

**FORT MONROE'S CYS STRATEGIC PLAN  
2004**

FEB.4, 2004

Child and Youth Services (CYS) Mission Statement:

Enhance military readiness by reducing the conflict between mission and parental responsibilities, by managing and delivering, facility-based, home-based and outreach child care and youth services to eligible children and youth ages 4 weeks through 18.

**PURPOSE:** To increase availability, maintain affordability and improve CYS quality for eligible children and youth, IAW DOD policy, Army standards and statutory requirements.

**VISION:** A Model, "First Choice" Child and Youth Services program that provides year round exceptional services and programs.

**GOALS:**

- \* To provide customer focused CYS programs through efficient, centralized organization of common administrative functions, i.e., budget, waiting list, procurement, registration, consolidated CYS structure for training, staffing and resources.
- \* To increase resource and referral childcare choices through an expanded (Child and Youth Services Liaison, Education and Outreach CLEOS service.
- \* To expand youth involvement in community service, sports and fitness, character development, through partnerships with local and national agencies.
- \* To ensure quality programs by achieving and maintaining National Accreditation in all 3 service areas.

Strategic Plan Purpose:

To provide a strategic plan for CYS programs that incorporates the Installation Availability Plan (IAP), the CYS goals and objectives to meet the program needs for the Fort Monroe community, and program assessment to measure quality, availability and customer satisfaction.

Scope: This plan applies to all childcare, school age, middle school and teen programs operated or regulated by the Fort Monroe CYS program.

References:

- a. AR 608-10, Child Development Services, Feb 90.
- b. Interim Change AR 608-10, No 101, 30 Dec 94.
- c. AR 215-3 through 5, Morale, Welfare Recreation (MWR) Update 10, Oct 90.
- d. AR 215-1 NAF Instrumentality and MWR Activities.
- e. Installation Child Care Evaluation Tool (ICCET), Installation School Age Services Evaluation Tool (ISASET), and Installation Youth Evaluation Tool (IYET) 2003
- f. Letter of Instruction for Availability of Childcare in Army Child Development Services Systems, 9 Sep 93
- g. Department of Defense Instruction (DODI) 6060.2 and 6060.3
- h. Presidential Memorandum of March 1998
- i. Military Child Care Act (MCCA) 1989

- j. Public law 99-145, Youth Sponsorship
- k. Public Law 102-109, Background Checks
  - l. Rehabilitation Act 1973, Special Needs
  - m. 4-H Character Development Programs
  - n. Boys and Girls Club Commitment to Quality
  - o. BGC Standards of Organizational Effectiveness (SOE)
  - p. Installation Child Care Evaluation Tool (ICCET)
  - q. Installation School Age Services Evaluation Tool (ISASET)
  - r. Installation Youth Evaluation Tool (IYET)

Planning Team Composition:

Chief, Child and Youth Services - Team Chief  
Outreach Services/Family Child Care Director  
CYS Administrative Assistant  
Child Development Center Director  
Child Development Center Assistant Director  
School Age Services Coordinator  
School Age Services Program Manager  
Youth Services Director  
Middle School Program Manager  
Teen Program Manager  
Training & Curriculum Specialist  
Training and Program Specialist  
School Liaison Officer  
Youth Sports Director

Team Responsibilities:

1. Provide input to the strategic plan.
2. Work cooperatively with other team members to rightsize and implement required programs, share resources to meet shortfall, and determine community needs and improve customer service.

3. Participate in the development of short and long-term goals, action plans.
4. Develop a resource utilization plan for program improvement. (ICOP)
5. Market the plan.
6. Implement the plan within a timeline.
7. Participate in semi annual review of the plan to include the Installation Availability Plan(IAP).

## FORT MONROE'S CYS Programs

### Child Development Services (CDS):

Child Development Center (CDC) - offers fullday, partday and hourly childcare for age's 6 weeks - 5 years and occasional special event openings. NAEYC Accreditation April 1991 reaccredited April 1994, 1998, and 2003.

Family Child Care (FCC) - offers supervised, monitored quarters-based developmental childcare for age's 4 weeks-12 years.

### School Age Services (SAS):

School Age Program: - supervised care for children in grades 1-5 during after school hours, school out days, summer and winter, spring breaks. Received national accreditation 2001.

