



Child & Youth Services (CYS)

Locations at the Detroit Arsenal, MI and Selfridge, MI

Employee Handbook



UNITED STATES ARMY
CHILD & YOUTH SERVICES

You Make a Difference!

Welcome Message from the CYS Coordinator:

Welcome to Child & Youth Services,

We are excited to have you as part of our program. Child & Youth Services (CYS) is committed to quality work and superior customer service in all aspects of our business. We hope that you find your association with CYS to be enriching and engaging work experience. We believe that each employee contributes directly to our growth and success and hope you will take pride in being a member of our team.

The CYS Employee Handbook is to be used as a reference as you pursue your career with us. Feel free to discuss with us any questions you may have about this handbook or your employment with us. You were also provided with a NAF employee handbook when you in-processed with Human Resources for reference.

I'd just like you to know that you, as part of our team, are our most important and greatest asset. We could not accomplish what we do every day without our employees. I'm very pleased to welcome you to Child & Youth Services and look forward to working with you!

Tanya Blatz

Child & Youth Services Coordinator

Welcome to Child & Youth Services (CYS)!

The United States Army Department of Defense (DoD) welcomes you as part of our team. As a Non-appropriated (NAF) employee, you are one of our most valued resources making an important contribution to the military community. Teamwork, cooperation, and customer satisfaction are essential in providing the best possible service for our military and Department of Defense (DoD) personnel, their families and other members of the military community. Our customers are the reason for our services and our jobs. Our customers are the children, their families, co-workers, and other "visitors" to our programs. We want CYS programs to be the most engaging and happiest place for all that enter our doors. Everyone should be greeted with a smile and be treated with courtesy and respect. Every attempt should be made to meet our customers' needs and keep them satisfied with the services they receive.

We are committed to excellence!

CYS provides quality childcare, outstanding school age care, exciting youth programming, fun and challenging sports opportunities and special events programming for our families.

Mission Statement: Our mission is to provide a seamless delivery of quality care and services for eligible children and youth, 6 weeks through 18 years of age, that enhances readiness and well-being of the workforce and their families by reducing conflicts between parental responsibilities and their on-the-job mission requirements.

Vision Statement:

- Predictable services offered at all installations
- Safe, healthy, Family-friendly environments
- Well-managed programs
- Accountability for our Military and Department of Defense (DoD) programs, staff, child, youth and Family outcomes
- Satisfied customers-children, youth, parents and Congress
- Seamless delivery system for children and youth ages 4 weeks to 18 years old
- Maintaining status as a "Benchmark for America's Child Care" and becoming a "Benchmark for America's Youth Programs"

CYS is a division of Family and Morale, Welfare and Recreation (FMWR).
FMWR Chain of Command:

Katy Carter – Director FMWR
Tanya Blatz – CYS Coordinator

CYS PROGRAM GOALS:

- Provide safe, loving and nurturing environments
- Share new life skills
- Help children develop a sense and understanding of character values
- Assist children with self-confidence, self-respect and self-reliance
- Mentor children to good decision-making and leadership skills
- Develop positive family and social relationships
- Develop a sense of world-mindedness and a concern for others
- Develop interest, respect and understanding of our natural world
- Teach sportsmanship, teamwork and a sense of fair play
- Demonstrate and teach physical skills and gross motor skills
- Develop good health and nutrition habits
- Being a positive role model
- Encourage children/youth to participate in new experiences
- HAVE FUN!

THE ARMY VALUES

- Duty, honor, integrity, courage, loyalty, respect, and selfless service, make up the Army ethic or values. As civilian employees of the Army, we are committed to the same values as our uniformed military team members.

ARMY CIVILIAN CORPS CREED

- I am an Army Civilian - a member of the Army Team
- I am dedicated to our Army, our Soldiers and Civilians I will always support the mission
- I provide stability and continuity during war and peace
- I support and defend the Constitution of the United States and consider it an honor to serve our Nation and our Army I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
- I am an Army Civilian

CAREGIVER'S CREED

- I am an Army Caregiver, a professional trained in my duties. I serve Department of Defense Families who protect the nation, by protecting their children. I will always provide a safe, nurturing, and enriching environment. Never will I put children in harm's way or allow others to do so. I will build trust with parents so they can concentrate on their mission. I will always treat Families with the dignity and respect they deserve. Army Caregivers are key members of the Army Team. I am an Army Caregiver!

CYS REGULATIONS

- To provide consistency in Army CYS throughout the U.S. and overseas, all CYS programs are required to be in compliance with the following regulations:
- IMCOM Army Regulation (AR) 608-10-1, Child Development Services
- AR 215-1, Morale, Welfare and Recreation Activities and Non-Appropriated Fund Instrumentalities
- AR 215-3, Human Resources Personnel
- Department of Defense Instruction (DODI) 6060.2, Child Development Programs
- DODI 6060.3, School-Age Programs
- DODI 6060.4, Youth Services Programs

CHILD AND YOUTH PROGRAMS / ENVIRONMENTS AT DETROIT ARSENAL

Middle School and Teen Services (MST)

- Youth Services MST goal is to provide a safe, engaging and healthy environment with programs that promote the well-being of youth. We strive to assist young people in acquiring the knowledge, skills and character that will enable them to become independent, productive, members of society. We enable soldiers and civilians to focus on the Military Mission by providing programs and services that create a sense of family and well-being. Currently MST programs are held at our partnership school district; L'Anse Creuse Public Schools.
- Youth in grades 6th-12th can participate in our program if they are authorized users and registered with CYS through Parent Central Services. Authorized users are youth affiliated with military, Department of Defense, or partnership youth (those who attend our partnership schools). Youth members must be prepared to sign-in and sign-out of the classroom to participate in youth activities.
- Youth will work together with staff to ensure they have input into activity choices. Activities must meet the needs and interests of the youth. Intent is to have a combination of youth and adult choices in the lesson plan. Youth will help determine frequency. Activities will reflect the program's written philosophy and goals for youth in a prominent area.
- Programming and admin spaces include: Games and leisure activities; Creative/performing arts; Physical fitness activities; Youth Technology Lab (YTL); Homework center/area; Multi-purpose rooms for club meetings, classes and group activities; Snack/kitchen areas and eating space; Reception area; Office space; Outdoor recreation area/playing fields. MST Program is located at a partnership school and utilizes their facilities.

