Program in compliance with the DoD/NGB drug free policy for participants enrolled in the ChalleNGe Program?</b> <i>Ref: NGYC-OI, Section 1-16.</i> <i>Inspected Item: Questions 41a–41i below.</i>	
	<b>41a. Has the Program prepared and published an SOP reflecting the policies and procedures of its drug Program?</b> <i>Ref: NGYC-OI, Section 1-16, paragraph k.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	<b>41b. Are the Required Initial Drug Tests (Screening Tests) conducted within the first 40 days of the Residential Phase?</b> <i>Ref: NGYC-OI, Section 1-16, paragraph b(1).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	<b>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?</b> <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
	<b>41d. Did all drug testing determinations comply with the SAMHSA concentration cut-off standards?</b> <i>Ref: NGYC-OI, Section 1-16, paragraph b(4).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	<b>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?</b> <i>Ref: NGYC-OI, Section 1-16, paragraph c.</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	<b>41f. Are all drug test results entered into a data management system?</b> <i>Ref: NGYC-OI, Section 1-16, paragraph b(5).</i> <i>Inspected Item: Review data management system.</i>	GO
	<b>41g. Are all required Initial, For-Cause, Reasonable-Suspicion and Random drug testing products urine-based strip tests?</b> <i>Ref: NGYC-OI, Section 1-16, paragraph b(3).</i> <i>Inspected Item: Review Drug Policy SOP and interview Program Director.</i>	GO
	<b>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?</b> <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

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

	<p><b>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)?</b></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><b>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?</b></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><b>45. Did the Program meet all requirements prior to the early release of any Cadet(s)?</b></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><b>45a. Was the release after Residential Phase Week 18?</b></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><b>45b. Were all eight core components successfully completed?</b></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><b>45c. Was the Cadet matched with a Mentor?</b></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><b>45d. Was a Post-Residential Action Plan completed?</b></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><b>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?</b></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><b>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?</b></p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b(5) and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 30.</i></p> <p><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><b>47. Is information on Cadets participating in an early release documented in the data management information system under the Cadet's personal information?</b></p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph b(5), and Recruiting, Placement and Mentoring Operations Manual, Early Release, Page 30.</i></p> <p><i>Inspected Item: Review a data management system.</i></p> <p>SCYCA does not early release Cadets.</p>	
GO	<p><b>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)?</b></p> <p><i>Ref: NGYC-OI, Section 1-24, paragraph b.</i></p> <p><i>Inspected Item: Examine Certificates of Completion in Cadet files.</i></p>	
N/A	<p><b>49. Has the Program Director granted any Waiver(s) of Performance for Cadets?</b></p> <p><i>Ref: NGYC-OI, Section 1-24, paragraph d.</i></p> <p><i>Inspected Item: Examine Waivers of Performance.</i></p> <p>Program Director has not issued any waivers of performance.</p>	
N/A	<p><b>50. Have all Waivers of Performance been documented in a Memorandum for Record stating the specific circumstances forming the basis for the waiver?</b></p> <p><i>Ref: NGYC-OI, Section 1-24, paragraph e.</i></p> <p><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><b>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?</b></p> <p><i>Ref: NGYC-OI, Section 1-24, paragraph g; Recruiting, Placement and Mentoring Operations Manual, Standard 7, page 21.</i></p> <p><i>Inspected Item: Questions 51a-51d below.</i></p> <p>The Program did not award any Certificates of Attendance.</p>	
	<p><b>51a. Has the Program terminated all Cadets receiving a Certificate of Attendance on graduation and not included them in the graduation numbers?</b></p> <p><i>Ref: NGYC-OI, Section 1-24, paragraph i.</i></p> <p><i>Inspected Item: Examine Cadet files and data management system.</i></p>	N/A

	<b>51b. Has the Program documented the termination date of Cadets receiving a Certificate of Attendance in a data management system?</b> <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
	<b>51c. Did the Program terminate the formal mentoring relationship on the class graduation date?</b> <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
	<b>51d. Did the Program document the completion of the formal mentoring relationship not later than 30 days following the class graduation date?</b> <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
<b>Acclimation Period</b>		
GO	<b>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?</b> <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	<b>53. Does the Program follow the regulatory requirements for the two-week Acclimation period?</b> <i>Ref: NGYC-OI, Section 1-15.</i> <i>Inspected Item: Questions 53a – 53j below.</i>	
	<b>53a. Is the Acclimation Period at least 11 days long over the course of two consecutive weeks?</b> <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
	<b>53b. Does the two-week Acclimation period consist of 16-hour days?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6).</i> <i>Inspected Item: Examine Acclimation Period training schedule.</i>	GO
	<b>53c. Is wake-up NLT 0600 hours?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(1).</i> <i>Inspected Item: Review daily training schedule.</i>	GO
	<b>53d. Are lights out NLT 2200 hours?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(1).</i> <i>Inspected Item: Review daily training schedule.</i>	GO
	<b>53e. Are all sleep hours uninterrupted?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(1).</i> <i>Inspected Item: Review daily training schedule.</i>	GO
	<b>53f. Does the two-week Acclimation period include instruction on close order drill and ceremonies?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(a).</i> <i>Inspected Item: Examine training schedule.</i>	GO
	<b>53g. Does the two-week Acclimation period include instruction on military courtesies?</b> <i>Ref: NGYC-OI, Section 1-15 paragraph a.(6)(b).</i> <i>Inspected Item: Examine training schedule.</i>	GO

	<b>53h. Does the two-week Acclimation period include instruction on leadership/followership practicum?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(c).</i> <i>Inspected Item: Examine training schedule.</i>	GO
	<b>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?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a.(6)(d).</i> <i>Inspected Item: Examine training schedule, Cadet handbook.</i>	GO
	<b>53j. Does the two-week Acclimation Period include other activities that contribute to Cadets' adjustment to the ChalleNGe Program environment?</b> <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>	GO
GO	<b>54. Does the training schedule include the time, location, Cadet uniform, necessary equipment, and department lead?</b> <i>Ref: CP 3-1, Chapter II, paragraph 11.</i> <i>Inspected Item: Examine training schedule.</i>	
GO	<b>55. Are all non-sleep and weekend hours identified on the training schedule with some type of activity?</b> <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>	
GO	<b>56. Are activities related to community and conservation projects scheduled during the Acclimation period?</b> <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>	
GO	<b>57. Is physical fitness training conducted every day during the Acclimation period?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a(3).</i> <i>Inspected Item: Examine Acclimation training schedule.</i>	
GO	<b>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?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a(3).</i> <i>Inspected Item: Physical Fitness SOP. Examine curriculum and/or training schedule.</i>	
GO	<b>59. During the two-week Acclimation period, did a team leader/assistant team leader properly assess each prospective candidate daily?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a(4).</i> <i>Inspected Item: Questions 59a – 59e below.</i>	
	<b>59a. Was each prospective Cadet assessed daily on his/her ability to handle stress?</b> <i>Ref: NGYC-OI, Section 1-15, paragraph a(4)(a).</i> <i>Inspected Item: Examine Acclimation Period Cadet records.</i>	GO