### Youth Services (YS):

Youth Program: - Supervised out of school options for high school and middle school youth in grades 6-12. Activities include: open recreation, youth sports, nutrition and fitness, youth volunteerism, youth sponsorship, leisure and recreation, homework assistance, technology, leadership and life skills, boys and girls club and 4-H programs. DoD and BGC certified 2003.

CYS Liaison, Education and Outreach Services (CLEOS)- This is a new area, which will incorporate:

Outreach Services (OS):

Offers additional childcare options to increase childcare capabilities on and off post. Handles central registration, waiting list, approved babysitter referral, program marketing, parent education options, instructional classes and special needs registration and placement.

School Liaison Office (SLO)

Represents the needs of transitioning students from interstate schools, assisting with transcripts, credit validation, specific Local/military School concerns or issues, impact aid tracking, partnership opportunities.

CYS Strategic Plan Principles

1. Childcare is not an entitlement.
2. Quality care and financial controls are not mutually exclusive.
3. All CYS Programs will be DoD certified.
4. Financial goals and standards will be met for each program and consolidated as one program.
5. The CYS delivery systems (CDC, FCC, SAS, YS, & CLEOS) will work together as an integrated network. On-going communication is needed.
6. All delivery systems will be rightsized (increased, reduced, or stabilized) taking into consideration cost per space, existing resources, installation needs, availability of facilities, mobilization and contingency issues and force protection.

7. Army programs provide unique services i.e., longer hours to support mission requirements, larger percentage of infant/toddler care, hourly care needed for quality of life issues, weekend and evening hours are very valuable for youth and after school programs critical demand group.

8. Fee structure will be in accordance with DoD and DA policy.

9. Input and involvement from parents, children and youth are essential and valuable. Youth and parent advisory councils will be incorporated in developing programs.

10. Priorities for care or services in all systems are: (see eligibility policy/sop.)

11. Operational hours will reflect installation duty hours and needs of the community.

12. All staff will work at full capacity. When ratio levels are low for an extended length of time, staff will be reassigned, dual hatted or the work schedule will be reduced.

13. Special needs children will be included in the activity setting pending SNRT evaluation.

14. Time lag when filling childcare spaces shall be as short as possible through weekly update of enrollment status.

15. SAS is a stand-alone program, which acts as a bridge between CDS and YS to create a seamless delivery program. Both CDS and YS staff support SAS. On-going communication is needed.

16. Youth Services will determine youth needs by being part of an interactive on-going process with community youth and families, utilizing surveys, council meetings.

17. Youth Services will provide a psychologically and physically safe environment.

18. CYS programs will reinforce positive parent values and positive youth behavior while providing programs to assist the Army mission.

#### TRENDS AND KEY ISSUES

1. Demand and utilization has shifted towards the school age and middle school age group, decreasing for the preschool age and remaining constant for the infants and toddlers. Free public preschool programs are a factor in lack of preschool demand. Those patrons in fee category VI can also find less expensive preschool care off post.
2. Population will decline due to the demolition of Wherry housing during the time needed to rebuild new quarters. Aging civilian work force and average higher-ranking personnel assigned here also impact population growth.
3. Impact from hurricane Isabel causing relocation of offices to Ft. Eustis and off post has had a slightly negative impact on youth population and participation. Destruction of 2 facilities and temporary relocation to CAC gym and computer lab has impacted youth participation. Youth have not been able to use the computer lab and homework area which has negatively impact teen usage.

4. Operations in bldg 96 has little to none impact on operations due to employee makeup being largely contractors.

5. Continuing problem with background clearance delays.

6. DPW support, is improving with the contract services. We will continue to request funds for repairs to the buildings which are no longer funded by DPW \$, i.e., replace carpets, floors, roof, playground sand, fences etc. as UFR's. The outsourcing of the DPW has had a negative impact increasing the CYS operational cost for bldg maintenance/improvement, which takes dollars from basic supplies for programs and children's needs.

7. Transportation requirements for the combined CYS programs have been remedied with the purchase of 2 mini-busses. Keeping bus drivers for the 10 hr a week requirement continues to be a challenge.

