



CHIEF OF THE NATIONAL GUARD BUREAU MANUAL

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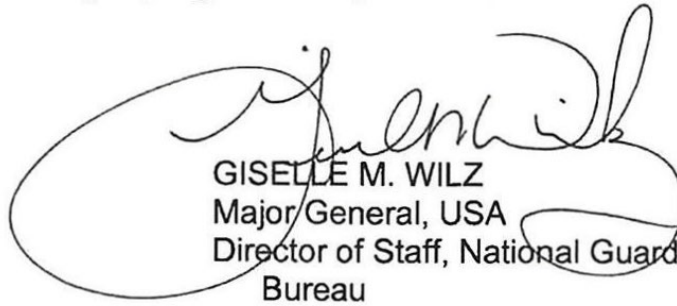
NATIONAL GUARD YOUTH CHALLENGE PROGRAM

References: See Enclosure N.

1. Purpose. This manual provides procedural guidance for the National Guard (NG) Youth Challenge Program (NGYCP) in accordance with (IAW) references a, reference b, and applicable State and local laws and controlling policies.
2. Cancellation. None.
3. Applicability. This manual applies to the States, Territories, and the District of Columbia, hereinafter referred to as "States," which have entered into a cooperative agreement with the National Guard Bureau (NGB) for the purpose of establishing and operating a NGYCP.
4. Procedures. In accordance with reference a, the Secretary of Defense, acting through the Chief of the National Guard Bureau (CNGB), has authorized the conduct of the NGYCP and the use of the NG to provide military-like training, including supervised work experience, in service to community, for civilian youth who cease to attend secondary school or who are so far behind they are in danger of not graduating, to improve their life skills, academic status, and employment potential IAW Enclosures A through M.
5. Summary of Changes. This is the initial publication of CNGBM 9350.01.
6. Releasability. This manual is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpdcc.ng.mil/>>.

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7. Effective Date. This manual is effective upon signature and must be revised, reissued, canceled, or certified as current every ten years.



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ENCLOSURE A

KEY POSITIONS SUPPORTING THE NATIONAL GUARD
YOUTH CHALLENGE PROGRAM

1. Federal Personnel Administering NGYCP Cooperative Agreement at State Level. Federal personnel administering the NGYCP cooperative agreement at the State level include United States Property and Fiscal Officers (USPFOs), the Federal Cooperative Agreement Program Manager (CAPM), and the Grants Officer Representative (GOR).
2. NGYCP Staff Roles and Eligibility Requirements. The following positions are key components to the State's NGYCP staff. Generally, personnel in these positions are State employees, State contract employees, or NG Service members on State active-duty orders. It is the State's responsibility to manage and monitor personnel under their agreement.
 - a. State Program Director. The State Program Director provides direction, general supervision of all programs and initiatives, and administrative guidance based on agency policies. This includes directly supervising the Program Directors (PDs) and admissions staff; facilitating consistency, standardization, and cooperation between the programs; ensuring a qualified diverse pool of drug-free participants who have dropped out of high school, in danger of not graduating, and are without a criminal record as program candidates for State selection committee; directing and managing internal and external budgetary and fiscal management and compliance requirements, human resources and labor compliance requirements, and external communications for the programs.
 - b. PD and Deputy PD. The PD provides management and administrative oversight to the program with support from the Deputy PD. This includes program coordination at the district, State, and National level; overseeing policies and procedures development; fiscal management; personnel management; labor relations; contract administration; purchasing; program development; community participation; and compliance with Federal and State laws governing the program and cooperative agreement.
 - c. Program Coordinator. The Program Coordinator is responsible for planning, scheduling, coordinating, and ensuring delivery and oversight of cadet training requirements and activities, including service to community, vocational training, job shadowing, work experience, and the development of the academic core component program for cadets.
 - d. Staff Training Coordinator (STC). The STC is responsible for coordinating and managing the training of the Youth ChalleNGe (YC) or Job ChalleNGe (JC) staff. This includes management of the staff use of the national on-line learning management system, maintaining training files on all staff members, scheduling certified staff trainers to conduct required training, and providing additional supplemental training as required by State and local requirements, and as directed by the PD.

e. Commandant. The Commandant, also called Cadre Staff Supervisor, is primarily responsible for the safety and security of cadets while maintaining military-like training standards for the program. Commandants understand they are training youth, not soldiers, and adjust training accordingly. The Commandant establishes the standards and procedures for hiring and training cadre and holds staff accountable for maintaining that standard. Prior military experience, experience working with at-risk teens, and supervisory experience are desired.

f. Cadre. Cadre, also called Team Leaders, are responsible for the daily safety and management of the cadets and are the key element of the NGYCP staff to mentor, coach, train, and discipline the cadets according to the tenets of a military-like training model. Cadre should have experience with at-risk teens and sufficient physical fitness to be able to properly lead physical fitness training. Prior military experience to model and teach military customs and courtesies, as well as drill and ceremony proficiency, is desired, but not required, for every Cadre staff member.

g. Budget Officer. Budget Officers are responsible for budget preparation, monitoring, and reporting for their program, including preparing the annual budget request package, quarterly budget reports, and modifications to the budget. Budget Officers track expenditures and variances to identify budgetary problems and recommend solutions. A Budget Officer should have relevant experience with financial and resource management operations.

h. Logistics Supply Officer. This position procures, maintains, and distributes material, equipment, and supplies needed to operate the program. They retain property accountability through inventory practices required by the USPFO and the State military department asset manager. A Logistics Supply Officer should have experience in maintaining property according to military and State standards.

i. Medical Officer. This position supports the ongoing health of the cadets. This individual may be a Contract Physician, Registered Nurse, Licensed Practical Nurse, Medical Technician, or Medical Assistant. In some programs, the on-site Medical Officer is a Registered Nurse or Licensed Practical Nurse, assisted by an off-site medical contract or community physicians. A Medical Officer must be appropriately licensed and certified by the State for their level of practice. All mandatory certifications and credentials must be valid upon hire. The Medical Officer is responsible for:

- (1) Managing the routine distribution of cadet medications.
- (2) Operating regular sick call hours to triage the cadet's daily medical issues.
- (3) Handling emergency care situations and making determinations for when medical evacuation to a higher level of care is required.
- (4) Overseeing diabetic care including blood glucose monitoring and administering medications or insulin, as needed.
- (5) Administering immunizations in accordance with the governing State laws.

j. Lead Educator. The Lead Educator, also called Principal, is responsible to execute the academic core component of the NGYCP. The preferred academic model is high school credit toward a high school diploma or to facilitate the cadet's return to high school. Preparing a cadet to successfully pass alternative high school-equivalent credentials is appropriate for some cadets. To sustain academic credibility within the State, the Lead Educator needs experience in effectively integrating NGYCP academic accomplishments with State academic requirements. At a minimum, Lead Educators must be properly credentialed within their State to teach the academic curriculum offered by their program.

k. Lead Counselor. The primary function of the Lead Counselor is to support the ongoing mental health of the cadets and the NGYCP staff. In addition, Lead Counselors may have academic and job placement counseling responsibilities similar to a high school guidance counselor. A successful Lead Counselor has appropriate education and experiential credentials for the field or type of counseling they perform. For example, it is advisable for a counselor supporting mental health to have an appropriate level degree in a social science. Experience working with troubled youth is valuable.

l. Recruiting, Placement, Mentoring (RPM) Coordinator. The RPM Coordinator oversees the department responsible for program development, outreach, and engagement with military, schools, juvenile programs, courts, youth groups, and parents. In addition, they are responsible for in-processing candidates and gathering demographics, performance, and trends for tracking in the data management system as described in enclosure d of this manual. The RPM Coordinator also oversees Case Managers, Recruiters, RPM staff, the cadet mentor program, and the post residential program.

ENCLOSURE B

NGYCP PROCEDURES

1. NGYCP Operational Design.

a. The NGYCP training model is similar to the structured and disciplined entry level military training that teaches the participants life-long, non-cognitive skills necessary to become successful adults. Personal skills such as impulse control, self-discipline, self-regulation, teamwork, follow-through, persistence, and delayed gratification are key parts of the residential curriculum's eight core components.

b. Recipient States may apply to establish an optional, five-month JC residential program offering their YC graduates the opportunity to learn job skills to enhance their employability. JC programs should partner with technical schools, community colleges, and industry to provide desired credentials, certifications or apprenticeships. Since trade training pathways differ in program requirements, PDs may adjust the residential program length to allow JC associates to graduate early to accept employment opportunities upon full completion of their qualifying trade certification or schooling and their high school credential.

2. NGYCP Requirements.

a. The recipient will operate two residential classes per year. Each residential class should be 22 weeks (154 days) in duration, followed by a 12-month post-residential phase. The minimum total residential contact days per cycle will be 147, not including scheduled pass days. PDs approve passes at the State or local level.

(1) If the recipient cannot meet the minimum requirement of two residential classes per year, or desires to conduct more than two residential classes per year, a written request must be forwarded through the CAPM through the USPFO to NGB Manpower and Personnel Office of Youth Programs (NGB-J1-Y) providing the following information:

(a) A detailed justification for the request.

(b) A statement of the implications if the request is not approved.

(c) A detailed description of the budgetary impacts if the request is approved.

b. NGB will establish standards for program performance, including remediation plans and penalties for poor program performance, subject to the review of the Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD(M&RA)). NGB will conduct inspections to ensure compliance with program requirements and policies. The goal is for NGB to provide an on-site inspection of each NGYCP location at least

once every three years, pending available funding. New programs will be allowed four complete residential classes before this criterion applies.

c. Program staff, defined as employees of the program who work on campus in a full-time or part-time status must receive a national criminal and sex offender background screening equivalent to the requirements established in reference c, on Individuals in Department of Defense (DoD) Child Care Services Program and State requirements if different. This includes State employees, contract employees, and State active-duty personnel.

3. Participant Requirements. Youth must meet the following criteria to be eligible for participation in the program. Waivers or requests for an exception to policy must be sent on program letterhead in memo format, with all pertinent information pertaining to the exception to policy, through the State military department, to the CAPM who will send it through to the USPFPO and NGB-J1-Y. NGB-J1-Y, in coordination with the NGB-J1, will make a recommendation to ASD(M&RA), who is the waiver authority for participant requirements.

a. Participating YC and JC candidates must meet all eligibility standards in accordance with reference i.

b. Pregnancy testing as part of the screening and selection process for program participation is discriminatory and should not be done in this context. Pregnancy testing should be voluntary unless mandated by State law or is necessary for health reasons (such as vaccinations). Those cadets concerned about their health and the health of an unborn child may volunteer for a pregnancy test. Cadets who test positive should consult a physician for prenatal care and advice regarding restrictions in physical activity. Program physical fitness programs will make reasonable accommodations based on the advice of the cadet's physician and the program medical staff.

c. Programs should make reasonable accommodations for individuals with physical and other disabilities that are not severe enough to prohibit effective participation in program activities. The PD, in consultation with medical and mental health experts, is ultimately responsible for determining if applicants have physical or other disabilities that would cause participation in NGYCP to be a danger to themselves or others, and whether the program staff can safely support their attendance.

4. Application Procedures.

a. The States must establish procedures to select participants for the NGYCP IAW reference i.

b. The States must accept applications from eligible youth. States must conduct formal interviews and in-person, or virtual, orientations to the program with each eligible applicant.

c. Application procedures must, to the fullest extent possible, attempt to reach and include economically and educationally disadvantaged groups.

d. Selection procedures must include a method for selecting individuals most likely to complete the program. Effectiveness of the selection procedures will be measured in the program's attrition and retention rates based on the annual State plan.

5. Participant Status.

a. Inform candidates of the provisions listed below no later than Day Two of the acclimation phase and ensure they sign documentation acknowledging such. Advise candidates that:

(1) While participating in the program they are neither Federal employees nor members of the NG.

(2) Only for the purposes of compensation for work injuries during their participation in this program will a person receiving training under the program be considered to have employee status. Participants are not eligible for any other Federal benefits and will not be considered a Federal employee under any other circumstances. Refer to reference e for compensation of Federal employees for work injuries.

(3) They are not considered to be in the performance of duty while not at the assigned location of training or other activity authorized IAW their State's NGYCP agreement, except when the participant is traveling to or from the location or is on pass from that training or other activity.

b. Candidate's monthly rate of pay must be equivalent to the minimum rate of pay provided for grade General Schedule (GS) 2 of reference f.

c. Injured cadets must be processed through Federal Employees Compensation Act when injuries are sustained as a result of participation in the program and in the performance of duty.

d. The entitlement of a person to receive compensation for a disability will begin on the day following the date that the person's participation in the program is terminated.

6. Classification of Personnel Working for NGYCPs. All personnel who perform work for NGYCP must be classified as one of the following:

a. Program Staff. Employees under the cooperative agreement are considered to be staff if they are paid employees or contracted employees of the State, and their position description requires them to have unsupervised and unaccompanied contact with candidates or cadets. Background and criminal records checks must follow Federal and State guidelines and the procedures laid out in reference c. Complete all background screening before being alone with cadets. If a prospective employee has a driving under the influence or driving while intoxicated conviction within the last five years, the PD must review and decide whether to hire the individual.

b. Volunteers. Volunteers provide services and/or assistance without any compensation or pay. For the purpose of determining the screening requirements of

volunteers who have the potential to be alone with prospective candidates or cadets, they must be classified as either specified volunteers or non-specified volunteers IAW reference c and must meet the background screening requirements established in reference c. All other volunteers who do not have the potential to be alone with prospective candidates or cadets, are prohibited from having unsupervised and unaccompanied contact with prospective candidates or cadets and must be accompanied by a program staff member when with prospective candidates or cadets. Volunteers will not be considered program staff.

c. Mentors. Mentors volunteer their time, are screened as specified volunteers IAW reference c, and may have unsupervised or unaccompanied contact with cadets. Mentors perform a unique role in the NGYCP but will not be considered program staff.

d. Vendors. Vendor personnel provide limited-service support to the program such as laundry, delivery, or repair services (such as electricians, plumbers, or barbers) and are not considered program staff and will not be classified as such. At no time will these personnel have unsupervised contact with any candidates or cadets or to the program facilities.

7. Staffing Requirements.

a. Programs may select any combination of positions authorized by the staffing model at their approved graduation target. Reimbursement requests for personnel costs, including base salary, overtime, and benefits, must not exceed 90 percent of the total annual Federal funding level from the approved budget. The Federal government will not advance funding or reimburse any of these staffing costs that exceed 90 percent of the total approved budget.

b. Base salary and overtime costs must not exceed the specified staffing model, GS-level equivalent, step 10. Locality pay may be added to the GS-level equivalent, step 10, as locally applicable. The Federal government will not advance funding or reimburse staffing costs that exceed the mandated GS-level, step 10 ceiling. These salary guidelines apply for State active duty, State civilian employees, and State contracted employees.

c. Benefits as authorized may not include indirect costs, employee contributions, and levels of employer contributions differing from those paid for all State employees.

d. Staffing is required to be in full-time direct support of the program mission and requirements and will not be diverted to other programs and/or missions other than NGYCP.

e. Personnel filling positions must perform the stated job function.

f. The ratios below must always be met and will be assessed for compliance during a program's on-site inspection and the submission of the Director's self-assessment (DSA).

(1) The ratio of cadre team leaders to cadets minimum is 1 to 25.

(a) Multiply the cycle graduation target by 5.5. Divide the result by 25 and round up to the next whole number.

(b) If the PD determines that a higher ratio is required based on location, facility configuration, platoon or unit makeup, time of day, or other parameters then the PD should provide their program formula and reasoning to NGB-J1-Y with their annual budget request.

(2) The ratio of classroom instructors to cadets minimum is 1 to 30. Divide the graduation target by 30 and round up to the next whole number.

(3) The ratio of case managers to cadets minimum is 1 to 40. Multiply graduation target per cycle by 2.5. Divide the result by 40 and round up to the next whole number.

(4) The ratio of counselors to platoons/units minimum is 1 to 1.

g. Programs may not use direct-hire, contract, or temporary-hire personnel, except during the acclimation residential phase, to fill any cadre positions without aligning them against the staffing model in the operations or cadre staff section. Personnel functioning as support staff in any way may not be aligned against a cadre staffing position.

h. Program graduates who have successfully completed the initial 22-week YC residential phase of the program and have exhibited the qualities of a role model may be appointed a peer mentor by the program. A ratio of one peer mentor for each platoon is authorized. Peer mentors may return for the next acclimation residential phase to assist candidates. They will be compensated at the State minimum wage level, through a stipend not to exceed \$1,000. Peer mentors may also attend one subsequent 22-week residential phase. During the 22-week cycle, peer mentors may be granted a special living allowance/stipend, not to exceed a total compensation of \$2,200. This living allowance may be paid out weekly. In addition, peer mentors will still be considered cadets and will not assume responsibilities, or be used in lieu of any staff member, and will be held accountable to the same rules and regulations as other cadets.

i. The development of a single staffing authorization document, similar to a Table of Distribution and Allowances (Army) or Unit Manpower Document (Air Force) is not possible given the vast differences in applicable State and local laws and the various labor policies under which NGYCPs operate. Accordingly, each program will develop a manning plan that complies with State and local law and policy, but which also meets the minimum requirements listed below:

(1) Each program will develop and submit an initial manning plan to NGB-J1-Y for approval within their program budget request after appropriate staffing and approvals are received within the State. These plans must include all program staff, including

part-time, full-time, and contract (except volunteers and mentors) and must be updated annually in conjunction with the State plan.

(2) Programs will format the manning plan with six columns:

(a) Column 1 will list the position.

(b) Column 2 will contain the total authorization (quantity) of personnel authorized for that position.

(c) Column 3 will contain the classification of employee.

(d) Column 4 will contain the name (last, first) of the person(s) filling the positions.

(e) Column 5 will contain compensation or salary.

(f) Column 6 will contain benefits (separate from the equivalent GS-level and step).

(3) State programs may develop their manning based on their individual State requirements but personnel costs, to include allowable State benefit costs and overtime, must not exceed 90 percent of the total annual program base budget. Federal program funds and minimum State matching funds may not be used to fund increased salary levels above those authorized in this manual.

j. GS-level salary ceiling for reimbursements/advances mandated for each position are:

(1) State Program Director – GS-15 (authorized only for multiple youth program States).

(2) Program Director – GS-13 or GS-14 (GS-14 salary level only authorized for programs with annual target graduation levels of 251 cadets or higher; GS-13 is maximum for PDs with annual target graduation of 250 cadets or below). PDs who are Directors for both a YC and a JC are authorized the GS-14 salary level regardless of annual target graduation levels.

(3) Deputy Program Director – GS-12 or GS-13 (GS-13 salary level only authorized for programs with annual target graduation levels of 251 cadets or higher; GS-12 is maximum for deputy PDs with annual target graduation of 250 cadets or below).

(4) Program Coordinator – GS-10.

(5) Secretary – GS-06.

(6) STC – GS-10.

- (7) Lead Instructor – GS-12.
- (8) Instructor – GS-10.
- (9) Lead Counselor – GS-12.
- (10) Counselor – GS-10.
- (11) RPM Coordinator – GS-12.
- (12) RPM Recruiter – GS-10.
- (13) RPM Assistant – GS-09.
- (14) RPM Lead Case Manager – GS-09.
- (15) RPM Case Manager – GS-08.
- (16) Registrar or Admissions Specialist – GS-07.
- (17) Registrar or Admissions Assistant – GS-06.
- (18) Registered Nurse – GS-12.
- (19) Licensed Practical Nurse – GS-11.
- (20) Medical Technician or Assistant – GS-08.
- (21) Budget Officer – GS-10.
- (22) Assistant Budget Officer – GS-08.
- (23) Management Information Specialist – GS-11.
- (24) Management Information Assistant – GS-08.
- (25) Logistics and Supply Officer – GS-09.
- (26) Logistics and Supply Assistant – GS-07.
- (27) Public Relations Specialist – GS-10.
- (28) Facilities and Maintenance Manager – GS-08.
- (29) Facilities and Maintenance Assistant – GS-07.
- (30) Dining Facility Manager – GS-09.
- (31) Dining Facility Assistant Manager – GS-08.

(32) Dining Facility Staff – GS-07.

(33) Commandant or Cadre Staff Supervisor – GS-11 or GS-12 (GS-12 salary level only authorized for programs with annual target graduation levels of 251 cadets or more; for programs with annual target graduation of 250 cadets or fewer, the maximum level should be GS-11).

(34) Vice Commandant or Cadre Staff Supervisor Assistant – GS-10 or GS-11 (GS-11 salary level only authorized for programs with annual target graduation levels of 251 cadets or more; for programs with annual target graduation of 250 cadets or fewer, the maximum level should be GS-10).

(35) Shift Supervisor – GS-09.

(36) Cadre or Team Leader – GS-08.

(37) Peer Mentor – Minimum wage (see paragraph 7.h. above for maximums).

(38) Discretionary Support Program Staff – GS-07 (May be used for additional support program staff (excluding instructor positions) or operations and Cadre or program staff. Programs are authorized a maximum of five discretionary support program staff or a number equaling their annual graduation target divided by 40, rounded up to the next whole number. These positions should be listed as discretionary with their actual job title in parenthesis, on the manning plan).

k. The positions listed below are mandatory minimum requirements for all manning plans regardless of the program or State. The number of assigned personnel in each category is based on graduation target. PDs have the ability to use an integrated manning model to meet staffing requirements. Part-time program staff may be counted in the Cadre or program staff to cadet ratio. Two part-time program staff will be counted as one full-time Cadre or program staff member for ratio calculations for inspection purposes. To be included in this ratio, the staff member must be certified as trained in Non-violent Crisis Prevention, Staff Acclimation, Foundations, cardio-pulmonary resuscitation (CPR), and First Aid.

(1) Program Director. Each program location will have one PD.

(2) Cadre or Program Staff. Each program will have enough cadre trained program staff to provide coverage 24 hours per day, seven days per week, at a minimum ratio of one program staff member for every 25 cadets present during training hours. During sleep hours, PDs will determine cadre ratios based upon facility layout, security, safety and supervision capabilities.

(3) Counselor. Each program will employ at least one counselor per platoon.

(4) Budget Officer. Each program will employ at least one budget officer.

(5) Logistics or Supply Officer. Each program will employ at least one logistics or supply officer.