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



	<p><b>62d. Are offsite Cadet activities such as job and college interviews counted toward the 147 minimum classes session days? NOTE: if yes, see Q27o.</b></p> <p><i>Note: if yes, see Q27o.</i></p> <p><i>Ref: NGYC-OI, Section 1-14, paragraph a.</i></p> <p><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><b>63. Does the Program's Physical Fitness Program include modifications to accommodate pregnant Cadets based on the advice of the medical staff?</b></p> <p><i>Ref: NGYC-OI, Section 1-18.</i></p> <p><i>Inspected Item: Examine physical fitness SOP or Medical SOP.</i></p>	
GO	<p><b>64. Is the Physical Fitness Program conducted throughout the Residential Phase?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a.</i></p> <p><i>Inspected Item: Examine training schedule and Cadet records, SOP.</i></p>	
GO	<p><b>65. Is a Physical Fitness Program, based on the five part President's Challenge, incorporated into the Program?</b></p> <p><i>Ref: NGYC-OI, Section 1-21.</i></p> <p><i>Inspected Item: Questions 65a – 65e below.</i></p>	
	<p><b>65a. Does the Physical Fitness Program include curl ups, or as an alternative event, partial curl-ups?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(a).</i></p> <p><i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p><b>65b. Does the Physical Fitness Program include the shuttle run?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(b).</i></p> <p><i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p><b>65c. Does the Physical Fitness Program include the one-mile run/walk?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(c).</i></p> <p><i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p><b>65d. Does the Physical Fitness Program include pull-ups, or as alternative events, right angle push-ups or the flexed-arm hang?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(d).</i></p> <p><i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
	<p><b>65e. Does the Physical Fitness Program include the V-sit and reach?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a(1)(e).</i></p> <p><i>Inspected Item: Review Physical Fitness Core Curriculum.</i></p>	GO
GO	<p><b>66. Are Cadets Physical Fitness scores entered into a data management system as completed?</b></p> <p><i>Ref: NGYC-OI, Section 1-23.</i></p> <p><i>Inspected Item: Review data management system.</i></p>	
GO	<p><b>67. Did the Program present physical fitness awards while Cadets were still enrolled in the Residential Phase?</b></p> <p><i>Ref: NGYC-OI, Section 1-21, paragraph a(2).</i></p> <p><i>Inspected Item: Program Documents, award ceremony documentation/Program.</i></p>	

<b>GO</b>	<b>68. Does the Test of Adult Basic Education (TABE) serve as the standard for determining academic grade level progress?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Review academic curriculum</i>	
<b>GO</b>	<b>69. Does the Program Director ensure the TABE is performed to standard, on schedule, and recorded in an accurate manner?</b> <i>Ref: NGYC-OI, Section 1-20.</i> <i>Inspected Item: Questions 69a – 69i below.</i>	
	<b>69a. Does the Program use the Locator test to determine the level of the test (L, E, M, D, A)?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	<b>69b. Does the Program use the TABE Survey as the minimum standard of measure for the purpose of measuring academic improvement?</b> <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
	<b>69c. Does the Program use the Complete Battery?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	<b>69d. Are TABE Forms 9/10 utilized for Pre and Post TABE testing?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(2).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	<b>69e. Are the administered Pre-TABE test scores recorded into a data management system NLT Week 4 of the Residential Phase?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	<b>69f. Does the Program Director ensure test scale scores and grade equivalent scores for ALL subjects are recorded into a data management system?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	<b>69g. Are the scores on the Pre-TABE used to determine the Cadet's entry grade level?</b> <i>Ref: NGYC-OI, Section 1-20, paragraph a(3).</i> <i>Inspected Item: Examine TABE data management system.</i>	GO
	<b>69h. Are the scores on the Post-TABE used to determine the Cadet's departing grade level?</b> <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><b>69i. Are the administered Post-TABE test scores recorded into a data management system?</b>  <i>Ref: NGYC-OI Section 1-20 paragraph a(3).</i>  <i>Inspected Item: Examine TABE data management system.</i></p>	GO
GO	<p><b>70. Does the Program's curriculum include the eight core components, along with the associated tasks?</b>  <i>Ref: CP 3-1, Chapter II and CP-1, Chapter IV.</i>  <i>Assessed Items: Questions 70a – 70c below.</i></p>	
	<p><b>70a. Has the Program Director developed and approved curriculum for each of the seven non-academic core components?</b>  <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><b>70b. Does each core component include the Program Office (NG-J1-AY) standardized task, condition, and standard for each task outlined in the curriculum?</b>  <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
	<p><b>71. Have the Cadets developed their Post-Residential Actions Plans (P-RAP) in conjunction with the core component curriculum?</b>  <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>	
GO	<p><b>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?</b>  <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><b>71b. Is the P-RAP continually updated during the Residential Phase based upon the development of each Cadet?</b>  <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><b>71c. Did Cadet participants complete their Post-Residential Action Plan (P-RAP) within the Residential Phase?</b>  <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

	<b>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?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18 (1).</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i>	GO
	<b>71e. Has each Cadet, with support from the Program Staff and the Cadet's Mentor, identified the resources required to achieve these goals?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i>	GO
	<b>71f. Has each graduate identified the equivalent of at least one full-time activity to become engaged in during the Post-Residential Phase?</b> <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>	GO
	<b>71g. Does the Cadet's specific intended placement activity, support his/her long-term goal?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i>	GO
	<b>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?</b> <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>	GO
	<b>71i. Is the data supporting the P-RAP process recorded into a hard copy of the P-RAP workbook?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18.</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i>	GO
	<b>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?</b> <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 6, Page 18</i> <i>Inspected Item: Review sampling of Cadet P-RAPs.</i>	GO
<b>Recruitment, Placement, Mentoring (RPM) Requirements</b>		
GO	<b>72. Does the Program have a recruiting SOP?</b> <i>Ref: CP 3-1, Appendix A.</i> <i>Inspected Item: Review recruiting SOP.</i>	

<b>GO</b>	<b>73. Has the Program created selection procedures that, to the fullest extent possible, reach educationally and/or economically disadvantaged groups?</b> <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>	
<b>GO</b>	<b>74. Does the Program have a Marketing Plan?</b> <i>Ref: CP 3-1, Chapter II paragraph, Appendix A.</i> <i>Inspected Item: Review Program marketing plan.</i>	
<b>GO</b>	<b>75. Has the Program's marketing plan been evaluated and updated as necessary?</b> <i>Ref: CP 3-1, Chapter II, paragraph 7.</i> <i>Inspected Item: Review Program marketing plan.</i>	
<b>GO</b>	<b>76. Does the Program maintain a website that contains all the required pages identified by the regulation?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Questions 76a – 76g below.</i>	
	<b>76a. Does the website contain a "How to Apply" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	<b>76b. Does the website contain a "Mentor Resources" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	<b>76c. Does the website contain a "News and Events" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	<b>76d. Does the website contain a "Frequently Asked Questions" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	<b>76e. Does the website contain a "Contact Us" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	<b>76f. Does the website contain a "Bulletin Board" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
	<b>76g. Does the website contain a "Photo Galleries" page?</b> <i>Ref: CP 3-1, Chapter II, paragraph 6.C.</i> <i>Inspected Item: Examine Program website for required content.</i>	GO
<b>GO</b>	<b>77. Does the Post-Residential Staff utilize the P-RAP to work with Cadets in the Post-Residential Phase?</b> <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><b>78. Has the Program implemented an effective system for helping candidates to follow Youth Initiated Mentoring (YIM) practices to recruit prospective mentors?</b></p> <p><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></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i></p> <p><i>Inspected Item: Questions 78a – 78c below.</i></p>	
	<p><b>78a. At the conclusion of Week 2 of the Residential Phase, does the Program have 80% of the required prospective Mentor applications on file?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i></p> <p><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><b>78b. By the end of Week 6 of the Residential Phase, does the Program have 95% of the required prospective Mentor applications on file?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i></p> <p><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><b>78c. At the conclusion of Week13 of the Residential Phase does the Program have all of the required prospective Mentors recruited?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 1, Page 6.</i></p> <p><i>Inspected Item: Review case managers' files, completed Cadet application, or a data management system.</i></p>	GO
GO	<p><b>79. Do applicants for prospective Mentors meet the qualification requirements?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i></p> <p><i>Inspected Item: Questions 79a – 79f below.</i></p>	
	<p><b>79a. Are all prospective Mentors at least 21 years of age?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i></p> <p><i>Inspected Item: Review Mentor application, a data management system, birth certificate, or driver's license.</i></p>	GO