Youth Sports and Fitness (YSF)

- Dedicated to providing professionally managed programs and a wide range of opportunities that meet the developmental, education, leisure, recreational, physical and social needs of our children and youth. The program enhances the skills and education of athletes through a positive, healthy, and fun environments. The four core service areas are: Team Sports, Individual Sports, Fitness & Health and Outreach. Many of the activities are non-competitive to encourage participation and emphasize skill development.
- Indoor space provides an environment that supports a wide range of activities. Space is arranged to prevent disruption by adjacent activities. Sports and Fitness Director ensures space can support multiple program activities and participants and individual needs, regardless of whether it is a shared space with other groups.
- Outdoor space provides an environment that supports a wide range of activities. Outdoor fields, courts and open space are available to support the Sports and Fitness program. Outdoor space can include community or other non-CYS Services on-post fields. Space is organized to support program activities and children/youth individual needs. Outdoor space is adequate to prevent crowding, including open areas for running, jumping, and playing. Sports fields are adequate to support the child/youth population. Adequate and convenient outdoor storage is available for staff, children, youth, volunteers, and program use. Storage of sports equipment may be at the CDC; where there are multi-purpose rooms in SAC or Youth Centers, some space is dedicated for sports and fitness equipment and uniforms. In standard design Youth Centers there is dedicated storage space of sports and fitness equipment and uniforms.

- The Child and Youth Sports and Fitness Program (CYSFP) utilizes a comprehensive framework to ensure the physical, cognitive, social and emotional needs of youth are addressed.



- The name *SKIES Unlimited* combines the acronym for "Schools of Knowledge, Inspiration, Exploration & Skills" with the word "*Unlimited*" for the unlimited learning possibilities this exciting initiative offers Army children and youth. *SKIES Unlimited* encompasses instructional programs for children and youth from infancy to adolescence i.e., four weeks through the end of their senior year in high school. At Detroit Arsenal we do not offer a separate SKIES program, but we do incorporate clinics and opportunities within our Youth Sports & Fitness Program.

School Support Services

- The School Liaison Officer (SLO) is the primary link between military families and the local school system. It is our mission to help families find the resources they need to make informed decisions regarding their child's education.

Parent & Outreach Services

- Outreach services programs provide registration support for CYS programs. If you are interested in registering for any CYS program visit Parent Central Services located in Bldg. 234. The program offers and oversees parent education, parent advisory council, parent support services, and special events.

School Age Care (SAC)

- Our school age program offers school out care throughout the year for grades K-5. After school care and school closure care is offered based on our local school district's calendars. SAC also offers various field trips, Open recreation nights and clubs. They also offer an exceptional summer camp full of fun, trips and learning experiences.
- Curriculum and Programming centers around the School Age Four Service Areas. Children will have input into the activity choices to ensure the activities meet their needs and interests. Program choices are designed and implemented to meet a variety of child interests to cover a wide variety of skill, ability and interest levels.
- Programming and admin spaces include Games and leisure activities; Creative/performing arts; Physical fitness activities; Technology Lab; Homework center/area; Multi-purpose rooms for club meetings, classes and group activities; Snack/kitchen areas and eating space; Reception area; Office space; Outdoor recreation area/playing fields; Blocks and construction.

Child Development Centers (CDC)

- Our child development programs offer full time care throughout the year for ages 6 weeks through 5 years old. Hourly care is available on a space-available basis. Children participate in daily activities to promote emotional social development, gross motor skills

development and various other learning experiences. We have 2 CDC's: Bryant CDC is located at Selfridge Air National Guard Base in Harrison Township. Detroit Arsenal CDC is located on Detroit Arsenal in Warren, MI.

- The Creative Curriculum is the authorized curriculum used in CDCs for children 0-5. The Teaching Strategies (TS) Gold developmental assessment, *Checkpoints*, will be used to document the progress of children. TS Gold observations and assessments will be used as the basis for program planning.
- All activities will be developmental in nature and recognize children's individual differences by providing an environment that encourages self-confidence, development of self-help and life skills, curiosity, creativity, and self-discipline as outlined in the Creative Curriculum.
- Concrete experiential learning activities encompass the following six domains:
 - •Social •Physical •Language/Literacy •Cognitive/Intellectual •Emotional •Cultural
- Technology
 - Screen time is restricted to children over the age of 2.
 - Technology and media are used for less than 60 minutes a day in full-day programs for children over the age of 2.
 - Preschool and Strong Beginnings classes integrate technology use into the children's daily routines and children should be offered access to technology that supports collaborative play.

In infant and pre-toddler environments/classrooms, there must be an appropriate amount of space within the classroom to:

- Log child attendance, receive children's personal items, and store child records.
- Store individual diaper bags, towels, baby products, extra clothing, and record keeping.
- Provide a protected area for nursing mothers other than a bathroom (does not require a separate self-contained room).
- The most current Bottle Feeding Accountability procedures will be followed. * * If a child does not finish a bottle within one hour of warming, staff will discard any remaining human milk or Formula. *At the parents request*, staff may return any partially consumed bottles containing *human milk* to the child's diaper bag for return to the parents.
- Locate cribs in the general activity area.
- Provide a protected, stain resistant soft surface crawl area with unbreakable mirrors wall mounted at various levels.
- All infants 12 months and younger will be placed on their backs for sleeping. Children will transition to a mat on their first birthday.
- Infants who roll over unassisted may assume their own sleep position after first being placed on their backs to sleep.
- All infants under 12 months are placed on their backs to sleep in an empty crib with fitted sheet and without the use of sleep positioners, unless ordered by a physician.
- Soft items are not allowed in cribs or infant sleep equipment for infants under 12 months.
- If an infant under 12 months arrives to the program asleep, or falls asleep in non-sleep equipment, the infant is removed and placed in their crib.

