

# DEEY<sup>TM</sup>

DRUG EDUCATION FOR YOUTH



# Program Management Guide



February 2006 Edition – do not use previous editions

**THE DEPARTMENT OF THE NAVY**

**DRUG EDUCATION FOR YOUTH PROGRAM**

"One mentor, one person can change a life forever. And I urge you to be that one person."

-- President George W. Bush, *(State of the Union Address, January 28, 2003)*

“Personal and family readiness is critical to combat readiness”

-- Admiral Mullen, Chief of Naval Operations, *(2006 CNO Guidance)*

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Staff/Mentor Handbook

Parent/Guardian Handbook

## **Forward**

The DEFY program began as a special initiative of the Secretary of the Navy in 1992 when the Secretary of the Navy's Drug Demand Reduction Task Force (DDRTF) was established.

Using a science-based approach to the issue of Fleet Readiness and the need to improve the levels of support to deployed Sailors and Marines and their families, the DDRTF developed the prototype curriculum for the DEFY program from 1992 to 1993. The first two programs were conducted in 1993.

From 1993 to 1999, the DEFY program expanded to 35 Department of the Navy (DON) sites. The partnership with the Department of Justice (DoJ) began in 1996. In 1999, DOJ funded DEFY at 66 sites, nationwide.

In 1998, the White House Office of National Drug Control Policy completely changed the U.S. counterdrug strategy by giving priority to demand reduction over supply reduction. Also, in 1998 DEFY experienced its highest ever annual growth, over 78%, reaching 5400 youth at 104 sites, 11 of which were overseas. 1998 saw the first curriculum review project, the complete review and revision of the Program Management Guide (PMG); and the first meeting of the Planning Group to establish the goals, structure, and agenda for the 1999 National Training Conference in Dallas. The Inter Agency Working Group (IAWG) was established by agreement between the Director, DDRTF, and the Director, Executive Office of Weed and Seed, in June 1998.

In 1999, The U.S. Air Force became a DEFY partner and began operating DEFY program sites worldwide. The Air Force DEFY representative also became a member of the IAWG.

In 2001, the DDRTF was disestablished and reorganized under the title Drug Education For Youth Program. The DEFY Program Office maintains the goals and objectives established under the DDRTF.

In 2002, the DEFY Program was reorganized under the Navy Counternarcotics division. The Director position was reclassified as a civilian position and renamed Program Manager. The DEFY Program Manager maintains all duties, responsibilities, and authority developed under the previous Director position to include chairing the IAWG.

On 01 Oct 05, the DEFY Program was realigned to Navy Personnel Command, Navy Alcohol and Drug Abuse Prevention Branch (PERS 671), and physically relocated from the Washington Navy Yard to NSA Mid-South, Millington, TN.

## **DEFY Program Office Mission**

The DEFY Program Office is tasked with the execution of the Drug Education for Youth (DEFY) program and ensuring a DEFY program is available to every Navy and Marine Corps base and station worldwide and the development of partnerships with other agencies to provide and enhance the DEFY Program.

## **DEFY Mission**

DEFY is a **preemptive prevention program** that delivers **strong kids, strong families, for a ready fleet (or ready for the future)**.

DEFY is a catalyst for increasing community participation and commitment to youth. DEFY produces 9-12 year-olds who have the character, leadership, and confidence to engage in positive, healthy lifestyles as drug-free citizens.

DEFY is a unique, comprehensive, and multi-phased one-year program that strengthens protective factors and reduces risks factors that scientific research has directly linked to adolescent alcohol and drug abuse, school failure, delinquency, and violence. It is tightly focused on 9-12 year-old youth because the primary exposure to high-risk behaviors occurs during the middle school years, grades 7 to 9, and ages 11 to 14. To prevent high-risk behavior in the 11- to 14-age bracket, you must work on the 9 to 12 year-olds.

## **DEFY Program Components**

DEFY delivers leadership and life skills training for kids ages 9-12 by teaching team-building, conflict resolution skills and techniques, age appropriate goal-setting, and increasing self-confidence. DEFY consists of four integrated components which together provide a year-long experience for 9-12 year-old youth:

Leadership Camp- Phase I: A non-residential or residential leadership training camp experience which kicks off the DEFY program. Phase I is structured to provide a focused classroom learning environment that will teach hard skills and training in leadership, team building, conflict resolution, goal setting, and increasing self-confidence. Although the classroom is the focus, leadership camps are structured to provide a fun environment that allows the maximum of focused quality training time while still permitting a relaxed, but organized, and memorable experience.

Mentoring- Phase II: A 10-Month mentoring program during the school year in which DEFY youth are matched with an adult mentor team throughout the school year. Mentoring events are built around a curriculum module and are structured to provide reinforcement of skills, techniques, and procedures taught initially in the Leadership Camp. In addition, events are also structured to provide a showcase for the role models represented in each program by the DEFY adults.

Parent Engagement: Throughout the DEFY program, DEFY Local Program Coordinators, Operations Coordinators, Team Leaders and Mentors actively encourage parents/guardians to

become engaged in supporting their children's commitment to a positive, drug-free lifestyle. Materials for DEFY parents, the Parent Orientation Manual and Parent Power – The DEFY Parent Resource Guide, were developed in 2000 to improve and ensure parent involvement.

Outplacement: Each DEFY adult is responsible for ensuring that all DEFY graduates receive the necessary support and encouragement to actively participate in a follow on structured, community-based, youth activity program. This outplacement requirement is a unique function of the DEFY program that ensures the continuing engagement of the youth with the community. Although not required, many DEFY adults maintain mentoring relationships well past the yearlong DEFY program. DEFY adults must become well versed in the youth programs, requirements, support facilities, and placement opportunities within their communities. Many community leaders seek out DEFY adults for their outplacement knowledge. It is one area where DEFY contributes a unique resource back to the communities that support the program.