	<p><b>79b. Has the Program Director documented all approved cross-gender matches in the Mentoring case file?</b>  <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><b>79c. Are prospective Mentors in reasonable geographic proximity to their match (Geographic proximity is defined as distance acceptable to both the Mentor and Cadet)?</b>  <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 2, Page 7.</i>  <i>Inspected Item: Review Mentor application</i></p>	GO
	<p><b>79d. Are prospective Mentors not of the same household or immediate family?</b>  <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><b>79e. Are prospective Mentors not ChalleNGe Staff or spouses?</b>  <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><b>79f. If Mentors have been matched with more than one Cadet, is the Program Director's written approval noted in the case file?</b>  <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><b>80. Has every Mentor submitted a signed Mentor Authorization to Release Information (MARI)?</b>  <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><b>81. Was the MARI collected prior to the request for the criminal record check?</b>  <i>Ref: CP 3-1, Chapter II, paragraph 12.</i>  <i>Inspected Item: Examine Mentors' MARI.</i></p>	
GO	<p><b>82. Has the Program implemented an effective program for screening Mentors?</b>  <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><b>82a. Does the screening process include a completed written application?</b>  <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><b>82b. During the Mentors' screening process, were two reference checks completed?</b>  <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><b>82c. Did the screening process include an interview conducted by Program Staff?</b>  <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><b>82d. Was the criminal records check completed?</b>  <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><b>82e. Did the criminal records check include a sex offender screening?</b>  <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><b>82f. Did the background investigation go back five years for felony convictions?</b>  <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><b>82g. Did the background investigation include any alcohol or substance convictions within five years, including DWIs/DUIs?</b>  <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><b>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?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i></p> <p><i>Inspected Item: Review criminal records check results and documentation reflecting Program Director's review and approval.</i></p>	GO
	<p><b>82i. Was all screening completed before matching a Mentor with a Cadet?</b></p> <p><i>Ref: NGYC-OI, Section 1-25, paragraph c. and Recruiting, Placement and Mentoring Operations Manual, Standard 3, Page 8.</i></p> <p><i>Inspected Item: Review Mentor file.</i></p>	GO
GO	<p><b>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?</b></p> <p><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></p> <p><i>NOTE 2: Refresher training for returning mentors should be completed every three years.</i></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i></p> <p><i>Inspected Item: Questions 83a - 83c.</i></p>	
	<p><b>83a. Have Mentors completed either the introductory mentor e-learning content or on-site mentor training?</b></p> <p><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></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i></p> <p><i>Inspected Item: Review Mentor training records in the data management system.</i></p>	GO
	<p><b>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?</b></p> <p><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></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i></p> <p><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><b>83c. Was Mentee and mentor trainings, facilitated by Program staff, completed prior to the formal matching of the Cadet and mentor when geographically feasible?</b></p> <p><i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 4, Page 14.</i></p> <p><i>Inspected Item: Review Mentor training records and the data management system.</i></p>	GO

GO	<p><b>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?</b></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><b>85. Did the Program place a copy of all mentoring agreements in case management files?</b></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><b>86. Are Mentors fulfilling their responsibilities as contained in the Recruiting, Placement, and Mentoring Operations Manual?</b></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><b>86a. Beginning in Week 14 of the Residential Phase, are cadets who are matched with a mentor making weekly contacts with their mentor?</b></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><b>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?</b></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><b>86c. Have Mentors verified all placement activities each month in the Mentor report?</b></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

<b>GO</b>	<b>87. Are Mentor- Cadet contacts made during the Residential and Post-Residential Phases reported in a data management system?</b> <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>	
<b>GO</b>	<b>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)?</b> <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>	
<b>NO GO</b>	<b>89. Does the Program provide graduation allowances in accordance with regulatory requirements?</b> <i>Ref: NGYC-OI, Section 1-6, paragraph f.</i> <i>Inspected Item: Questions 89a – 89e below.</i>	
	<b>89a. Is the graduation allowance amount \$2,200.00 or less?</b> <i>Ref: NGYC-OI, Section 1-6, paragraph f.</i> <i>Inspected Item: Post-Residential Allowance Policy</i>	<b>GO</b>
	<b>89b. Have recipients Graduated from the Residential Phase of the Program?</b> <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>	<b>GO</b>
	<b>89c. Are recipients in a positive placement position in the Post-Residential Phase?</b> <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.	<b>NO GO</b>
	<b>89d. Are the Cadets' Mentors involved in the graduation allowance distribution process through the monthly reporting of Cadets' activities?</b> <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.	<b>N/A</b>

	<p><b>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?</b>  <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><b>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?</b>  <i>Ref: Recruiting, Placement and Mentoring Operations Manual, Standard 8, page 22.</i>  <i>Inspected Item: Questions 90a - 90j below.</i></p>	
	<p><b>90a. Do case managers, to the extent possible, document efforts to maintain monthly communication with the mentor?</b>  <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><b>90b. Do case managers monitor, document, and record mentor relationship activities in the database, including contact between the mentor and mentee?</b>  <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><b>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?</b>  <i>Ref: Placement and Mentoring Operations Manual, Source Documents, Page 28.</i>  <i>Inspected Item: Review data management system.</i></p>	GO
	<p><b>90d. During the Post-Residential Phase, do case managers record placement activities in one of the four following categories: employment; education; military; or, miscellaneous?</b>  <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><b>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?</b>  <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><b>90f. Do case management files contain copies of documents verifying placement activities?</b></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><b>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?</b></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><b>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?</b></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><b>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?</b></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><b>90j. At the end of the Post-Residential Phase, did case managers close and archive case files on each cadet and mentor?</b></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



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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](mailto:fpendleton@cloud.alutiiq.com).

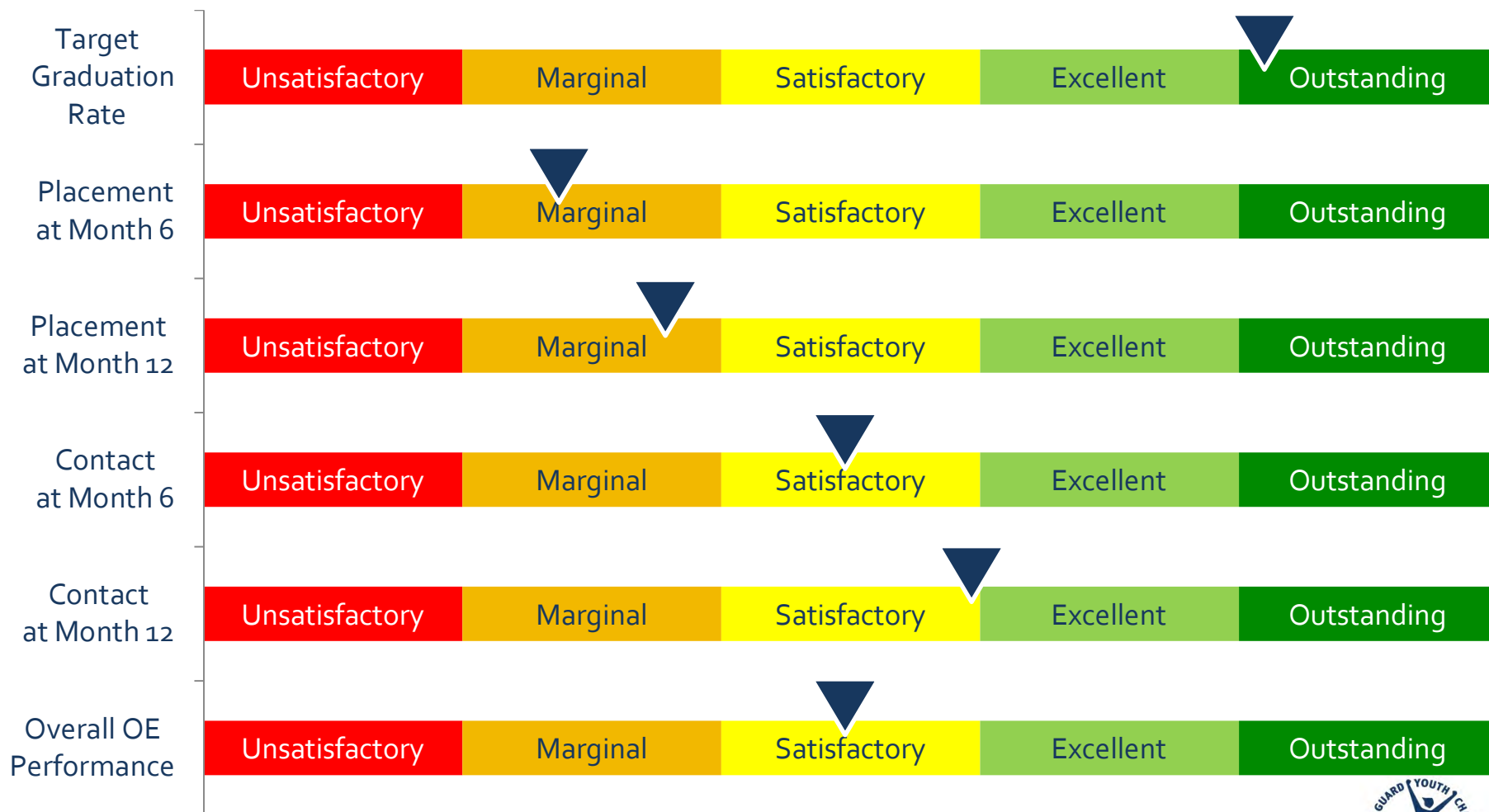
A handwritten signature in black ink, reading "Fredrick D. Pendleton". The signature is written in a cursive, slightly stylized font.