Toddler / Preschool environments and programming will consist of the following practices and procedures:

- CDC classroom functional support areas include child/family reception areas, program assistant administrative area, child cubbies and child toilets
- Toddler, Pre-school and Kindergarten Classrooms contain defined interest areas for:
 - Reading/Listening
 - Imaginative Play
 - Science/Math
 - Blocks
 - Quiet
 - Music/Gross Motor
 - Arts and Crafts
 - Manipulatives

Pre-Kindergarten and Kindergarten environments and programming will consist of the following practices and procedures:

- CDC classroom functional support areas include child/family reception areas, program assistant administrative area, child cubbies and child toilets
- *Army Strong Beginnings* Pre-Kindergarten classrooms contain the following stations:
 - Art / Creative Expression
 - Language/Literacy
 - Music/Movement
 - Science/Discovery
 - Blocks/Construction
 - Fine Motor
 - Math
 - Sand and Water
 - Technology
 - Literacy/Writing Center
 - Rotated-Woodworking and Cooking

Diapering and Toilet Training:

- **Diapers:** For health and sanitation reasons, only disposable diapers are permitted in our programs. Cloth diapers are only allowed when the use of disposable diapers creates a health risk for the child, and the parent/guardian submits a health care provider's statement to that effect. Diapers are checked and changed promptly if they are wet or soiled. Staff are instructed to check for and change wet or soiled diapers when children wake up from nap. Diapers and baby wipes should be labeled with the child's first and last name.
- **Toilet Training:** Toilet training is a natural developmental process. Peak readiness is typically at 2 ½ years but will vary with each child. We will not force children to use the toilet, nor will we punish a child for lapses in toilet training. Planning a consistent toilet routine for home and

center will go a long way in helping your child accomplish this developmental milestone. You must provide sufficient changes of clothing and training pants.

Children's Medication: Children's medication is stored in a locked container except those that must be readily available for emergency use. Emergency medications are in a reg bag in classrooms, stored where children cannot reach them.

DoD Certification: The equivalent of state licensing, DoD certification is based on an Army internal evaluation process to ensure Army CYS Child Development Centers, Family Child Care Homes and School-Age Programs meet required DoD quality standards. All program assistants must meet rigid training, health and safety standards, and are subject to unannounced inspections.

NAEYC Accreditation: The Department of the Army is committed to providing their families with the highest quality childcare available and expects Army CDC's and SAC programs to achieve this benchmark. To assist us in that both programs go through an ongoing accreditation process. The *National Association for the Education of Young* (NAEYC) is the largest



organization of early childhood professionals in the United States. An independent group of specialists and educators, NAEYC set childcare standards of excellence in the areas of health, safety, staff qualifications, activity room environments, learning programs, and activities. With more than 90,000 members, NAEYC provides distinguished leadership in the field of childcare and early childhood education. Once the CDC meets prescribed quality criteria, it can be accredited by NAEYC. Accreditation through NAEYC requires a long-term commitment to meeting strict quality standards. It's part of our ongoing commitment to provide quality childcare for our children and their families. For more information about the NAEYC visit National Association for the Education of Young Children, www.naeyc.org.

Partnering with Families: Developmental Delays & Special Needs

Staff will build relationships with parents to create a partnership to support each child's growth and development. If at any time there is a reason to believe a child may be experiencing developmental delays or may have a special need, the following steps will be taken:

- i. Observation & Documentation
 1. Staff will carefully observe and record specific behaviors or developmental milestones that may indicate a potential concern.
 2. Documentation will be objective, detailed, and based on direct observations.
- ii. Initial Discussion with Families
 1. A private meeting will be scheduled with the family to share concerns in a supportive and respectful manner.
 2. Staff will provide families with a copy of the documented observations and explain the concern clearly, using examples that are understandable and free of technical jargon.
- iii. Suggested Next Steps
 1. Staff will work with trainers to recommend possible next steps families may take, which could include:

- a. Monitoring the child's development more closely at home and in the classroom.
 - b. Schedule a follow-up meeting with staff to review progress
 - c. Contacting the child's primary provider for more guidance
- iv. Referral and Resources
 1. Families are provided with written information about local and national resources for diagnostic evaluation and early intervention, such as:
 2. Early intervention programs for children under age 3.
 3. The local school district's special education services for children age 3 and older.
 4. Local pediatric specialist and developmental clinics
- v. Ongoing Communication and Support
 1. Staff will continue to partner with the family, providing updates, support, and encouragement throughout the evaluation process
 2. Families will always remain the primary decision-makers regarding next steps and services pursued

Our goal is to approach these situations with sensitivity, professionalism, and in the spirit of collaboration—ensuring every child receives the support they need to thrive.

Community Partnerships

- Through partnerships with organizations such as 4-H, Boys & Girls Clubs of America (BGCA), Military Child Education Coalition, the National Association of Child Care Resource and Referral Agencies, Operation: Military Kids and organizations in the local community, CYS can deliver quality education programs to children and youth, as well as provide support to Army Families.
- Our YSF and MST programs are housed at local partnership schools that offer us the opportunity to utilize their facilities in exchange for allowing their students to participate in our youth programs.

Customer Service. CYS is committed to exceptional internal and external customer service. To ensure that the highest quality of service is consistently provided for patrons, participation in both the Operation Excellence (OPEX) Customer-Service Training and Team Member Orientation (TMO) Programs are mandatory. Adherence to all key principles covered in these training courses is required. The CYS Services Facility Director will answer Interactive Customer Evaluation (ICE) Comments in a professional and courteous manner within three (3) working days. ICE is a web-based tool that collects feedback, which allows customers to submit online comment cards to rate the service they have encountered. Staff members will be encouraged to provide feedback, recommendations and suggestions to their chain of command.

PROFESSIONAL CONDUCT AND STANDARDS OF PERFORMANCE

Personal Appearance. Each staff member will contribute to the overall positive image of CYS, especially during working hours. Attire must be appropriate and properly worn while on duty. Clothing worn must be non-offensive to others, neat, clean and free of defects. Attire will be suitable and approved for the environment. All staff members will wear their name tag so it is easily read by parents and visitors. Shorts must be arm's length. Tops/shirts must not be revealing. Pajama pants should only be worn for special days. Caregivers must ensure clothing does not smell of cigarette or marijuana smell when working with children. See local uniform policy for

additional information.

- Shoes: Footwear must allow staff to be active with children/youth (including running), participate in activities inside and outside, and supervise children/youth for their safety and well-being. Covered toes, enclosed heels or with a strap, non-slip comfortable shoes must be worn at all times. Due to safety issues, flip-flops and open-toe shoes are not to be worn by any CYS Services staff to prevent accidents on the job, except for during outdoor water play. High heels are not appropriate for direct care staff working with children. An employee who is unable to wear covered shoes because of a medical reason must have a doctor's note substantiating this fact.

Health & Hygiene. CYS management, support staff and CYPAs must be in good physical and mental health. Everyone must have a satisfactory annual health assessment completed at Occupational Health Clinic on base and all required immunizations. Immunization waivers are available upon request. Infant staff require 100% vaccination. Facility Manager will promptly notify families of a vaccine preventable disease outbreak. At that time any under immunized children will be sent home and will not be permitted to return to care until the outbreak ends.