### **Organizational Support for DEFY**

The DEFY Program Office provides three major services to the DEFY program.

Budgeting office for all Department of the Navy sites.

Maintains, upgrades, and distributes the curriculum and is the authorizing agent for use of the DEFY trademark logo. These duties include the production of the annual DEFY National Training Conference.

Provides all DEFY sites with a national program-related public affairs coordinator when possible.

Non-DoD/DoJ sponsors should ensure that the Navy DEFY Program Office is aware of their local program to ensure updates can be provided in a timely manner.

### **The Inter Agency Working Group (IAWG)**

IAWG was established in 1998 by the DDRTF and DoJ to ensure the continued success of the DEFY program. The IAWG serves as a forum for the discussion and resolution of issues that arise between the agencies operating DEFY programs and for the production and coordination of those events, tasks, studies, and presentations that have common interest, impact, and importance. The IAWG will have representatives from any agency that requests inclusion and executes a Memorandum of Understanding with the Executive Director of the IAWG. The Executive Director of the IAWG is the Navy DEFY Program Manager.

### **Inter-Agency Working Group Members:**

Navy DEFY Program Office: (901) 874-3300, (DSN) 882-3300.

Air Force DEFY Program Office: (703) 575-5145

Community Capacity Development Office, Department of Justice: (202) 616- 1152

## 1.0 THE DEFY CURRICULUM

### 1.1. Phase I Leadership Camp

1.1.1. The DEFY Leadership Camp is designed to strengthen those protective factors<sup>1</sup> which increase the likelihood that youth will lead healthy, drug-free lives. The two strongest protective factors are:

1.1.1.1. A sense of hopefulness and purpose and the belief in a bright future; and

1.1.1.2. A stable, caring and supportive relationship with at least one adult, either a parent or another dependable adult is what DEFY is all about.

1.1.2. The intensive experience of a DEFY Leadership Camp surrounds youth with caring adults who encourage them to believe in themselves and their futures. The individual Leadership Skills which serve as the building blocks of every DEFY camp target and strengthen other key protective factors:

- The ability to develop good personal relationships
- The ability to set realistic goals and expectations
- Problem-solving skills
- Self-discipline
- Self-confidence
- A sense of being in control of one's life
- The ability to keep a sense of humor in the face of problems

1.1.3. Overview:

1.1.3.1. The Leadership Camp can be either residential, meaning that the kids remain at the site for the entire period, or non-residential, meaning that the kids go home every night.

1.1.3.2. The length of residential camps is 5 days, non-residential camps, 8 days.

1.1.3.3. Facilities for the leadership Camp are made available by either the sponsor's military partner or through a community-military co-hosting partnership. The campsite can be a Navy, Marine, Army or Air Force base, a reserve center, a community center, university

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<sup>1</sup>Fostering Resiliency in Kids: protective factors in the family, school, and community. Northwest Regional Educational Laboratory, 1991

or other similar setting conducive to a positive and safe experience.

1.1.3.4. Leadership Camp uses age-adapted military-like training models to create a safe and structured environment for youth.

1.1.3.5. The safety and structure of the camp environment facilitate the development of positive relationships between the youth and pro-social, military and civilian role models who serve as the team leaders. The team leader/role-models are deliberately chosen for their ability to form positive relationships with youth, and will most often be volunteers for adult mentors for Phase II.

1.1.3.6. **All candidates for Phase II adult mentors must be introduced to the kids during the Leadership Camp.** These youth-role model relationships become the basis for the delivery of a carefully constructed Life Skills training program designed to develop each youth's leadership potential and enhance their ability to perceive and shape their future. An exception to policy can be made by the Local Program Coordinator to introduce mentors during phase II activities if the mentor cannot attend Phase I activities and the mentor possesses specific qualifications and/or experience and can make a unique contribution to the overall completion of Phase II topic or activity. For example: A Sailor/Marine that is deployed during Phase I, or who is a specialist in a certain area that cannot be presented by other DEFY mentors.

1.1.4. The Leadership Camp Training program has four components:

- Classroom Instruction
- Physical Fitness Activities
- The President's Fitness Challenge
- Educational Trips

1.1.5. The Leadership Camp Training Program covers the following topics:

- Substance Abuse Prevention
- Physical Fitness
- The President's Fitness Challenge
- Self-confidence
- Goal Setting
- Physical Challenge
- Social Skills

1.1.6. **Classroom Instruction:**

1.1.6.1. Classroom instruction is based on the Phase I Youth Curriculum and is designed so that youth are actively engaged in learning. Classroom instruction is intended to be enjoyable while focused on skill building. Skills are introduced to and practiced by the youth so that they will be more likely to incorporate these abilities into their everyday lifestyles. There is a minimum of 18 hours of classroom instruction in the Phase I Youth Curriculum covering the six topics listed above.

1.1.6.2. Each topic is presented through a combination of activities, interactive video, guided discussion, and/or roleplay. A summary of the Phase I Youth Curriculum, including an overview, topic titles, unit titles, duration, purpose, and objectives, is shown in the Staff/Mentor Handbook.

1.1.6.3. The DEFY residential and non-residential programs will use the same curriculum. Most curriculum units are designed to be 30 to 45-minute increments. However, delivery times will vary based upon the skill and experience of the presenter, classroom conditions, and group dynamics. Careful preparation will be necessary to stay on schedule.

1.1.7. **Physical Fitness Activities:** Physical fitness activities serve many functions and are an integral part of the camp experience. They provide an opportunity for youth to develop new skills and uncover hidden talents. They teach cooperation, facilitate team building, enhance feelings of self-worth and competence and are a constructive outlet to reduce stress and tension and burn off the excess energy that 9-12 year-old youth are sure to accumulate. The Phase I Youth Curriculum devotes 7 hours to Physical Fitness Activities. The activities vary and may require equipment such as climbing ropes, tumbling mats, etc. Physical activities should be adapted to accommodate the weather and the resources available at the site.