(6) Medical Officer or Provider. Each program may, within the boundaries of organizational structure, employ or contract services for at least one medical officer or provider. State law will dictate the specific type of medical professional permitted and the requirements for operating under the direction of a physician. Unless State law dictates otherwise, the Medical Officer will be licensed by the State and will be a Medical Doctor, Physician Assistant, Registered Nurse, Licensed Practical Nurse, Nurse Practitioner, or Medical Technician. The Medical Officer is prohibited from performing any duties outside the State recognized practice act for their qualification level.

(7) Classroom Instructor. Each program will employ enough instructors to ensure a classroom instructor-to-cadet ratio of 1 to 30.

(8) Staff Training Coordinator. Each program will employ at least one STC.

I. Additional requirements for developing program manning.

(1) Personnel will not hold two positions. The positions on the manning plan must be filled individually and no one individual can fill two or more positions.

(2) Programs exceeding their target graduation total at any phase of the program (to include the acclimation phase) should use part-time or temporary hire Cadre staff to ensure minimum staffing ratios are satisfied.

(3) Personnel filling positions on the manning plan must perform the stated job function for that position. Hiring an individual to fill a specific position on the manning plan and then using them long term in another capacity is prohibited. PDs may temporarily reassign a staff member to alternate duties for up to 30 days if program or individual requirements dictate. Programs will develop a written job description, statement of work, or performance work statement for each position.

(4) Personnel classified as program staff must be in direct support of the program mission and requirements; in most cases being co-located at the program campus is critical for optimal performance and overall program success.

(5) After the second year of program operation (four class cycles) programs operating more than 30 percent below their approved graduation target may have their target reduced or may be placed on probation for the following two classes. If performance metrics are not improved to meet the approved graduation target per class, NGB may recommend reduced Federal funding or program termination.

8. Program Closure. Loss of Federal funding may result from recipient State's failure to meet the requirements of DoD/NGB regulations or lack of performance. Program performance measurements include proper use of program funding, inspection and audit results, and graduation metrics. NGB may place programs on probationary status

when one or more of these measures of performance are substandard. Probationary programs that do not improve may lose Federal funding for their NGYCP.

ENCLOSURE C

ACCLIMATION PHASE

1. Acclimation Phase Objective and Design.

a. All programs are required to establish an acclimation phase. It is considered to be the final step of the recruitment and selection phase of the NGYCP.

b. The acclimation phase objective is to orient candidates to the program by allowing them to adjust to the physical, mental, and social discipline required to successfully complete the YC residential phase of the program. It also serves as the opportunity for the YC staff to determine whether the candidate has the willingness and the physical and mental stamina to be a successful YC cadet. At the end of the acclimation phase, the PD will determine which candidates will be invited to be cadets in the residential phase of YC.

c. The acclimation phase will consist of two consecutive weeks and not less than 11 days. The acclimation phase will not be less than seven days for backfill candidates. The acclimation phase is not included in the 20-week residential phase.

2. Acclimation Phase Requirements. Each academy will document acclimation phase procedures and requirements in a cadet handbook that is presented to the candidate at the beginning of the acclimation phase. The acclimation phase must meet the following requirements:

a. Daily Schedule. During the acclimation phase, the program will be a regimen consisting of a 16-hour day with wake-up not later than 0600 hours and lights out not later than 2200 hours. Sleep hours will be uninterrupted. All non-sleep and weekend hours will be organized with some type of meaningful activity. Confinement to rooms or sleeping quarters is not considered a scheduled event. Programs will schedule time in rooms and sleeping quarters to enhance core components such as health, hygiene, leadership, and followership activities. Programs must document all of the activities conducted in the acclimation phase in training schedules. Candidates will participate in the following types of activities:

(1) Close order drill and ceremonies.

(2) Military customs and courtesies.

(3) Leadership and followership practicum.

(4) Development and imposition of an honor code/code of conduct for use as a contract between cadets, parents or guardians, and program staff.

(5) Other activities that contribute to their adjustment to the program environment.

b. Community Service. Activities involving service to the community and conservation projects will not be conducted during the acclimation phase.

c. Physical Fitness Training. Daily physical fitness training will be conducted, including an introduction to the three required components (timed one-mile run and 60-second timed push-ups and sit-ups).

d. Environment. The acclimation phase will be conducted within the context of a caring, disciplined, tough-love atmosphere. The acclimation phase is not designed to force candidates out of the program, but rather allow them to demonstrate their potential for participation in the program. At no time will candidates be subjected to harassment or the performance of demeaning tasks.

e. Required Briefings. Program staff will brief candidates on the topics listed below no later than the first full training day of the acclimation phase and candidates must sign documentation acknowledging they have received the information. The acknowledgement documents must be retained in the cadet files and entered into the program's data management system.

(1) Hands-off leadership policy.

(2) Smoke-free workplace policy.

(3) Drug-free workplace policy.

(4) Legal status of participants.

(5) Mandated reporter requirements.

(6) ChalleNGe Honor Code and Code of Conduct and the requirements of the cadet handbook.

3. Acclimation Phase Daily Assessment. Each candidate will be assessed daily by their assigned team leader or assistant team leader on each shift. The team leader or assistant team leader will document the assessment on a written form and maintain by class or within the candidate's individual file to determine outcome.

a. The assessment will determine:

(1) Ability to handle stress.

(2) Ability to handle program structure.

(3) Propensity for gang activity, either as a victim or an inflictor.

(4) Propensity for bullying activity, either as a victim or an inflictor.

(5) Desire to succeed and complete the YC residential phase.

b. At the end of the acclimation phase, the program will use the written assessment forms to assess each candidate's performance and determine their ability to continue in the YC residential phase as a cadet. Although the PD has the final decision authority as to whether the candidate will continue into the program's residential phase, the process should require overall YC program team discussions and consensus for optimal outcomes. Outcome determination should be documented.

4. Acclimation Phase Pool and Backfills.

a. Acclimation Phase Pool. The acclimation phase pool of candidates must be sufficient to select enough qualified candidates to equal the program's cadet graduation target plus its historical attrition rate over the 22-week YC residential phase.

b. Backfilling of Candidates.

(1) Programs will develop a strategy to backfill candidates during the acclimation phase to maximize the chances of meeting graduation target. The program should invite the proper number of selected applicants based on their strategy.

(2) As part of the backfill strategy programs may develop a wait list in case of "no shows" at registration or early exits during the first week of acclimation.

(a) Programs must ensure a make-up plan is in place so that all backfill candidates receive the required training on their first full day of training, whatever day that may be.

(b) Programs may not backfill candidates beyond day seven, as all candidates must participate in at least seven continuous days of acclimation.

ENCLOSURE D

RESIDENTIAL PHASE

1. Residential Phase Objective and Design. The objective of the residential phase is to fully immerse cadets in a residential environment with constant contact and reinforcement to reestablish the youth's sense of belonging and adherence to societal norms. Cadets will experience a structured and disciplined schedule that focuses on developing their social, emotional, academic, and basic life skills.

a. Program Length. The residential phase is 20 weeks in length. The weeks are numbered 3 through 22, following the completion of the acclimation phase held in weeks 1 and 2. Passes are limited to a total of seven days.

(1) Cadets must be in residence a minimum of 147 days. Pass days do not count toward this 147-day minimum. The day of departure and day of return on a pass will not count towards the minimum 147 required days unless official program training is conducted on the day of departure and/or on the day of return. This training must appear on the daily training schedule.

(2) Programs may count up to seven days of authorized off-site activities toward the minimum 147 class session days. Programs may allow cadets off-site for medical appointments, family emergencies, employment, or educational enrollment or interviews including college, technical and vocational training, high school, or related activities such as Job Corps, and count up to seven of these days toward the minimum 147 class session days as long as the cadet is able to complete all graduation requirements. PDs should limit off-site activities to a single day, not overnight, activities. However, multi-day or overnight activities parameters must be addressed in the State Plan.

b. Data Management. Programs will enter class start and end dates into a data information management system. Programs are required to enter all information that satisfies the completion of the 8 Core Components. All ratings from the acclimation phase must be entered no later than the first Monday following the acclimation phase. In addition, information pertaining to any other residential phase requirements such as off-site leaves, SIRs, drug tests performed, etcetera, are required to be entered no later than the Monday following the receipt of information. When class start and end dates are entered into the data management information system, they should span a minimum of 154 days. When pass days are subtracted, the minimum total number of days per cycle must be at least 147.

2. Residential Phase Eight Core Components.

a. The Eight Core Components of YC are:

(1) Academic Excellence. All program participants attend academic classes preparing them for testing for the General Educational Development (GED) Diploma, credit recovery, or a high school diploma. Evaluation of cadets' progress during the

residential phase is measured using the Tests of Adult Basic Education (TABE) scale scores or other academic measures.

(a) Use Table 1 to document the cadet's completion of the Academic Excellence Core Component.

Task #	Task	Condition	Standard	Completed	Rater	Method
1	Improve academic achievement	Based upon approved curriculum, IAW State Plan, or Program documentation	Cadets will raise TABE scale scores or obtain an academic credential such as a GED, high school diploma, or earn any number of credits with credit recovery in an effort to return to high school	By Week 21		

Table 1. Academic Excellence Core Component

(b) TABE Testing. The TABE is a renowned, academic-based, nationwide assessment that provides valid and reliable measurement of the skills that adults need to succeed, both on the job and in life. Academic Excellence requires each cadet to improve their academic achievement, measured by an increase in a cadet's scale scores on the TABE or attainment of an academic credential (for example, GED, high school credit(s), or high school diploma). PDs are responsible for ensuring tests are performed to standard, on schedule, and accurately recorded.

1. The complete TABE must be used.

2. Programs must use the most current TABE version of forms as the standard for the program.

3. Programs will administer associated forms for pre-TABE and post-TABE. The level of the test (L, E, D, or A) will be determined using the Locator Test administered before the diagnostic test and possibly before the Final Test for measured growth.

a. The pre-TABE test will be administered, and scale scores recorded in the management information system, no later than week 4 of the residential phase.

b. The post-TABE test must be administered no later than week 20 or within 14 calendar days of graduation if the program is operating a shortened cycle. Scale scores must be recorded in the management information system before the Monday of the following week in which the test was given.

4. To conduct the program inspection of cadets' Academic Excellence Core Component progress, standardized data must be collected from each program site.

TABE	INCOMING / DATE:	OUTGOING / DATE:
Test Category	Scale Scores	Scale Scores
Vocabulary		
Reading Comprehension		
Math Computation		
Applied Math		
Language Mechanics		
Language Experience		
Reading Score		
Math Total		
Language Total		
Battery		
Spelling		
	LEVEL: ____ FORM: ____	LEVEL: ____ FORM: ____

Table 2. TABE

(2) Physical Fitness. All PDs will incorporate a physical fitness program throughout the residential phase based on the NGYCP physical fitness standards. Programs will allow enough time for the processing and presentation of the respective physical fitness awards, if given, while the cadets are still enrolled in the residential phase.

(a) Required Components. The three required components of the physical fitness program are a timed one-mile run, 60-second timed sit-ups, and 60-second timed push-ups.

(b) Assessment. Cadets must complete the NGYCP physical fitness assessment shown in Table 3 once during the first three weeks and once at the end of the residential phase, before graduation. The physical fitness goal is for each cadet to improve in each of the components from the initial assessment score showcasing active participation in the program's physical fitness plan. The assessment scores are not a component of NGYCP's graduation requirements; however, scores determine awards used for cadet motivation and goal setting. PDs, based on cadre recommendations, may also establish program assessment improvement goals as needed. Programs will make reasonable accommodations for pregnant, physically challenged, or those cadets with medical conditions, based on the advice of medical personnel. Programs must maintain documentation of accommodations and placement of the cadet "on profile" in the cadet's medical file. Cadets are allowed a minimum of 5 minutes and a maximum of 15 minutes to recover between physical fitness assessment events.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Demonstrate a general knowledge of physical fitness concepts	Based upon Academy's Physical Fitness Plan to achieve NGYCP Physical Fitness Standards	Cadets will successfully achieve a test score of Satisfactory or higher	By week 21			Go No Go
2	Participate in physical fitness training and testing	Conduct scheduled fitness training, events, and testing based upon Academy's Physical Fitness Plan to achieve NGYCP Physical Fitness Standards	Improve fitness in all events	Diagnostic: week 0 to week 3 (unless delayed by injury) Mid-cycle: Programs' choice Final: week 18 to week 21			Go No Go
Event		Test #1 Date	Test #2 Date	Test #3 Date			
Push-ups							
Sit-ups							
1 mile run							

Table 3. Physical Fitness Core Components

1. Technique Standards. Proper technique in performing push-ups and sit-ups is vital to prevent injury. Cadre should monitor the cadets and intervene with corrective advice when necessary.

2. Awards. Cadets who meet or exceed the highest standard in all three sequences will be awarded the NGYCP Elite Physical Fitness Award. To receive the grade of elite, the cadet must complete all three required fitness assessments with scores within the qualifying "Elite" range as shown in Table 4. Awards will also be given for the most improved males and females who are 16 to 19 years of age. Most improved is individually based on the overall average improvement level from the beginning to end of the program.




			
	Push-ups (per 1 min.)	Sit-ups (per 1 min.)	1 mile run
Male: Elite	≥ 50	≥ 55	≤ 6:30
Male: Satisfactory	49 – 23	54 – 30	6:31 – 10:30
Female: Elite	≥ 25	≥ 44	≤ 8:30
Female: Satisfactory	24 – 8	43 – 24	8:31 – 12:30

Table 4. NGYCP Physical Fitness Assessment Levels

(3) Leadership and Followership. All cadets will be instructed in the identification and application of individual moral and ethical standards. The focus of this component will be the various roles and responsibilities cadets will assume as they live and learn in the structured, quasi-military environment of the program.

(a) To satisfy the Leadership and Followership Core Component the tasks in Table 5 must be completed.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Willingly comply with established rules, regulations and procedures	Based upon approved curriculum IAW State Plan, and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
2	Perform basic military customs and courtesies	Based upon approved curriculum IAW State Plan, Program documentation, and reference g.	Go/No Go IAW published Program criteria	By week 21			Go No Go

Table 5. Leadership and Followership Core Component

3	Perform basic military facing and marching movements	Based upon approved curriculum IAW State Plan, Program documentation, and reference g.	Go/No Go IAW published Program criteria	By week 3			Go No Go
4	Define and recognize leadership skills, traits, dimensions, and components	Based upon approved curriculum IAW State Plan, Program documentation, and reference h.	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
5	Employ leadership skills in accordance with reference h while performing in a leadership position	Leadership position evaluation as defined in approved curriculum IAW State Plan, and Program documentation	Go/No Go IAW published Program criteria; Cadet is assigned at least one leadership position	By week 21			Go No Go
6	Maintain personal living area	Based upon approved curriculum IAW State Plan, Program documentation, and reference h.	Go/No Go IAW published Program criteria	By week 21			Go No Go
7	Employ Followership Skills within a team setting	Based upon approved curriculum IAW State Plan, Program documentation, and reference h.	Go/No Go IAW published Program criteria	By week 21			Go No Go

Table 5 continued. Leadership and Followership Core Component

(b) For Task 5, a leadership position must have the following characteristics:

1. Includes subordinates for whom the leader is responsible and accountable and whose decisions will directly affect.
2. Allocates resources (personnel, equipment, and time) and sets priorities.
3. Includes a mission that applies to the whole unit or a sub-element of the unit.

(4) Responsible Citizenship. The program will instruct all cadets in the structure and processes of the U.S. Government along with the individual rights and responsibilities of citizens at the local, State, and National levels. To satisfy the Responsible Citizenship Core Component the tasks in Table 6 must be completed.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Recall the individual rights, privileges, and obligations of citizenship	Based upon approved curriculum IAW State Plan, and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
2	Register for Selective Service, if eligible	Based upon approved curriculum IAW State Plan, and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
3	Offer the opportunity to register to vote, if eligible; Communicate an understanding of voting and the election process	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
4	Communicate a basic understanding of the U.S. Constitution, government, and citizenship	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
5	Participate in the democratic process	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go

Table 6. Responsible Citizenship Core Component

(5) Job Skills. The program will assist all cadets in the exploration and preparation of possible career options. This component will be accomplished through career assessments, interest inventories, and skills training. To satisfy the Job Skills Core Component the tasks in Table 7 must be completed.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Complete the Armed Services Vocational Aptitude Battery (or practice test if under 16) and participate in a vocational interpretation	IAW the State Plan, given the Armed Services Vocational Aptitude Battery (or practice test if under 16) and the necessary materials	Go/No Go IAW published Program criteria	By week 21			Go No Go
2	Acquire Job Search Skills	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
3	Complete a Job Application	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
4	Complete a Resume	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
5	Demonstrate an understanding of the importance of a work ethic	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
6	Complete a mock job interview	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go

7	Explore knowledge and skills required to pursue future educational opportunities, to include educational alternatives, institutions, and financial aid	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
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Table 7. Job Skills Core Component

(6) Service to the Community. All cadets will volunteer a minimum of 40 hours as a group or on an individual basis. This requirement can be met by completing 40 hours in either community service, conservation projects, or a combination of both. Individual cadets should not be scheduled, or required, to perform more than 60 hours of service to the community.

(a) To satisfy the Service to the Community Core Component the tasks in Table 8 must be completed.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Describe the importance and value of a service to the community and/or conservation project	Based upon approved curriculum utilizing the experiential learning model, IAW State Plan, and Program documentation	Go/No Go IAW published Program criteria	By week 12			Go No Go
2	Complete a minimum of 40 hours of service to the community/ conservation projects	Cadets are encouraged to assist in the planning. Allow no pay or personal servitude. Based upon approved curriculum utilizing the experiential learning model, IAW State Plan, and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go

Table 8. Service to the Community Core Component

(b) Daily and weekly maintenance and housekeeping within the confines of the program site is not considered service to the community projects. Projects must benefit groups outside of the program to be considered community projects.

(c) Do not conduct service to the community and conservation projects during the acclimation phase.

(7) Health and Hygiene. Cadets will attend classes on hygiene, nutrition, and substance abuse prevention. Cadets will also attend courses in human sexuality, family planning, and communicable diseases to assist them in learning the physical and emotional effects of their decisions as they make their way into society. To satisfy the Health and Hygiene Core Component the tasks in Table 9 below must be completed.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Maintain personal hygiene by employing appropriate methods and practices	Based upon approved curriculum IAW State Plan and Program documentation	Go/No Go IAW published Program criteria	By week 21			Go No Go
2	Recall the adverse effects of the abuse and available treatment resources for alcohol, tobacco and other drugs	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
3	Recall healthy sexual practices, human sexuality, family planning and related responsibilities	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
4	Recall the methods and practices used by individuals to prevent the spread of communicable diseases including STDs, HIV/AIDS and other blood-borne pathogens	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
5	Recall the importance of nutrition in the daily diet for personal well-being	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go

Table 9. Health and Hygiene Core Component

(8) Life-Coping Skills. Cadets will be offered opportunities designed to increase their self-awareness, self-discipline, and independent living skills through a combination of activities and a structured living environment. Using group discussions, the classroom environment, and related activities, the program will teach cadets the importance of goal setting and managing personal finances along with strategies and coping mechanisms for dealing with conflicts, emotions, and other related stressors (such as, anger, grief, anxiety, frustration, etcetera). To satisfy the Life Coping Skills Core Component the tasks in Table 10 must be completed.

Task #	Task	Condition	Standard	Completed	Rater	Method	Score
1	Demonstrate basic banking (savings and checking account management) skills	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
2	Demonstrate the importance of maintaining and managing a good credit record	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
3	Demonstrate how to prepare and manage a personal budget	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
4	Recognize various emotions and stressors, and identify coping strategies	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go
5	Recognize conflict-resolution strategies	Based upon approved curriculum IAW State Plan and Program documentation	Cadets will successfully achieve a minimum test score of 80 percent	By week 21			Go No Go

Table 10. Life-Coping Skills Core Component

3. Certificate of Completion.

a. Programs must retain each cadet's personal core component attainment data in a data management system. Each component has one or more tasks with corresponding

conditions that must be applied and standards that must be met in order to successfully complete that component. Cadet data reflecting core component performance will be entered into the management information system as tasks are completed but no later than Monday following the week the task is mastered.

b. A certificate of completion will be awarded to cadets who:

- (1) Meet all program standards for graduation.
- (2) Successfully complete each core component task to the specified standard.
- (3) Have a waiver issued by the PD.

c. Cadets who receive a certificate of completion will graduate and their activities will be monitored and recorded during the post-residential phase.

d. PDs will define conditions for successful completion of each core component task and sub-task in appropriate program documentation (curriculum, standard operating procedures (SOPs), etcetera) IAW the NGYCP directives and will validate completion of each core component before issuing certificates of completion.

(1) Cadets must achieve a minimum of 80 percent on tests for task standards that require tests.

(2) Tests assessing more than one task must demonstrate that the test material is relevant for all tasks being assessed.

(3) Standards for tasks that require “Go” or “No Go” determinations must have established criteria identified as checklists or other assessment documentation.

4. Waiver of Performance.

a. PDs may grant a waiver of performance and award a certificate of completion if they believe a cadet is otherwise fully qualified to graduate from the residential phase, and if one or more of the following conditions are met:

(1) A cadet is unable to perform Task 3 in Leadership and Followership (perform basic military facing and marching movements), or is unable to meet the NGYCP physical fitness standards in a primary or alternate test event(s) due to:

(a) Natural inability. If the cadet’s efforts were assessed and it is determined that he or she has little natural ability but is making every effort to succeed.

(b) Permanent Injury. If the program accepts a youth who is permanently injured (disabled), and the program has made reasonable accommodations (under the provisions reference i).

(c) Temporary Injury. If a cadet is temporarily injured and cannot perform a particular test, event(s), or approved alternate event(s), the PD may use a cadet's demonstrated past performance in a particular event as evidence of performance ability. The PD must document this in a memorandum for record.

(2) A cadet failed to demonstrate growth in the Total Battery Scale Score on the TABE for Academic Excellence. Please note: Obtaining a GED or any amount of high school credit(s) may also fulfill the Academic Excellence requirement.

a. The PD will document all waivers of performance in a memorandum for record stating the specific circumstances forming the basis for the PD's waiver. Maintain this waiver memoranda as part of a cadet's official record as well as in the data information management system.

b. For any cadet who fails to successfully meet all performance standards for more than one core component and for whom the PD believes is otherwise fully qualified, the PD must request a waiver through the CAPM from the NGB-J1-Y Chief. If granted, maintain the waiver documentation as part of a cadet's official record as well as in the information management system.

5. Certificate of Attendance.

a. A certificate of attendance may be awarded to cadets who have no waivers issued by the PD or NGB-J1-Y and:

(1) Fail to meet program standards.