Preventing the spread of disease requires good personal hygiene. Staff will be trained and follow proper procedures during handwashing, including washing with soap and warm running water for at least 20 seconds; using single use or disposable paper towels; and avoiding recontamination by turning off faucets with towel. Staff will wash their hands at appropriate times per training and guidance; refer to the health training for detailed instructions.

Hand washing is required before and after feeding a child, before and after administering medication, before and after changing a diaper, after handling garbage and/or cleaning and/or coming in from outside.

Staff/FCC providers who are ill with fever, rashes, sore throat, vomiting, diarrhea, colds or other communicable diseases, or who are on medication that may impair their ability to function in a safe manner, will not be permitted to work. If an employee has been absent for three (3) days due to illness the supervisor can request a signed statement from a medical provider confirming the necessity for the absence and/or to determine when it is safe for the employee to return to work.

Managers will coordinate with Installation Public Health to clear food service workers for return to duty when they have been out due to reportable illness, per Section 2-2 (pg 15-20) of the TB Med 530/Tri-Service Food Code.

Personal Behavior and Language. CYS management, support staff and CYPAs are to conduct themselves in a responsible, professional, and ethical manner that does not adversely affect CYS, the Army or the government's integrity, reputation or credibility. Staff are to work together harmoniously according to the standards established for efficient and courteous service to our customers, co-workers and supervisors. Rumors are always destructive to all concerned - they benefit no one. You are expected to discourage the practice of starting or spreading rumors and to refrain from being a party to such actions. Off-duty conduct that adversely affects the government's business or affects your ability to perform your job will not be tolerated and may result in discipline, up to and including termination. You may be provided with certain information on a need-to-know basis regarding children, families, coworkers, CYS or the government that is confidential and will not be disclosed or removed from programs. Personally Identifiable Information (PII) will be handled responsibility on a need to know basis. Report unethical or dishonest behavior to your immediate supervisor.

Minor Accident /Emergencies

In the event of a minor accident resulting in injury to a Child/Youth requiring medical treatment, the CYS

staff will immediately contact emergency services followed by notification of the Parents/Guardian. CYS personnel or FCC Providers will accompany the Child/Youth immediately to the nearest emergency room by ambulance. The staff or provider will remain with the Child/Youth until the parent/Guardian arrives at the emergency room.

CYS policy requires written incident/accident reports for falls, scratches, bruises, bites and scrapes that occur while your Child/Youth is in our care to include emergency situations. Parents/guardians will be informed of the incident/accident and will be asked to sign the report. All reports are kept in the child's/youth's folder and child abuse allegations are reported to higher headquarters.

Equal Employment Opportunity (EEO) and Prevention of Sexual Harassment (POSH). The success of the CYS Program depends on the contribution of all staff members performing their tasks in a positive and professional environment. EEO is a right and mandated by law. Our EEO policy is to provide employment opportunities for all and to prohibit discrimination based on race, color, religion, sex, national origin, age (40+), physical or mental disability, and/or reprisal. Sexual harassment violates the law, is detrimental to productivity, diminishes self-esteem, adversely impacts morale, and will NOT be tolerated. See staff bulletin boards for how to file/report EEO or Sexual Harassment complaints.

Work Schedule The director establishes and posts work schedules in the binder and/or on the staff board at least two weeks in advance. From time to time, it may be necessary to change schedules on short notice. When this occurs, every attempt will be made to give you advance notice. All staff members must perform their duties within scheduled and authorized work hours. You must attempt to speak with your supervisor if needed during work hours or by scheduling an appointment so they can get you out of ratio.

Alternate Work Schedule Requests to temporarily adjust your work schedule will be submitted to your supervisor with justification no later than the first day of the workweek. An email request from the staff member to his/her supervisor is acceptable. Supervisors will address requests on a case-by-case basis.

Attendance & Reporting to Work All CYS employees will report to work on time. Habitual tardiness will not be tolerated. If you are signing your child into a program that must be done BEFORE you clock in for work. If for some reason you must be absent, or you will not be able to get to work on time, you must notify your supervisor as early as possible (within 2 hours of your scheduled time to start work). Calling a co-worker to inform them you are not coming to work does not constitute informing the supervisor and/or the chain of command of your absence. Staff members will make every attempt to contact supervisors/managers directly. Repeating offenses will result in appropriate disciplinary action. A good attendance record is important and may be considered in your performance evaluation. Being on time for work, well-groomed and properly attired is the first step to good performance. Your teammates and children are counting on you to arrive on time and limit call ins. Call ins create disturbances and additional stress for children and coworkers.

Rest Periods Short rest periods or breaks are permitted for protection of the employee's health such as relief from hazardous work; relief of fatigue caused by continuous physical exertion when work performed in confined spaces limits personal activities or for increased efficiency or productivity. A 15-minute rest period may be authorized for each 4 hours of continuous work. Smoke breaks are rest periods. Smoke breaks beyond the authorized rest periods are not authorized. Staff members who are smokers will only be authorized to smoke outdoors in

designated smoking areas which are at least 50 feet away from buildings and not in view of children or youth. If you need an additional rest period due to illness, stress or other reason, call your supervisor or the front desk.

Meal Periods If you are scheduled to work more than 6 hours, you will be scheduled a meal period. Meal periods are indicated on the work schedule and are no less than 30 minutes. The meal period is not considered duty time, and you are not paid for that period of time. Employees must take a lunch break if they work over 6 hours. Employees will not be required to work more than 6 hours on any workday without a meal period. ** Staff should never use plastic or polystyrene (Styrofoam) containers, plates, bags or wraps when microwaving children's food or beverages**

Telephone Use. The program telephones are for business purposes. Staff may not receive telephone calls while they are in the classroom except for emergencies. Staff members are responsible for checking their mailboxes for messages. Cell phones are not to be in the "on" position in the classrooms and are not to be on a person when clocked in for a shift. Staff should never use their personal phones to take pictures of children in their program. Staff members must use their break times or wait until their scheduled shift is over to return/make calls or respond to messages. Cell phones are not to be used during naptime.

Confidentiality. It is contrary to the interest of the Center and those we serve, to give out information regarding children and their families. Such information should be held in strict confidence and should not be discussed with anyone outside of the Center. We trust all staff members will appreciate the value of respect for one's privacy. Inside the Center such information shall be discussed only when it will benefit the care, we offer the children and the parents. Personal pictures of the children are not to be taken. Information, pictures, and talking about the children and their families are not allowed on bios, personal webpages, or any social media site.