1.1.8. **Physical Challenge:** Physical Challenge consists of activities that challenge the youth to utilize and improve their physical ability and team building. This activity may be new for the youth and may require the development of new skills. The Physical Challenge activity will vary by site depending on the available program resources. Examples include swimming, rappelling, trust falls, ROPES courses, or any other confidence building activity. When structured correctly, Physical Challenge can be a tremendous boost to a youth's self confidence when he/she achieves success in a physically and mentally challenging activity. It is essential that the activity be achievable by all youth in the program. The Phase I Youth Curriculum devotes 5 hours to Physical Challenge activities. This time allotment may need to be modified depending on the number and

experience of the youth, the preparation time required and the nature and complexity of the physical challenge.

- 1.1.9. **Educational Trips:** Educational trips such as visits to museums, special exhibits and events are planned for each Leadership Camp to reinforce the overall DEFY objectives or to present a specific lesson within the curriculum. For example, a trip to a ship, police department, or U.S. Attorney’s Office can be used to reiterate the themes of responsibility towards others and the importance of public service. Each camp should determine the appropriate educational trip based upon time and resources. .
- 1.1.10. **Model Schedules:** The non-residential schedule includes 56 programmed hours of activities based on a 0900 to 1600 daytime schedule over an 8-day period. The residential schedule includes 63 programmed hours over a 5-day period. A model schedule is located in the Staff/Mentor Handbook. Model schedules are provided as a sample and guide. Each camp should develop its own schedule based upon its unique circumstances.
- 1.1.11. **Program Adaptations:** The Local Program Coordinator should adapt the Phase I program, after carefully considering the resources available at the site, for locally desired events and classes. However, standardization of the program design is important to the evaluation, refinement, and dissemination of the program. It is required that the mandatory core components of the Phase I Youth Curriculum be implemented to the minimum specified standards. Non-mandatory curriculum units are optional. Time allotments for other program components, including educational trips, physical challenge activities, meals, and other breaks, and commencement ceremonies (the only graduation ceremony is for the end of Phase II) may be lengthened or shortened to meet the needs of the individual site. A “completion ceremony” may be appropriate for the end of Phase I.

## 1.2. Phase II School Year Mentoring

### 1.2.1. Overview

- 1.2.1.1. Phase II is a continuation of Phase I; all the same policies that govern Phase I apply.
- 1.2.1.2. Phase II is normally conducted at least once a month, scheduled at the discretion of the LPC.
- 1.2.1.3. Meetings should be regularly scheduled to facilitate attendance by as many youth as possible.
- 1.2.1.4. Phase II should be structured and facilitated in the same way Phase I is executed.

1.2.1.5. The focus of Phase II is mentoring and tutoring

**1.2.2. Phase II Curriculum**

1.2.2.1. The Phase II curriculum is designed to develop specific life skills

1.2.2.2. Topics are designed in 45-1½ hour increments, so breaks should be scheduled throughout.

1.2.2.3. The Training Coordinator is responsible for scheduling curriculum topics, guest speakers, facilitators, and topic presenters in the same manner as Phase I.

**1.2.3. Operations**

1.2.3.1. The Operations Coordinator has the overall responsibility for operations during Phase II, with the same objectives as Phase I.

1.2.3.2. Daily operations should be completed in the same manner Phase I operations were conducted.

1.2.3.3. Since the focus of Phase II is mentoring and tutoring, a minimal amount of educational trips should be scheduled.

## **2.0 LOCAL SPONSOR PROGRAM MANAGEMENT RESPONSIBILITIES**

### **2.1. General**

- 2.1.1. Local sponsors will have primary responsibility for implementing the local DEFY program. This includes staffing, arranging use of facilities, obtaining community resources, and planning local adaptations of the program. The Navy and Air Force Drug Education For Youth (DEFY) Program Offices, and the Office for Community Capacity Development (OCCD) will assist local sponsors by providing guidance, training, and Mentor and participant curriculum materials; staff, participant, and Mentor recruitment materials; uniform items for youth and adults; and funds for local program expenses.
- 2.1.2. The local sponsor has a vital role in assuring the success of a DEFY program. A significant amount of time will be required to plan and implement DEFY. Although resource requirements are modest, deficiencies in staffing, facilities, or supplies will have a major impact. A firm commitment and active support on the part of the local DON command, OCCD, or other local sponsor, is required to ensure that quality personnel fill DEFY positions, that adequate Public Affairs and other necessary support is available, and that priority is given to the program.
- 2.1.3. Navy and Marine Corps DEFY programs are run by local commands using resources and funding provided by the DEFY Program Office. Weed and Seed sites are supported through partnerships approved by the OCCD. Each local sponsor undertaking a DEFY program will be responsible for its operation and success. DEFY is designed for adaptation to local conditions and to take advantage of unique opportunities at a particular site.

### **2.2. Responsibilities**

The local sponsor will be responsible for providing or assembling many of the resources needed to implement a DEFY program. These include:

- 2.2.1. Appointing a Local Program Coordinator with over-all responsibility for the DEFY program
- 2.2.2. Appointing an Operations Coordinator with direct responsibility for management of operational requirements for the entire DEFY Program.
- 2.2.3. Recruiting staff, mentors and other volunteers
- 2.2.4. Providing and coordinating logistics support and facilities required for a successful program, (e.g. lodging, classrooms, transportation, etc.) required for a safe, successful program.

- 2.2.5. Executing DEFY in accordance with a Memorandum of Understanding, the DEFY Program Manager's Guide and the DEFY Youth Curriculum
- 2.2.6. Conducting staff and mentor training
- 2.2.7. Providing the sponsoring agency DEFY Program Office with required reports, if applicable.