FREDRICK D. PENDLETON

Contractor, Alutiiq

Management Analyst (Operations)

# CORE Key Performance Indicators





<b>ChalleNGe Operational and Resource Effectiveness Team</b>	
Program/State: <b>SC Youth ChalleNGe Academy, South Carolina</b>	
Date: <b>6-8 December 2016</b>	
Functional Area: <b>Operational Performance</b>	
Overall Rating: <b>Satisfactory</b>	Overall Score: <b>163.05</b>
<b>Kevin Seery/ Fred Pendleton</b> Analyst's Information: <b>kevin.seery@peopletec-ctr.com, fpendleton@cloud.alutiiq.com</b> <b>(803)920-1184/ (727)743-3331</b>	
<p><b>TASK:</b> Assess the Operational performance of the Youth ChalleNGe program.</p> <p><b>CONDITION:</b> Review documentation from the four most recently completed classes.</p> <p><b>STANDARD:</b> 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.

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

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
<b>Total</b>			169	343
<b>Calculation</b>	$(Total\ Placed \div Total\ Graduates) \times 100\%$ $(169 \div 343) \times 100 = 49.27\%$			

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
<b>Total</b>			192	343
<b>Calculation</b>	$(Total\ Placed \div Total\ Graduates) \times 100\%$ $(192 \div 343) \times 100 = 55.98\%$			

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
<b>Total</b>			255	343
<b>Calculation</b>	$(Total\ Contacted \div Total\ Graduates) \times 100\%$ $(255 \div 343) \times 100 = 74.34\%$			

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	
<b>1. Basic Course Calculation (Tb)</b>	# of Staff that have completed the Basic Course ÷ Total # of Staff
	$(59 \div 59) \times 100\% = 100\%$
<b>2. Function Specific Course Calculations (Tf)</b> (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) $24 \div 24 = 100\%$
	Counselors Course (Fk) $0 \div 1 = 0\%$
	Recruiters Course (Fr) $0 \div 1 = 0\%$
	Educators Course (Fe) $0 \div 6 = 0\%$
	Post-Residential Course (Fp) $0 \div 11 = 0\%$
	Supervisor Course (Fs) $6 \div 11 = 54.5\%$
<b>3. Lowest Function Specific % (Tf)</b>	0%
<b>4. Training Percentage</b>	Lower of (Tb) and (Tf)
	Tb = 100%
	Tf = 0%
<b>5. T-Level</b>	See Table 2 below – Use Lowest Training % from 4.
	<b>T-4</b>

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:  $\geq 188$ , 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.



4901 Corporate Drive, Huntsville, AL 35805  
(256)319-3800 • fax (256)319.3900

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](mailto:izzy.mcphail@peopletec-ctr.com).

A handwritten signature in black ink, appearing to read "Izzy McPhail", written in a cursive style.

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](mailto: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%**

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**904-814-7724**

**TASK:** Manage National Guard Youth ChalleNGe Program federally appropriated/allocated funds.

**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.

**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.

Terminal Task	Item	Enabling Task
<i>Program Level</i>		
<b>GO</b>	<b>1. Did the Budget Officer develop an annual budget to submit for the Program Director's review and approval?</b> <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 10.</i> <i>Inspected Items: See questions 1a-1b below.</i>	
	<b>1a. Did the Budget Officer develop an annual budget to submit for the Program Director's review and approval?</b> <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 10.</i> <i>Inspected Items: Current budget with supporting documentation.</i>	<b>GO</b>
	Budget Officer provided email documentation of meeting that was conducted for the Director to approve the PFY17 Budget.	

	<p><b>1b. Did the Budget Officer attend quarterly reviews as directed by the USPFO and GOR?</b>  <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><b>2. Did the program prepare and submit a budget IAW NGYCP-CA?</b>  <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><b>2a. Was the budget submitted to NG-J1-AY not later than 90 days prior to the start of the Program Fiscal Year (PFY)?</b>  <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><b>2b. Did the proposed budget include an updated annual goal-focused State Plan?</b>  <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><b>2c. Did the proposed budget submission include the certification of State funds?</b>  <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><b>3. Is all Program Income added to the budget as a Grantee (State) contribution?</b>  <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><b>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?</b>  <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><b>5. Does the Program have a process in place to ensure all costs associated with the host installation are being properly charged? (Recommended)</b>  <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><b>6. At State owned/operated or leased dining facilities, are meals consumed by the Program tracked and applicable funds reimbursed within standards?</b>  <i>Ref: NGYC-OI Attachment 1, Section 1-5.</i>  <i>Inspected Item: See questions 6a-6d below.</i></p>	
	<p><b>6a. Are meals consumed by visitors at a dining facility operated by the State tracked and treated as program income?</b>  <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><b>6b. Are reimbursed food service costs to the State from the Federal Government no more than \$20 per day, per cadet?</b>  <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><b>6c. If the Federal Government operates the dining facility, does the Federal Government reimburse the State only for meals provided to cadets?</b>  <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><b>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?</b>  <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><b>7. Is food provided at special events consumed only by Cadets and allowable staff?</b>  <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><b>8. Are Quarterly Reports submitted not later than 30 days after the end of each quarter?</b>  <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><b>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?</b>  <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><b>10. Does the Program maintain an informal commitment ledger?</b>  <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><b>10a. Is the informal commitment ledger current?</b>  <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><b>10b. Does the ledger contain sufficient detail to ensure unliquidated obligations/disbursements are justifiable and still valid?</b>  <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	<b>11. Does the Program have a Standing Operating Procedure (SOP) for budget management? (Recommended)</b> <i>Ref: NGYCP-CA Section 201d(3).</i> <i>Inspected Item: Current SOP.</i>	
GO	<b>12. Has the Program Director reviewed and updated standard operating procedures biennially to align with current guidance?</b> <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	<b>13. Does the Program have a mechanism for receiving donations and/or grants? (Recommended)</b> <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	<b>14. Does the program properly manage travel funds?</b> <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>	
	<b>14a. Does the Program use travel funds for the sole purpose of training program staff and conducting special projects on behalf of the Program?</b> <i>Ref: ChalleNGe Publication 1 Chapter V, Section 4, paragraph B4</i> <i>Inspected Item: Sample 25% of actual travel vouchers.</i>	GO
	<b>14b. Does the Program ensure that lodging and per diem reimbursements do not exceed the Joint Travel Regulation (JTR) limits?</b> <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	<b>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?</b> <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	<b>16. Does the Program have a Standing Operating Procedure (SOP) for logistics/supply? (Recommended)</b> <i>Ref: NGYCP-CA Section 201d(3).</i> <i>Inspected Item: Current SOP</i>	
GO	<b>17. Does the Program have a system in place to manage work orders prepared for the host installation and other sources? (Recommended)</b> <i>Ref: CP 3-1 Chapter 1, 3B.</i> <i>Inspected Item: Review Maintenance SOP, Installation SOP, invoices for contracted work.</i>	
GO	<b>18. Does the Program have a mechanism to track expended funds for Cadets?</b> <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>	
	<b>18a. Have clothing and equipment costs not exceeded \$500 per cadet?</b> <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
	<b>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)?</b> <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
	<b>18c. Are field trip expenses limited to no more than \$25 per month, per cadet?</b> <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
	<b>18d. Are cadet weekly living allowances limited to no more than \$15 per week?</b> <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><b>18e. Are cadet graduation stipends limited to no more than \$2,200?</b>  <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><b>19. Does the Program collect issued clothing items from non-graduating cadets?</b>  <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><b>20. When a cadet is terminated, does the Program pay the balance of the remaining living allowance from funds already issued to that cadet?</b>  <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><b>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?</b>  <i>Ref: NGYC-OI Attachment 1, Section 1-6e.</i>  <i>Inspected Item: Documentation showing the payment was made.</i></p>	
GO	<p><b>22. Do all Program volunteers sign a waiver against any and all claims against the Government?</b>  <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><b>23. Does the Program reimburse guest speakers IAW the limitations in the NGYCP-CA?</b>  <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><b>23a. Does the Program limit guest speaker reimbursements to no more than the daily wage rate for a GS-15?</b>  <i>Ref: NGYCP-CA Section 305b(8).</i>  <i>Inspected Item: Documentation showing amounts paid to guest speakers.</i></p>	GO
	<p><b>23b. Does the Program limit guest speaker travel reimbursements to no more than the rates defined in the JFTR?</b>  <i>Ref: NGYCP-CA Section 305b(8).</i>  <i>Inspected Item: Documentation showing amounts paid to guest speakers.</i></p>	GO
GO	<p><b>24. Does the Program limit uniform expenses for Cadre to \$300 per year?</b>  <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>	