Annual Leave. The CYS Coordinator will produce the CYS leave forecast for the calendar year at the beginning of the year. Leave requests may be adjusted as needed. NAF Employees will submit leave requests using the OPM 71 Form. Leave requests will be submitted to supervisors no later than two (2) weeks prior to start of leave with exceptions on a case-by-case basis. Employees will be highly encouraged to submit leave requests as much in advance as possible, preferably at least (1) one month prior to scheduled leave. This will ensure sufficient time for making individual travel arrangements and adjusting staffing requirements, as needed. When possible, leave requests should be submitted via email with electronic signature. Leave requests must be approved by Supervisor, they are not automatic.

Sick Leave. A notification call on the first day of absence due to illness will be made by the staff member to the staff member's supervisor within two (2) hours of scheduled start of duty. If the staff member is incapable of notifying the supervisor, a Family member of the staff member, or other designated individual/emergency point-of-contact (POC), may notify the staff member's supervisor within the two (2)-hour time frame. Failure to give such notice may result in an Absence without Leave (AWOL) charge. A medical certificate or doctor note is required for an absence lasting more than three (3) days. If a staff member demonstrates potential sick-leave abuse by a history of excessive sick-leave requests, a medical certificate may be required to support and/or substantiate frequent short absences of less than three (3) days.

Temporary Duty (IDX). Staff members scheduled for TDY will have an approved TDY-authorization order prior to proceeding on their TDY trip.

Alcohol/Controlled Substance. Alcohol and controlled substances (does not include legally prescribed medication) are prohibited in the workplace. Staff members experiencing substance-abuse issues will seek, or be referred to, the appropriate agency for assistance.

Overtime/Compensatory Time. All CYS employees will perform their duties during established work schedules. Compensatory time and overtime for special events and other circumstances requiring individuals to work beyond ten (10) or eight (8) hours a day or 40-80 hours in a pay period will be requested and approved in advance, when known. Occasionally, due to unforeseen circumstances such as late pick up of children, employees will be asked to remain on duty and may result in unforeseen instances of compensatory time or overtime. Supervisors will not require staff members to work uncompensated hours. Compensatory time and overtime will only be approved when essential to mission accomplishment. Overtime and compensatory time requests must be submitted in advance (except in an emergency) and in writing on DA Form 5172-R, be endorsed by the employee's supervisor, and approved by the Family and Morale, Welfare and Recreation (FMWR) Director. CYS Services Management will adjust work schedules as much as possible, to mission requirements to avoid excessive compensatory and/or overtime.

Work Areas. Individual work areas and equipment in the work area will be kept neat, clean and orderly at all times. Staff members will keep personal and common-use equipment, such as refrigerators, microwaves and coffee makers clean and neat. It is Army policy that all electronic equipment, including computers in labs, monitors, printers, air conditioners, fans, lights, etc., be switched off at the end of the duty day. All common areas, including furniture and equipment (e.g., in staff kitchens), such as refrigerators, microwave ovens, stoves, or cabinets, must be cleaned no later than Friday of each week. Trash cans containing non-recyclable waste must be emptied by the end of each duty day.

Use of Government Equipment. Communication equipment and vehicles will be provided to CYS Services staff members, as appropriate, for use in the performance of assigned duties. This might include computers, laptops (for electronic mail and internet access), cellphones, facsimile (FAX) machines, copiers, and printers. Users will limit personal use of said items to non-duty hours and/or break periods. Usage will not reflect adversely on the Army, and usage that is incompatible with public service is prohibited. Equipment will not be relocated from existing placement sites and locations without prior written coordination and approval from the FMWR Director and/or the Management Information Systems (MIS) Office.

Use of Government Vehicles. Government vehicles will be operated and maintained in accordance with established Army Regulation 58-1. Use of Government vehicles for personal business is prohibited and will result in disciplinary action and/or termination.

Safety and Security. Staff members are responsible for their individual safety as well as the safety of the child/youth in their care and fellow workers. Identified hazards will be reported to supervisors as soon as they are detected. Accidents and injuries will be reported IAW AR 385-55. Staff members who are the last people to leave the facility will ensure that all common-area equipment is turned off and the facility is secure. Ensure accountability is maintained by verifying authorized adults for pick up prior to allowing child to be removed from classroom. This is responsibility of front desk, classroom and management staff. Be aware of unusual circumstances that may require you to verify with front desk or management regarding authorized individuals and the well-being of individuals before releasing child. "Unusual circumstances" includes unauthorized individuals attempting to pick up children other than parents/guardians, court ordered custody agreements, or individual

suspected of being under the influence of alcohol, recreational or illegal drugs, or medications that impair judgement and reaction time.

Child Abuse Prevention. Guidance. Discipline and Accountability for Children/Youth. As mandated reporters, all CYS Service employees and providers will be knowledgeable and follow child abuse reporting procedures below and per Child Abuse Standard Operating Procedures (SOP).

- CYS employees and providers will observe children in care for evidence of child abuse and neglect. Detailed training in the identification, reporting and prevention in child abuse within the first 3 months of hire. All training will be coordinated with the Family Advocacy Program Manager and will include both written and verbal guidance.
 - **Physical abuse:** any intentional act causing injury or trauma to another person by way of bodily contact.
 - **Psychological abuse:** perpetrators employ a wide range of personalized, psychological tactics to manipulate and frighten a person, distorting their thoughts and changing their sense of self in order to maintain control.
 - **Coercion:** an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.
- The current DOD hotline poster (required by the Military Child Care Act (MCCA) and is intended for individuals to report suspected child abuse and safety violations in military child/youth settings) is prominently displayed in the lobby of each CYS facility and director's office. Reporting procedures are also posted in the staff lounge and management offices and in a consistent place in classrooms. Posters include the contact information for the Installation Reporting Point of Contact (RPOC), Safety Office and Family Advocacy Program Manager (FAPM).
- The rights of staff members and the children in their care are protected when a staff member is accused of abusing or neglecting children in their care and staff members who report legitimate suspicions of child abuse and/or neglect are protected from retaliation for doing so.