### 2.3. **Communication of Responsibilities to Parents and Guardians**

Parents and guardians play important roles in assuring the safety of DEFY youth and will be made aware of the following requirements:

- 2.3.1. The parent or guardian must complete all Participation Packet forms, including the Youth Application, General Consent Form, Youth Health Information/ Certification of Good Health/Permission to Treat Form, and the Custody Permission Form.
- 2.3.2. The parent or guardian must complete the Special Event Permission Slip for special events that will be held as part of Phase II. The parent or guardian must review and sign the Rules of Conduct for Youth Agreement with the youth BEFORE the start date of Phase I.
- 2.3.3. The parent, guardian or designated representative must accompany the youth to pick-up and drop-off sites at the stated hours. Only an adult listed on the Custody Permission Form will be permitted to leave with the youth. Some sites have modified this form to include specific names of persons not authorized to pick up the youth, e.g., ex-spouse. Each child must be escorted by a parent/guardian when being dropped off for DEFY activities. (No curbside drops off allowed.) This form should contain as many names as necessary to ensure a child is always picked up on time.
- 2.3.4. The parent or guardian will notify the DEFY staff, in writing, of requirements for the youth to take medication of any kind. Arrangements will be made to administer the medication under supervision of DEFY staff.

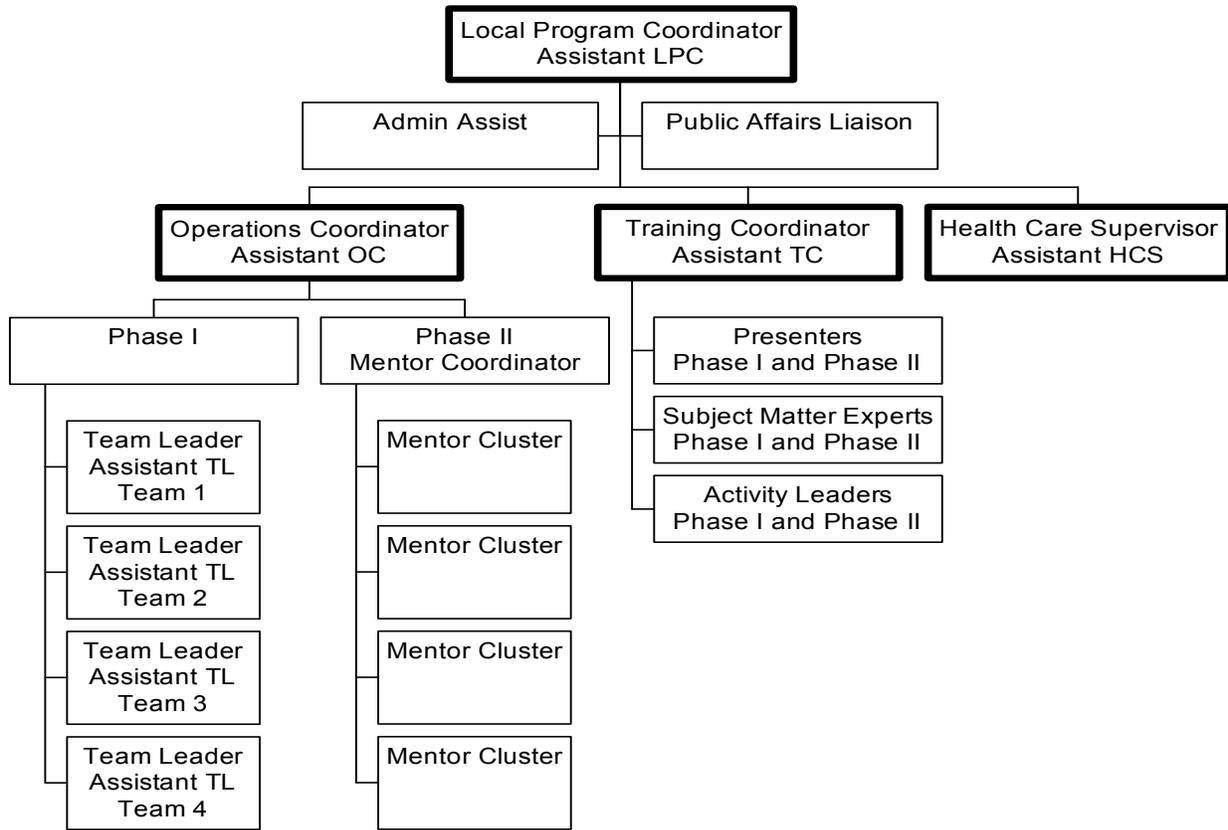
### 2.4. **Mandatory Reporting of Child Abuse**

- 2.4.1. To promote an environment that ensures the health, welfare, and safety of DEFY youth participants, all DEFY staff members, regardless of their position, are designated as mandatory reporters.
- 2.4.2. Mandatory reporters are required to report all suspected, claimed, or observed instances of, or perceived instances of, child abuse and/or neglect to the proper local authorities, regardless of whether they believe the suspected, claimed, or observed abuse and/or neglect actually occurred.

- 2.4.3. The Local Program Coordinator, along with the reporting staff member, shall notify the appropriate law enforcement agency, child protective services agency, or other appropriate agency designated to investigate allegations of child abuse/neglect. Every state has an agency that is mandated by state law to receive and investigate reports of suspected child abuse and neglect.
- 2.4.4. DEFY staff members shall not initiate any kind of investigation nor question any involved parties. Investigation and questioning is the responsibility of the appropriate law enforcement and child protective services agencies.
- 2.4.5. For allegations made against DEFY staff, remove the alleged perpetrator from contact with the children immediately. Keep them away from children until law enforcement authorities have cleared the individual of any possible wrongdoing.
- 2.4.6. The LPC or Operations Coordinator will comply with local laws and policies.
- 2.4.7. The Local Program Coordinator will notify the appropriate sponsoring agency DEFY Program Office of the situation as soon as possible.