(2) Fail to successfully complete one or more of the tasks for any of the Core Components.

b. Participation in graduation activities by cadets awarded a certificate of attendance will be at the PD's discretion.

c. Cadets awarded a certificate of attendance will be terminated on the graduation date and will not be counted in the graduation numbers. The date of termination will be recorded in the data management system.

d. Cadets awarded a certificate of attendance are not permitted to participate in the post-residential phase.

6. Mentoring Requirements During the Residential Phase. Mentoring is vital for the success of ChalleNGe -- it sustains the newly invigorated lives of cadets and supports their continued practice of the life-changing habits attained in the residential phase. Mentoring is a valuable element in any child's social, emotional, and cognitive development. It builds a sense of industry and competence, boosts academic performance, and broadens horizons.

a. Requirements. Each cadet is required to have a mentor who will assist them in readjusting to their home environment during the year after they graduate from the program. This mentoring relationship will begin during the residential phase, under the supervision of the program staff. Although some of the listed requirements below may be accomplished prior to the residential phase, at no time will the requirements extend past the stated deadlines.

b. Matching Process Overview. To ensure that appropriate mentors are matched with the cadets, each program will operate a comprehensive three-step mentor matching process involving:

(1) Recruiting an acceptable mentor, based on the criteria below.

(2) Screening each mentor applicant.

(3) Training the prospective mentor (using the NGYCP Mentorship Training Curriculum).

c. Matching System. PDs must implement an effective system for helping candidates to follow Youth Initiated Mentoring practices to recruit prospective mentors. The goal is to match every cadet with a qualified and trained mentor by the end of week 13 of the residential phase.

(1) At the conclusion of week 14 of the residential phase, 100 percent of the required mentors will have a completed mentor application on file, will have completed the mentor screening process, will have completed required training, and will have been formally matched with their Cadet.

(2) Prospective mentors are applicants who meet the qualification requirements detailed in mentor qualifications and for whom a completed written application has been received by program staff to begin the screening process.

(3) Programs should make every effort to include mentor recruitment as part of the cadet application process through a "friendly match" strategy. Applicants and their family members should attempt to participate in the recruitment of their mentors through relationships they had before applying to the program. Each applicant is encouraged to identify at least one prospective mentor on their entrance application.

(4) Examples of persons used as friendly matches include godparents, church youth group leaders, pastors, neighbors, former employers, teachers, coaches, or parents of friends. To be considered, prospective mentors must meet the following eligibility requirements:

(a) Be at least 21 years of age.

(b) Be the same gender as the cadet. Cross-gender matches are allowed on a case-by-case basis if approved by the PD and documented in the case file.

(c) Be in reasonable geographic proximity of the cadet's home of record. Geographic proximity is defined as distance acceptable to both the mentor and cadet.

(d) Not be of the same household, or immediate family member of the cadet. Older siblings that meet all other mentor requirements may be allowed on a case-by-case basis if approved by the PD and documented in the case file.

(e) Not be an employee of the program or an employee's spouse.

(f) Not be matched with more than one cadet unless the PD has given written approval and is noted in case file.

(5) Programs are discouraged from accepting mentors that are in a committed relationship with a cadet's parent or legal guardian.

d. Screening. Mentor screening is a comprehensive process that requires close cooperation and communication among the RPM employees. During the screening process, personally identifiable information (PII) is acquired. Employees responsible for processing prospective mentor applications which contain PII must adhere to the State and program confidential information requirements. Once a prospective mentor's application has been properly processed, document them as screened in the data information management system. Programs will implement an effective screening program that includes the following minimum requirements:

(a) Completed written application including the program's confidentiality policy and signed acknowledgment and mentor authorization for release of information. The prospective mentor must sign and give consent for a national-level background check prior to completion of the screening. This records check must follow the procedures laid out in reference c.

(b) Mentors must undergo State and Federal background checks before being placed with a cadet, IAW reference c. The national background screening must cover all States and include a national sex offender registry check. Known or suspected sex offenders are never allowed to become mentors, no matter how far in the past their last charge occurred. There is no flexibility on this issue and no waivers will be approved.

(c) Criminal records checks must follow the procedures in reference c. Complete all screening prior to being matched with cadets. If a prospective mentor has a felony, driving under the influence, or driving while intoxicated conviction within the last five years, the PD must review and decide whether to approve the application.

(d) Prospective mentors must be interviewed by a program employee. Although a face-to-face interview is the preferred method, a phone interview is acceptable if time and travel of the prospective mentor is a problem. Include the date and written notes from the interview in the cadet's case file and annotate the date and method of the interview in the data information management system.

e. Training.

(1) As part of the mentor recruitment process, the mentor must be informed of the training requirements and time commitment involved in completing the mandatory mentor training. Document the date the prospective mentor completes the training.

(2) Conduct cadet and mentee training before being matched, but no later than week 13.

f. Formal Matching Event. 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. In some programs, the matching event includes an exchange of pins, coins, or gifts between the mentor and the cadet. In others, the mentor and cadet may join in reading a significant promise to each other. Taking photos of the pair is a great way to record the significance of the event and make it a memorable occasion.

g. Mentoring Agreement. Be sure the mentors and cadets have a thorough understanding of what is expected of them and what support they can expect from the program staff. Ensure that the mentor and cadet agreement is signed by the time the matches are made or during the match ceremony. A copy of the mentoring agreement will be kept in the case management file. The mentor and cadet agreement will include the following:

(1) Reinforcement of the expectations for the mentoring relationship.

(2) Contact information for all parties.

(3) Discussion of ethical and legal confidentiality requirements.

(4) A general statement of mutual goals that both the mentor and cadet have established for the post-residential mentoring relationship.

(5) The starting and ending date of the required mentor and cadet relationship.

(6) The minimum contact requirement of one monthly recorded contact made between the cadet and the mentor per the parameters in this manual.

(7) A pledge of mutual respect (“I will do my best to get to know and trust my mentor-cadet.”).

h. Mentor and Cadet Contact. Beginning week 14 of the residential phase, weekly contact will occur between the mentor and cadet. Either the mentor or the cadet may initiate contact. The required contacts can be established through email, phone calls, social media, and letter writing. Document contacts in the data information management system and include the date and type of contact.

7. Post-Residential Action Plan Development. By the end of week 6 of the residential phase, with support from the program employees and the cadet's mentor, each cadet will begin the process of developing and maintaining a post-residential action plan (P-RAP). The P-RAP should be developed in conjunction with the core component curriculum. Include the date of initiation of the P-RAP development on the training schedule and/or academic curriculum.

a. The P-RAP will include each cadet's short, intermediate, and long-term realistic goals along with the resources required to achieve these goals.

b. Each cadet identifies the equivalent of at least one full-time activity supporting their P-RAP goals to become engaged in during the post-residential phase.

8. Case Management. Case management in NGYCP is the oversight practices employed by a program that lead to active mentor matches and successful cadet placement throughout the 12 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. During residential weeks 14 through 22 and post-residential months 1 through 12, case managers will:

a. Document monthly communication with active mentors and cadets or graduates. 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.

b. Monitor, document, and record mentor relationship activities in the data management system, including contact between the mentor and cadet and contact between case manager and graduate.

c. During the post-residential phase, record placement activities as: employment; education; military; or miscellaneous.

(1) Confirm placement activities with one or more of the following:

(a) Mentor report or mentor or parent contact.

(b) Employment supervisor.

(c) School registration or registrar.

(d) Military paperwork or recruiter.

(e) Memorandums for record or other documents verifying placement.

(2) Copies of documents showing confirmation of placement activities will be placed in the case management files.

(3) If the mentor does not fulfill the requirements or terminates the formal mentoring relationship during the post-residential phase, program staff will be required to confirm the cadet's placement activities and contacts.

(4) Record in writing any action taken by program staff regarding the mentoring relationships.

(5) Program staff will document mentoring relationship and cadet placement activities in the data management system no later than the 15th of the month following the reporting period. The first post-residential reporting month begins on the class graduation date and concludes one month later.

(6) Upon completion of the 12-month post-residential phase, program staff should document the completion of the formal mentoring relationship by sending each mentor a letter of appreciation along with a request for feedback.

(7) At the end of the post-residential phase, case files must be closed and archived on each cadet and mentor.

9. Early Release of Cadets.

a. PDs are authorized to release cadets from the residential phase before graduation if the early release is beneficial to achieving long-term goals. PDs will prepare and retain a memorandum for record stating the circumstances justifying an early release and validate that the conditions in paragraph b. below have been met.

b. The following criteria must be met for the early release of cadets:

- (1) YC residential phase week 18 completed.
- (2) All eight core components successfully completed.
- (3) Cadet matched with a mentor.
- (4) Cadet's post-residential action plan complete.

(5) The early release is requested to meet the conflicting start date of the following opportunities:

- (a) Entry into a post-secondary institution of learning.
- (b) Employment (full-time only).
- (c) Military enlistment.
- (d) Attending JC technical training.
- (e) Return to high school.

ENCLOSURE E

POST-RESIDENTIAL PHASE

1. Post-Residential Phase Objective and Design. The objective of the post-residential phase is to assist program graduates in re-entering society where they can use the skills learned during the residential phase as they strive to become productive citizens in their communities.

a. The one-year post-residential phase begins immediately following completion of the 22-week residential phase. Although cadets leave the program site, they all remain active participants in the program for the duration of this phase. The program must continue to monitor and record their activities in the data information management system during the post-residential phase.

b. A cadet who is awarded a certificate of attendance will be dismissed from ChalleNGe at the conclusion of the residential phase. These cadets will be dismissed in the data management system with the date of termination the same as the class graduation date. The formal mentoring relationship will terminate on this date and no further reporting is required for these cadets and their mentors. Completion of the formal mentoring relationship will be documented no later than 30 days following the class graduation date.

2. Mentor and Placement Activity Requirements. Mentors help the graduates build personal bridges back to their communities by providing them the support needed to put into action the positive life skills they learned during the residential phase. A critical aspect of the post-residential phase is constant and consistent contact between mentors and graduates. The main effort of the post-residential phase must be to support this interaction.

a. Mentor and/or Staff/Mentee Contact. During the 12-month post-residential phase, a minimum of one contact, preferably face-to-face, will occur between the mentor and the graduate each month. The length of a formal mentoring relationship should be at least 14 months (two months during the Residential Phase plus the 12-month post-residential phase).

(1) Contacts. Contact is considered any communication between the graduate and their mentor or the program staff. If the mentor does not fulfill their requirements or ends the formal mentoring relationship during the post-residential phase, program staff will be required to make the monthly contact with the graduate. Staff communication with the graduate's parents or legal guardian can only be considered contact if the mentor has been officially terminated from their mentor role by the PD.

(a) The required contacts can take place through email, phone calls, social media, or letter writing. Programs must document the monthly contacts to clearly establish that the required contacts were, in fact, made.

(b) If possible, face-to-face contacts between mentor and mentee will occur each month. Programs must also document this meeting.

(c) At the completion of the residential phase, the program will provide mentors a copy of the P-RAP or a one-page summary of the cadet's intermediate, transition, and long-term goals. The post-residential employees and mentors will use the P-RAP to work with graduates during the post-residential phase. The mentors and graduates should review the P-RAP monthly. If there is a change in the plans and/or status of progress, especially education and employment, mentors must include this in the monthly mentor report.

(d) Mentors must attempt to verify all placement activities each month in the mentor report. Placement ultimately defines success for all programs and also defines personal success for the graduates. Accordingly, each program will ensure an integrated staff effort to accomplish placement goals.

(e) If the mentor does not fulfill the requirements or terminates the formal mentoring relationship during the post-residential phase, program staff will be required to verify and validate the cadet's placement activities.

(2) Placement. Each graduate identifies the equivalent of at least one full-time activity to become engaged in during the post-residential phase. This activity supports achievement of the goals identified in the cadet's P-RAP. Full-time placement activity is defined as placement in one or a combination of the following:

(a) Minimum of 100 hours per month employed in order to average at least 25 hours per week.

(b) Minimum 100 hours per month volunteering or other miscellaneous placement activity in order to average at least 25 hours per week.

(c) Return to high school.

1. Graduate must provide re-enrollment paperwork.

2. May be considered placed up to one month before the start of the next school semester or any time during the summer break prior to the first day of Fall Semester.

(d) Enrollment in at least 12 hours of college credits per semester or full time student equivalent standard for quarters.

1. Graduate must provide proof of enrollment paperwork.

2. May be considered placed up to one month before the start of the enrolled school semester or quarter.

(e) Attending JC, Job Corps, or other validated adult education program.

1. For Job Corps or other adult education program the graduate must be enrolled in at least 12 hour of classes per week, or the educational equivalent of full time, to be counted as fully placed.

(f) Enlistment in the military.

1. Graduates on a delayed enlistment are considered placed and are exempt from the mentor contact reporting requirements three months before military report date as long as they have enlistment paperwork showing said report date.

2. Regardless of enlistment paperwork provided, outside the three-month grace period the graduate must meet normal contact and placement requirements.

3. Graduates who begin attending drills with a Reserve or National Guard unit before attending basic training may count their drills as a Reserve or National Guard military placement.

4. Although not required mentors are still encouraged to maintain contact under these circumstances and these contacts will be documented in the data management system.

(g) Placement activities are classified in one of the four following categories:

1. Education. High school, adult education, Job Corps, JC, vocational education, and college.

2. Employment. A paid job, internship, apprenticeship, or business owner.

3. Military. Active duty in any branch of the military, including National Guard and the Reserves, is considered a full-time activity. Part-time positions in the Reserves or National Guard are considered part-time and must be supplemented with an additional activity in an education, employment, or a miscellaneous position.

4. Miscellaneous. Caregivers, deceased, incarcerated, permanently or temporarily disabled, hospitalized, or volunteering. Caregivers and volunteers must meet the full-time or part-time criteria for hours to qualify for these placement activities.

b. Reporting. Each month of the post-residential phase, all graduates must be accounted for in one of the three following categories:

(1) Placed. All graduates who are in a verified employment, education, military, or miscellaneous positions.

(2) Not Placed. All graduates who have or have not reported contact with the mentor, or family members or staff at the program and who are seeking a placement position.

(3) Unknown. All graduates who have ceased all communication with mentors, family members, and/or program staff. Their locations and activities cannot be verified.

c. Placement Activity Verification. A mentor must verify all initial and change in placement activities with a source document that accompanies the mentor report. The program may also contact parents, guardians, or relatives to obtain source documents on the graduate's activity. Source documents are required for verification of a placement activity and any subsequent change thereafter. Examples of source documents include a copy of school enrollment, payroll check stub, military enlistment documents, a letter from the recipient of the caregiver, a letter from the organization receiving the volunteer services, or a note from a licensed medical professional regarding disability/hospitalization of the graduate. Source documents for each reported placement are required to be maintained in the post-residential file of all graduates.

(1) Source documents are submitted with the first post-residential monthly mentor report where the placement is identified.

(2) If the source document is not received, placement may be verified by program staff by phone or in writing from the employer, military, instructor, parent or guardian, or academic institution that is directly related to the placement activity being recorded.

(3) If verified by phone, a memorandum for record describing a placement activity, written by a YC staff member, documenting a contact with a mentor, employer, school official, or individual supervising a cadet, is considered proof or verification of a placement activity. The memorandum for record must include, at a minimum, the placement category, number of hours either employed or course hours taken for college classes, name of business/school/college, and supervisor contact information. The memorandum for record must be signed and dated and placed in the cadet's file.

d. Placement Activity Validation. Once a placement activity has been verified, a mentor must validate the placement activity each month with a mentor report. If the mentor report is not received, program staff must validate the placement activity each month. Validations made by program staff must be documented in writing and then entered into the data management system.

e. Reporting Exemptions. Cadets on active-duty military orders or with other confirmed jobs that make them unable to be contacted are considered placed and are exempt from the mentor contact reporting requirements. Mentor contacts are still encouraged, and these contacts will be documented in the data management system. Program staff is encouraged to verify placement as needed and enter details in the data management system.

3. Post-Residential Data Monthly Deadline. Post-residential phase data will be updated monthly by close of business on the 15th day of each month.

a. If the 15th is a holiday or weekend, the data is due the next workday. It is mandatory to update each cadet's record every month, even if they are continuing in the same activity as the previous month. The data entry for the first month of a post-residential phase must be completed no later than the 15th of the second month following each class graduation from the residential phase.

b. Following completion of the post-residential phase, all cadet hard copy records may be stored with current class records, or they may be archived. Program documentation will be maintained for three years, or longer if required by State law, before being properly disposed.

ENCLOSURE F

JOB CHALLENGE PHASE

1. JC. JC is considered an optional fifth phase of the NGYCP that is designed to offer job skills training. It is contingent upon program funding, facility availability, and partnerships with industry, technical schools, and community colleges.

2. JC Organizational Structure.

a. Naming Conventions.

(1) The program name will be Job ChalleNGe (not Jobs Challenge).

(2) JC “cadets” will be referred to as “associates.”

(3) JC “cadre” staff will be referred to as “Residential Advisors.”

b. Follow-on Residential Program with a Variable Length.

(1) As part of the post-residential phase, States may apply for a subsequent residential program that offers YC graduates the opportunity to learn job skills to enhance their employability.

(2) Multi-program States will have an independent JC PD who reports to the NGYCP State Director. If a JC is co-located within a reasonable distance from a YC program, the YC PD may direct both YC and JC, with the assistance of Deputy PDs for each.

(3) Since the trade training pathways differ in the length of required schooling, the length of the residential program will also be adjustable (10 weeks to 5 months) to allow JC associates the opportunity to accept apprenticeships or employment opportunities at their permanent residences upon full completion of their trade certification and/or schooling.

c. Housing Standards.

(1) If co-located with YC cadets, JC associates should not be in the same barracks style as YC cadets.

(2) JC associates may be provided more private quarters, if possible, with four, two, or even one person per room.

3. Staffing.

a. Staffing Functions. There are certain staffing functions that must be accomplished at JC, some of which can be shared assets from a co-located YC staff if sufficient capacity exists to meet the needs of both programs:

(1) Shared Staffing and Budget. JC must have a budget separate from YC. All staff, facilities, and supplies that are shared with YC must be cost accounted to the one program budget that primarily expended it (either YC or JC). Although the need for discipline and supervision still exists for JC Residential Advisors, their duties are more engaged in executing complicated schedules to ensure JC associate transportation between a wide variety of off-campus training and classes.

(2) Dedicated Staffing Positions for JC Only. Residential Advisors (who understand the focus of JC); Staff trainers (as a collateral duty), and the Post-residential job counselors, coordinating with YC Program.

b. Staffing Positions that May be Shared with Co-located YC Program.

(1) Medical.

(2) Food services.

(3) Educators.

(4) STC.

(5) Logistics may be shared based on the workload experienced by each program due to the operational dynamics of YC and JC.

(6) Counselors/behavioral health. Counseling departments may be co-joined if there are sufficient personnel to handle the combined workload of each group. If start dates are staggered, this may be a way to accommodate intermittent periods of heavy demand. The needs may be different in terms of the issues that arise.

c. Manning ratios for JC.

(1) Cadre and Residential Advisors -- Same as YC.

(2) Post-residential Job Counselors -- Same as YC.

(3) Educators – No required ratios. JC PD may determine the number of educators needed based on how many JC associates arrive without a high school credential.

4. JC Operational Design.

a. Eligibility Standards. Per standards listed in Section 3.3 of reference i.

b. Orientation Period. There will be an orientation period of at least three days for each JC associate or cohort of JC associates. Backfilling is acceptable throughout the cycle as long as each associate completes a minimum of a three-day orientation period and a minimum 10-week trade pathway. Orientation will be used to:

- (1) Establish and reset expectations of behavior.
- (2) Review customs, courtesies, and handbook rules.

c. Residential Phase.

(1) High School Credential. If a JC associate does not enter the program with a high school credential, they must continue to work toward that goal before they can graduate and leave the JC residential phase.

(a) If at the end of the 20 weeks they have still not completed their high school credential, they may be considered to have completed (not graduated) JC if they have earned their qualifying trade certification.

(b) If the high school credential is earned during the post-residential phase, their status can be upgraded to “graduate.”

(c) All JC staff and JC associates must strive for every JC associate to achieve a high school credential. As an exception, the JC PD can permit a JC associate to leave the residential phase of the JC program without attaining a high school equivalency credential if all of the following conditions have been met:

1. The associate’s chosen career pathway does not require a high school credential.

2. A good-faith effort has been made on the part of the JC staff and the JC associate to achieve this credential by preparing for and completing three attempts at taking all parts of the GED test.

3. The JC associate earned their qualifying job certification.

4. The associate has received a job offer in their career pathway.

(d) Provide all of the above conditions are met, this JC associate will be considered to have “completed” but not “graduated” from JC. JC records will reflect this distinction for NGB and Office of the Secretary of Defense tracking purposes.

(2) Job Certifications. To support a baseline integrity of the program, there are two categories of any job certification program: qualifying and elective.

(a) Qualifying Job Certifications. In each State plan, the PD will identify trade certifications that would be considered as a “qualifying job certification.” It must require:

1. A minimum of 10 weeks of training or instruction but no college.
2. The opportunity for an entry-level job that offers a reasonable pay and career progression, as outlined in Table 11.
3. Examples include certified nurse assistant, basic welding certifications, carpentry, or other.

	Attainable	High-Paying	Growth-Oriented
Description	Graduates have a reasonable chance to enter this occupation after JC.	Graduates in this occupation could expect an above-median wage.	Graduates in this occupation could reasonably expect on-the-job skill investments by employers.
Measured by:	<ul style="list-style-type: none"> • No prior experience required • Job demand has grown recently • Job demand is expected to grow 	Average sub-baccalaureate worker wage is above the national median wage for sub-baccalaureate workers, overall and for all race/ethnicity, by gender subgroups.	Occupational Information Network (O*NET) rating of on-the-job training

Table 11. Entry-Level Job Designations

(b) Elective Certifications. Other certifications could be offered to JC associates that would be considered:

1. Equivalent to college elective courses.
2. May be added to a course list for qualifying job certifications, but they are not considered to be sufficiently valuable to offer on their own.
3. Examples include ServSafe®, WorkKeys®, First Aid, and CPR.

(3) Scheduling Time Frames. JC associates need to be offered a variety of career paths that are met through a combination of training providers, including community colleges, technical schools, and industry apprenticeship programs. Each career path will be different, and it is imperative that JC programs understand and prepare for managing that complexity, (for example, by employing a more sophisticated “registrar” function to keep track of each individual associate course plan).