Guidance and Discipline. CYS personnel working with children (CYS Services staff, contractors, FCC providers, volunteers, MWR partners, interns, and other personnel working in CYS Services programs) will use appropriate guidance techniques:

- Help children/youth learn to develop self-control and express their feelings in acceptable ways (e.g., when appropriate, helping them solve their own problems and soliciting their input in rule making).
- Model appropriate behavior and conflict-resolution skills and use positive language.
- Demonstrate realistic, age-appropriate expectations of children's/youths' behavior and interact with children accordingly. (Staff/providers/volunteers/teachers/coach children/youth appropriately, according to the child's/youth's abilities. For example, a 6- year-old should not be coached like a high school player).
- Children/youth will be disciplined appropriately:
- Children/youth will not be punished by spanking/hitting or other physical means.
- Children will not be isolated from adult sight

- Children will not be subjected to confinement, binding, humiliation or verbal abuse.
- Children will not be deprived of food, outdoor play or other program components.
- The sports and fitness environment will be set up to protect children, youth, volunteers and staff. (e.g., coaches are not left alone with youth because there are parents there; coaches will not drive individual youth to an event) If a coach finds he/she will be alone with a child, coach should notify the CYS Services staff member on duty so the staff member can join the coach until the last parent arrives.

Steps that CYS will take to address disruptive and unsafe behavior:

1. Respond to any safety threats.
2. If the Program Manager has not already been notified, the CYPA notifies the Program Manager that a child/youth put themselves or others at risk for immediate harm or used behavior that interfered with participation or affected the child/youth's relationships. The Program Manager assists the CYPA throughout the process.
3. The CYPA, Program Manager and/or Trainer review the Video Surveillance System (VSS) footage of the behavior to identify:
 - a. The influences that triggered the behavior (antecedent).
 - b. The observable action (behavior).
 - c. How CYPAs responded to the behavior (consequence).
 - d. How the child or youth recovered from the incident.
4. The CYPA, Program Manager and/or Trainer complete the *Plan for Support Form* to document the influences on the behavior and the plan for supporting the child/youth moving forward. The Program Manager and Trainer sign the form and place in the child/youth's file.
5. With support from the Program Manager, the CYPA approaches the parent to share the incident report and/or information about what happened. Information shared must be objective and include positive feedback. The sandwich method of sharing one positive observation, the concerning information in the middle, and ending with another positive observation about the child/youth is recommended.
6. The Program Manager or Trainer contacts the family to schedule a support plan meeting date and provides information about *what to expect during the meeting*. The Program Manager or Trainer should explicitly tell the parents that they are equal partners in the meeting and encourage them to prepare information about their child/youth's strengths and any concerns they have about the CYS program for the meeting. Steps 7 and 8 happen before the support plan meeting.
7. The Trainer and CYPA call the KIT Inclusion Support Center for initial recommendations for support: 877-503-3741 or email ArmyCYSShelp@kit.org.
8. The Trainer observes the child or youth in the program setting to document:
 - a. The supports already in place at each level of the support pyramid
 - b. (foundational, environmental, targeted, and intensive).
 - c. Interactions between the child/youth and staff and peers (relationships), and the environment.
 - d. Behaviors directly observed, both positive and negative, using the *Behavior Observation*

Form.

- e. For school age and youth, the CYPA and child/youth meet to fill out the age-appropriate *Support Survey*.

9. The team meets with the parents to share what they learned through the observation (and support survey, if relevant) and develops additional supports for the child/youth.

10. The team writes a *Behavior Support Plan*. And documents implementation of the plan in the program setting.

11. The team (which includes the parents) meets quarterly to adjust the plan as needed

Children/ Youth who exhibit unacceptable/unsafe behavior patterns, which are deliberate or have negative impact on other children, youth and/or adults, may need temporary, or permanent, alternative child care / out of school options.

Accountability of Children/ Youth. Staff/providers will always supervise infants and toddlers by sight and sound. Preschoolers and kindergarteners are primarily supervised by sight and sound with brief periods where they may be supervised by sound only, as is developmentally appropriate. Staff/providers do not need to be directly looking at each child at all times to meet the requirement for sight supervision. All children should be easily seen (if not in the direct line of sight, then by looking up or slightly adjusting one's position) by at least one member of the teaching staff/provider. Each child is under the care of a specific adult, and the adult knows where the child is at all times. A daily record of the children in attendance in each activity room/module will be maintained for all programs including full-day, part-day and hourly care. This record will include the child's name and time-in/time-out and the time-in/time-out of CDC employees and CDS volunteers assigned to the room/module. A system to account for all children/youth present, especially those who are transitioning from one classroom to another will be established. Children are not allowed in restricted areas such as laundry room, staff restroom, etc...

Ratios. Staff-to-Child/Youth ratios must be maintained at all times of the day, in all indoor and outdoor learning environments, and on field trips; except under rare conditions caused by compensatory enrollment as outlined in guidance (see AR 608-10 for more information). The intent is to always be at ratio and not over or under ratio. Ratios will not be decreased to accommodate children/youth with special needs. Volunteers or other non-CYS staff not paid with CYS funding may be used to supplement the ratio. All rooms in a CDC/FCC home are multi-aged with a minimum age span of 18 months. Maximum group size is limited to two ratios of children/youth (e.g. two ratios of preschoolers = 20; a ratio of infants and a ratio of pre-toddlers =9).

Adult/Child Ratios for Childcare/SAC Center (Facilities) are:

<u>Adult/Child</u>	<u>Age</u>
Infants 1:4	6 weeks to 12 months
Pre-Toddlers 1:5	13 to 24 months
Toddlers 1:7	24 to 36 months
Preschoolers 1:10	3 to 5 years
Kindergarteners 1:12	5 to 6 years
School-Age/ Youth 1:15	1 st to 12 th Grade

Personal Belongings. Staff members may display personal items at their workstation; however,

the Army cannot take responsibility for the safekeeping of these items left out. CYS Services Management will require removal of items deemed to interfere with safety or is derogatory to any person or system of beliefs or generally considered to be inappropriate or hinder work efforts.

VERY IMPORTANT MEDICATION INFORMATION: CYS staff are required to keep all personal medications in a Child proof bottle, placed in a zipper/ziplock type bag in their purse/backpack. All purses/backpacks are kept in the locked storage areas provided for them. Medication is only removed from their purse/backpack and self - administered in the staff lounge/staff bathroom.

EMERGENCY CLOSURES / EVACUATION MOBILIZATION:

In the event of emergency, mobilization or other contingency in which the facility needs to be evacuated, CYS staff will follow a written CYS Emergency Response Plan. Specific information can be obtained from your local CYS program. Children/youth may be moved to the designated evacuation sites for safety and supervision if the emergency is not post-wide and only affects one facility. Causes for evacuation could be fire, bomb threats, explosion, flood, severe thunderstorm, severe winter storm, hurricane, tornado, toxic fumes, electrical failure or structural failure. Parents/guardians and military police will be notified.