### 3.0 PROGRAM STAFF REQUIREMENTS

#### 3.1 Suggested Organizational Structure for Phase I and II



#### 3.2 General Staff Requirements

- 3.2.1 The success of the local DEFY program will depend on its staffing. Two factors critical to success are choosing the right staff and providing adequate time for training, preparation and thorough execution of the DEFY program.
- 3.2.2 Phase I residential camps will require a second shift to provide adequate supervision to maintain minimum staff to youth ratios between the hours of 1800-0600. During these hours a two-person roving watch shall also be implemented at each camp area or floor of buildings. Some camps choose to use resource specialists to present specific DEFY lessons. A JSM may not act as half of the two-person roving watch.
- 3.2.3 Where possible, the DEFY staff should be comprised of an equal number of males and females and reflect the ethnic backgrounds of the youth participants. The DEFY program is presented in English. However, some DEFY participants and their parents or guardians may

not be fluent in English; therefore, a bilingual staff capability may be necessary to facilitate communication between DEFY staff and parents or guardians of participants.

- 3.2.4 All staff having direct contact with youth must have a criminal history background check prior to participating in the program.
- 3.2.5 Phase I staff, including the Operations Coordinator, the Training Coordinator, and the Team Leaders must be available for staff training prior to Phase I Leadership Camp and then full-time throughout the entire Camp.
- 3.2.6 Programs may adapt personnel positions to meet individual requirements. For best results, programs should not change personnel between Phase I and Phase II. The roles and responsibilities for most positions will carry over between phases.
- 3.2.7 Applicants are to provide documentation of applicable qualifications and/or certifications (EMT, nurse, physician, paramedic, driver, food service, etc.) as part of the application.
- 3.2.8 Safety is the primary concern of the staff throughout all phases of DEFY. Adequate safety measures must be employed during every camp activity. All staff must be familiar with the Emergency Action Plan. Additional safety guidelines include the following:
- 3.2.9 All Staff and mentors must be volunteers. Adults “required” to participate will not be able to foster the right relationship with DEFY youth and could undermine the success of the program.
- 3.2.10 Physical Requirements. Phase I Leadership Camp usually consists of several full days of physical activity under summer conditions. All Phase I candidates should be physically fit and capable of participating in the physical fitness regimen. Phase II staff and Mentors should be able to fulfill any physical requirements of scheduled activities and be able to model the merits of physical fitness to the youth.
- 3.2.11 Availability. All candidates should be available to participate in the full DEFY program. Candidates must be made aware of the time commitments required for participating in DEFY to make an informed decision.
  - 3.2.11.1 Phase I requires staff/mentor training, parent/guardian orientation, 5 days and over-nights for a residential camp or 8 full days for a non-residential camp, nightly staff debriefings, and a wrap-up debriefing at the end of camp.

3.2.11.2 Phase II generally requires at least 4 hours of monthly activities over a 10 month period from September-June, Weekly phone contact with the youth(s), a wrap-up debriefing session.

3.2.12 Personal Characteristics. All candidates should enjoy working with 9-12 year old youth and be capable of developing caring, positive relationships with them. Dealing with youth can be a challenging, exhausting, and sometimes frustrating experience, especially in a summer camp environment. Selected staff and Mentors should be energetic, enthusiastic, and flexible.

3.2.13 Phase I residential staff should be made aware beforehand of expectations related to sleeping, rooming, showering, eating, etc. and agree to accept the camp conditions.

3.2.14 Role-Model Characteristics. All staff and Mentors should embrace and support DEFY's primary mission *to develop character, leadership and confidence in youth that they will engage in healthy drug-free lifestyles*. Candidates should be willing to teach by their example and be honest, reliable, and display good judgment. They should maintain a positive outlook, demonstrate a cooperative spirit, be respectful of others, adult and youth, exercise good manners, and display a willingness to work hard. Candidates should also recognize that as a drug-abuse prevention program, all tobacco and alcohol use will not be acceptable during the DEFY camp and around the youth. LPCs may choose to establish a smoking area for staff out of the youth participants' sight.

### 3.3 Screening and Selection of Staff

3.3.1 It is required that staff selection be application based. All staff candidates are required to complete the **Staff/Mentor Application**). The LPC should organize an interview panel (consisting of senior/key DEFY staff or sponsoring agency personnel) to interview all qualified staff and check the references provided on their application to identify the most qualified candidates for each position. In making staff selections, the LPC should ensure that the final staff selections are representative of the cultural and gender diversity of the DEFY youth. It may also be necessary to ensure an adequate bilingual capability among staff to assist with translations and to facilitate communication between the staff, Mentors and the youth and their families.

3.3.2 Once final staff selections are determined, the LPC should promptly notify all candidates, those selected as well as those not selected, to inform them of their status. Written documentation of appointment is suggested to prevent confusion over staff roles, responsibilities, and assignments.

3.3.3 **Note: All DoD personnel require Command endorsement.** Each potential DoD DEFY staff and mentor must be screened and approved by his or her Commanding Officer, if applicable. Once the staff has been screened and approved, the Commanding Officer will notify the DEFY LPC. A completed special request chit (or equivalent) must be submitted with the Staff/Mentor Application.

3.4 **General Selection Criteria (Except as otherwise noted):**

3.4.1 Be at least 21 years of age (18 years of age for active duty military).

3.4.2 Appointment by commanding officer, installation commander, or local program sponsor.

3.4.3 Successful, positive completion of criminal history background check checks, (NCIS, NCIC, or National Agency Check; local records check, etc.)

3.4.4 Attend required staff training

3.4.5 Comply with all Program Management Guide and safety requirements to ensure the safety of DEFY youth and staff.

3.5 **Local Program Coordinator (LPC)**

3.5.1 The success of DEFY largely depends on the effectiveness and creativity of the LPC and his/her planning team. The LPC is responsible for ensuring that all activities are planned prior to the execution of Phase I and Phase II. All LPCs, new and experienced, are required to attend the annual DEFY training conference to gain basic and advanced training in the operation and administration of a DEFY program. It is also valuable if the LPC has prior DEFY experience as a Team leader or another staff position.