(a) JC must offer career paths that require at least 10 weeks, but that vary in start- and end-times based on learning requirements and the schedule of the training provider.

(b) JC may operate with a “rolling induction” approach, as necessary, based on certification offerings. Two annual cycles with the same start dates and fixed residential requirements are not mandatory.

(4) Graduation Targets. Graduation targets must be based on the number of graduates per fiscal year or program funding year. A JC program would propose that target number of graduates included on their annual budget request spreadsheet in its State plan.

3. Management of the JC Associates. In an effort to promote self-management and individual initiative and motivation to meet their academic, social, and behavioral requirements, JC should be structured to continue the effort from the last phase of YC.

a. Voluntary Participation. JC is voluntary with associates having sought out this opportunity and made a commitment to themselves, their families, and the Academy to complete the certifications for which they enrolled. If they do not complete their community classes, it may significantly impede any later attempts to be accepted into other higher learning opportunities. Their commitment is important for their future potential.

b. Residential Schedules. If they are enrolled in community college classes, their performance is part of their permanent academic record. It may not be possible to have a rigid daily schedule that requires a single "lights out" time if the training class is offered in the evening.

c. Personal Mobile Phones. Mobile phones are allowed, and the associates should have the opportunity to use them based on their performance and adherence to program rules. Mobile phone usage will be an earned privilege that can be revoked by the PD. The associates will be provided an opportunity to learn how to use all elements of social media in a manner that would be considered as appropriate by a perspective employer.

d. Uniforms. Clothing should be dependent on the trade requirements.

(1) States may have uniforms customized to fit the trade for which the associate is training.

(2) JC polo (collared) shirts with business casual pants or jeans may be allowed for certain trades.

(3) Residential advisor uniforms are not required to be military in design.

e. Home Passes. The operating SOP should include planning for more frequent home passes, based on study requirements and depending on State and technical college breaks to allow the JC associate to seek employment.

f. Criteria for JC Dismissal. With the exception of drug use and violent behavior, dismissals will be left to the discretion of the PD. Random drug testing (at least 20 percent) is required after return from home passes. Dismissal for a positive Marijuana Tetrahydrocannabinol test is at the discretion of the PD. Dismissal is required for any other positive test for illegal drug use.

4. Post-Residential Phase.

a. Mentoring. A 12-month post-residential mentoring phase must be adopted. For JC associates who attend directly after their graduation from YC, this will mean there is a timeframe of overlap with YC post-residential monitoring and reporting.

b. Quarterly Reporting.

(1) Each JC graduate must be tracked for at least 12 months beyond their residential phase.

(2) Quarterly reporting is required as JC associates will graduate based on their career pathways or their individual circumstances (if they remain at JC to continue to achieve high school credentials).

(3) Reporting requirements include:

(a) Job Placements.

1. Job placement or no job placement.

2. Job placement related to a career field consistent with the qualifying job certification attained at JC or job placement related to a secondary elective certification.

3. Salary level.

4. Number of hours worked per week.

(b) Academic Placement. If the JC graduate's placement is academic, is it a continuation of certifications related to their JC career pathway.

(c) Caregiver. Caring for a family member, especially a dependent child, is considered as a valid placement.

(d) Volunteer Work. Volunteer work would not be considered as a placement option in most circumstances unless it was directly related to the JC graduate's career pathway or the professional apprenticeship of any pathway related to the identified criteria in Table 11.

c. Monthly Reporting.

(1) If a JC associate is still within one year of graduating from YC, the JC post-residential Case Manager or Job Counselor would be responsible to report their monthly placement to the YC post-residential case manager while in residence at JC.

(2) Once the JC associate has departed the residential phase of JC, there would need to be coordination between YC and JC Case Managers to ensure proper reporting.

(3) Available information from quarterly reports could be provided by JC Job Placement Counselors to YC Post-residential Case Managers, but other YC monthly reporting requirements would remain the responsibility of the YC staff.

d. Mentors.

(1) The term “mentor” must be treated as a verb and not as a noun in JC. JC doctrine and post-residential efforts needs to promote mentoring that supports the development of social capital for the JC graduate tied to their chosen career pathway.

(2) This may entail partnerships in industry, peer mentors within their chosen career field—either from JC graduates who precede them or from other career practitioners, associations, unions, or job halls.

(3) JC job placement counselors would work with their graduates to provide them the support to engage in these networks. Regular, virtual meetings or some other form of interaction would be established either by location or by career pathway to help the JC graduate be hired and retained in their chosen career.

5. Job ChalleNGe Core Component Graduation Requirements.

a. Job Skills.

(1) Attainment of foundational job skills such as WorkKeys®, Occupational Safety and Health Administration, application and resume writing, job interviewing, and networking.

(2) Completion of assigned job certification/credentialing program of at least 10 weeks in duration.

(3) Job aptitude assessment such as Armed Services Vocational Aptitude Battery, O-Net screening, or similar.

(4) Completion of a course of instruction to understand workplace benefits such as overtime, leave basics, retirement plans, 401Ks, health insurance, Occupational Safety and Health Administration rules and regulations, and any other applicable employment benefits, requirements, or rights.

(5) Demonstrate basic office computer skills and establish a professional email address.

(6) Build a list of social capital contacts of either industry professionals or peer mentors in or related to their chosen career path. Personally interview two individuals from this compiled social capital list to learn about their experiences, professional connections, and influencers or resources, and submit a report of what they learned.

b. Academic Achievement.

(1) Attainment of high school diploma or equivalency exam achievement.

(2) If no high school credential attained, completion of full 22-week JC program with demonstrated academic progress by passing at least one additional high school equivalency test or earning additional high school credits toward graduation. PD approval is required for the JC associate to be released early from the residential phase of the program; only if it has been determined that the associate will not be able to attain a high school equivalency credential.

c. Community Building and Outreach.

(1) Complete 5 hours per month or a minimum of 20 hours total support to community.

(2) JC associates will propose support to community events, in each designated career pathway, based on activities that are targeted towards their chosen career. The designated JC staff will then select and execute the projects that will be implemented for participation by the associates in each qualifying career pathway.

(3) In addition to the ongoing experiences of giving back to their community, the associates will also gain experience in group cooperation and project management and planning.

d. Fitness for Life.

(1) Participate in physical fitness activities for 45 minutes at least three times per week during residency.

(2) Demonstrated functional fitness tied to their chosen career pathway.

e. Resiliency and Life Skills.

(1) Complete resiliency training, including development of a stress relief management plan.

(2) Complete updated P-RAP tied to chosen career pathway.

(3) Complete personal budget plan/demonstrated understanding of effective financial management.

(4) Complete training in conflict resolution/effective communication.

f. Leadership and Followership at Work.

(1) Participate in student government activities during residence at JC.

(2) Learn basic customs and courtesies of a professional environment tied to their chosen career pathway.

(3) Complete a team leadership project, demonstrating both leadership and followership skills by supporting team activities and working effectively with others.

g. Citizenship.

(1) If not achieved during the YC residential phase, complete selective service and voter registration.

(2) If there is an opportunity, vote in an election process after demonstrated research into candidates' platforms or issues at hand. If no real opportunity exists, participate in a mock election.

(3) Attend a local civic event, such as a town meeting, school board meeting, or non-partisan rally.

h. Healthy Living.

(1) Complete program to understand health care basics, such as navigating health insurance processes, and requirements for routine health screenings, including dental and eye care.

(2) Complete nutrition program, including weight management concepts.

(3) Complete instruction on substance abuse, including the adverse effects of alcohol, tobacco, opioids, and other legal and illegal drugs.

(4) Complete instruction on healthy sexual practices, family planning, avoidance of sexually transmitted infections, and other communicable diseases.

(5) Demonstrate understanding of mental health support practices, including stress management approaches and support groups for substance abuse issues.

ENCLOSURE G

NATIONAL GUARD YOUTH CHALLENGE PROGRAM OPERATIONAL REQUIREMENTS

1. Standard Operating Procedures. Every program requires documented SOPs. Program SOPs are a living document and the PD must ensure change and/or updates as needed. Programs will develop SOPs and policies for all key areas. Follow State guidelines when developing program SOPs. PDs may combine individual SOPs as desired. States with co-located YC and JC programs may publish SOPs that cover both YC and JC, if desired.

a. Required SOPs include the following:

- (1) Medical.
- (2) Logistics.
- (3) Operations.
- (4) Budget.
- (5) Cadet Handbook.
- (6) Recruiting, Marketing, Outreach.
- (7) Social Media.
- (8) Crisis Management.
- (9) Protection of Confidential Information/PII.
- (10) Drug Policy.
- (11) Serious Incident Reporting.
- (12) Hands-Off Leadership.
- (13) Training.
- (14) Post Residential.
 - (a) Case Management.
 - (b) Mentoring.

b. PDs must ensure SOPs are reviewed every two years or when there is a change in policy that makes it necessary to update or revise the established SOP. Each review and update must be signed and dated.

2. Medical Care.

a. All cadets must have personal health insurance, or the parent or legal guardian must sign a waiver acknowledging their responsibility for all medical expenses. Cadets who are 18, or who will turn 18 while in the program, that do not have personal health insurance must also sign a waiver acknowledging their responsibility for all medical expenses.

(1) The Federal Employees Compensation Act authorizes program cadet worker's compensation coverage during the NGYCP residential phase. For the purposes of this benefit only, program cadets are recognized as Federal employees (GS-2) while in attendance in the program. Injured cadets must be processed for worker's compensation when injuries are sustained as a result of participation in the program and while in the performance of duty. The worker's compensation claims submission and coordination process is conducted within the State. Worker's compensation claims will be processed through the Department of Labor Employees' Compensation Operations and Management Portal at <<https://www.ecomp.dol.gov/#/>>. For additional Federal Employees Compensation Act guidance and support reach out to the assigned Injury Compensation Program Administrator or the NG Office of Workers' Compensation Program regional liaison.

(2) Injured cadets should be taken to a civilian medical facility for services. Cadets, unless they are military dependents, are not authorized care at military facilities and should only be taken to a military facility in cases of extreme emergency. If a military medical facility is available and the facility is the cadet's primary medical facility, then military dependent cadets must be taken to that facility for treatment, otherwise TRICARE may not pay the medical bill.

b. Participants are required to be medically screened to determine their medical status before entry into NGYCP; therefore, participants selected will receive a physical examination in conjunction with their entry into the program. This examination may be paid for from funds specifically authorized and appropriated for the program. Such examination must be sufficient to determine the participant's ability to complete the program with reasonable accommodation for physical and other disabilities.

c. Under exigent circumstances, programs are authorized to use NGYCP cooperative agreement funding to pay up-front costs related to non-emergency medical requirements, such as co-pays for medications and doctors' visits, and vision and dental requirements. Programs will make every reasonable effort to seek reimbursement from the families or appropriate insurers for these costs.

3. Files Management. Programs will afford authorized representatives of the National Guard, the DoD, or other authorized Federal government agencies access to and the

right to examine all files (electronic and hardcopy), as well as books, ledgers, papers, and other such documentation that are within the program's control and that relate to its performance as required within this manual, the NGYCP cooperative agreement, and reference j.

a. Files must be readily accessible in the event a program must respond to legal matters or when needed for audits, assessments, inspections, or other assessments. When authorized personnel such as auditors or inspectors need access to files, the program must produce them without delay with the needed information presented in an understandable format. It is extremely important that well-maintained, organized, and updated files are retained to protect individuals and the program. If entries are made in an electronic information management system, these entries must be supported by source documentation, which must be retained in accordance with paragraph 3.c. below. Analysts will verify data in the program information management system is supported by source documentation.

b. Programs will retain all program records, supporting documents, and statistical records for a minimum of 3 years, or longer if required by State law or regulation, before properly disposing of them. In addition, programs must maintain a record of all individual graduates of their program from its inception, as well as a verified aggregate total number of graduates. Records should include name, basic information, and general demographics based on their database capabilities. Programs must be able to provide proof of graduation, credits, and credentials earned, upon request by an authorized individual or entity.

4. Recruiting. Programs will publish a recruitment plan that includes goals, strategies, and a timeline for each class. This may be included in the marketing and outreach plan. The objective of the recruitment plan is to reach out to candidates to educate them on the benefits of attending and graduating from the NGYCP. The recruitment plan will, to the fullest extent possible, reach out to and include economically and educationally disadvantaged groups. Operational requirements of multi-site States, such as staggered start dates and State-wide recruiting efforts, properly promote the creation of a State-wide program with multiple locations rather than that of peer competitors.

5. Marketing and Outreach. Programs benefit by clearly and concisely articulating their unique philosophies and attributes in marketing and outreach materials and messages. Programs will create a marketing and outreach strategy with defined goals. The marketing and outreach materials and advertising is limited to the amount approved in their program fiscal year budget. The term advertising costs means the costs of advertising media and related administrative costs. Advertising media include magazines, newspapers, radio and television, direct mail, exhibits, electronic or computer transmittals.

a. The purpose of the marketing and outreach plan is to:

(1) Provide program promotion, advertising, and marketing strategies.

- (2) Attract quality employees, mentors, and cadets.
- (3) Obtain funding and other resources.

b. The marketing and outreach effort will be genuine, enthusiastic, honest, and informative, distinguishing how the NGYCP is different from other youth programs in the community.

c. All programs will maintain a website with current information and must be able to be aligned with and accessible through any current or future national-level website managed by the Office of the Secretary of Defense or NGB.

- (1) Programs will maintain the website on an ongoing basis.
- (2) Program websites should include the following recommended pages:
 - (a) About Us.
 - (b) How to Apply.
 - (c) Mentor Resources.
 - (d) News and Events.
 - (e) Frequently Asked Questions.
 - (f) Contact Us.
 - (g) Bulletin Board, Social Media, or other interactive options.
 - (h) Photo and Video Links.
 - (i) Access to Application Packets.

(j) Up-to-date program information. The website must be updated any time there is a change to program information or events.

d. Programs may contact their State's National Guard Public Affairs Office for direction regarding press releases.

e. Program should use marketing and outreach materials to connect with potential cadets and mentors and establish program recognition in local communities.

f. Social media is a valuable tool to showcase the program, prospective cadet and cadet progress, and to communicate with future and current cadets, mentors, volunteers, and family members. Programs using social media will create an SOP which contains the following:

(1) Procedures for contacting the State's Public Affairs Office to obtain State-specific guidance and ensure the social media presence is set up in accordance with applicable social media policy.

(2) A "terms-of-use" statement for each social media presence that informs visitors of what is authorized when interacting on the platform. The "terms-of-use" statement should include a general disclaimer, privacy and security disclaimers, a copyright and trademark disclaimer, and a Freedom of Information Act notice. For an example of a "terms-of-use" statement, review the Army's terms-of-use statement on the Army's official Facebook page.

(3) Identified managers to monitor site activity.

(4) Policy for posting and commenting, and procedures for reviewing wall posts frequently, removing posts that violate the posting policy.

(5) Policy for accepting friend and follower requests.

(6) Review process for state policy and guidelines regarding social media.

g. Confidential information or PII may not be transmitted over any communication system unless it is transmitted using approved security procedures and practices. Always consider personal and personnel security, and limit public disclosure of PII to pictures, names, biographies, and contact information of program personnel who, by the nature of their position and duties, frequently interact with the public, or who have signed a release for such information for the purposes of marketing and outreach. Public disclosure youth participants' information for purposes of marketing and outreach may not be used without express written permission by a legal guardian or youth of legal age. Public disclosure of family information will be generic and not include specific information such as names, ages or other PII.

6. Crisis Management or Critical Incident. Crisis management encompasses prevention of, and preparation for, a critical incident or crisis event. An effective crisis management plan restores equilibrium, reduces emotional trauma, and supports appropriate adaptive responses from the affected community. The most important consideration of crisis management is the health, safety, and welfare of the cadets, employees, and parents. Programs must establish a crisis management SOP. Plans may be customized to meet the specific needs of each program. Programs may consult with local school districts or military installations to determine the applicable requirements for a crisis management plan. At a minimum the SOP will address the policies and procedures for the following phases:

- a. Mitigation and prevention.
- b. Preparedness.
- c. Response.

d. Recovery.

7. Protection of Confidential Files.

a. Programs routinely collect personal and sensitive information regarding the backgrounds of candidates and cadets, their families, and mentors. The collection of this information is often required by law and the regulations of the program. Programs are required to collect and maintain State government records pursuant to their respective State laws and State government authorized requirements.

b. It is the obligation of the recipient to ensure that data collection is not in conflict with State law prior to entering into the NGYCP cooperative agreement. The recipient's signature on the cooperative agreement indicates this legal review is complete.

c. The collection of aggregate data used in the development of a required annual report to congress, or the tracking of NGYCP metrics, is not considered PII and State law cannot prohibit or prevent its collection and use.

d. Programs must provide Federal entities, and/or their representatives, unrestricted access to PII for program assessments, audits, inspections, health and welfare assessments, and other similar reviews conducted to ensure that programs are operating in accordance with Federal law, policy, doctrine, the NGYCP cooperative agreement and this manual. Such use of PII will be temporary in nature and of short duration and the information reviewed will not be retained in any database or copied or removed from the program and the State.

e. PII or medical information may need to be appropriately shared among essential program staff members to ensure the physical and mental health of a cadet. For example, a cadre team leader needs to know if a cadet is allergic to bee stings to be prepared to administer essential first aid if the situation occurs. Programs will require written permission from the applicant or their parent or guardian to authorize the appropriate sharing of academic, personal, or medical information during the application and document collection process. Under no circumstances should the program staff members use this information in any way to gossip about, threaten, or demean a cadet.

f. The following provisions on the collection, use, and security of PII are in addition to the requirements of applicable State law:

(1) Programs will secure files containing confidential information and PII at all times to prevent access by unauthorized personnel.

(2) Programs will list persons authorized access to secured PII files on an access roster.

(3) PDs will ensure that all employees are properly trained IAW State law, the provisions of this manual and local policy.

(a) PDs will develop a local policy IAW applicable State laws and this manual regarding who will have access to the files.

(b) The PD's local policy will include how to properly release information.

(4) Documentation of the training and attendees is mandatory.

(5) There may be times when programs will be required to share confidential information and PII with other State or local level entities. In these cases, applicable State law and the PD's policy will apply. PDs should consider seeking legal advice on these issues.

8. Drug Policy.

a. Compliance. Each program must comply with the DoD and NGB drug-free policy for all participants to be eligible for Federal funds. All drug testing will use the Substance Abuse and Mental Health Services Administration of the U.S. Department of Health and Human Services (SAMHSA) standard for baseline screening. The enforcement of this policy is based on the proper administration of the optional initial baseline drug test, the required random drug test, the optional confirmatory drug test, and the for-cause drug testing during the residential phase. Optional initial baseline tests are at the discretion of the PD. If completed, optional initial baseline testing must occur within the first 14 days of residence. Since optional initial testing is to establish a baseline only, candidates with a positive test result may remain in the program at the PD's discretion and the PD is not required to submit a Serious Incident Report or exception to policy to NGB. Any positive drug test after the optional initial baseline testing period will result in immediate dismissal unless a cadet or parent elect to have a confirmatory drug test administered in accordance with paragraph c. below. To implement the drug free eligibility standards of reference i, the following standards and procedures are implemented:

(1) PDs must administer required random drug tests to cadets every time cadets have been off campus, unsupervised by YC staff. This includes home pass, medical appointments with parents or guardians, and absent without leave runaways. The minimum standard for required random drug testing is 20 percent of the cadet population who were off campus and unsupervised by staff; however, to reinforce the programs' commitment to a zero tolerance for drugs, PDs may administer random drug tests to a greater percentage of cadets at their own discretion. All absent without leave cadets that have been missing for more than one hour must be drug tested. All drug testing must occur within 36 hours of the selected cadet's return to the program from an unsupervised status.

(2) Optional initial baseline, required random, and for cause drug testing products will meet SAMHSA and State standards.

(3) Drug testing determinations must comply with the SAMHSA concentration cut-off standards.

(4) All drug test results will be entered into the program's data management reporting system and must be available upon request. Each drug test result must include the reason for testing, that is, optional initial baseline, required random, for-cause, or confirmatory. If the drug test was administered as a required random test, programs must include the date of the unsupervised event that established the requirement for the test. The data management information system should allow only the designated medical staff to have access to drug test data, along with any other necessary staff, based on Federal and State laws, as determined by the medical personnel.

b. Drug Testing Minimums (Excluding Confirmatory Drug Tests). At a minimum, programs will test cadets and apply the cut-off concentrations for all drug tests listed in Table 12, excluding confirmatory drug tests.

Drug	Cut-Off Concentrations (ng/ml)
Marijuana Metabolites	60
Cocaine Metabolites	300
Phencyclidine	25
Amphetamines	1,000
Opiate Metabolites	2,000

Table 12. Drug Cut-Off Concentrations for Initial Drug Test

c. Optional Confirmatory Drug Testing. Optional confirmatory drug testing is not an NGB requirement. If an applicant or their parent or guardian wish to challenge the results of a drug test a program may request an optional confirmatory drug test opportunity at the expense of the parent or the academy, pending funding availability. Confirmatory drug tests must be administered within five calendar days of the original drug test utilizing a new sample and result in negative test results based on cut-off concentrations listed in Table 13. The Optional Confirmatory Drug Test must use a more sensitive test that is capable of detecting cut-off concentrations shown in Table 13. Candidates or cadets awaiting the results of a confirmatory drug test may remain at the program in a registered or enrolled status pending the outcome of the confirmatory drug test.