8. Small waiting list, mainly infants and toddlers.

9. Request for part time childcare is minimal.

10. FCC program has taken a positive turn. We have met our installation goal of 3 homes and will concentrate on certifying homes for extended hours and special needs pending implementation of consistent, subsidy support. As we restructure the Outreach Services /FCC program we will implement an active marketing campaign to recruit on and off-post FCC referrals.

11. Transitioning of children between age groups continues to be a concern and also between programs i.e. SAS to Middle School to YS. This year 2004, we will begin a formal transitioning process for school age to middle school by providing combined activities quarterly.

12. Outside training opportunities for staff are limited. We will continue to pursue on-line paid trng for staff to get the required continuing education credits needed to maintain the CDA credential. The TACS/TAPS are attempting other new trng approaches to stimulate a staff that have received yrs of trng.

13. The YS Sports Director has attended national coach's trng and has implemented installation coach trng. Based on National Coaching Standards bi-annually. The sports director will deliver NYSCA, First Aid, and CPR training for coaches two times a year.

14. There continues to be difficulty getting the teens to commit to dates/events and activities that they have requested. They express their interests and needs at council meetings but do not want to put action to the ideas. The demand of school activities and schoolwork is a priority before any additional YS programs.

15. YS staff offer an outreach fitness program for those children in SAS and CDS offering fun, skill progressive games 2 -4 times a month. This has been well received by parents and staff and children and recognized by the Regional Inspection Team from NERO.

16. QYPD monies have been used to pre-pay block time at MWR activities; bowling, swimming pool. This initiative has provided recreational activities at no charge to CYS youth and positively impacted the NIBD of these MWR activities as well as establishing a partnership for future programs. This may not be continued due to funding changes this year.

17. The need for space for summer camp for elementary and middle school ages plus the

requirement to provide open recreation activities remain an on-going concern. Currently an extension is being added to the CAC, which if completed will absorb the loss of the SAS facility and Bldg 98, which were used for summer camp overflow.

18. The addition of a room to the CAC for the youth has been incorporated into the Ft. Monroe strategic plan with completion scheduled for May 04.
19. The community has also demanded new sports offerings for younger age groups, 4-7. Soccer and basketball for this age has been added to meet this demand and enhance the YS sports program. A special 3 yr old soccer team will be introduced this spring.
20. YS sports reflect yearly participation growth, especially in Basketball. The girl's league started as a trial in 2002 was well received and is now offered as a regular activity. Many older teens participate in school- offered sports which impacts on YS- sponsored teams.
21. The overall YS program had emphasized more Rec/Leisure activities but with new IYET standards received June 2002 and membership in Boys and Girls Club and 4 -H programs we are working on a programming shift incorporating these new initiatives.
22. There is also the perception that the youth are frequently displaced from their space to accommodate other programs in the bldg because YS is a tenant in the bldg. This was a major issue with the hurricane but the plans to rebuilt a separate SAS and hourly facility will resolve that issue.

**CYS 2004 Strategic Planning Goals and Milestones:**

Goal 1. Monitor and strive to improve utilization rates and rightsizing all programs.

Goal 2. Maintain high quality programs and services in all programs while maintaining affordability and accessibility.

Goal 3. Improve customer satisfaction in all programs.

Goal 4. Increase family participation and involvement.

CYS Milestones for meeting Goals:

### **Outreach Services Program**

- Revise Parent, Child, and Staff handbooks per each activity: MAR 04 (3)
- \* Update Trifolds, brochures and individual activity marketing MAR 04. Complete YS/SAS summer camp info April 04. MWR EXPO April(3)
- Expand CYS/SLO program marketing by coordinating through Outreach Services Dir. to Casemate, DCA marketing manager on-going (2)
- Continue to advertise CYS newly relocated Centralized Registration office, evaluate operational hours to best support the customer May 04 (2 & 3)
- Sports Registration will remain in bldg 221 (2 & 3)
- \* Cross train other CYS admin.clerks to assist with central registration process Mar 04(2&3)
- ◆ Continue to coordinate waiting list to maximize space utilization, on-going. (2 & 3)
- ◆ Pursue Family Network for data, statistics Apr 04
- ◆ For YAC@CAC, Order equipment/furniture as needed by Apr 04
- ◆ Refresher CYMS trng . (1,2,3)
- ◆ In conjunction with SLO and Outreach Services Dir.Review/revise Mobilization and Contingency plan plus severe weather plan June 04 (3)