3.5.2 The LPC should be identified well in advance of the Phase I camp as his/her extensive planning and coordination responsibilities can begin as much as eight months prior to commencement of camp. These responsibilities increase as the camp approaches and may require a half-time commitment in the three-month period leading up to the camp, depending on the LPC's experience and the complexity of the camp. The LPC's responsibility becomes full time from the commencement of the staff training to the completion of Phase I.

3.5.3 This position also manages activities throughout Phase II. The success of the DEFY Phase II program depends on the continuity of this position. After Phase I, this assignment will continue on a part-time basis through the completion of Phase II. Many of the LPC's

management and administrative responsibilities are the same as those specified for Phase I.

3.5.4 Due to the extent of the responsibilities assigned to this position a one-year commitment is required. .

3.5.5 **Roles and responsibilities**

3.5.5.1 Ensure the integrity of the DEFY program with this PMG and the DEFY curriculum.

3.5.5.2 Recruit and select staff.

3.5.5.3 Supervise the Operations Coordinator, Training Coordinator and Public Affairs Liaison.

3.5.5.4 Ensure that all staff are trained to fulfill their responsibilities and in the requirements for youth protection and mandatory reporting requirements.

3.5.5.5 Establish and maintain support and linkages with community organizations to recruit youth and mentors, as well as other resources (e.g., educational opportunities or other special events) that will enhance DEFY.

3.5.5.6 Maintain a comprehensive inventory of all DEFY program information, materials and equipment.

3.5.5.7 Stay current on and administer local or national policy and guidelines for the mandatory reporting of suspected child abuse and the Federal Child Protection Act.

3.5.5.8 Act as liaison with the sponsoring agency DEFY Program or local sponsor.

3.5.5.9 Coordinate public affairs activities with the Public Affairs Liaison.

3.5.5.10 Ensure that the appropriate Public Affairs Officer/Director from the sponsoring agency DEFY Program Office is included in all public relations planning and is promptly notified of all accidents, incidents or emergency situations involving DEFY.

3.5.5.11 Procure transportation, meals/snacks, instructional material and equipment for Phase I.

- 3.5.5.12 Identify and arrange for classroom space and required facilities.
- 3.5.5.13 Oversee arrangements for educational trips, physical challenge activities, graduation ceremonies, and special events.
- 3.5.5.14 Ensure that requisite medical/dental services are available.
- 3.5.5.15 Establish an agreement with health services to provide emergency health care for youth and staff.
- 3.5.5.16 Recruit youth and ensure that all requisite forms, permission slips, and youth records are maintained in compliance with program policies.
- 3.5.5.17 Prepare and administer budgets and comply with all fiscal procedures.
- 3.5.5.18 Plan and supervise parent orientation meeting(s) and ensure that parents receive complete and accurate information about the DEFY program and complete all necessary admission forms and permission slips.
- 3.5.5.19 Prepare an emergency action plan specific to site location.
- 3.5.5.20 Ensure that all program-reporting requirements are fulfilled accurately and completely.
- 3.5.5.21 Ensure compliance of all staff with the efficient execution of the DEFY Performance Measurement Plan.
- 3.5.5.22 Recommend or provide awards and recognition for staff, youth and community contributors.
- 3.5.5.23 Prepare and submit the Phase I final report and expenditure report to the appropriate DEFY Program Office no later than 30 days after the completion of Phase I.
- 3.5.5.24 Supervise Workshops/Special Events Coordinator, Mentor Coordinator, staff training and Public Affairs Liaison.
- 3.5.5.25 Approve the final selection of all mentors.
- 3.5.5.26 Submit Phase II Situation Reports to the appropriate DEFY Program Office.

3.5.5.27 Submit Phase II final report and critique to the DEFY Program Office.

### 3.5.6 **Specific Selection Criteria**

3.5.6.1 Ability to organize, manage, and execute multiple, complex activities concurrently.

3.5.6.2 Possesses exceptional planning skills.

3.5.6.3 Ability to communicate effectively to staff and youth.

3.5.6.4 Ability to communicate, update, and solicit support from the chain of command (military).

## 3.6 **Operations Coordinator**

3.6.1 The Operations Coordinator is responsible for managing all operational and logistical requirements for the entire DEFY Program. The Operations Coordinator assumes responsibility for the youth when they arrive at the camp during Phase I and works to ensure the safe, efficient, and smooth operation of the camp. The Operations Coordinator should possess a working knowledge of the Phase I operational site. The Operations Coordinator must be available on a full time basis during the entire camp. Waivers to this requirement cannot be approved. This position may be filled by the LPC or other planning team member familiar with the responsibilities of the Camp. The Operations Coordinator assumes the same responsibilities during Phase II.

### 3.6.2 **Roles and responsibilities**

3.6.2.1 Coordinate all facility, logistic, and support requirements for Phase I on a daily basis; Participate in staff training and assist the LPC as required.

3.6.2.2 Supervise the Team Leaders/Assistant Team Leaders.

3.6.2.3 Based on the recommendations of the Team Leaders, Assistant Team Leaders and other staff, provide counseling to staff or youth, when appropriate.

3.6.2.4 Ensure that the transportation contractor adheres to the agreed upon schedule, that order is maintained during transportation and that all youth depart and arrive safely from planned destinations.

3.6.2.5 Direct the emergency action plan, if put into effect.

- 3.6.2.6 Communicate problems and concerns to the LPC.
- 3.6.2.7 Generate all required Phase I reports.
- 3.6.2.8 Comply with all requirements of the DEFY Performance Measurement Plan to ensure the timely, efficient collection of evaluation data.
- 3.6.2.9 Conduct the daily operations critique.
- 3.6.2.10 Identify, screen, coordinate, and manage educational trips and events that are appropriate for youth between the ages of 9 and 12.