Drug	Cut-Off Concentration (ng/ml)	Notes
Marijuana	30	Delta-9tetrahydrocannabinol-9-carboxylic acid
Cocaine Metabolites	150	Benzoylcegonine
Phencyclidine	25	
Amphetamines:		
Amphetamine	500	
Methamphetamine	500	Test for 6-AM when morphine concentration exceeds 2,000 nanograms per milliliter
Opiates:		
Morphine	2,000	
Codeine	2,000	
6-Acetyl Morphine	10	

Table 13. Drug Cut-Off Concentrations for Optional Confirmatory Drug Test

d. Exception to Policy. PDs may submit a request for an exception to policy memorandum through the CAPM to NGB-J1-Y with The Adjutant General (TAG) or the Commanding General of the District of Columbia (CG) signature concurrence for retention of cadets whose confirmatory drug test falls outside these listed parameters. This TAG- or CG-approved exception to policy memorandum must be received by NGB-J1-Y within 14 calendar days after the confirmatory drug test results are received by the program to be eligible for a waiver.

e. For-Cause Drug Testing. Cadets who show obvious signs of being under the influence of drugs, or where the PD has a reasonable suspicion of said cadet having used drugs, must be tested using a testing product meeting the optional initial baseline or required random drug test (screening test) requirements.

f. Prescribed Medications. Cadets who are taking prescribed medications that cause a positive drug test result, in any drug testing event, will be assessed by medical personnel to determine if the prescription drug is the sole factor in the positive test result. If, in medical personnel's professional opinion, this is the case, the cadet may be retained at the PD's discretion.

g. Marijuana Use. In an increasing number of States, the medicinal or recreational use of marijuana is no longer illegal for individuals 18 years or older. Federal law still lists marijuana as an illegal drug; therefore, it is still appropriate for PDs to prohibit the use of marijuana by cadets and staff, but the violation may be a juvenile status offense, or a policy offense rather than a more serious drug law offense as would be determined for heroin or cocaine use. The PD should use their discretion to determine the appropriate level of discipline for a violation in the use of marijuana, based on the circumstances of the incident and prevailing State laws. In States where marijuana use is legal, a TAG- or CG-approved exception to policy memorandum is still required if the

Confirmatory Drug Test results exceed the standard for any cadet under the age of 18, or other legal age if different.

h. Program-Level Guidance. Each Program must prepare and publish an SOP reflecting the procedures contained herein and outlining implementation guidance and operational requirements at the program level to ensure zero tolerance for drugs across the program.

9. Smoke-Free Workplace. Programs are intended to be smoke-free environments. The use of any tobacco products by NGYCP staff members and visitors is prohibited on NGYCP facilities outside designated tobacco use areas.

a. Programs will develop a policy memorandum that includes, at a minimum, the following:

(1) Program employees and visitors are prohibited from using any smoke, vape, or smokeless tobacco product in the vicinity or view of candidates or cadets.

(2) Unless the program is established on a tobacco-, vaping-free facility, designated smoking areas must be established and clearly identified for employees and visitors outside the vicinity or view of candidates or cadets.

(3) Programs will post a Notice of the Smoke-Free Workplace Policy, including locations of the designated smoking areas (if applicable), at the program's main entrance and other appropriate areas to notify visitors and staff.

(4) Candidates and cadets are prohibited from using or possessing any smoke or smokeless tobacco product or paraphernalia to include any form of vapor pens.

(5) Programs will inform candidates/cadets of the Smoke-Free Workplace policy no later than day 2 of the acclimation phase.

b. Programs will administer candidate and cadet violations through the program's disciplinary system.

c. Programs will provide employees the Smoke-Free Workplace policy.

d. Programs will address employee violations at the discretion of the PD.

10. Hands-Off Leadership Policy. The NGYCP is a Hands-Off Leadership program, and no staff member may touch a cadet or use abusive language as a means of coercive leadership.

a. General.

(1) A hands-off leadership violation only involves an incident initiated by a staff member toward a candidate or cadet. Staff members must never resort to shoving, pushing, or swearing to lead cadets.

(2) When the occasion calls for a staff member to adjust a uniform or touch a cadet to teach a skill, the staff member will professionally ask, "May I correct your uniform?" or "May I help you get a better grip on your rappel rope?" This is good policy when working with youth and an excellent example of courtesy for the cadet.

(3) This policy complements non-violent crisis intervention training. It does not in any way infer that a staff member cannot defend themselves against a cadet who becomes violent, nor is it meant to interfere with any instance where a staff member may need to react physically and quickly, to ensure the safety of the cadets or others.

(4) Hands-Off Leadership policies also prohibit staff members from using unprofessional language, including profanity, vulgarity, or indecent jokes when interacting with, correcting, or motivating cadets. This includes joking and horseplay that may be easily carried too far. The test for this is if you would not want the language being used by your staff toward your cadets to appear on public media or broadcast, it should not be used. This uncompromising standard for behavior and language on the part of the staff is nothing less than complete transparency and total professionalism.

b. Training and Implementation. PDs will implement the Hands-Off Leadership policy. Implementation will include these actions:

(1) NGYCP staff trainers will train all staff on the "Hands-Off Leadership" policy prior to the staff member being allowed to supervise cadets. Once training is complete, the STC must update the data management system and maintain staff training documentation for future audits and inspections.

(2) Staff training must include a requirement that any staff member who sees a violation of this directive to be responsible for immediately reporting it to their superior or their chain of command. Failure to report an alleged violation is, in itself, a violation of the policy. Any employee who violates this directive is required to document their actions and immediately report it to their superior.

(3) The Commandant will inform NGYCP candidates that this is a Hands-Off Leadership program no later than the first 16 hour training day of the acclimation phase. Cadet training will include the opportunity for questions and answers, both initially and ongoing. Cadet training will also include the requirement that any cadet experiencing or witnessing any violation of this directive to immediately report it to their superior, or the next member in the chain of command, and explain exactly how to make such a report. If asked, any candidate or cadet should be able to communicate the parameters of the Hands-Off Leadership policy and the process for reporting violations. This will be a recurring, consistent message throughout the NGYCP acclimation phase and residential phase from the program leadership to all staff members and from all staff members to cadets.

(4) Cadet and parent orientations and program marketing will emphasize the Hands-Off Leadership policy. All briefings will include the opportunity for questions and answers, both initially and ongoing.

(5) Staff and cadet handbooks must reflect the parameters outlined in this section. In addition, a program SOP must be written to outline the process in this section and will become part of your State Plan.

(6) The NGYCP philosophy mandates a "tough love, caring, and disciplined" approach. At no time will prospective candidates or cadets be subject to harassment or required to perform demeaning tasks. What we do and how we do it should always have a rational teaching point.

c. NGYCP Hands-Off Leadership Policy Enforcement.

(1) All reports of an alleged violation of Hands-Off Leadership by an NGYCP staff member must be impartially investigated and facts gathered under the direction of senior staff, appointed by the PD. The investigating senior staff member must appropriately document the investigation facts and forward to the PD for action. The PD must notify the CAPM, the USPFO, and the NGB-J1-Y using a Serious Incident Report any time a PD conducts an investigation regarding an alleged inappropriate event. The Serious Incident Report must include:

(a) The full name of the staff member.

(b) The details of the incident.

(c) The results of the mandatory investigation that will determine whether correct procedures were followed or applied. The PD is authorized to determine whether proper procedures were used or whether a violation occurred.

(d) All subsequent investigation and/or disciplinary action updates.

(2) PDs must ensure that candidates, cadets, or staff are not subject to disciplinary action or retaliation for reporting an alleged violation.

(3) Any substantiated violation of this guidance will subject offending staff to disciplinary action up to and including dismissal from employment.

11. Serious Incident Reports.

a. The health and well-being of all NGYCP participants and staff is of greatest importance to NGB. Any occurrence of a serious nature, including bodily harm, injury or serious illness requiring off campus professional medical treatment, law enforcement intervention for any activities, or incidents that would bring media attention, requires the completion of a Serious Incident Report form emailed to the CAPM, USPFO, the NGB-J1-Y Chief and the NGYCP Manager. The Serious Incident Report form can be found on the NGYCP All Partners Access Network site at <<https://passport.apan.org/home/login>>. An NGYCP may use their own program incident form as long as it includes all the required Serious Incident Report information.

b. Death of or critical injury to a staff member or a cadet requires an immediate call to the CAPM (who will immediately notify the USPFO) and NGB-J1-Y with a follow-up email using the Serious Incident Report form. PDs are required to provide CAPMs and NGB-J1-Y continuous updates as the incident develops.

c. Implementation. NGB-J1-Y has established the following classification categories for the submission of a Serious Incident Report:

(1) Hands-Off Leadership Violations. All alleged Hands-Off Leadership violations will be reported using the Serious Incident Report process. If an injury to a candidate or cadet occurs as a result of a Hands-off Leadership violation, the incident should be categorized as a hands-off violation, not outside medical. Further delineate the Hands-Off Leadership Serious Incident Report by categorizing into the following sub areas:

- (a) Assault.
- (b) Inappropriate language.
- (c) Inappropriate touching.
- (d) Inappropriate relationship.
- (e) Justified use of hands (as determined by PD investigation).

(2) Fighting. Use this category when a candidate or cadet is terminated but did not receive outside medical treatment and law enforcement was not involved.

(3) Outside Medical Treatment. Use this category when a candidate or cadet receives outside medical treatment from non NGYCP staff, not caused by a hands-off violation.

(4) Leave without Permission. Use this category when the absence results in a termination of the candidate or cadet but does not involve law enforcement.

(5) Suicidal Tendencies or Self-Harm. Use this category when a candidate or cadet expresses or attempts suicide or self-harm where no injury occurs, or outside medical treatment sought.

(6) Death. Use this category for the death of a candidate during the acclimation phase, a cadet during the NGYCP residential phase, a graduate during the post-residential phase, or a staff member in the line of duty.

(7) Law Enforcement. Use this category when law enforcement intervention is required. This does not include instances of Hands-Off violation.

(8) Miscellaneous. Use this category for any SIR topic that doesn't fit into another category but that the PD feels NGB-J1-Y should be aware, including potential media interest or litigation.

d. Procedures. Once the incident is under control, PDs must submit an initial Serious Incident Report as soon as possible using the required naming convention below. If additional information is received about an incident, PDs will update the previous Serious Incident Report and resubmit it.

e. Naming Convention. Program Directors will use the following naming convention when submitting a Serious Incident Report:

(1) Date of incident using two digits for the year, two digits for the month and two digits for the day.

(2) State or Academy Program Type abbreviation.

(3) Incident Category abbreviation:

(a) Hands-Off Leadership Violation – H

1. Assault – HA

2. Inappropriate Language – HL

3. Inappropriate Touching – HT

4. Inappropriate Relationship – HR

(b) Fighting – F

(c) Outside Medical Treatment – O

(d) Leave Without Permission – L

(e) Suicidal Tendencies/Self-Harm – S

(f) Death – D

(g) Law Enforcement – P

(h) Miscellaneous – M

(4) Number of same day Serious Incident Reports (in the same category) using a two-digit code.

(5) The Serious Incident Report naming convention example from West Virginia–South, Hands Off Leadership (assault), second Serious Incident Report on same topic for same day example: 220427-WV-S-HA-02.

12. Mandated Reporter.

a. Programs must develop a policy addressing state-specific mandated reporter requirements.

b. Although the laws regarding mandated reporters vary from State to State, in some States all paid and non-paid program employees, mentors, and other volunteers may legally be considered “mandated reporters” and as such may be required to report certain events to authorities, even if confidentiality is violated. PDs are required to seek legal advice at the State and local level and retain documentation reflecting this coordination and the specifics of the legal guidance issued. Email or hardcopy of correspondence, scheduled calendar meetings or training that occurred with subject matter experts, or rulings copied from other similar State and local organizations are examples of such documentation.

c. Programs must ensure all personnel are trained on the mandated reporter requirements. Programs will retain documentation reflecting that employees and cadets were trained on this standard.

ENCLOSURE H

NATIONAL GUARD YOUTH CHALLENGE PROGRAM EMPLOYEE TRAINING GUIDELINES

1. General. The professional development and training of employees is critical to the long-term success of the individual state-level programs and the entire NGYCP. NOTE: The NGYCP acronym is inclusive of both the YC and JC programs. The efficacy of the current training model depends on full support at the local level of national training imperatives. Local training efforts serve as the larger quality assurance and risk mitigation effort of NGYCP and demand the most credible, experienced and effective staff be entrusted with this responsibility. It is the intent of NGB to ensure there is standardized training of all program staff members. The ASD(M&RA) or NGB may provide this training using a contractor. The States may have additional training requirements.

a. 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. The professional development of program leaders is critical to the long-term success of individual programs and the program nationwide.

b. ChalleNGe-U Learning Management System: The NGYCP uses an on-line learning management system to provide both synchronous and asynchronous virtual training opportunities for the NGYCP staffs. It also houses the supplemental training materials for the face-to-face training courses that have been created for national training requirements, such as the staff acclimation and foundations courses. Every NGYCP staff member must be enrolled in the ChalleNGe-U learning management system in order to access their required training.

2. Responsibilities.

a. Office of Youth Programs (NGB-J1-Y).

(1) Determine and provide basic national training requirements for all NGYCP employees.

(2) Develop basic training standards and implement a basic standardized training program for any Federally mandated training.

(3) Oversee courseware development and approval of all national training curriculum.

(4) Establish the basic program training standard.

b. Program Directors.

(1) Ensure all NGYCP staff members, regardless of the entity funding the position, are trained within the required timeframes identified below.

(2) Appoint and provide a STC to ensure the completion and documentation of Federal and State training. For YC programs, the STC must be a dedicated position, not an additional duty for another position. JCPs who do not share their associated YCP STC must also appoint an STC, but the position may be aligned as an additional duty of a current staff position. The STC must be certified as a staff trainer within six months of assignment to this position.

(3) Ensure that each NGYCP maintains a minimum of two staff trainers certified to teach courses requiring instruction at the local level. The STC cannot count as one of the two required staff trainers, even if certified. Examples of locally delivered training include Staff Acclimation, Foundations, Cadre Supplemental, First Aid, CPR, Automated External Defibrillator (AED) Certifications, Gang Awareness Training, Conflict Resolution or Non-Violent Crisis Intervention Training, Supervisors Course, and Functional Training (for functional training not available online). This is not a complete list. Directors should select staff trainers from their most experienced and professional staff members. Staff trainers teaching the cadre supplemental course should be experienced cadre, supported by other designated program staff members, as required. JC programs may use, and count, associated YC program staff trainers toward their requirement.

(4) Assign qualified staff members (for example, licensed counselors) to offer supplemental staff training as an augmentation to nationally-directed training on adolescent psychology. Suggested staff training includes Recognizing Adolescent Behaviors, Communication Skills, Rapport Building, Life Coping Skills, Ethical and Legal Considerations, Burnout, and Compassion Fatigue.

(5) Do not allow staff members unsupervised contact with candidates or cadets until the staff member completes the Staff Acclimation course. Untrained staff members can work with candidates or cadets only if physically accompanied, and within sight of a trained staff member.

c. STC.

(1) Coordinate and manage the training of their NGYCP staff, ensuring that all training requirements are met.

(2) Manage the use of the resources available through the national on-line ChalleNGe-U learning management system. This includes enrolling employees into the learning management system; managing employees' enrollment in required and elective virtual courses; and monitoring employees' completion of enrolled courses.

(3) Create and maintain training files for each employee. Maintain copies of all completed training certificates and documentation in the employee's training file. All

NGYCP e-learning and instructor-led training courses issue training certificates. If a certificate is not issued, the STC should assist the employee in obtaining a certificate. For State-mandated training, if a certificate is not issued, include a copy of the attendance roster showing the training topic, date of training, name of instructor, and list of attendee names in the individual's training file. STCs may maintain this training file electronically as long as their system has the capability to store the required certificate/documentation.

(4) Enter all employee training completion dates in the provided NGYCP Master Training Completion Matrix. Programs may use an internal matrix that includes the following requirements: staff name, staff position, hire date, date of transfer to new position, initial training dates for Staff Acclimation, CPR or First Aid, Gang Awareness, Conflict Resolution, and Confidential Information, training dates for new PDs, Budget Course, Educator Course, Cadre Supplement Course, and Foundations Course, most recent annual training dates for Staff Acclimation, CPR or First Aid, Gang Awareness, Conflict Resolution, Confidential Information, Staff Trainer Certification dates, PD workshop attendance dates, and cooperative agreement initial training dates, and time requirements for completion of all required training. Programs and STCs must provide NGB-J1-Y an updated Training Completion Matrix upon request.

(5) Oversee program staff training schedule and assign staff trainers to oversee and teach the Staff Acclimation, Foundations, and Cadre Supplemental courses, as necessary, within the time limits outlined below.

(6) Develop necessary local supplemental instruction as standard operating procedures, as directed in national training to customize for State and local circumstances.

3. National (Federal) Training Requirements.

a. PDs and Deputy PDs.

(1) Complete the Staff Acclimation Course within two weeks of hire.

(2) Complete the Foundations Course within one month of hire.

(3) Complete either a State or NGYCP Supervisor Course within six months of hire, if available. If not available within six months of hire, the STC should document such with a memorandum for record in their staff folder.

(4) Complete the Budget and Cooperative Agreement Courses within 12 months of hire.

(5) Attend the winter and summer PD Workshops. The Deputy PD may attend in the PD's place, but the PD must attend at least one PD's Workshops each year.

b. All Staff.

- (1) Complete the Staff Acclimation Course within two weeks of hire.
- (2) Complete the Foundations Course within one month of hire.

c. Volunteers.

(1) Specified volunteers must complete the Staff Acclimation Course and receive a national criminal and sex offender background screening. Until such training and screening is completed, the volunteer must be accompanied by a staff member.

(2) Non-specified volunteers who are one time, or irregular, should receive the Hands-Off Leadership, Mandated Reporter, and Confidential Information training segments of the Staff Acclimation Course and should never be allowed unsupervised access to candidates or cadets since they have not received a criminal background screening.

d. Contracted Medical Personnel. Contracted medical personnel may be excluded from Federal training requirements at the discretion of the PD. This exclusion relates to personnel such as physicians, physician assistants, who intermittently visit the program on a scheduled or an emergency basis, not contracted medical personnel who are on-site full-time.

4. National (Federal) Training Course Descriptions. The courses below are the mandatory requirements of the NGYCP. The STC should be able to teach all courses within their YC or JC programs. The staff trainers must be capable of teaching all instructor-led courses. Other NGYCP staff members are expected to assist in areas where they are subject matter experts.

a. Staff Acclimation Course. The Staff Acclimation Course provides training on appropriate relationships within the NGYCP and describes the Federal law that governs sexual harassment in the workplace and school environment. It addresses the relationships between staff, between cadets, and between staff and cadets. Coupled with the NGYCP's Hands-Off Leadership Policy, the Staff Acclimation Course strives to prevent unwelcome and inappropriate interactions within the YC program. This course also provides an overview of Mandated Reporting, Sexual Harassment, Confidential Information, the use of Serious Incident Reports, and Ethics, which are sufficient to satisfy the NGYCP national training requirements of these topics. Your State may require other training requirements on these topics, which the Staff Acclimation Course may not satisfy.

(1) All NGYCP staff and regular volunteers must take the Staff Acclimation Course within two weeks of hire or appointment.

(2) They must not be allowed to independently supervise cadets until they have completed this course. Staff and regular volunteers must re-accomplish this training annually.

b. Foundations Course. The instructor-led Foundations Course provides a “ChalleNGe 101” style introduction to everything a new employee requires to effectively begin applying the NGYCP concepts and tenets in working with adolescents. All NGYCP employees, regardless of the entity funding the position(s), are required to complete the instructor-led Foundations Course training within one month of hire.

c. Cadre Supplemental. In addition to the concepts contained in the Foundations Course, the Cadre Supplemental Course is developed and trained locally, based on each program’s policies and procedures for managing cadets. It provides specific detailed instructions to cadre personnel that give them the necessary skills and knowledge to maintain consistent military-type training standards. It is an instructor-led course that leverages the participation of staff members from other parts of the program to educate the new cadre staff member on the operations of their program.

(1) Cadre must complete the instructor-led, locally designed Cadre Supplemental Course within one month of hire.

(2) PDs must not allow cadre, who have not attended the Cadre Supplement Course, unaccompanied and unsupervised access to, or responsibility for, candidates or cadets. A trained cadre must accompany the untrained cadre until course training is completed.

d. Mentor Training. Mentors must complete Hands-Off Leadership, Mandated Reporter, and the Confidential Information training segments of the Staff Acclimation Course as part of their mentor training.

e. Program Director and/or Deputy Director Leadership Events.

(1) The winter and summer PD Workshops provide opportunities for PDs and other designated NGYCP staff members to receive national-level training, network with their counterparts from other NGYCPs, gain new insights, and develop innovation strategies. These workshops are significant training events with the potential for long-term, positive impact on NGYCPs. For each conference, staff from designated functional areas will be identified to accompany the PD and Deputy PD for their participation in the workshop activities, including events that are tailored to the interests of their functional area.

(2) At least one of the two annual PD Workshops will include a new PD session. PDs must attend this session within their first year of duty. The specifics of this session are at the discretion of NGB-J1-Y, but the workshop may include:

- (a) What is the NGYCP?
- (b) Managing Federal and State Requirements.
- (c) Serious Incident Report Requirements.
- (d) Budgeting Requirements.

(e) Recruiting Suggestions.

(f) Metrics and Return on Investment Tracking.

(3) NGB-J1-Y, on occasion, may require a PD or staff attendance at other high-level events, such as focus groups and conferences, that further the national strategic initiatives of the NGYCP. In such cases, NGB-J1-Y will strive to provide participants 60 days' notice before the event. When requested by NGB-J1-Y, attendance is considered mandatory.

5. Jump Start Course. The Jump Start Course provides a comprehensive review of the Staff Acclimation, Foundations, and Cadre Supplemental Courses to enhance the success of new NGYCPs. The course should be scheduled when no less than 75 percent of the new staff has been hired and is on board. It must be completed by all available new program staff members before the first day of the residential phase. Jump Start is taught by national contract trainers, members of the NGYCP's Training Committee, and validated subject matter expert trainers. The Jump Start Course fulfills the Staff Acclimations and Foundations Course requirements. The locally developed Cadre Supplemental Course must still be trained before the start date of the program's first class cycle.

6. Staff Trainer Certification Course. The Staff Trainer Certification Course ensures a standardized training program for the NGYCP. This training will validate the staff trainer's knowledge and skills to conduct standardized training of instructor-led courses to staff at their NGYCP academy, with an emphasis on the Staff Acclimation and Foundations Courses. Staff trainers must complete the Staff Trainer Certification Course before assuming staff trainer responsibilities. STCs must complete this certification course before they can teach.