<b>GO</b>	<p><b>25. Do reimbursements made to the State for costs of required transportation for Cadets exceed the rate of State-leased vehicles?</b>  <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>	
<b>GO</b>	<p><b>26. Has the Program complied with the prohibition to purchase vehicles?</b>  <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>	
<b>GO</b>	<p><b>27. Has the Program limited Federal reimbursement (less salaries) for public information and recruiting operations to \$30,000 or less per Program Fiscal Year?</b>  <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>	
<b>GO</b>	<p><b>28. Does the Program manage a petty cash fund in compliance with applicable State regulations?</b>  <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>	
<b>GO</b>	<p><b>29. Does the program utilize a State debit/credit card in compliance with applicable State regulations?</b>  <i>Ref: State Regulations.</i>  <i>Inspected Item: State SOP. Review receipts and reconciliation documents.</i></p>	
<b>GO</b>	<p><b>30. Does the Program have a system in place for property accountability?</b>  <i>Ref: State Regulations.</i>  <i>Inspected Item: State SOP. Review receipts and reconciliation documents.</i></p>	

	<b>30a. Has the Program established a control system that ensures adequate safeguards are in place to prevent loss, damage, or theft of property?</b> <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
	<b>30b. At a minimum, does the Program conduct a physical inventory at least every two years of all property?</b> <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
	<b>30c. At a minimum, does the Program reconcile the results with the property accountability records?</b> <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
	<b>30d. Does the Program properly dispose of equipment?</b> <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	<b>31. Does the Program properly account for Government Furnished Property/Equipment (GFP/GFE)?</b> <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>	
	<b>31a. Does the Program conduct an annual inventory of all Government Furnished Property/Equipment (GFP/GFE)?</b> <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
	<b>31b. Does the Program forward the results of the Government Furnished Property/Equipment (GFP/GFE) annual inventory listing to the Grantor (USPFO)?</b> <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><b>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?</b>  <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><b>32. Does the Program properly manage property acquired through In-Kind Assistance (IKA)?</b>  <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><b>33. Does the Program have a mechanism in place to track funds used in support of IKA purchases?</b>  <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><b>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?</b>  <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><b>34a. Does the Program maintain property records for state owned property?</b>  <i>Ref: NGR 5-1 paragraph 8-2c(1).</i>  <i>Inspected Item: State Property book.</i></p>	GO



	<p><b>34b. Does the Program track state owned property by the following categories:</b></p> <ul style="list-style-type: none"> <li>- description of the property</li> <li>- a serial number or other identification number</li> <li>- the source of property</li> <li>- who holds title</li> <li>- the acquisition date</li> <li>- the cost of the property</li> <li>- the percentage of Federal participation in the cost of the property</li> <li>- the location, use and condition of the property</li> <li>- disposition data including the date of disposal and sale price</li> </ul> <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><b>34c. At least once every two years has a physical inventory of the property been conducted.</b></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><b>34d. Upon completion of the mandatory property inventory, are the results reconciled with the previous grantee property records and reported to the Grantor?</b></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><b>35. Have adequate maintenance procedures been developed by Grantee (State) recipients to keep the property in good condition?</b></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><b>36. Has damage to or loss of Program property or equipment been reported and investigated IAW with State policy?</b></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>	

<b>GO</b>	<p><b>37. Did the Program notify the Grantee (State) of intention to dispose of Cooperative Agreement purchased equipment?</b>  <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>	
<b>NO GO</b>	<p><b>38. Has the Program Director implemented adequate management and internal controls to protect Federal and State interests?</b>  <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>	
<b>GO</b>	<p><b>39. Has the Program Director reviewed all obligations to ensure they are valid and justifiable requirements?</b>  <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>	
<b>GO</b>	<p><b>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?</b>  <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>	
<b>NO GO</b>	<p><b>41. Has the Director completed Cooperative Agreement training within the first year of appointment?</b>  <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>	
<b>NO GO</b>	<p><b>42. Has the Program Director completed Fiscal Law training within the first year of appointment?</b>  <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>	

<b>GO</b>	<b>43. Has the Budget Officer completed Cooperative Agreement training within six (6) months of appointment?</b> <i>Ref: Chief National Guard Bureau Instruction 9350.01, Enclosure A, paragraph 9.d.</i> <i>Inspected Item: Informal Commitment Ledger .</i>	
<b>GO</b>	<b>44. Has the Budget Officer completed Fiscal Law training within six (6) months of appointment?</b> <i>Ref: National Guard Youth ChalleNGe Program Training Policy dated 11 May 2016.</i> <i>Inspected Item: Certificate of training.</i>	
<b>N/A</b>	<b>45. Has the Budget Officer completed the mandatory Federal training Budget Course within six (6) months of appointment?</b> <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.	
<b>NO GO</b>	<b>46. Did the Program take corrective action for findings or issues identified in audits or inspections?</b> <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>	
	<b>46a. Did the Program develop a Corrective Action Plan?</b> <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>	<b>GO</b>
	<b>46b. Was the Corrective Action Plan submitted on time?</b> <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>	<b>GO</b>
	<b>46c. Did the Corrective Action Plan address each area of non-compliance from the Report of Evaluation?</b> <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>	<b>GO</b>
	<b>46d. Did each strategy from the Corrective Action Plan resolve the issue of non-compliance?</b> <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.	<b>NO GO</b>

NO GO	<b>47. Did the Program fulfill the requirements of the biennial Director's Self-Assessment?</b> <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>	
	<b>47a. Did the Program complete all components of the Director's Self-Assessment?</b> <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
	<b>47b. Was the Program Director's Self-Assessment submitted within the required timeframe included in the Memo from Chief, NG-J1-AY?</b> <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
	<b>47c. Did the Director's Self-Assessment identify all areas of non-compliance?</b> <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
	<b>47d. Have all areas identified as non-compliant in the Director's Self-Assessment been brought into compliance?</b> <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
<b>Federa/State Oversight</b>		
GO	<b>48. Has the Grantee (State) provided certification of cash and non-cash contributions of required matching funds for the current Fiscal Year?</b> <i>Ref: NGYCP-CA Section 201b(1).</i> <i>Inspected Item: Signed and dated certification memorandum.</i>	
GO	<b>49. Did the Grantee (State) provide certification of cash and non-cash contributions of the required State match for all open years?</b> <i>Ref: NGYCP-CA Section 201b(1).</i> <i>Inspected Item: Signed and dated certification memorandum.</i>	