Emergency Response plans are developed considering three scenarios of evacuation:

- Shelter In-Place Evacuation: Keeping children/youth and staff in place but securing location for emergency at hand; e.g., tornado and chemical release. Shelter in place in the facilities are mainly areas away from windows (such hallways).
- On-Site Evacuation: Movement of children/youth and staff out of buildings affected and relocate to other areas on installation (if needed). Designated Safety Area is approximately 50 feet from the facility. Each program (CDC, SAC, YC, and TC) has established a designated safe area outside the 50 feet perimeter. Please note: No child/youth will be dropped off/picked up during evacuation procedures (this applies to drills as well). Parents may remain with child during evacuation procedures. Children may return to your room/facility when they are instructed that it is safe to go.
- Off-Site Evacuation: Movement of part or all children/youth and staff off the installation to designated shelters. Off-site Locations in the case of an evacuation are as follows: (insert information).

Lockdown: If a “Lock-Down” order is given children will be moved to a safe location in the building. Please note that during a “Lock Down” parents will not be allowed in or out of the facility until the all clear is given.

In the event of illness, emergency or facility closure, CYS will make every attempt to contact the parent/guardian. If the parent/guardian cannot be located to pick up the Child/Youth, the following procedure will be put into action:

- The emergency notification child release designee on record will be called. If the center is unable to contact him/her, the next designee listed will be called.
- If none of the designees can be contacted, the military police will be notified and their procedure will be followed in reference to locating the parent and custody of the Child/Youth.

HUMAN RESOURCES – JOB INFORMATION

The NAF HR office should have provided you a copy of your job description or position guide that describes the duties of the position for which you are required to perform. Your supervisor will discuss with you the duties of the position in detail. Ask questions if you do not fully understand what is required of you. Your position guide or job description may not identify every duty you may be required to perform. Therefore, refusal to perform reasonable assigned tasks may result in disciplinary action being proposed. If you question the validity of an assignment, discuss the matter with your supervisor.

Duties. All major performance objectives listed in your individual performance standards (duties), as outlined on DA FORM 7222-1222-1 or similar form, will be considered primary duties and will be performed with the highest degree of professionalism and attention to detail. Annual performance ratings will be conducted with all part-time and full-time employees. A satisfactory rating indicates that you are performing your job in good status and meeting your standards. Inquire with your supervisor about how you can exceed standards.

In addition to these duties, CYS Trainers in coordination with Directors may cross-train some staff members in childcare, school-age and youth modules. For example, school age CYPAs have the skills to work in the childcare preschool program. This will further enhance staff members' skill sets, enabling them to perform duties of other staff members during extended absences, such as paternity leave, vacation or illness. Staff members will perform other duties as assigned by their supervisor.

Kinds of Appointments

- **Flexible** - The employee serves in an indefinite position either on a scheduled or on an as needed basis. Employees paid on the NA, NL, NS, or CC pay schedule and who are regularly scheduled must have a documented guaranteed number of hours per week. An employee serving under a Flexible appointment category is not eligible to receive benefits. Service is credited toward completion of the 1-year probationary period up to a maximum of 6 months, if the position is converted to a regular category without a change in duties, and there is no break in. Flexible appointment employees must work an average of 15 hours per week in order to receive the first child CYS free childcare discount. This is assessed on a quarterly basis.
- **Regular Part-time** - The employee serves in a continuing position on a scheduled basis for 20 to 39 hours a week. The minimum work week is 20 hours. The Employee is eligible to participate in benefits plans, and accrues annual and sick leave, and must serve a one-year probationary period upon initial appointment (or as identified under Flexible appointment.).
- **Regular Full Full-time** - The employee serves in a continuing position on a scheduled basis for 40 hours a week. The employee is eligible to participate in benefits plans, and accrues annual and sick leave, and the incumbent must serve a one-year probationary period (or as identified under Flexible appointment).
- **Childcare Pay Program (CY)** - Positions in the Child, Youth and School Services that provide direct care and supervision of children are identified as "CY". The CY pay-band system is comprised of two pay levels, CY-I and CY-II. The ranges for CY pay bands are equal to the hourly rate of the General Schedule (GS) employees. Pay band I is equal to the hourly rate of the GS-2 step 1 through GS- 3, step 10, Pay Band II is equal to the hourly rate of GS-4, step 1 through GS-5, step 10. The employee will advance to next level noncompetitive upon completion of required training and demonstration of satisfactory

performance.

Probation

The purpose of the probationary period is to afford a final test of the employee's ability and fitness for the position as demonstrated by actual performance on the job. Everyone receiving an initial appointment to a regular full-time or regular part-time position is required to serve a one-year probationary period. Individuals with prior service in a Department of the Army Non-appropriated Fund Instrumentality are required to serve a new probationary period upon reemployment in a regular full time or regular part-time position if the break in service exceeds 3 years. Service in a DoD position paid from appropriated funds counts toward completion of the probationary period only if the NAF appointment was without a break in service of more than 3 days. An employee may be separated during the probationary period for failure to demonstrate the skills and character traits required for satisfactory performance in the position.

Separation

From time to time, it is necessary for employees to leave their jobs. This can be voluntary (for personal reasons) or involuntary (at the request of the Army). Examples of voluntary separation might be that you resign because you are leaving the area, or that you accept a non-government job locally. An involuntary separation could occur if the agency was forced, because of budget restrictions, to reduce its number of employees. Also, an employee could be removed for unsatisfactory conduct or poor work performance.

Key Points to Remember:

Upon separation, all government property, travel vouchers, correspondence, records, etc. must be accounted for, and any indebtedness must be settled before final salary payment is made.

