

**FINDING #1: MYCA did not evaluate its overall effectiveness.**

MYCA lacked documentation for 64% of core component tasks reviewed.

MYCA lacked tracking and documentation of individual cadet and total class progress at key intervals.

*RESPONSE: NGB submits an Annual Report to Congress that outlines performance metrics by state. Effective January 12, 2015, MYCA adopted these metrics as its measurements for future program effectiveness. The new director has a solid training and operations background and has initiated appropriate management controls to ensure adequate documentation of individual cadet and class progress. The program will undergo two NGB assistance visits during the 3<sup>rd</sup> quarter of 2015 to assess evaluation systems in preparation for NGB CORE Inspection in January 2016.*

**FINDING #2: MYCA did not safeguard and account for cash received.**

MYCA lacked documentation for the disposition of \$86,250.

*RESPONSE: Effective January 5, 2015, MYCA no longer accepts cash from cadets' families for incidentals or medical copayments. All remaining funds from the previous cadet class were accounted for and refunds issued to families.*

**FINDING #3: MYCA had not established minimum expectations for core component tasks.**

MYCA could not ensure that all cadets fulfilled the intent and spirit of each task.

*RESPONSE: The new task organization creates a position within the current funding model to plan, resource, track, and document all training to include the completion of each of the 8-core component tasks.*

**FINDING #4: MYCA needs to improve food service oversight.**

Male Cadets did not receive the recommended daily calories.

MYCA did not perform quarterly reviews of food service operations.

*RESPONSE: MYCA is now meeting the food service contractor and a food service representative from Marshall Public Schools (MPS) on a monthly basis. Additionally, MYCA has a food service board composed of the contractor, the MPS food service representative, cadets, and the MYCA Logistics Officer to discuss and improve MYCA food services. The current food service contract operates under the National School Lunch Program for breakfast and lunch. The requirements for calories under this program are lower than the recommended daily calories of the USDA's Dietary Guidelines for active adolescent males. MYCA is working with DMVA contracting and the contractor to augment the existing contract and provide an additional food serving to ensure that all cadets are receiving the USDA recommended calories.*

**FINDING #5: MYCA did not monitor its educational services provider.**

MYCA did not obtain excess FTE funds of \$119,000 from its educational services provider.

MYCA funded a non-instructional position not covered under contract.

*RESPONSE: MYCA and MPS have now established a meeting schedule to address the requirements of the contract as well as review educational support and quarterly fiscal reviews.*

**FINDING #6: MYCA staffing levels caused ineffective administration of the program.**

MYCA employed staff at only 67% of the minimum required staffing level.

MYCA's staff turnover rate was 60%.

*RESPONSE: DMVA leadership is aware of discrepancies between State staffing recommendations and the Youth Challenge positions that are approved via the cooperative agreement between NGB and DMVA. Similarly, NGB is aware that its funding formula, which allows for a certain number of personnel to be hired, has not been increased in over 10 years and that its staffing paradigm does not meet the needs of the Youth Challenge programs for all 54 states and territories. DMVA will work diligently with the State of Michigan to strike a balance between the staffing needs of the Youth Challenge program and the amount of federal and state funding that is currently available. Furthermore, MYCA is required by state government with MPS to recruit 144 cadets per class. Prior to February 2015, MYCA recruited more cadets than the mission required for each class, with the awareness that a number of cadets would drop out of the program. To further mitigate the staff shortfall, MYCA will recruit only 144 cadets commencing with Class #33, starting July 19, 2015.*

**FINDING #7: Lack of required staff training heightened risk to the program and cadets.**

88% of MYCA employees lacked first year training.

100% of MYCA employees lacked function-specific training within their second year of employment.

*RESPONSE: MYCA changed its task organization and hired a training management coordinator. Under the new MYCA task organization, the training officer is responsible for planning, executing, and documenting staff training. The training officer attended a "Train the Trainer" course, provided by NGB in February 2015. The new Director and Deputy Director of MYCA attended Youth Challenge Director Leaders Training provided by NGB in February 2015. MYCA established and is now executing a training plan for the staff and cadre for the remainder of fiscal year 2015 that includes required training for cadre and function area training for staff. This past quarter, the MYCA team held a series of sessions to improve and document process improvement with an emphasis on training management and documentation.*