GO	<p><b>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?</b>  <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><b>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)?</b>  <i>Ref: NGYCP-CA Section 201b(1).</i>  <i>Inspected Item: Signed and dated certification memorandum.</i></p>	
N/A	<p><b>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?</b>  <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><b>52a. Was the valuation of equipment, buildings, and land contributions calculated IAW DODGARS 3210.6-R, Section 33.24(d) (e) (f) and (g)?</b>  <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><b>52b. Did the Grantee (State) have the market value or fair rental value set by an independent appraiser?</b>  <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><b>52c. Did the Grantee (State) certify the value or rate set by the independent appraiser?</b>  <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><b>53. Are the Grantee (State) non-cash contributions 10% or less of the total State match contribution?</b>  <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><b>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?</b>  <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><b>55. Does the Program operate on the ADVANCE PAYMENT method?</b>  <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><b>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?</b>  <i>Ref: NGR 5-1 paragraph 11-5a.</i>  <i>Inspected Item: Signed and dated memorandum.</i></p>	GO
	<p><b>55b. Does the memorandum include an Estimated Cash Flow Chart prepared IAW NGR 5-1, figure 11-2?</b>  <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><b>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?</b>  <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><b>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?</b>  <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><b>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?</b>  <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><b>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?</b>  <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><b>56. Does the Grantee (State) submit an updated Estimated Cash Flow Requirements Chart with each monthly or periodic request for a cash advance payment?</b>  <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><b>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?</b>  <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><b>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?</b>  <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><b>59. If applicable, has the Grantee (State) calculated the amount of interest due to the United States on funds advanced to the State?</b>  <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><b>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?</b>  <i>Ref: NGR 5-1 paragraph 11-4.</i>  <i>Inspected Item: See questions 60a-60b below.</i></p>	
	<p><b>60a. Has the Grantee (State) provided a SF 270 with supporting documentation to the CA Federal Program Manager for each reimbursement request?</b>  <i>Ref: NGR 5-1 paragraph 11-4a.</i>  <i>Inspected Item: SF 270's.</i></p>	GO
	<p><b>60b. Has the supporting documentation been itemized by AMSCO, identifying the amount of funds expended and the corresponding Grantee accounting classification to be reimbursed?</b>  <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><b>61. Is Program Income being properly executed by the Grantee (State)?</b>  <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><b>61a. Is Program Income received by the Grantee (State) from the Youth ChalleNGe Program?</b>  <i>Ref: NGR 5-1 paragraph 6-2(a).</i>  <i>Inspected Item: Copies of funds received.</i></p>	N/A
	<p><b>61b. Is Program Income properly credited to the Youth ChalleNGe expenditures by the Grantee (State)?</b>  <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><b>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)?</b>  <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i>  <i>Inspected Item: See questions 62a-62c below.</i></p>	



	<b>62a. Are the reimbursements received from the USDA School Lunch Program for the Youth ChalleNGe Program?</b> <i>Ref: NGYC-OI Attachment 1, Section 1-5a.</i> <i>Inspected Item: Copies of funds received.</i>	GO
	<b>62b. Are the funds received from the USDA School Lunch program properly credited against the Youth ChalleNGe Program?</b> <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>	GO
	<b>62c. Has the USDA School Lunch Program provided any equipment for the Youth ChalleNGe Program?</b> <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>  USDA has not provided equipment.	N/A
GO	<b>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?</b> <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>	
GO	<b>64. Has the Grantee (State) properly executed documents in preparation of the close out process?</b> <i>Ref: NGYCP-CA Section 203, NGR 5-1, paragraph 11-10.</i> <i>Inspected Item: See questions 64a-64d below.</i>	
	<b>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?</b> <i>Ref: NGR 5-1, paragraph 11-10b.</i> <i>Inspected Item: Final closeout modification.</i>	GO
	<b>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?</b> <i>Ref: NGR 5-1 paragraph 11-10c.</i> <i>Inspected Item: Dated and signed written request to the USPFO.</i>	GO

	<p><b>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?</b></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><b>64d. Did the consolidated, detailed listing of all un-cleared obligations include a projected timetable (date) for their liquidation and disbursements to the USPFO?</b></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><b>65. Did the Grantee (State) receive notification from the USPFO setting a new timetable for the Grantee to submit final accounting and settlement?</b></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><b>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?</b></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><b>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?</b></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><b>68. Has the Cooperative Agreement Program Manager (CA PM) at the State/Territory level been properly appointed by the USPFO?</b></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><b>69. Has the Cooperative Agreement Program Manager (CA PM) at the State/Territory received Cooperative Agreement Training within the first year of appointment?</b>  <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><b>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?</b>  <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><b>71. Does the Federal Program Manager adequately manage In-Kind Assistance?</b>  <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><b>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?</b>  <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><b>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?</b>  <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>	

	<b>73a. Have key management controls been formally evaluated at least once every five years?</b> <i>Ref: NGYC-OI Section 1-26e3.</i> <i>Inspected Item: Obtain a copy of the Programs documentation of review.</i>	GO
	<b>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?</b> <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>  No deficiencies were identified.	N/A
	<b>73c. Have the corrective actions been implemented?</b> <i>Ref: AR 11-2 paragraph 2-7f.</i> <i>Inspected Item: Ask for documentation of tasks completed.</i>  No deficiencies were identified.	N/A
	<b>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)?</b> <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. 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>  No deficiencies were identified.	N/A
GO	<b>74. Has the USPFO properly appointed a Grants Officer Representative in writing?</b> <i>Ref: NGR 5-1 paragraphs 1-4e(7) and 2-2a(2).</i> <i>Inspected Item: See questions 74a-74e below.</i>	
	<b>74a. Does the appointment letter define the scope and limitations of the GOR's authority?</b> <i>Ref: NGR 5-1 paragraph 2-2b(1)-(4).</i> <i>Inspected Item: Appointment letter.</i>  GOR's appointment letter dated 13 November 2016.	GO
	<b>74b. Does the appointment letter specify the extent and limitations of the GOR's authority to act on behalf of the Grants Officer?</b> <i>Ref: NGR 5-1 paragraph 2-2b(1).</i> <i>Inspected Item: Appointment letter.</i>	GO

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

	<b>76b. Has the GOR attended the Fiscal Law training within the first year of appointment?</b> <i>Ref: NGR 5-1 paragraph 2-2g.</i> <i>Inspected Item: Dated Fiscal Law training certificate.</i>  GOR is within the first year of appointment.	GO
GO	<b>77. Has the GOR completed the Cooperative Agreement training course?</b> <i>Ref: NGR 5-1 paragraph 2-2g.</i> <i>Inspected Item: Dated Cooperative Agreement training certificate.</i>	
GO	<b>78. Has the GOR properly completed and distributed the NGYCP-CA?</b> <i>Ref: NGR 5-1 paragraph 2-3a(1).</i> <i>Inspected Item: See questions 78a-78d below.</i>	
	<b>78a. Has the GOR completed the NGYCP-CA using the format provided on the NGB-PARC-A website?</b> <i>Ref: NGR 5-1 paragraph 2-3a(1)(a).</i> <i>Inspected Item: Completed Agreement.</i>	GO
	<b>78b. Has the GOR coordinated the staffing of or obtained required legal signatures?</b> <i>Ref: NGR 5-1 paragraph 2-3a(1)(b).</i> <i>Inspected Item: Completed Agreement.</i>	GO
	<b>78c. Has the GOR ensured the CA has all required signatures?</b> <i>Ref: NGR 5-1 paragraph 2-3a(1)(c).</i> <i>Inspected Item: Completed Agreement.</i>	GO
	<b>78d. Has the GOR distributed the agreement to all concerned parties?</b> <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>	GO
GO	<b>79. Does the Grants Officer Representative maintain a file for the Youth ChalleNGe Program?</b> <i>Ref: NGR 5-1 paragraph 2-3a.</i> <i>Inspected Item: Separate file for the Youth ChalleNGe Program.</i>	
GO	<b>80. Does the Grants Officer Representative maintain a current reference library containing the publications outlined in NGR 5-1, paragraph 2-3b?</b> <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>	

NO GO	<p><b>81. Does the Grants Officer Representative use the DoD Assistance Award Action (DAADS) Report System within 15 days of award?</b>  <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><b>82. Was Program Income reported in DAADS as the non-Federal dollars amount?</b>  <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><b>83. Does the Grants Officer Representative distribute agreements, grants, and policy letters?</b>  <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><b>84. Does the Grants Officer Representative (GOR) properly maintain records?</b>  <i>Ref: NGR 5-1 paragraph 2-3e(1)-(3).</i>  <i>Inspected Item: See questions 84a-84c below.</i></p>	
	<p><b>84a. Has the Grants Officer instructed the GOR as to the type of records they are to maintain and distribute?</b>  <i>Ref: NGR 5-1 paragraph 2-3e(1).</i>  <i>Inspected Item: Memorandum, appointment letter or SOP.</i></p>	GO