### 3.6.3 **Specific Selection Criteria**

- 3.6.3.1 Strong organizational skills
- 3.6.3.2 Ability to manage multiple, complex tasks concurrently
- 3.6.3.3 Knowledge of host camp site operations and personnel to plan and execute the DEFY program
- 3.6.3.4 Knowledge of DEFY program requirements to monitor staff and youth for adherence and compliance.

## 3.7 **Training Coordinator**

3.7.1 The Training Coordinator ensures that the DEFY curriculum is implemented effectively and accurately throughout the entire program. The Training Coordinator should possess a working knowledge of the DEFY curriculum and should attend the annual DEFY Training Conference. The Training Coordinator must be available for the entire staff training and on a full time basis throughout the entire Phase I camp.

### 3.7.2 **Roles and Responsibilities**

- 3.7.2.1 Develop and coordinate required staff training prior to Phase I.
- 3.7.2.2 Supervise the successful delivery of the DEFY curriculum.
- 3.7.2.3 Identify, screen, coordinate, manage, and coordinate outside subject matter experts experienced in providing youth-oriented presentations.

- 3.7.2.4 Ensure that all Team Leaders and Assistant Team leaders are adequately trained to deliver the DEFY curriculum.
- 3.7.2.5 Provide technical assistance and resource support to the Team Leaders/Assistant Team Leaders to ensure the successful delivery of the DEFY curriculum.
- 3.7.2.6 Ensure that alternate presenters are identified and prepared to deliver topics in case schedule presenters are not available
- 3.7.2.7 Communicate problems and concerns regarding training to the LPC.
- 3.7.2.8 Deliver selected units of the Phase I curriculum.
- 3.7.2.9 Comply with all requirements of the DEFY Performance Measurement Plan to ensure the timely, efficient collection of evaluation data. (Youth, Staff, and Parent surveys)
- 3.7.2.10 Send letters of appreciation to speakers and/or hosting organizations for their participation in workshops and special events.
- 3.7.2.11 Prepare and distribute educational materials to youth.
- 3.7.2.12 Must be available for a one-year commitment beginning prior to the commencement of Phase I.

### **3.7.3 Specific Selection Criteria**

- 3.7.3.1 Experience or qualification in instructional methods, curriculum development.
- 3.7.3.2 Ability to adapt instructional method and organizational skills to 9-12 year old youth.
- 3.7.3.3 Ability to provide leadership, direction, and support to team leaders to effectively deliver lessons and activities for 9-12 year old youth.
- 3.7.3.4 Ability to apply problem-solving skills, logistics management, and crisis management skills to the DEFY program, staff, and youth.

### 3.8 **Health Care Supervisor**

3.8.1 In order to provide the best care for the youth, each DEFY Program must designate a Health Care Supervisor (HCS). The HCS will be the program's point of contact for all health & safety issues.

3.8.2 Each LPC must determine the local or state requirements for the administration of medication and treatment for minor injuries & illnesses.

#### 3.8.3 **Roles and Responsibilities**

3.8.3.1 Develop Medical/Dental Plan and emergency action plan for:

3.8.3.1.1 Camp/program location

3.8.3.1.2 Transportation to & from off-site facilities & activities

3.8.3.1.3 Off-site facilities & activities

3.8.3.1.4 Emergency injury & illness

3.8.3.2 Coordinate and establish agreements with local emergency departments, hospitals, clinics, etc. to ensure that facility health care providers are given proper notification of the DEFY Program and to ensure smooth delivery of medical care.

3.8.3.3 Ensure proper safeguard of medication.

3.8.3.4 Utilize accepted practice to ensure proper administration of medication.

3.8.3.5 Provide prevention treatment as necessary to include the application of sun block and insect repellent.

3.8.3.6 Provide treatment of minor injury and illness for staff and youth to include minor first aid for injuries and the treatment of minor medical complaints, such as upset stomach, bug bites, poison oak/ivy, etc.

3.8.3.7 Recognize when more definitive medical treatment is required.

3.8.3.8 Function as point of contact between the local DEFY Program and parents

- 3.8.3.9 Review Youth Health Information, Certification of Good Health, Permission to Treat Form for completeness and accuracy.
- 3.8.3.10 Review and discuss any significant medical issues.
- 3.8.3.11 Review physical and classroom requirements with parents.
- 3.8.3.12 Advise the parents that an accurate and complete medical history is required to ensure the health, safety, and welfare of their child and that any medical condition will not necessarily exclude their child from participation.
- 3.8.3.13 Ensure the parent has completed over-the-counter (OTC) medication section, noting any allergies to any of the OTC medications listed.
- 3.8.3.14 Notify parents of any unexpected reaction to medication administered.
- 3.8.3.15 Notify parents of any emergency treatment required.
- 3.8.3.16 Review the following with the parent at the conclusion of the program
  - 3.8.3.16.1 DEFY Medication Record
  - 3.8.3.16.2 Emergency medical treatment
  - 3.8.3.16.3 Treatment of any minor injuries and/or illnesses
  - 3.8.3.16.4 Applicable Incident/Injury Reports
- 3.8.3.17 Provide parent the originals of any treatment records, forms, or documentation provided by emergency department staff.
- 3.8.3.18 Maintain copies of any treatment records, forms, or documentation provided by emergency department staff.
- 3.8.3.19 Maintain log of all treatment, medication administration, and any other medical issues (including missed doses and reason for missed doses, sleep walking, nightmares, sleep problems, etc.) that require staff or HCS intervention.
- 3.8.3.20 Provide guidance for handling and storage of food items.