7. In-House (State) Training. In-house training is essential to the health and welfare of the candidates and cadets and is considered a life and safety issue. PDs and STCs will ensure that, at a minimum, the following training and/or courses are conducted at the intervals prescribed and taken by all NGYCP staff members regardless of the entity funding their staff position(s). STCs will maintain completion certifications in the appropriate personnel file and enter specifics into their Master Training Completion Matrix. A class attendance roster showing the class title and date of training is an acceptable form of documentation once the course instructor signs and validates it.

a. First Aid, CPR, and AED Certifications. Staff must complete first aid, CPR, and AED certification from the American Red Cross or American Heart Association (or other equivalent provider) within six months of hire and will maintain certification as required by those organizations. Programs must have a certified, card carrying, first aid, CPR and AED staff member on duty at all times.

b. Gang Awareness Training. Staff must complete State or local gang awareness training within the first six months of hire, and annually thereafter. PDs may obtain the required training from an organization of their choice if there is no State developed or

mandated training program. Programs are strongly recommended to reach out to their local police departments or juvenile corrections organizations for training or have an expert on staff to provide this training.

c. Conflict Resolution or Non-Violent Crisis Intervention Training. Staff must complete Conflict Resolution or Non-Violent Crisis Intervention training (similar to Crisis Prevention Institute) within three months of hire, and annually thereafter. Programs may obtain the required training from an organization of their choice. The parameters of the chosen course should be on file and available to NGB-J1-Y if requested.

d. Confidential Information Training. Staff and regular volunteers must obtain Confidential Information Training within one month of hire or volunteering. Mentors must obtain this training before first verbal, virtual or face-to-face meeting with their cadet. Staff and regular volunteers must re-accomplish this training annually.

8. Functional Training. Training specific to specific staff functional areas within NGYCPs consists of online training classes, functional workshops, and additional training venues as they are developed. The descriptions below provide the conceptual framework of the training for each functional area. NGB-J1-Y will issue updates to specific required training on a regular basis.

a. Budget Course. The NGB-J1-Y Budget Course provides a high-level overview of the NGYCP cooperative agreement and fiscal laws governing the NGYCP. The course also goes into depth on the budget and allocation process, the execution and procurement of funds, budget reporting, and financial inspections. Requirement: Budget Officers must complete the NGB-J1-Y Budget Course within six months of hire and the Cooperative Agreement Course provided by NGB within 12 months of hire. Federal CAPMs are encouraged to complete the NGB-J1-Y Budget Course within the first year of their appointment.

b. Counselor Course. The Counselor Course prepares counselors for their multiple roles and responsibilities within the NGYCP. It covers the legal and ethical obligations a counselor has as a mandated reporter, how to train staff on adolescent behavior and mandated reporting requirements, identifying at-risk youth behaviors, mitigating responses through conflict resolutions, and assisting cadets in setting achievable goals. Counselors must complete the Counselor Course within six months of hire.

c. Educator Course. The Educator Course addresses what distinguishes the NGYCP program from a traditional school setting. The Educator Course provides classroom management strategies and curriculum resources to ensure the highest quality education and environment possible. Educators and assistants should complete the Educator Course on a timeline directed by their PD.

d. Post-Residential Course. The Post-Residential Course provides operating and case management knowledge and tools to help post-residential employees mentor cadets as they develop a P-RAP to designate future schooling, job training, or employment options. It also provides information about reporting requirements for

cadet contacts and placement during the post-residential phase. Post-residential employees must complete the Post-Residential Course within six months of hire.

e. Recruiter Course. The Recruiter Course provides recruiters with the knowledge and skills to recruit and influence candidates to enter into the NGYCP. Recruiters and recruiting staff must complete the Recruiter Course within six months of hire.

f. Supervisor's Course. The purpose of the Supervisor Course is to provide supervisors with the knowledge and skills to be effective leaders, including the development of situational leadership and conflict resolution, to mentoring, building rapport and leading change, supervisors learn to navigate through the challenges facing leaders in a supervisory role. Supervisors must complete the Supervisors Course within six months of hire into supervisory positions. This training requirement can be alternatively met upon completion of State supervisor training.

ENCLOSURE I

NATIONAL GUARD YOUTH CHALLENGE PROGRAM INSPECTION PROCESS

1. NGYCP Inspection Process Defined. The NGYCP inspection process is an internal assessment capability managed and executed by NGB-J1-Y. It is a key element in the oversight framework established by NGB-J1-Y to monitor, regulate, and manage the NGYCP. Within the oversight framework, NGB-J1-Y establishes goals and checklists to objectively measure performance, develops mechanisms to track findings of audits and reviews, and promptly responds to those findings.

a. Inspections are to be considered non-audit services.

b. The primary objective of the inspection process is to determine individual program and nationwide systemic issues that adversely impact the national-level administration and management of the NGYCP. Determination of the root cause of the systemic deficiencies is key to recommending solutions to ensure the long-term health of the NGYCP.

c. NGB-J1-Y develops the standards, policies, and assessment criteria to be used in the inspection process.

2. Inspection Purpose. The purpose of the inspection process is to conduct field assessments of all programs to:

a. Provide Congress and the DoD assurance of program oversight.

b. Provide a comprehensive assessment of the health of each program.

c. Develop processes to ensure compliance and adequately prepare the program for external audit.

d. Provide detailed information for use in management decisions and the development of the annual report to congress.

3. Inspection Standards and Methodology.

a. Inspections are full-scope assessments consisting of four components: operational compliance, operational performance, resource management compliance, and financial performance.

b. Compliance assessments measure program effectiveness and the degree of compliance with applicable law, policy, doctrine, the NGYCP cooperative agreement, and this manual. Failure to comply with the established directives in these areas could result in legal liabilities, penalties, or adverse mission impact or failure. Compliance assessments measure the programs' ability to sustain operational readiness. Inspection teams will not only assess current operations and resource management

standards, but they must also review systemic findings from the previous inspection to determine whether corrective actions succeeded and include these findings in each report.

(1) The operational compliance component will assess requirements for the current residential class and all of the active post-residential classes. The assessment will also include all management and administrative activities, including recruiting and preparing for the next class.

(2) The resource management compliance component will inspect the management and accountability of regulatory financial and logistical requirements at the program location. It will include a review of fiscal activities, verification of reported data with supporting source documents, a review of all open cooperative agreements, and the last three closed cooperative agreements at the USPFO, the CAPM, State financial manager, and the Grants Officer Representative levels.

c. Performance assessments provide findings or conclusions based on an assessment of sufficient and appropriate evidence against a predetermined governmental standard. Performance assessments 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. Overall performance assessments measure a program's effectiveness.

(1) The operational performance component will inspect program effectiveness based on NGB-J1 established standards for key performance indicators such as graduation target, graduate placement percentages and graduate contact percentages.

(2) The financial performance component will inspect program effectiveness based on NGB-J1 established standards for key performance indicators such as projected versus actual cost per graduate and approved versus executed base budget levels.

d. NGB-J1 determines the frequency of on-site inspections but has an established goal of each program receiving at least one on-site inspection every three years. During those years when a program does not receive an on-site inspection, PDs will complete and submit a Director self-assessment (DSA) as specified in this enclosure.

4. Inspection Coordination Process. NGB-J1 will determine which programs will receive an on-site inspection or a re-inspection for the fiscal year.

5. Inspection Checklists. The inspection process uses compliance and performance checklists which are formatted IAW Army training doctrine and contain a general Statement of Task, Conditions, and Standards.

a. Compliance-based checklists will include a clear statement of what is to be inspected, the specific reference containing the standard or requirement, and a clear

statement of the inspected item or what the program must produce to satisfy the requirement.

b. Performance-based checklists include:

- (1) Key performance indicators.
- (2) Applicable standards and calculations necessary to complete the checklists.
- (3) The acceptable ranges of performance developed by NGB-J1.

c. Law, regulation, policy, and doctrine routinely change. NGB-J1 will update checklists whenever a source document requirement changes. Additionally, NGB-J1 will review checklists each year.

d. When a source document changes, the policy and procedures become effective on the publication date of the source document.

6. Inspection Process.

a. Each NGB inspection should start with a formal in-briefing and finish with a formal, final inspection out-briefing, preferably to TAG or the CG. If there are scheduling conflicts a local review of findings, referred to as a “hot wash,” will meet the formal out-brief requirement as long as the final report of inspection is sent to TAG or the CG, USPFO, and the PD. If necessary, the program may request a subsequent teleconference involving an NGB representative and the inspectors to thoroughly review the final report.

b. In-briefings should contain the inspection schedule for the week, the inspection standards, method for completing the inspection, and Government representative and contractor inspector introductions.

c. The inspection begins after completing the in-briefing. Activities include:

- (1) Administering the Compliance Checklists.
- (2) Collecting and reviewing the Performance Checklists previously provided to the inspected Program and completed before the start of the inspection.
- (3) Cadet interviews. Inspectors will interview a random sample of cadets to determine if there are health or safety concerns and to obtain an overall insight into the operation of the program.
- (4) Assistance to correct areas or items of noncompliance and to provide example best practices.
- (5) A “hot wash” before the final out-briefing to the PD and designated personnel. During the “hot-wash” all areas of noncompliance will be reviewed, and the

inspection results provided for the overall health assessment of the program as well as the results in each of the four assessment components.

(6) If contract staff are used to perform the inspections, all draft “hot washes” and final reports must be reviewed and approved by an NGB-J1-Y representative before delivery.

d. The inspection ends with a formal out-briefing developed for TAG or CG. At a minimum, attendees should include the PD, the NGB J1-Y NGYCP Program Manager, the CAPM, the Grants Officer Representative, and the USPFO. Optional attendees include any other State or Program personnel the PD invites. The out-briefing contains an overall health assessment of the program as well as an inspection report for each of the four assessment components. Each compliance component inspected will show a breakdown of the level of compliance for each functional area (Operational and Resource Management) before and after the inspection. Each performance component inspection will show a breakdown the level of performance of each functional area (Operational and Financial) at the time of the assessment. The final out-briefing will also address best practices, systemic problems, overarching concerns, and areas that require future corrective action.

e. Within a week of completing an inspection, a stay behind package will be given to the PD that contains a draft copy of the in-brief and out-brief and an electronic version of the checklists for all four components.

7. Inspection Scoring and Rating. Programs will be rated based on their overall compliance scoring level against a standard range of performance.

a. The NGB-J1-Y will establish compliance scoring ranges for Unsatisfactory, Marginal, Satisfactory, Excellent, and Outstanding ratings.

b. The performance assessment component contains scoring criteria for each of the key performance indicators.

(1) Each performance indicator has a range of acceptable performance.

(2) The range of acceptable performance varies among performance indicators.

(3) Each key performance indicator has a mathematical calculation that will yield a percentage that is converted to one of these ratings: Outstanding, Excellent, Satisfactory, Marginal, or Unsatisfactory.

(4) The total performance assessment score is determined by taking the sum of each standard score and converting the total score to one of these ratings: Outstanding, Excellent, Satisfactory, Marginal, or Unsatisfactory.

8. Health Assessment Rating.

a. The overall health assessment provides an indication of the program-wide level of risk associated with accomplishing the mission and sustaining operational capabilities.

b. The program's overall health assessment is determined by calculating the sum of the four component scores. The overall score is then converted to one of these ratings: Outstanding, Excellent, Satisfactory, Marginal, and Unsatisfactory.

c. The rating scale for overall health assessment follows:

(1) Outstanding or Excellent. Program is operating with low risk.

(2) Satisfactory or Marginal. Program is operating with moderate risk.

(3) Unsatisfactory. Program is operating with high risk and lacks adequate processes and procedures to sustain operational capability or has failed to accomplish one or more performance objectives.

9. Corrective Action Plan (CAP).

a. PDs are required to submit a CAP through the CAPM to the USPFO and NGB-J1-Y within 60 days after receipt of the report of inspection, or 30 days if significant findings were identified. NGB-J1-Y will dialogue with PD or provide CAP guidance as needed during CAP development.

b. The CAP will include all findings, the root cause of the non-compliance and/or poor performance, actions to be taken to correct the area of noncompliance or improve performance and a timeline, with milestones, for completion.

c. NGB-J1-Y will review each program's CAP submission to ensure the processes and procedures reflected therein should achieve compliance with applicable law, policy, and doctrine, and should result in performance within acceptable ranges. NGB-J1-Y should respond to the CAP within 45 days of submission.

d. Specifically, the CAP will be reviewed for the following:

(1) Was the CAP developed and submitted on time?

(2) Upon implementation of the CAP will its strategies demonstrate adequate, incremental improvement?

(3) Was the previous DSA and associated CAP submitted within the required timeframe?

(4) Did the implementation of the DSA CAP demonstrate adequate, incremental improvement?

e. When directed by NGB-J1-Y, programs will submit six-month CAP updates. Generally, NGB-J1-Y will usually only request six-month CAP updates from programs receiving a less than satisfactory overall score on their NgyCP inspection. Subsequent corrective action updates will be processed as part of the DSA process.

f. Failure of the State to provide data and reports to NGB-J1-Y, at the prescribed intervals and in the prescribed format, may result in the withholding of Federal reimbursements by the USPFO until the data and reports are submitted.

10. Formal Inspection Reports.

a. At the conclusion of each inspection, the inspection team will prepare an executive summary and will forward it to NGB-J1-Y within two business days. The executive summary will identify any significant finding, systemic issues, observations, and other items of special interest.

b. Upon completion of an inspection, the inspection team will prepare the formal report of inspection (ROI). The ROI will summarize overall findings, degree of compliance, systemic problems, observations and concerns for higher headquarters intervention as well as key findings, systemic problems, and overarching concerns specific to each functional area. The ROI will also include a section for each functional area that will address all checklist items that receive a "No-Go" during an inspection with the following paragraphs:

(1) Finding. Identifies the area(s) of non-compliance. Finding is a pertinent statement of fact. Findings must emerge by a process of comparing documented requirements with quantitative data analysis from on-site documentation reviews, the data management information system, the budget management reporting system, and qualitative data analysis regarding observed activities at each program as they relate to the requirements as stated in the cooperative agreement, the Office of the Secretary of Defense and NGB regulations and policies, and other applicable Federal and State regulations and policies.

(2) Significant Finding. Condition(s) 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. Significant findings require a response by endorsement from the PD through the CAPM, USPFO, and TAG or the CG within 30 days of receipt of the ROI.

(3) Observation. Conditions which are not directly tied to a particular standard but rise to a level of concern potentially worthy of being addressed by senior leadership.

(4) Discussion. Outlines the standard and provides the specific reference in the applicable source document for the inspected standard. The paragraph also provides a comprehensive explanation of why the area was assessed noncompliant at this particular program. The inspection team's assessment of the effects of the findings on the activities reviewed. Discussion includes the standard from the source document followed by a statement of the condition found during the inspection.

(5) Recommendations. Provides clear guidance on how to achieve compliance. Specific actions the inspection team identifies as necessary to correct existing conditions or improve operations.

(6) Implications. Explains the consequences of continued non-compliance. The implication provides potential outcomes should the program fail to implement appropriate corrective actions.

c. Within 14 calendar days of the conclusion of an inspection, an electronic copy of all documents for the ROI, including the completed functional area checklists, inspection out-brief, and executive summary, will be delivered to NGB-J1-Y to be processed for distribution to the inspected NGYCP.

d. Upon approval, NGB-J1-Y will forward the ROI package to the inspected program's CAPM, USPFO and TAG or the CG, or their designated representatives.

e. When a re-inspection or other action is required, this fact will be stated in the cover memorandum, and NGB-J1-Y will coordinate with the USPFO and TAG or the CG to schedule the date for re-inspection.

11. DSA.

a. The DSA will reflect a full scope assessment of the operational compliance, operational performance, resource management compliance, and financial performance components.

b. PDs must perform a DSA and provide an associated CAP through the CAPM to the USPFO and NGB-J1-Y every year that the program does not receive an on-site inspection.

c. NGB-J1-Y will task PDs for the DSA and CAP during the first half of each calendar year and provide the required timeframe for completion.

d. Subsequent on-site inspections will determine the validity and effectiveness of the program's DSA and associated CAP. Specifically, inspections will check DSAs for the following:

(1) Timely submission.

(2) Identification of all areas of noncompliance.

(3) A specific CAP, including entries for each finding, to bring the program into compliance or within the acceptable range of performance.

12. Non-Compliant, High-Risk Programs. Actions directed by NGB-J1-Y for programs that receive an Unsatisfactory rating in any of the four assessment component areas may include:

a. Schedule additional re-inspections.

b. Working with the USPFO to initiate a partial defunding of a program or mandatory reduction in graduation targets, if required. This action is most appropriate when there is a pattern of repeated failure to comply with policy and/or the terms of the cooperative agreement. Situations involving partial defunding or reduction in graduation target are usually implemented when the pattern of repeated low inspection ratings or failure to meet graduation target has occurred over four or more residential cycles. This option is also appropriate when conditions exist within the State that permanently prevent the full accomplishment of goals and objectives and for which no remedial action is available.

c. NGB-J1-Y referral of the Program to NGB-J1, and through the CNGB, to ASD(M&RA), for a review of the viability of the program to determine if termination of the program is warranted. This course of action is most appropriate when factors exist that are beyond the control of the State, CAPM, and USPFO and which NGB-J1 cannot resolve or positively influence through policy, procedures, or doctrine changes.

ENCLOSURE J

NATIONAL GUARD YOUTH CHALLENGE PROGRAM COST PRINCIPLES

1. Purpose. The purpose of this enclosure is to give the reader a thorough understanding of the proper process and authority by which Federal funds are to be obligated and expended.

a. NGYCP cooperative agreements are funded annually.

(1) When NGYCP Defense Agencies Initiative funding is issued to the USPFO during the program fiscal year, the CAPM will forward the modification request and appropriate documentation to the Grants Officer Representative. The Grants Officer Representative will prepare the modification for execution by the Grant Officer using a NGYCP cooperative agreement modification form issued by NGB Acquisitions Office of Grants and Cooperative Agreements Oversight and Compliance to obligate the funds. The modification will include:

(a) The annual funding program amount is the approved or the proposed budget amount.

(b) The dollars to be obligated as a result of the NGYCP cooperative agreement modification.

(c) The total dollars obligated to date which reflect the Federal dollars obligated for the Federal government's share of the NGYCP cooperative agreement.

(d) The State's share.

b. When cooperative agreement funding authority (allotment) has not yet been issued to the USPFO by NGB at the beginning of the program fiscal year, the CAPM can request the Grants Officer Representative prepare the cooperative agreement for execution by the USPFO. The executed agreement will open the agreement for the program fiscal year. The initial executed cooperative agreement must include as a minimum:

(1) The annual funding program amount which is the approved or proposed budget amount.

(2) Total Federal dollars amount obligated will be zero.

(3) A statement to the effect of "This modification is subject to the availability of Federal program fiscal year [XXXX] Funds."

(4) The State's share of the NGYCP cooperative agreement.

2. Obligations of the Recipient (State). The recipient will obligate sufficient funds to pay its share of the costs under this NGYCP cooperative agreement.

a. A grantee may fulfill its contribution requirement by combining the value of cash and non-cash products and services provided by the grantee or third party to the program. Non-cash contributions (In-Kind Contributions) count towards satisfying a cost sharing or matching requirement only where, if the grantee receiving the contribution were to pay for them, the payments would be allowable costs. When a State agency separate from the respective military department is providing the product or service, the providing agency must certify that the product or service has been or will be provided to the program and the dollar value of the products and services. When the State military department is providing the product or service, the respective State military department comptroller or treasurer, or designated responsible individual, must certify the product or service has been or will be provided to the program and the dollar value of the products and services. The USPFO must review the various certifications and valuations and must certify that the aggregate values of the multiple source contributions are equal to or exceed the minimum State contribution.

b. Values for non-Federal entity contributions of services and property must be established in accordance with reference I cost principles. If a Federal awarding agency authorizes the non-Federal entity to donate buildings or land for construction, or facilities acquisition projects for long-term use, the value of the donated property for cost sharing or matching must be established in accordance with Code of Federal Regulations valuation principles.

c. The value of the remaining life of the property is recorded in the non-Federal entity's accounting records at the time of donation and cannot be attributed to future years.

d. The current fair market value. When there is sufficient justification, the Federal awarding agency may approve the use of the current fair market value of the donated property, even if it exceeds the value derived from Code of Federal Regulations valuation principles, at the time of donation. State non-cash contributions must not exceed 10 percent of the total State match contribution. Example: Total State contribution is \$1.0 million; maximum State non-cash contribution is \$100,000.

e. If the USPFO allows in-kind assistance (IKA), the costs of which are required to be shared under the terms of this NGYCP cooperative agreement, the State is still required to contribute its cost share for the IKA. The recipient's obligations are contingent upon the NGB funding of the NGYCP cooperative agreement in each program fiscal year.

3. Obligations of the Program Budget Officer. The budget officer provides the budget for the Program Director's submission to NGB-J1-Y. The budget will be submitted with the State plan and State match certification letter. Program budget officers will ensure the following tasks are accomplished:

- a. Provide necessary documentation to CAPM, USPFO, Grants Officer Representative, and State Financial Officer to validate obligations and expenditures. Attend reviews as directed by the State and Federal personnel. Review Standard Form SF270s, or SF425, as required, to ensure accuracy prior to submission for payment.
- b. Maintain all funding documentation or applicable State records per Federal or State retention policies, whichever is longer.
- c. Produce a quarterly report that validates funding status by object cost code. Signed quarterly budget reports (QBRs) will be sent to the CAPM who will forward it to the USPFO and to NGB-J1-Y no later than one month after the end of each quarter of the program fiscal year. If a delay in submission of the QBRs is anticipated, submit a draft QBR to the NGB-J1-Y and the USPFO through the CAPM before the deadline with the PD or deputy PD and budget officer signatures and then submit a final QBR through the CAPM once completed. This final QBR must be submitted to NGB-J1-Y by the end of the following quarter.
- d. Budget officers must report SF270 expenses in the authorized object cost code quarterly using the NGB-provided QBR template. QBRs must include the expenditures from each SF270 corroborated by the CAPM in the reporting quarter and must reflect the same breakdown as charged on the SF270 (75/25). The budget officer must submit all cooperative agreement modifications and object cost code adjustments in the quarter in which it occurred with the QBR.
- e. Identify shortfalls or surplus in funding to the appropriate point of contact for action.
- f. Programs must submit a final closeout report using the NGB-J1-Y approved QBR template and the final close out modification within one month of the NgyCP cooperative agreement closeout.
- g. Upload all budget documentation, as well as a PDF of email submission to the CAPM who will forward it to the USPFO and NGB J1-Y to show date of submission, to All Partners Access Network folders site at <https://passport.apan.org/home/login> in the folders for the correct budget year.

ENCLOSURE K

NATIONAL GUARD YOUTH CHALLENGE PROGRAM FINANCIAL MANAGEMENT

1. NGYCP Cooperative Agreement Budget Process. NGYCP cooperative agreements are funded annually. The format, process, and timeline for the submission of the proposed budget will be in accordance with the guidance published by NGB-J1-Y for the fiscal year.