Performance Ratings

- Employees serving under a regular appointment and flexible employees in the NF and CY pay system will be issued a performance evaluation and rating. The system was established to evaluate the quality of employee performance on a continuing basis against realistic performance requirements. Employees are advised of requirements of their jobs, evaluated on their performance, recognized for exceptional performance, and provided necessary information to improve performance where identified.
- Performance is evaluated fairly and objectively and discussed with each employee. An annual performance rating remains in effect until superseded by the next successive annual rating. There are 5 official performance ratings that may be assigned to the employee's level of performance as follows:
- **Outstanding** - This rating is authorized when all aspects of an employee's performance or goals and objectives have exceeded the requirement for satisfactory performance for a 12-month period and are sufficiently outstanding to deserve special commendation and recognition.
- **Excellent** - This is authorized when the majority of the aspects of an employee's performance or goals and objectives are exceeded. Employee performance is of a quality clearly exceeding the requirement for a satisfactory rating.
- **Satisfactory** - A satisfactory rating is authorized when the employee's performance meets but does not exceed the aspects of performance or goals and objectives to the degree required for a rating of excellent. This is a good employee rating.
- **Minimally Satisfactory** - The employee marginally meets the aspects of performance or goals and objectives and is often below the satisfactory level. The employee will be counseled on duty requirements and given the opportunity and necessary training to improve performance.
- **Unsatisfactory** - An unsatisfactory rating is authorized when an employee's performance fails to meet

the aspects of performance or goals and objectives for satisfactory performance, in spite of a written warning notice and effort by the supervisor to help the employee improve. This level may only be assigned after the supervisor has warned the employee, in writing about work performance that fails to meet the performance standards or goals and objectives. Action will be immediately taken to reassign or separate the employee.

Performance evaluation is an ongoing process that includes continuing communication between the employee and the supervisor. The supervisor immediately upon occurrence will immediately address performance problems. Counseling employees about specific performance deficiencies when they arise, and offering assistance can often prevent more serious performance problems.

TRAINING AND DEVELOPMENT

When you first begin work, you are given a general orientation by your supervisor. There is some immediate on-the-job training given by your supervisor or (someone delegated by your supervisor) so that you know exactly what tasks and what procedures are used. In addition to on-the-job training that you receive, you may receive formal training aimed at helping you improve your skills in your work. Such training may involve classroom instruction, meetings, or conferences, exposure to new equipment, and reading manuals. You may be rotated through different work assignments or enrolled in a series of courses as part of an approved career-training program. The many training opportunities provided to employees are directly related to the needs of the activity and the size of the activity's training budget

Orientation includes such topics as applicable regulation and installation policy; child health and safety; child abuse identification, reporting and prevention; age-appropriate guidance and discipline; parent and family relations; Emergency health and safety procedures, including CPR and First Aid, and Rescue Medication, Pediatric CPR (with rescue breaths) is required for staff working with children up to 8 years. These training are required prior to working with children.

- All CYPAs, program leads, program associates and FCC Providers must complete the following training IAW the appropriate standardized CYPA Individual Development Plan (IDP) (Foundation, Annual, Transition, Summer Camp) found in IMCOM AR 608-10-1 CYS Regulation Table 4-7 Page 101:
- Orientation Training prior to being left in ratio with children for CYPAs/ prior to Provisional Certification for FCC Providers.
- Entry Level Training within the first 6 months.
- Skill Level Training within the first 12 months.
- Target Level Training within the first 18 months.
- 24 Training Units completed annually thereafter.
- There will be a viable system in place for CYPAs and providers to obtain and maintain the Child Development Associate (CDA) Credential, Military School Age Credential, or Army Youth Practicum.
- Volunteers, including coaches and Sports officials, receive training annually and IDP's are maintained. Note: If the officials are contractors, this standard does not apply.

- Your trainer will explain in detail the above and additional requirements during your orientation and quarterly thereafter.
- Food service staff will be required to have Serv-Safe training within 3 months of hire. Staff will ensure food is served per regulations and always meet the required food temperatures. Food for children shall never be warmed in the microwave with Styrofoam or plastic wrap on it.

CYPA's will receive 1 hour of training and 1 hour of planning time per week. Staff are scheduled for at least 1 hour of collaborative planning time with their team during nap time (while children are asleep) per week. Lead teachers have a collaborative planning hour with other lead teachers once a month during their already scheduled planning time. Additional planning and training time will be provided on an as needed basis.

All CYS personnel are initially and annually trained on Rescue Medications, Communicable Diseases, and Blood-Bourne Pathogens. Personnel are also trained initially and bi-annually on Medication Administration, Adult and Pediatric First Aid & CPR. Staff are also provided individualized training on a case-by-case basis for any child enrolled in care who requires specialized medical care. Individualized training will be provided by the CYS Health Nurse in conjunction with the child's parents.

All CYS Employees may participate in the following educational benefits: Acquiring a Child Development Associate Credential (CDA), Public Service Loan Forgiveness, Partnership with Ohio State University which awards 13 credit hours from Virtual Lab School (VLS) towards an online degree in early childhood education, to any employee who has completed all 15 foundational courses in VLS.

Please refer to NAF Employee Handbook for more information regarding Human Resources regulations.

For additional information regarding human resources related questions such as benefits, leave, appointments, etc.. Please reach out to your local HR POC below. You can reference AR-215-3 Human Resources Regulation.

Non-appropriated Funds (NAF) Human Resources

Non-Appropriated Funds Employment

6501 E. Eleven Mile Road MS 324 Building 231

Warren, MI 48397-5000

Phone 520-692-0017

Service Organization:

NON-EMERGENCY

Fire/Medical/Police 282-5935

Health Clinic 282-5771

ID Card Issuing Facility 282-8074

Visitor Control Center 282-5757

Army Substance Abuse Program 282-8127

Army Community Service ACS 282-0489

ACS MISSION STATEMENT:

- Army Community Service (ACS) assists commanders in maintaining the readiness of

individuals, families and communities within the Army by developing, coordinating, and delivering services which promote self-reliance, resiliency, and stability during war and peace. ACS is a member of the MWR family - proudly serving America's Military and DoD civilians

Are YOU are eligible for ACS Services?

You qualify if you are:

- o All Active Duty Service Members & Family Members
- o Families of the Fallen
- o DoD Civilian Employees
- o Retirees and their Spouses
- o Army Reservist - (call for details)
- o Army National Guard - (call for details)
- o Family Members of POWs
- o Family Members of the MIA

Financial Readiness:

- o Mission: The Financial Readiness Program supports Commanders and supervisors in maintaining financial wellness on a daily basis. We also provide budget counsel and educational seminars members and families on financial self-sufficiency. Service Eligibility: Our services are available to all military personnel (retirees, reserves, national guards) Service members from all branches of the armed forces, their eligible family members and Department of Defense civilian employees. Location: We are located at the Detroit Arsenal, Building 232 Warren, Michigan 48397. To contact our agency: We can be reached by telephoning (586) 282-0480/0489. It is highly recommended you call for an appointment to ensure you are eligible for services and that a Financial Counselor is available to assist you.