## ◆ Training, Curriculum and Programming Initiatives

Coordinate IET Installation Evaluation Team: CYS MAY 04 and July 04(SAS) (2 & 3)

Coordinate Month of the Military Child Activities for CYS Mar 04

Revise and update Developmental Program Plan (DPP) ongoing

Continue quarterly trng report and staff review IDP documentation,

Coordinate CYS Annual Trng Plan with YS, SAS and CDC Aug 04(2)

CARAT Mar 02(2,3) due again March 05

Implement program assessment tools ITRS, ECERS, SACERS, (annual requirement) Boys and Girls Club commitment to quality, standards of organizational efficiency MAY 04(2 & 4)

## CYS Program Directors

- Satisfaction Survey: CDC JUL 04 & after summer camp for SAS and YS Aug 03 for both parent and child, YS develop a survey for the YS kids and parents for future programming initiatives. Middle School May 04, Teens May 04, FCC Sep 04 (3 & 4)
- All activities due Organizational Climate Survey
  - \* Parent Advisory Board Mtg.- Dec 03, Feb 04, May 04, Aug 04(3 & 4)
  - \* Review Quarterly Training Report - Dec, Mar, June, Sep (2)
  - \* Provide input to Annual Fee policy - Jul (2) TRADOC Fee Report Feb
  - \* Revise/incorporate revision to Annual CYS Trng Plan - Aug 04(2)
- Continue DA standardized Trng ongoing (2)
- SAS submit Reaccreditation Application Feb 05(2,3)

- Submit work orders, purchase requests for facility and equipment improvements as needed(2)
- Ensure CYS kitchens are functional and meet standards for fire, safety, and health. Address staffing and equipment June 04, pending confirmation of kitchen expansion project
- USDA summer menus approved May 04
- Implement USDA infant menus May 04
- USDA Middle School and Teen food prog May 04
- Initiate staff self evaluations bi-annually
- Update SOPs for security Outreach Dir.Sep 04
- Perform a real live evacuation exercise June 04 (1)
- SAS and YS update and dev. DPP on-going
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• **YOUTH SERVICES PROGRAM**

- Implement & continue Nat'l Coaches Trng - as needed (2)  
Red Cross trng (optional) as needed (2)
- YS standards assessment- Commitment to Quality May 04(2)
- Councils minutes and action plans i.e. Torch and Keystone Clubs, Teen Councils - ongoing (3)  
Regional/NERO Teen Discovery Aug 04 ,if offered(2)  
Sponsor SAS and MS youth for 4-H Summer Camp APR 04
- Recruit, train jr counselors May 04 (2 & 4)
- Review Computer lab standards, SOP's, equipment Apr 04 (1,2,3,4)

**SCHOOL Liaison**

Determine Installation needs: on-going  
 Establish community connections w/local school systems ongoing  
 Expand and continue PIE on going

Coordinate regional and inter-service SLO partnerships -ongoing  
Attend state FEB 04 and national, military conferences APR 04(2 & 3)  
Coordinate MCEC/TCI Sept 03, Mar 04 (2 & 3)  
Attend MCEC Conference as guest speaker, Jul 04  
Coordinate 4 military services web site connections to area schools Jul 04  
Coordinate summer camp transportation May 04

### **Family Child Care**

Coordinate and develop with the state and city to incorporate off post home referral Sep 04

Conduct quarterly FCC recruitment and Orientation June 04

Implement Subsidies once funds are available  
These milestones will be added to, revised, eliminated etc. every yr.

FCC Army Accreditation Sep 05 (1,2,3, & 4)  
FCC Military Home Accreditation 05  
FCC provider CDA

### **CYS initiatives:**

Expansion to Youth Services facility May 04  
Procure equipment APR 04  
Car seats for mini -bus Sep 04(Look fro private org. support for this. May 04

Completion of playground resurfacing Sep 05  
contingent on construction of hourly care room to CDC 05  
NEW SAS facility APR 2005  
New CYS playgrounds Aug 2005  
New ADP equipment for computer labs May 2004  
Youth Sponsorship program Aug 04  
Youth Career Options Aug 04