2. Standards of Financial Administration. The recipient must exercise its best efforts to supervise, manage, operate, and maintain all activities or projects within the scope of the cooperative agreement, reference k, and use sound and efficient business practices.

a. The Recipient must expend and account for funds in accordance with applicable State laws. Recipient fiscal control and accounting procedures, as well as those of its sub-recipients and contractors, must:

(1) Permit preparation of reports required by NGB, DoD, and other Federal Government agencies, and as documented in the cooperative agreement.

(2) Permit the tracking of funds to a level of expenditure adequate to establish that such funds have not been used in violation of the restrictions and prohibitions of NGYCP cooperative agreement and applicable Federal and State law.

b. The Recipient must maintain effective internal controls and accountability over all NGYCP funding.

c. All Federal funds provided are to be used solely for the purpose of making payments for items or services of allowable costs as specified in the NGYCP cooperative agreement.

d. Statutory or regulatory restrictions on Federal appropriations use are not normally removed by obligating appropriations to the NGYCP cooperative agreement. Costs incurred by the Recipient under the NGYCP cooperative agreement that violate Federal agency appropriations restrictions are not allowed. The USPFO will resolve any questions (for example, Bona-fide Need Rule) relating to the use or reimbursement of funds in the NGYCP cooperative agreement before the funds are executed.

e. Direct payments from the USPFO to any State contractor employee, vendor, or State government employee are prohibited unless directed by a court of competent jurisdiction.

3. Program Income.

a. Program income is cash received by the recipient that is directly generated by an activity supported through a cooperative agreement.

b. The receipt and proper accounting of cash received as program income is highly subject to fraud or mismanagement. Written management controls and procedures are required to ensure proper accounting and are inspectable items.

4. Interaction with Non-Profit Organizations -- 501(c)(3).

a. NGYCPs can significantly benefit from engagement with local and national non-profit organizations but these engagements should happen within appropriate parameters and utilizing proper procedures to request and receive donations or grants.

b. NGYCPs must obtain a copy of the most current governing by-laws for any Non-Profit, Foundation, or 501(c)(3) they wish to engage. PDs must ensure these by-laws specify a current effective period.

c. NGYCPs must maintain detailed, written standard operating procedures reflecting the process for requesting assistance from the 501(c)(3) and for collecting and safeguarding any 501(c)(3) funds received. NGYCP SOPs and 501(c)(3) foundation by-laws should receive prior review and approval from their legal department, USPFO, and Recipient (State -- TAG) before implementation.

d. NGYCP staff members cannot serve as a voting member on any foundation board for which their NGYCP is requesting assistance. NGYCP staff members may serve as non-voting, advisory board members.

e. NGYCP staff must not perform administrative or other duties for the foundation during performance of their NGYCP job as it creates a potential conflict of interest. IAW NGYCP policy, individuals filling NGYCP staff positions must perform their stated job function. Performing foundation duties would be performing duties outside their stated job function. It is highly recommended that staff members who wish to become involved with any foundation aligned with their NGYCP submit details of that involvement to their legal department and the USPFO for prior written approval.

f. In an effort to minimize NGYCP involvement in the administration of its affiliated foundation, PDs must make every effort to ensure donations are sent directly to the 501(c)(3), not to the NGYCP.

g. NGYCP should request access to, and review, all of their affiliated 501(c)(3)'s Internal Revenue Service tax statements. NGYCP should not affiliate themselves with any 501(c)(3) that is not properly certified, with current published by-laws, and with proof of proper Internal Revenue Service designations and tax statements.

5. IKA.

a. IKA is the Federal procurement of supplies or services, in lieu of funds, to satisfy NGB's obligation of assistance support to the recipient. The USPFO is the final approval authority for all IKA requests. IKA must be for items or services identified and authorized in the NGYCP cooperative agreement.

b. The Budget Officer, CAPM, Grants Officer Representative, and recipient must coordinate to ensure IKA procedures are followed. When the program has a bona-fide need for goods or services that cannot be met by the State, the program may request the use of IKA through the CAPM. The State must provide written documentation detailing the reason goods or services cannot be provided. The Budget Officer must submit the State's response with supporting documentation through the CAPM to the USPFO and request authority to use IKA. Upon written USPFO approval, the CAPM then prepares a request for the Grants Officer Representative to prepare a cooperative agreement modification, to be executed by the USPFO, de-obligating the required funding for the goods or services from the cooperative agreement. Once the required funds are de-obligated from the cooperative agreement, the goods or services needed must be acquired through the Federal procurement system. Funds must be obligated in the Federal accounting system.

c. The CAPM is responsible for coordinating with the Federal contracting officer to ensure any unliquidated IKA funds are de-obligated and the Grants Officer Representative requested to prepare a modification for the USPFO to execute re-obligating the funds to the cooperative agreement. Programs must follow proper IKA approval process and account for IKA in the NGB-J1-Y budget template. Programs leasing Federal General Services Administration vehicles must comply with the IKA standards.

6. Budget Development.

a. An initial program budget request will be submitted no later than 90 days before the start of the program's fiscal year using the approved NGB-J1-Y budget template and all object cost codes. The PD or Deputy PD, program Budget Officer will sign the budget and provide the State Fiscal Officer a copy of the signed budget. The completed budget, annual goal-focused plan or State plan and State match certification, signed by TAG or the CG, must be submitted with the signed budget to the CAPM who will submit it to NGB-J1-Y.

b. If a delay in submission of the initial budget is anticipated, submit a draft to NGB-J1-Y through the CAPM in advance of the suspense date with the PD and Budget Officer signatures. Then once the budget request is finalized submit it through the CAPM to NGB-J1-Y.

c. The object cost codes may be defined in greater detail (for example, staff could be detailed by each position number or position name).

d. If NGB-J1-Y rejects or disapproves the budget as submitted, the program must make modifications to secure approval and return budget for review and final approval.

e. NGB-J1-Y will submit the State plan, State match certification, and final approved program budget on behalf of the CNGB to the ASD(M&RA) for funding.

7. State Plans.

a. Programs will develop a State plan on an annual basis that includes long-term goals and annual performance goals. At a minimum, State plans will include details on the following areas:

(1) Application Procedures. Describe the program's application process. Include a copy of the program application to ensure participants meet all the eligibility requirements to participate in the program, including meeting the physical and drug-free requirements.

(2) Selection Procedures. Describe the program's selection process. Include the program's plan to target economically and educationally disadvantaged groups as well as the program's methods for selecting individuals most likely to complete the program.

(3) Target Acclimation Pool. Describe the target acclimation pool of candidates on day one of the acclimation phase.

(4) Target Graduation. Include the graduation target for each residential class (two minimum) planned during that program fiscal year. Indicate if this target graduation is different from the number of cadets or students trained the previous year. Include the target attrition and retention rates for the program fiscal year and the three-year historical attrition rate. Indicate if this target is different from historical attrition rates.

(5) Staffing. Provide the program's current manning plan and certify the program meets this manual's mandatory minimum staffing requirements.

(6) Employee Training. Provide the program's current training plan.

(7) Curriculum. Describe how the program meets the educational curricula that support the eight core components required for graduation.

(8) Facilities. Provide information about the use of facilities (State or Federal) including who is responsible for the utilities and maintenance upkeep. Include any current memorandums of agreement or memorandums of understanding. Describe all ongoing and projected construction projects. For facility repairs or renovation, coordinate with USPFO and the CAPM prior to submission.

(9) Post-residential Program. Describe the program's accountability and tracking of matched mentoring relationships, cadet placement performance, and overall case management of the post-residential phase.

(10) Services. State, public, and private services used to meet and support the program's mission.

(11) 501c3. Establishment of non-profit organization(s) or procedures used in program engagement with outside non-profits.

(12) Appendices. The following appendices will be included with the State plan:

- (a) Detailed budget request.
- (b) Master calendar.
- (c) Program SOPs (including but not limited to the program's authored SOP on hands-off leadership).
- (d) Medical (including drug testing program, emergency, and non-emergency protocols).
- (e) Logistics, including non-consumable supplies and the criteria for turn in of issued personal items for both cadets and employees.
- (f) Cadet handbook.
- (g) Recruiting.
- (h) Marketing and outreach.
- (i) Social media.

8. Budget Execution. The NGYCP cooperative agreement will be funded annually, either fully or incrementally, subject to the availability of funds. A NGYCP cooperative agreement modification, initiated by a written request with a certification of funds from the CAPM to the Grants Officer Representative, will be executed by the USPFO to establish the amount to be obligated against the NGYCP.

9. OCC Adjustment Request. When amounts in object cost codes need to be adjusted, the Budget Officer must use the OCC Adjustment Report tab in the budget template and reconcile with the CAPM. Budget Officers must provide an explanation for the movement of funds in the comment box for the object cost code adjustments executed.

10. Facilities Maintenance and Construction. New construction refers to site preparation for, and construction of, entirely new structures or significant extensions to existing structures whether or not the site was previously occupied in accordance with reference m. Modular and prefabricated buildings or units, depending on the unit details, may be considered equipment or new construction, therefore reimbursement will require USPFO approval and NGB-J1-Y acceptance.

11. Transportation. Reimbursement made to the Recipient for the costs of required transportation for cadets is subject to the Federal share or match requirement and will not exceed the rate for State-leased vehicles. Reimbursement for insurance will depend upon the requirements of State law. Vehicles will be used for official program use only. Only program employees may operate leased vehicles, with the exception for non-staff drivers for the purpose of driver's education for cadets.

12. Cadet Fees. The collection of fees from cadets, parents, or guardians to offset the cost of day-to-day operational items provided for in the budget are not authorized. Fees intended to fund immediate payment requirements such as medical copays, cadet emergency costs, or the costs associated with immediate termination of a cadet from the program (that is, transportation) are authorized.

13. Marketing.

a. Candidate programs need to identify strategic ways to repeatedly market the messages to emphasize what distinguishes ChalleNGe from other youth programs in the community. While a marketing plan should be established prior to entering the start-up phase, it is still essential for candidate programs to evaluate and update their plans, assess how the plan is working, and make modifications, as necessary. Considerations include:

(1) Engage and connect to the community through new media outlets.

(2) Host an additional visit for politicians, leadership, and the community after the facilities are updated.

(3) Conduct orientation meetings in the community.

(4) Maintain current information and keep stakeholders abreast of activities.

b. Reasonable costs incurred for public information and recruiting operations are allowable.

(1) The term advertising costs means the costs of advertising media and associated administrative costs. Advertising media include magazines, newspapers, radio and television, direct mail, exhibits, electronic or computer transmittals, and the like.

(2) The only allowable advertising costs are those which are solely for:

(a) The recruitment of personnel required by the non-Federal entity for performance of a Federal award.

(b) The procurement of goods and services for the performance of a Federal award.

(c) The disposal of scrap or surplus materials acquired in the performance of a Federal award except when non-Federal entities are reimbursed for disposal costs at a predetermined amount.

(d) Program outreach and other specific purposes necessary to meet the requirements of the Federal award.

(3) Public relations include community relations and those activities dedicated to maintaining the image of the non-Federal entity or maintaining or promoting understanding and favorable relations with the community or any segment of the public. The only allowable public relations costs are:

(a) Costs specifically required by the Federal award.

(b) Costs of communicating with the public and media pertaining to specific activities or accomplishments which result from performance of the Federal award (these costs are considered necessary as part of the outreach effort for the Federal award).

(c) Costs of conducting general liaison with media and Government public relations officers, to the extent that such activities are limited to communication and liaison necessary to keep the public informed on matters of public concern.

(4) Unallowable advertising and public relations costs include the following:

(a) All advertising and public relations costs other than as specified in this section.

(b) Costs of meetings, conventions, convocations, or other events related to other activities of the entity including:

1. Costs of meeting rooms, hospitality suites, and other special facilities used in conjunction with shows and other special events.

2. Salaries and wages of employees engaged in setting up and displaying exhibits, making demonstrations, and providing briefings.

14. Cadet Weekly Living Allowance. Programs may provide a cadet weekly living allowance of up to \$15 per week, or as limited by the NGYCP cooperative agreement, for personal expenses and to reinforce a program's financial literacy curriculum. If upon graduation, a cadet has a remaining weekly living allowance balance from funds issued during the class cycle, then that balance will be paid to the cadet. A weekly living allowance is not the same as a graduation allowance.

15. Cadet Graduation Stipend. At TAG's, or the CG's, discretion, a cadet graduation stipend of up to \$2,200, or as limited by the NGYCP cooperative agreement, may be paid during the post-residential phase. A graduation stipend should 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. Coordination among the RPM Coordinator and Case Manager 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.

16. Host Installation Agreements.

a. NGYCPs must enter into an agreement with its host installation. Agreements must specify terms, conditions, and invoicing to cover the following items:

- (1) Utilities consumed.
- (2) Costs for maintenance supplies and repair.
- (3) Employee costs for installation employees working on the program facilities based on actual time spent.
- (4) Proportional share based on usage, of utility, maintenance and repair, and costs for facilities and land that the program jointly occupies, but does not exclusively occupy, on the installation.
- (5) Cost of other direct services, specified by service, which the installation provides to the program.

17. Service Contracts.

a. All service contracts or purchase orders (for example, dining facility, medical, or barbers) which result in the contracted staff member's place of employment being the NGYCP must contain:

- (1) NGYCP specific training requirements.
- (2) National criminal background screening equal to NGYCP staff parameters.
- (3) Sex offender screening equal to NGYCP staff parameters.
- (4) Required frequency of background checks.
- (5) Detailed statement of work.
- (6) Invoicing procedures.
- (7) Federal representative review (the CAPM, the Grants Officer Representative, or USPFO designee) to ensure Federal interests are protected to include a legal review at the discretion of the USPFO.

ENCLOSURE L

NATIONAL GUARD YOUTH CHALLENGE PROGRAM FUNDS ACCOUNTABILITY

1. General.

a. All funds used in support of the program will be accounted for in a standardized budget management system or in a way that provides a verifiable and auditable documentation of funds.

b. For reimbursement payment method SF270s, the supporting documentation must be itemized by object cost code, in the NGB-J1-Y prescribed reporting format, with the amount of funds expended and the corresponding State accounting classification to be reimbursed.

c. If a program chooses to use a locally produced mechanism for fund accountability instead of a standardized budget management system, programs must include the following information:

(1) Source of funding.

(2) Date funds received.

(3) Purpose of the funding.

(4) Current obligations.

(5) Current balance of the account.

(6) Cumulative obligations, expenditures, and balance of cooperative agreement thresholds (for example, cadet clothing, cadre uniforms, non-cadre staff clothing, meal cost per cadet per day, outreach admissions and recruiting, computers, cadet weekly living allowance, cadet post-residential stipend, peer mentor allowance, facility improvements and modifications, staff costs, and salaries).

(7) Cumulative obligations, expenditures, and balance of all other operating costs.

(8) Reconciled expenses with the corresponding SF270.

2. Employee Staffing Expenditures.

a. PDs are cautioned that personnel costs, if not properly controlled, can rapidly consume a program's entire annual budget. PDs are strongly encouraged to look at multiple staffing solutions to include combinations of full- and part-time employees, State employees, and contract employees ensuring strict adherence to State labor laws.

b. The Federal government will reimburse the State for the allowable, allocable, and reasonable costs of staffing the program, including allowable State benefits. Staff will be paid by the State. Base wages must be in accordance with similar positions within the State government, but must not exceed the specified staffing GS level, step 10 ceiling as appropriate. Cost of Living Allowance may be added to the GS level, step 10 ceiling, as locally applicable. Federal program funds and minimum State matching funds may not be used to fund increased salary levels above authorized ceiling levels. Benefits as authorized may not include indirect costs, employee contributions, and levels of employer contributions differing from those paid for all State employees. These salary guidelines apply for State active duty and State civilian employees. State contract employees must not exceed the specified staffing model, GS level, step 10 ceiling as appropriate.

(1) Allowable benefit costs include social security contributions, Medicare insurance, unemployment insurance premiums, worker's compensation and State retirement system payments.

(2) Costs for merit and incentive awards based on performance are allowable providing the awards are part of a program available and consistent with those offered to similar State government positions.

(3) Fees associated with staff member new requirements, periodic certification, examinations, or licenses required by State or Federal agencies for the performance of program required duties or activities are allowable. Reimbursement of staff member college tuition is not authorized.

3. Cadet Miscellaneous Expenditures.

a. Cadets are permitted to receive snacks to supplement their regular three meals during the day.

b. Costs for laundry services are authorized.

4. Employee and Staff Miscellaneous Expenditures.

a. Staff may be issued protective clothing necessary for the trade or service being performed, within the established maximum cost parameters for staff clothing.

b. Volunteers may not be issued uniforms, uniform articles, or any type of clothing.

c. Programs must establish a SOP for the return of employee uniforms upon the departure of the staff member, properly accounting for each item. All items issued to the staff and cadre must have a written inventory return policy within the logistics SOP.

5. Medical Expenditures and Activities.

a. Participants selected must receive a physical examination in conjunction with their entry into the program. NGYCPs may accomplish this examination through a

contract paid for from funds specifically authorized and appropriated for the program. NGYCP sites are authorized, but not required, to pay for cadets' entrance physicals. NG medical personnel may accomplish the physical if they are available within the State NG structure or in a State active-duty status with the consent of TAG or the CG. Such examination must be sufficiently complete so that a conclusion may be reached as to the participant's ability to complete the program with reasonable accommodation for physical and other disabilities. The examination may, if permitted under State law and regulation, include testing for pregnancy.

b. Costs of other non-emergency, routine medical care and emergency illness care will remain the responsibility of the participants' parents or guardians (see Figure 1).

Costs Covered by	SCREENING	ROUTINE	EMERGENCY
PROGRAM**	<ul style="list-style-type: none"> - Entrance Screening* - Drug Testing - Pregnancy Testing 	<ul style="list-style-type: none"> - Over-the-counter Medications and Supplies, similar to those provided by public schools 	<ul style="list-style-type: none"> - "Line of Duty Injury" (as determined by an approving authority) would be covered under Workers' compensation. - Mental Health Services Crisis Intervention Only
FAMILY		<ul style="list-style-type: none"> - On-going Medical Treatment - Prescription Drugs - Mental Health Care 	<ul style="list-style-type: none"> - Illness

*Through contract physician or provided by NG personnel or other state personnel under the TAG.

**Medical costs may be offset by a participant's medical insurance payments.

Figure 1. Medical Care Cost Breakdown

c. Under extenuating circumstances, programs are authorized to pay up-front costs related to non-emergency medical requirements, such as co-pays for medications and doctors' visits, plus vision and dental requirements. Programs must make every reasonable attempt to seek reimbursement from the families or appropriate insurers for these costs.

d. Medical supplies and equipment purchases are limited to comparable items found in a typical State public school and consistent with the scope of practice of the assigned Medical Officer.

6. Food Service Activities and Expenditures.

a. The U.S. Department of Agriculture may provide food and equipment through the School Lunch Program as requested by the State. Costs for those items will be accounted for in the approved budget plan.

b. A headcount or sign-in sheet is required to track food provided for cadets and allowable staff at special events such as graduation or off campus activities. Food may

also be consumed by volunteers and guests provided that these personnel pay for their meals and affix their names to a sign-in cash-control ledger in a manner similar to normal dining facility operations for cash paying customers.

c. The cost of meals for persons authorized to dine in the dining facility or at special events will be established by the Recipient on an annual basis for dining facility operations and on a by-event basis for special events. The cost of meals will be documented in a memorandum signed by an authorized representative of the Recipient and will be retained by the food service staff, with a copy provided to the program Budget Officer. In determining and setting the price for the meal consumed, the Recipient must arrive at a cost that is both fair and reasonable for the population served.

d. If the dining facility is operated by the State in a State-owned, leased, or contracted dining facility, the program will reimburse the State for the cost of cadet meals in accordance with the approved program documentation and within the parameters of the NGYCP cooperative agreement.

e. Other program personnel and official program visitors who may be working at the installation may eat in the dining facility. All staff (not in direct supervision of cadets), visitors and evaluators must pay for their meals. The funds are treated as program income in accordance with reference n.

f. If the Federal government operates the dining facility, all rules of eating at Federal dining facilities apply. The State would be reimbursed only for the meals provided to cadets. Cadre directly supervising cadets would pay the fees required by the dining facility and would be reimbursed as part of their salary. Programs may reimburse cadre from major budget categories other than the staff category (Object Cost Code A). All other individuals would have to obtain meals at other locations unless local rules authorize their use of the dining facility. If so, they eat at the dining facility and pay for their meals without reimbursement.

ENCLOSURE M
EQUIPMENT AND SUPPLIES

1. General.

a. Ownership and management of equipment and supplies acquired under the NGYCP cooperative agreement is governed by reference I, unless prohibited by State law or this manual.

b. Programs are prohibited from using equipment and supplies acquired through the NGYCP cooperative agreement for personal use or to provide services for a fee. Such use would result in unfair competition with those providing equivalent services and is prohibited unless specifically permitted by Federal statute.

2. Procurement of Equipment and Supplies. Programs must consider the following fiscal law criteria before purchasing equipment and supplies.

a. Purpose. The purpose concept means using Federal funds as intended by Congress. In making determinations of whether a specific expenditure satisfies the purpose concept, apply the necessary expense test. To meet the necessary expense test, the anticipated expenditure must:

(1) Bear logical relationship to the appropriation to be charged.

(2) Not be prohibited by law, the NGYCP cooperative agreement, or DoD or NGB regulation.

(3) Not be an item that falls within the scope of some other appropriation or statutory funding scheme.

b. Time. Appropriations are available for obligation for a limited period of time. NGYCP is a one-year appropriation. Annual appropriations are available for obligation only during the program fiscal year. Funds from an expired appropriation may be available under specific circumstances for use up to five years after the funds have expired, but the expired funds are not available for new obligations. The timing of obligations must meet the Bona-fide Needs Rule.

(1) The Bona-fide Needs Rule is defined as a fiscal year appropriation may be obligated only to meet the legitimate, or bona-fide, need arising in the fiscal year for which the appropriation was made.

(2) The Bona-fide Needs Rule does not preclude maintaining reasonable inventories at levels to avoid disruption of operations.