	<p><b>84b. Does the NGYCP-CA file contain the minimum required documentation?</b>  <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><b>84c. Are the records numbered and labeled IAW AR 25-400-2, The Army Records Information Management System (ARIMS)?</b>  <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><b>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?</b>  <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><b>86. Are all cooperative agreement records retained for 6 years and 3 months after the final payment or settlement date?</b>  <i>Ref: NGR 5-1 paragraph 2-3e(3).</i>  <i>Inspected Item: Review close out files.</i></p>	
N/A	<p><b>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?</b>  <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><b>88. Have cooperative agreement modifications complied with regulatory guidance?</b>  <i>Ref: NGR 5-1 paragraph 3-11b.</i>  <i>Inspected Item: See questions 88a-88d below.</i></p>	



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

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



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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](mailto: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: <b>South Carolina Youth Challaenge Academy</b>	
Date: <b>06-08 December 2016</b>	
Functional Area: <b>Financial Performance</b>	
Overall Rating: <b>Unsatisfactory</b>	Overall Score: <b>183.63</b>
<b>Rita Segui/Izzy McPhail</b> Analyst's Information: <b>rita.segui@peopletec-ctr.com</b> <b>904-814-7724</b>	
<p><b>TASK:</b> Assess the efficiency and economy of the Youth ChalleNGe program.</p> <p><b>CONDITION:</b> 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><b>STANDARD:</b> 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.

<b>FY: 2011</b>	<b>NGB Class - 35</b>	<b>Class Dates:</b>	0-Jan-00	0-Jan-00
	<b>NGB Class - 36</b>	<b>Class Dates:</b>	0-Jan-00	0-Jan-00
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				
<b>FY: 2012</b>	<b>NGB Class - 37</b>	<b>Class Dates:</b>	8-Sep-11	25-Feb-12
	<b>NGB Class - 38</b>	<b>Class Dates:</b>	28-Mar-12	24-Aug-12
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				
<b>FY: 2013</b>	<b>NGB Class - 39</b>	<b>Class Dates:</b>	1-Oct-12	1-Mar-13
	<b>NGB Class - 40</b>	<b>Class Dates:</b>	2-Apr-13	30-Aug-13
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.



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

<b>FY: 2011</b>	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%				

<b>FY: 2012</b>	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%				

<b>FY: 2013</b>	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:  $\geq 197$ , 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
<b>Overall Score</b>		<b>183.63</b>

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)



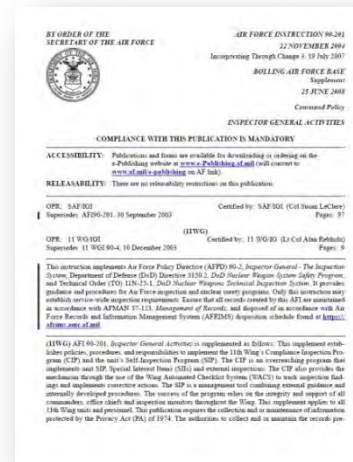
# CORE Methodology Basis



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.

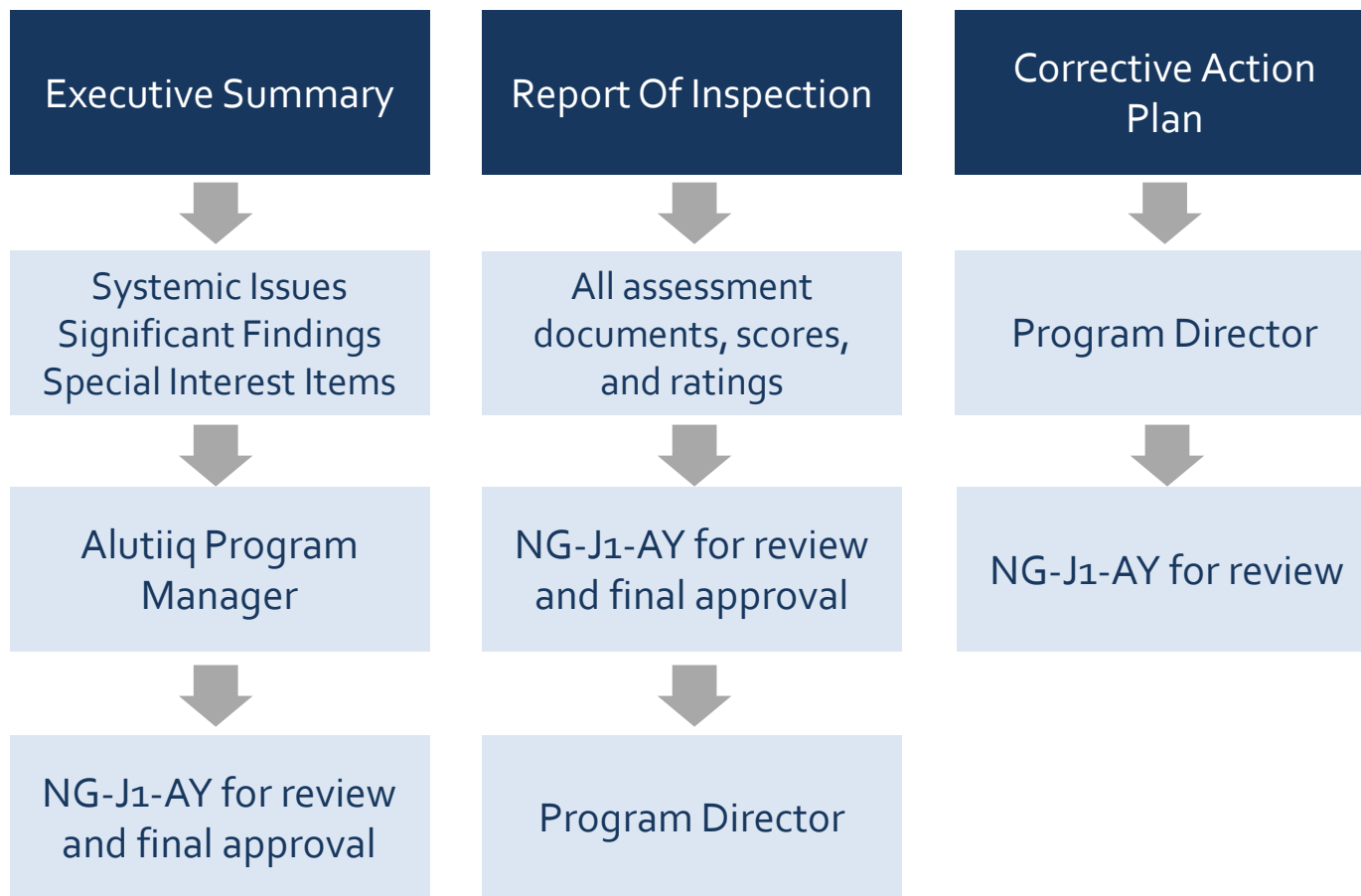
*Assesses a program's ability to sustain operational capability*

## 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):

<b>Unsatisfactory</b> <80%	<b>Marginal</b> 80-<85%	<b>Satisfactory</b> 85-<90%	<b>Excellent</b> 90-<95%	<b>Outstanding</b> 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