(3) The appropriation is not available for the needs of a future fiscal year. For example, if you try to obligate funds to stockpile copier paper when it is clear that based

on current year usage your program already has enough paper to last several months into the next fiscal year, then buying more copier paper is a violation of the Bona-fide Needs Rule.

c. Amount. All budget adjustments between OCCs in which the cumulative amount of such transfers exceeds, or is expected to exceed, 10 percent of the total budget, as last approved by the Federal awarding agency, must be approved by NGB-J1-Y and the USPFO with concurrence from the CAPM prior to the movement of funds and, if approved, require a budget OCC Adjustment Report using the NGB-J1-Y approved budget template and an executed modification to the cooperative agreement. Adjustments between OCCs that do not exceed 10 percent of the total budget require CAPM approval and a budget OCC Adjustment Report but do not require NGB-J1-Y approval nor a CA modification.

3. Procurement, Use, Accountability, and Disposition of Equipment. Equipment is tangible, nonexpendable, property having a useful life of more than one year. Equipment can be obtained for the NGYCP cooperative agreement using several methods:

a. Government Furnished Equipment. Federally-owned equipment provided to NGYCP will be used, accounted for, and disposed of as follows:

- (1) Title will remain vested in the Federal government.
- (2) Programs will manage the equipment in accordance with rules and procedures of the Federal agency hand receipting the equipment.
- (3) An annual inventory listing will be submitted to the Federal agency which hand receipted the equipment.
- (4) When the equipment is no longer needed, programs will request disposition instructions from the Federal agency which hand receipted the equipment.

b. Federally Procured. Equipment and supplies purchased by the USPFO through the Federal procurement system as IKA for the NGYCP will be used, accounted for, and disposed of as follows:

- (1) Title will be vested with the Federal government.
- (2) Programs will manage the equipment and supplies in accordance with rules and procedures of the Federal agency hand receipting the equipment.
- (3) An annual inventory listing will be submitted to the Federal agency which hand receipted the equipment.
- (4) When the equipment or supplies are no longer needed, programs will request disposition instructions from the Federal agency which hand receipted the equipment. When there is a change of the individual responsible for accounting and maintaining the

property records, a physical inventory will be conducted and the results reported to the USPFO.

(5) However, when IKA original or replacement equipment and supplies are no longer needed, it is requested that the USPFO first offer the equipment and supplies to another NGB Federally-supported cooperative agreement.

(a) The USPFO must maintain documentation of efforts made to move property to another NGB Federally-supported cooperative agreement for future audits or assessments.

(b) If no other Federally (NGB or other Federal Agency)-supported cooperative agreement takes possession, the USPFO will dispose of the Federal property IAW ANG or ARNG property disposition regulations.

c. State Procured. Equipment purchased by the Recipient, with 75/25 monies, for the NGYCP will be managed, used, and disposed of as follows:

(1) Title will be conditionally vested with the State.

(2) When purchasing/acquiring replacement equipment, the Recipient may use the equipment being replaced as a trade-in or sell the equipment and use the proceeds to offset the cost of the replacement equipment. The trade-in or sale of the equipment should be coordinated between the Recipient and USPFO (email correspondence and documentation is acceptable).

(3) Property, especially pilferable items, which do not meet the State Property Book threshold, will be included in the program's property records. Pilferable items are those items having a ready resale value or application to personal possession which are especially subject to theft. These items must be accounted for and included in the program's annual physical inventory. Items that may be included in this category are cameras, small electronics, computer equipment, smart books, handheld radios, and the like.

(4) Equipment purchased by the Recipient, unless otherwise prohibited by State law, will be accounted for as follows:

(a) Equipment property records will be accounted for and reported to the USPFO through the CAPM.

(b) Programs will complete an annual physical inventory of the Program's property. The results will be reconciled with the previous Program's property records and reported to the USPFO through the CAPM. A bi-annual physical inventory of State-procured property will be conducted with the results reconciled with the previous State's inventory records and reported to the USPFO through the CAPM. State-procured property that is within the State asset threshold will be accounted for in a State property book.

(c) When there is a change of the individual responsible for accounting and maintaining the property records, a physical inventory will be conducted and the results reported to the USPFO through the CAPM.

(d) A control system must be developed by the Recipient to ensure adequate safeguards to prevent loss, damage, or theft of the property. Property tagging systems with inventory control numbers meet this requirement. Any loss, damage, or theft will be investigated and reported IAW with State regulations. Programs must maintain documentation of any investigations for future audits and assessments.

(e) Adequate maintenance procedures must be developed by the program to ensure the property is maintained in good working condition.

(5) Disposition of equipment purchased by the program.

(a) Disposition will be IAW State policies and procedures.

(b) However, when original or replacement equipment is no longer needed, it is requested that the Recipient work with the USPFO to first offer the equipment to another NGB Federally-supported cooperative agreement.

(c) If the Recipient agrees to do this, they must maintain documentation of the move of the property to another Federally-supported cooperative agreement for future audits or assessments. The receiving program must maintain corresponding documentation to note from where the transferred property came.

d. Procured through Donation. Equipment received through donation that is not expressly prohibited by the NGYCP cooperative agreement will be procured, used, accounted for, and disposed of in the same manner as State property.

e. Reporting of Inventory Results. Property that is acquired through IKA or through State processes and procedures purchased with NGYCP cooperative agreement funds will be inventoried annually and whenever there is a change of the individual responsible for accounting and maintaining the property records. The inventory results will be reported to the USPFO. The report will include the following elements:

- (1) A description of the property.
- (2) A serial number or other identification number.
- (3) The source of property (vendor).
- (4) The title holder.
- (5) The date of acquisition.
- (6) The cost of the property at acquisition.

(7) The percentage of Federal participation in the acquisition cost of the property.

(8) The location and use of the property.

(9) The condition of the property.

(10) Final disposition data including the date of disposal and sale price of the property if applicable.

4. Procurement, Use, Accountability, and Disposition of Supplies. Supplies are considered to be consumable and non-consumable and are items purchased for the performance of the NGYCP cooperative agreement.

a. Consumable. Consumable supplies are those consumed in use and do not require property book accountability. Because of their unique characteristics, consumable supplies require additional safeguards when issued to and in the control of the individual user. Programs must have a documented process for ordering consumables. This process is detailed in the logistical supply SOP.

(1) Supplies included in this category may include office supplies, copier paper, printer cartridges, and the like.

(2) Supplies will be accounted for IAW program logistics or supply SOP.

b. Non-consumable. Non-consumable supplies are those not consumed in use and do not require property book accountability. Supplies will be accounted for IAW logistics SOP and the respective Recipient SOP to prevent theft.

c. Disposition of Supplies.

(1) Ownership of supplies acquired under the NGYCP cooperative agreement vest, upon acquisition, with the program.

(2) Upon termination or completion of the NGYCP cooperative agreement, the Recipient will compensate NGB's share if there is a residual inventory of unused supplies exceeding \$5,000 in total aggregate fair market value, and if the supplies are not needed for any other Federally-sponsored programs or projects.

d. Other Requirements. Reasonable supply requirements and consumable supplies necessary for the program. The dollar limit for determining supply and supply consumables is fair market value.

(1) Each enrolled cadet may be provided items that are necessary to participate in the program and those items are set forth in the State plan with allowable cost limits set forth in the NGYCP cooperative agreement.

(2) The procurement of computers is an allowable expense. The procurement of computers and of associated technology peripherals, including printer costs, will not exceed the amount specified in the approved program budget and associated State plan with approval of the USPFO and NGB-J1-Y.

(3) Cadre uniforms may consist of Army Combat Uniforms, Airman Battle Uniforms, Battle Dress Uniforms or other standardized work apparel; T-shirts, polo shirts, or caps of a distinctive design or color; boots or prescribed physical fitness attire. Uniform maintenance expense will be the staff member's responsibility.

(4) Other direct costs attributable to NGYCP may be allowable in accordance with the approved State plan.

5. Accountability Requirements for Equipment.

a. Programs will maintain property books containing a listing of all equipment, by source (Federal Government furnished IKA, State, donation, non-consumable).

b. The logistics or supply officer or designee will sign for all equipment received by the program, regardless of source. The PD is responsible for all equipment and supply transactions within the program.

c. Upon receipt of equipment the logistics or supply officer will receive the item(s), inspect them for damage and serviceability, and then ensure that the equipment is added to the property book.

d. The logistics or supply officer will, in turn, assign the equipment to a section chief or end user. The section chief or end user will be required to sign a hand receipt acknowledging receipt of the property and its serviceability.

e. All equipment listed in the property book must be hand receipted to the user. There will be a property book entry for all equipment items, by type, with the following:

- (1) A description of the equipment.
- (2) A serial number or inventory control number.
- (3) The source of property (vendor).
- (4) The date of acquisition.
- (5) The cost of the property at acquisition.
- (6) The percentage of Federal participation in the acquisition cost of the property.
- (7) The location, section, and end user of the property, if transferred.

(8) Final disposition data including the date of disposal and sale price of the property, if applicable.

f. Hand receipts will be updated as part of the annual inventory.

g. Logistics or supply officers will develop clothing records and hand receipts for all issued clothing and personal equipment. The PDs will establish clothing requirements consistent and within their overall budgetary limits. Cadet and employee clothing records and hand receipts will contain:

- (1) Name of recipient.
- (2) Type of clothing/item issued.
- (3) Quantity of clothing or item(s) issued.
- (4) Signature of recipient and date of issue.
- (5) Signature of recipient and date of staff turn in.

h. Issued Personal Clothing and Equipment.

(1) Programs will identify the criteria for turn in of issued personal items for both cadets and employees in the logistics SOP.

(2) Graduating cadets may be allowed to keep issued personal clothing items. Non-graduating cadets will not be allowed to retain issued personal clothing items. Failure to return these items will result in the cost being withheld from the cadet's accrued allowance for expenses, with the balance of the allowance being returned to the program, or the total cost of the missing items absorbed in the program budget. Turned-in items will be identified on the same record, as stated above, including the signature of the recipient and the current date.

(3) NGYCP employees, upon leaving program employment, will return all issued clothing and equipment items. Turned-in items will be identified on the same record, as stated above, to include signature of recipient and current date. Failure to return issued clothing and equipment may result in the individual being charged for items not returned, as per State policy.

(4) All cadet and employee clothing records will be maintained and available for review.

6. Use of Federally-Owned Equipment by State Employees.

a. State government employees, with the concurrence of the recipient, are authorized to operate Federally-owned or leased equipment (for example, military equipment, General Services Administration vehicles) while performing official duties in support of NGYCP cooperative agreement. State employees, as with Federal

employees, will be properly trained, qualified, and licensed to operate the equipment IAW Federal, State, and local laws.

b. The Recipient will insure against the cost of repair or loss of Federally-owned or leased equipment used by State employees when such insurance is required by State law or is part of consistent agency practice to cover costs considered as negligent which damages would otherwise not be covered by the Federal agency.

c. The Recipient must agree to reimburse the U.S. Government for any loss or damage to Federally-owned or leased equipment (for example, a General Services Administration vehicle) as a result of operation by a State employee. This agreement must be codified with a memorandum of agreement which must be signed by the authorized State official and the grants officer. Nothing in the NGYCP cooperative agreement will be construed as an indemnification by the U.S., of the State, its employees, agents, or third persons, for liability with respect to any and all claims including:

(1) Claims for damages.

(2) Claims for reimbursement arising from property loss, personal injury, or accident damage related to the use, care, or operation of Federally-owned or leased equipment.

7. Reporting of Loss or Damage to Owned or Leased Property and Equipment.

a. Loss or damage to Federally-owned or leased equipment will be reported and investigated IAW applicable Federal property accountability regulations. Final review authority for an investigation or finding is the USPFO. A copy of the investigation or findings will be submitted to the State for accountability purposes.

b. Loss or damage to State-owned or leased equipment will be reported and investigated IAW applicable State policy and regulations. Final review authority for an investigation or finding is the State. A copy of the investigation or findings will be submitted to the USPFO for accountability purposes.

c. Loss or damage to Federally-owned equipment provided to NGYCP will be reported and investigated IAW applicable Federal agency property accountability regulations. A copy of the investigation or findings will be submitted to the USPFO for accountability purposes.

ENCLOSURE N

REFERENCES

PART I. REQUIRED

- a. Chief of the National Guard Bureau Instruction 9350.01A, 22 December 2020, "National Guard Youth Challenge Program"
- b. National Guard Bureau and State Military Department Cooperative Agreement, 24 April 2020, "National Guard Youth Challenge Program Cooperative Agreement"
- c. Department of Defense (DoD) Instruction 1402.05, 11 September 2015, "Background Checks on Individuals in DoD Child Cared Services Programs," Incorporating Change 1, 14 July 2016
- d. Title 32 United States Code (U.S.C.), Section 509, 13 August 2018, "National Guard Youth Challenge Program of Opportunities for Civilian Youth"
- e. Title 5 U.S.C., Subpart G, Chapter 81, 28 January 2008, "Compensation for Work Injuries"
- f. Title 5 U.S.C., Section 5332, 01 January 2020, "The General Schedule"
- g. Army Field Manual 3-21.5, * July 2003, "Drill and Ceremonies"
- h. Army Field Manual 6-22, 30 June 2015, "Leader Development"
- i. DoD Instruction 1025.08, 31 December 2020, "National Guard Youth Challenge Program"
- j. DoD 7000.14-R, * December 2021, "Department of Defense Financial Management Regulation (DoD FMR)," Incorporating Change, * August 2022
- k. 2 Code of Federal Regulations (CFR) Part 225, 01 January 2013, "Cost Principles for State, Local, and Indian Tribal Governments"
- l. 31 CFR 205.31, 01 July 2011, "Rules and Procedures for Efficient Federal-State Funds Transfers"
- m. NGB Pamphlet 420-10, 18 July 2003, "Construction and Facilities Management Office Procedures"
- n. National Guard Regulation 5-1, 28 May 2010, "National Guard Grants and Cooperative Agreements"
- o. CFR Library, <<https://www.govinfo.gov>>, The glossary reference is to the overall CFR library; there are many CFRs in that library.

PART II. RELATED

- p. Title 10 U.S.C., Chapter 18236, 2000 Edition, Supplement 3, "Contributions to States; Other Use Permitted by States," Current as of 01 January 2018
- q. Office of Management and Budget Circular No A-102, 07 October 1994, "Grants and Cooperative Agreements with State and Local Governments," As amended, 29 August 1997
- r. Title 32 United States Code, Section 708, "United States Property and Fiscal Officers"
- s. 32 CFR "National Defense," Part 33, 01 July 2016, "Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments (OMB Circular A-87)"

GLOSSARY

PART I. ACRONYMS

AED	Automated external defibrillator
AFP	Annual funding program
ASD(M&RA)	The Assistant Secretary of Defense Manpower and Reserve Affairs
CA	Cooperative agreement
CAP	Corrective action plan
CAPM	Cooperative Agreement Program Manager
CFR	Code of Federal Regulations
CG	Commanding General of the District of Columbia
CNGB	Chief of the National Guard Bureau
CPR	Cardio-pulmonary resuscitation
CSCAP	Central services cost allocation plan
DFAC	Dining facility
DoD	Department of Defense
DSA	Director's self-assessment
GED	General Educational Development
GS	General schedule
IAW	In accordance with
IKA	In-kind assistance
JC	Job ChalleNGe
JCP	Job ChalleNGe Program
NG	National Guard
NGB	National Guard Bureau
NGB-J1-Y	National Guard Bureau, Office of Youth Programs
NGB AQ-A	National Guard Bureau of Acquisitions, Office of Grants and Cooperative Agreements Oversight and Compliance
NGYCP	National Guard Youth ChalleNGe Program
NGYCP-CA	National Guard Youth ChalleNGe Program cooperative agreement
OMB	Office of Management and Budget
PD	Program Director
PII	Personally identifiable information
PMD	Personnel manning document
P-RAP	Post-residential action plan
QBR	Quarterly budget report
ROI	Report of inspection
RPM	Recruitment, placement, mentoring
SAMHSA	Substance Abuse and Mental Health Services Administration
SF	Standard form
SOP	Standard operating procedures
STC	Staff training coordinator
TABE	Tests of Adult Basic Education

TAG	The Adjutant General
U.S.	United States
USPFO	United States Property and Fiscal Office or United States Property and Fiscal Officer
YC	Youth ChalleNGe
YCP	Youth ChalleNGe Program

PART II. DEFINITIONS

Acclimation Phase -- The first two weeks of the 22-week residential phase of the National Guard Youth ChalleNGe Program.

Associate -- The generic term for a Job ChalleNGe cadet.

Backfill -- The process of inviting pre-qualified applicants to fill the open slot of a no-show or departed prospective cadet during the first seven days of the Acclimation Phase.

Backfill Candidate -- A wait-listed candidate who is available to replace an accepted candidate who departs Youth Challenge before the end of the acclimation phase.

Bona-fide Needs Rule -- A fiscal year appropriation may be obligated only to meet the legitimate, or bona-fide, need arising in the fiscal year for which the appropriation was made.

Chief of the National Guard Bureau -- The head of the National Guard Bureau.

Commanding General -- Leader of the District of Columbia National Guard.

Compliance Assessment -- Compliance assessments measure Program effectiveness and economy, and the degree of compliance with applicable law, policy, doctrine, the cooperative agreement, and this manual.

Confidential Files -- Files which need increased protection due to the sensitive personal information they contain on National Guard Youth ChalleNGe Program personnel and, therefore, should be kept under lock and key to protect the individual's privacy.

Cooperative Agreement -- A legal instrument (or award) of financial assistance from the National Guard Bureau to a Recipient (State), the purpose of which is to transfer something of value to carry out a public purpose.

Crisis Event -- A situation that has harmed or threatens to greatly harm life or property and requires outside assistance.

Critical Incident -- A situation that may disrupt the normal functioning of a program and can have a cognitive, physical, or emotional effect upon cadets, staff, and community.

Employee -- For the purposes of the National Guard Youth ChalleNGe Program, an employee is defined as any person, paid or unpaid, who performs work on behalf of the Recipient for the National Guard Youth ChalleNGe Program and are accountable to the National Guard Youth ChalleNGe Program for their actions and performance. The National Guard Youth ChalleNGe Program Director, his or her staff, the instructors, counselors, cadre, and regular volunteers, are all considered employees of the National Guard Youth ChalleNGe Program, whether State employees, contract employees, or on State active duty.

Equipment -- Tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds the lesser of the capitalization level established by the non-federal entity for financial statement purposes, or \$5,000.

Federal Cooperative Agreement Program Manager -- The appointed Federal representative to manage the Cooperative Agreement Award on behalf of the United States Property and Fiscal Officer. The Cooperative Agreement Program Manager is the subject matter expert who ensures the recipient's performance follows the intent, terms, and conditions of the Cooperative Agreement Award.

Federal Fiscal Year -- The Federal Fiscal Year that runs from 01 October to 30 September.

Grants Officer -- An individual appointed and warranted by the National Guard Bureau's Head of Contracting Activity to award cooperative agreements on behalf of National Guard Bureau. The Grants Officer executes National Guard Bureau Cooperative Agreement Awards, ensuring they fall within National Guard Bureau policy and federal regulations. The Grants Officer is responsible for managing the life cycle of the National Guard Bureau cooperative agreements once executed through close out. The Grants Officer is the only person with the authority to execute and make changes to an executed cooperative agreement.

Grants Officer Representative -- A representative of the United States Property and Fiscal Officer, also called the Grants Officer, who acts within the limits of his or her authority as delegated, in writing, by the United States Property and Fiscal Officer or Grants Officer.

In-Kind Assistance -- The federal procurement of supplies and or services, in lieu of funds, to satisfy National Guard Bureau's obligation of assistance support to the recipient. To be used sparingly as the exception to the rule with strong justification for each action submitted to the United States Property and Fiscal Officer or Grants Officer.

Memorandum for Record -- A prescribed format used to furnish information not requiring action.

Pass Days -- Authorized days off from the Program during the Residential Phase.

Performance Assessment -- Measuring a Program's effectiveness by providing findings or conclusions based on an assessment of sufficient, appropriate evidence against a predetermined Government standard. Performance assessments 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.

Personally Identifiable Information -- Information which can be used on its own or with other information to identify, contact, or locate a single person, or to identify an individual in context.

Pilferable Item -- Those items having a ready resale value or application to personal possession which are especially subject to theft.

Placement -- Each graduate identifies the equivalent of at least one full-time activity to become engaged in during the Post-Residential Phase. A full-time activity involves a minimum of 25 hours per week. Multiple part-time activities totaling a minimum of 25 hours per week are considered the equivalent of a full-time activity.

Program Fiscal Year -- The period of time in which the Youth ChalleNGe Program is authorized to obligate funds. The program fiscal year does not necessarily correspond to the State fiscal year or the Federal fiscal year.

Program Staff -- Paid employees or contracted employees of the recipient whose position description requires them to have unsupervised and unaccompanied contact with candidates and cadets.

Prospective Cadet -- Applicants who are registered on Day 1 and are participating in the Acclimation Phase. At the conclusion of the Acclimation Phase, those candidates who are qualified and chosen to continue in the Residential Phase of the Youth ChalleNGe Program will be designated as Youth ChalleNGe Program cadets, or simply cadets.

Recipient -- A non-Federal entity that receives a Federal assistance award directly from a Federal awarding agency to carry out an activity under a Federal program.

Staff -- Recipient personnel who occupy a position that is designated as staff on a manning document or other similar authorization document.

State -- Any of the United States, the District of Columbia, the Commonwealth of Puerto Rico, any Territory or possession of the United States, or any agency or instrumentality of a State exclusive of local governments.

Supervisory Staff -- Recipient personnel who have unsupervised and unaccompanied access to cadets. For example, a contractor teacher who is the only employee present in a room with cadets while teaching a course is considered to be Supervisory Staff. If a cadre member is required to be present throughout the teaching of the course, then that

contractor teacher does not have to be considered Supervisory Staff as they are being supervised by the cadre staff member.

The Adjutant General -- The head of the State (Commonwealth, or Territory) Military Department, appointed by the Governor of the State (Commonwealth, or Territory), according to the respective State's (Commonwealth's, or Territory's) constitution, or statute. The Adjutant General receives funds and property, accounts for expenditures and property acquired through a Cooperative Agreement Award and makes returns and reports concerning those expenditures and property, as required by the Cooperative Agreement Award.

United States Property and Fiscal Officer -- The qualified commissioned officer of the Army National Guard or the Air National Guard designated by the Chief of the National Guard Bureau, to be the United States Property and Fiscal Officer of a State or Territory. He or she receives and accounts for funds and property of the United States in the possession of the National Guard for which he/she is property and fiscal officer; and make returns and reports concerning those funds and that property, as required by the Secretary concerned.

Vehicle -- A vehicle is defined as any four-wheel, gasoline, diesel, propane, or electric vehicle with a defined manufacturer's speed of greater than 20 miles per hour.