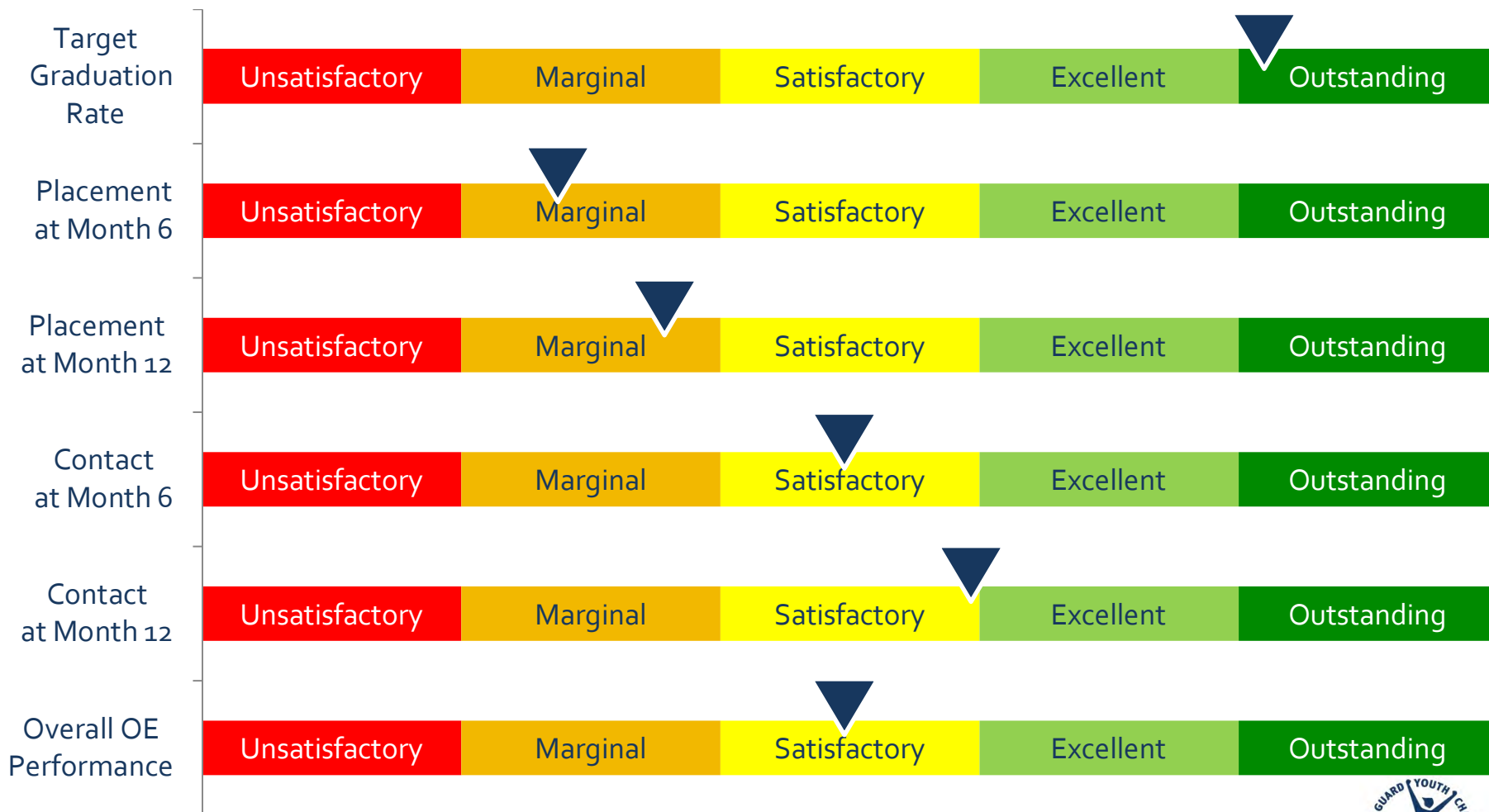
# CORE Key Performance Indicators

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

A faint, light gray background graphic is centered behind the title. It depicts a stylized human figure with arms raised in a 'V' shape, suggesting a person jumping or celebrating. Below the figure is a stylized representation of the American flag, featuring a white star on a dark field and several vertical stripes.

# 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"> <li>- description of the property</li> <li>- a serial number or other identification number</li> <li>- the source of property</li> <li>- who holds title</li> <li>- the acquisition date</li> <li>- the cost of the property</li> <li>- the percentage of Federal participation in the cost of the property</li> <li>- the location, use and condition of the property</li> <li>- disposition data including the date of disposal and sale price</li> </ul>



# 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	<b>Unsatisfactory</b> >104%	<b>Marginal</b> >103.3-104%	<b>Satisfactory</b> >102.7-103.3%	<b>Excellent</b> >102-102.7%	<b>Outstanding</b> <=102%
Budget Execution	<b>Unsatisfactory</b> <97%	<b>Marginal</b> 97-<97.7%	<b>Satisfactory</b> 97.7-<98.3%	<b>Excellent</b> 98.3-<99%	<b>Outstanding</b> >=99%
Overall Financial Performance	<b>Unsatisfactory</b> <193	<b>Marginal</b> 193-<195	<b>Satisfactory</b> 195-<196	<b>Excellent</b> 196-<197	<b>Outstanding</b> >=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).

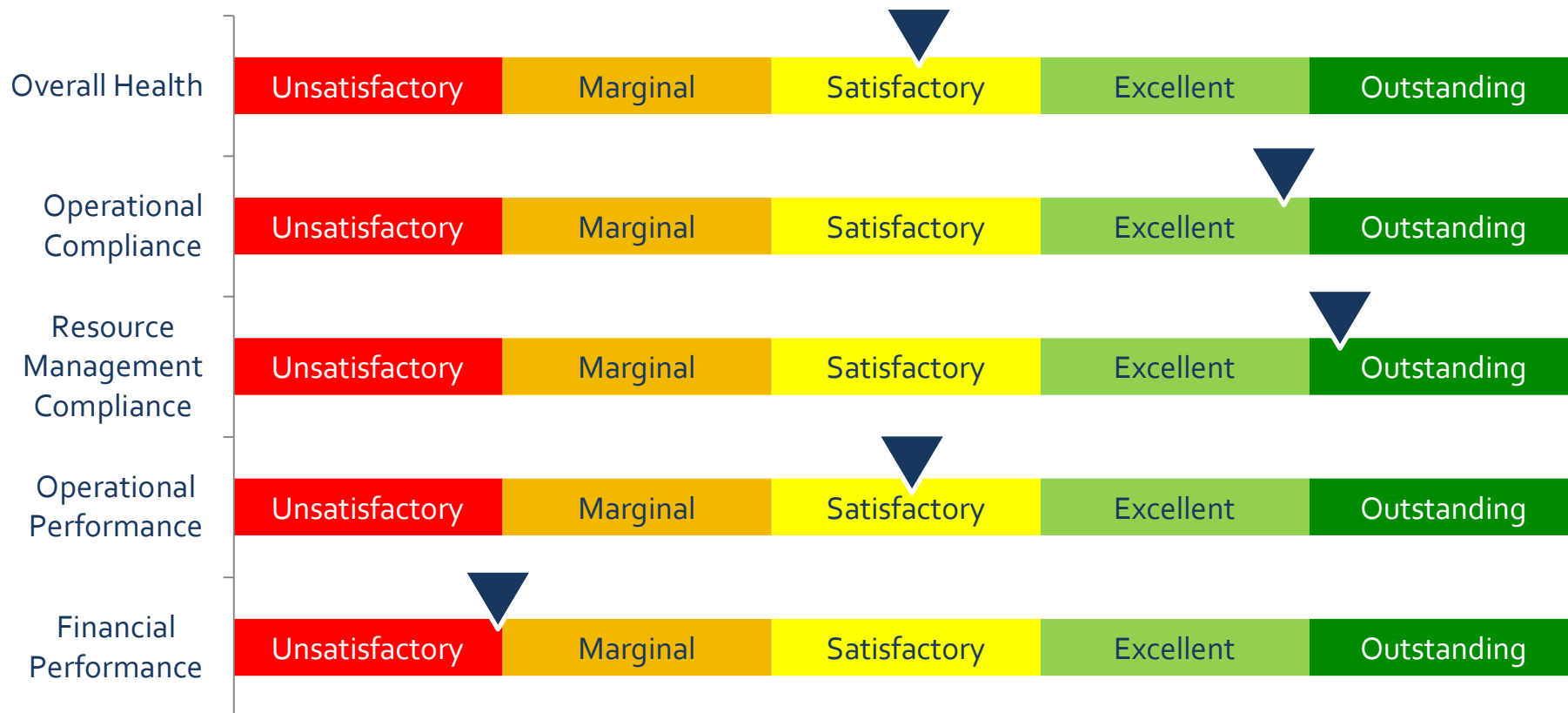
<b>Unsatisfactory</b> < 492	<b>Marginal</b> 492 - < 520	<b>Satisfactory</b> 520 - < 547	<b>Excellent</b> 547 - < 575	<b>Outstanding</b> ≥ 575
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# Inspection Results (Tentative)

## 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