- 3.8.3.21 Review program schedule and activities to ensure compliance with applicable health and safety requirements (DEFY, state, and local).
- 3.8.3.22 Notify staff of the special needs of enrolled youth.
- 3.8.3.23 Ensure proper and appropriate first aid equipment is available at all times. Consider:
  - 3.8.3.23.1 Location
  - 3.8.3.23.2 Duration
  - 3.8.3.23.3 Indigenous plant & animal life
  - 3.8.3.23.4 Location of nearest MTF
  - 3.8.3.23.5 Activities planned

#### 3.8.4 **Specific Selection Criteria**

- 3.8.4.1 Preferred Qualification:
  - Physician
  - Registered Nurse
  - Physician’s Assistant
- 3.8.4.2 Allowable Qualification (with documentation):
  - 3.8.4.2.1 Military health care providers qualified to administer medication (military programs)
  - 3.8.4.2.2 Emergency Medical Technician or Paramedic (for programs without youth requiring medication administration during program period)

### 3.9 **Public Affairs Liaison**

- 3.9.1 The DEFY public affairs duties will normally be assigned as an additional duty to a DEFY staff member. However, local public affairs offices shall be involved in planning for DEFY when they exist. These offices are an indispensable tool for the LPC, offering media and community relations expertise and personnel which can relieve much of the day-to-day public affairs workload and ensure your program's message is effectively communicated to the media and community. These offices will also assume the public affairs authority should any accident, incident, or emergency occur in the DEFY program, and it is

the responsibility of the LPC to ensure that they be included in planning from the outset.

- 3.9.2 The DEFY Public Affairs Liaison will work closely with the local public affairs resources to publicize the positive messages of DEFY in a timely and appropriate manner. The Public Affairs Liaison should have a working knowledge of the sponsoring agency public affairs policies and priorities as well as familiarity with local public affairs resources. The Public Affairs Liaison will provide part-time services beginning two months prior to Phase I, and will be available either on a full-time or on-call basis during the summer camp. These resources are an indispensable tool for the LPC, offering media and community relations expertise and people who can relieve much of the day-to-day public affairs responsibilities and ensure that DEFY's message is effectively communicated to the media and community.

### 3.9.3 **Roles and Responsibilities**

- 3.9.3.1 Develop and coordinate the local DEFY public affairs plan.
- 3.9.3.2 Serve as the media point of contact and escort.
- 3.9.3.3 Provide media solicitation.
- 3.9.3.4 Write press releases.
- 3.9.3.5 Determine who should give interviews about DEFY to media representatives.
- 3.9.3.6 Coordinate staff and youth interviews.
- 3.9.3.7 Support public affairs requirements of DEFY orientation and graduation, as required by the LPC.
- 3.9.3.8 Document media queries, responses, and media coverage.
- 3.9.3.9 Coordinate still or motion media documentation.
- 3.9.3.10 Distribute marketing material for recruitment purposes.
- 3.9.3.11 Seek and make recommendations to maximize the public affairs resources, and opportunities for use of the Marine Corps and Naval Reserve public affairs specialist to augment the effort.
- 3.9.3.12 Conduct a media procedures briefing for DEFY staff (e.g. media must be escorted at all times, etc.).

- 3.9.3.13 Brief DEFY staff and youth on media “do's and don'ts (e.g. do be polite, don't speak to the media without knowledge of the Team Leader, etc.).
- 3.9.3.14 Communicate problems and concerns to the LPC via the Operations Coordinator.
- 3.9.3.15 Coordinate public affairs incentives for DEFY staff or youth which the LPC may require, including videos and yearbooks.
- 3.9.3.16 Market DEFY for program expansion and community support.
- 3.9.3.17 Provide DEFY Program Office with videotapes of media coverage, copies of printed articles, and selected photographs and negatives.
- 3.9.3.18 The Public Affairs Liaison will provide services on an as-needed basis through the completion of Phase II. The roles and responsibilities of the Public Affairs Liaison for Phase II are the same as those for Phase I, described previously in this Section.

#### 3.9.4 **Specific Selection Criteria**

- 3.9.4.1 Ability to be assertive and display initiative.
- 3.9.4.2 Previous media experience, or ability to coordinate media coverage of the DEFY program.
- 3.9.4.3 Comfortable with public speaking and writing.
- 3.9.4.4 Possesses adequate computer skills to provide press releases, articles, etc.

#### 3.10 **Team Leaders/Assistant Team Leaders**

- 3.10.1 Team Leaders and Assistant Team Leaders are the backbone of Phase I, as they will be in direct contact with youth throughout the Leadership Camp. They will teach the DEFY Youth curriculum and lead almost all of the Phase I activities. They are the role models whose attitudes, values, and actions will most influence those of the youth. The confidence and trust they establish will serve as the building blocks for the mentor-youth relationships in Phase II. Team Leaders and Assistant Team Leaders should enjoy working with and have good rapport with youth; be willing and able to form caring relationships while providing youth with guidance and instruction; be willing to work long hours

under stressful conditions; and have an interest and ability to teach the lessons and lead the physical education and physical challenge activities in the Phase I Youth curriculum.

3.10.2 Each Team Leader will head a team of no more than ten youth. The Assistant Team Leader will assist the Team Leader in his/her duties and will also teach the DEFY Phase I curriculum. Their roles may be interchangeable; however, ultimate responsibility for the safety of the youth remains with the Team Leader. Team Leaders and Assistant Team Leaders will participate in a local staff training prior to the beginning of Phase I implementation and will be available during the entire 8-day non-residential camp or 5-day residential camp.

3.10.3 Residential programs will require additional Team Leaders to provide supervision from approximately 1800-2115, through 0600-0700. It is suggested that the night watch be covered by a male and a female who will stand watch in shifts. At least two alternate Team Leaders should also be identified as back-ups in the event a Team Leader is unable to provide services due to illness, an emergency, or other unforeseen circumstances. These individuals will fulfill the same training requirements and be available to provide services during Phase I implementation.

3.10.4 **Roles and responsibilities**

3.10.4.1 Provide appropriate caring support, encouragement and positive discipline when necessary to the youth.

3.10.4.2 Be accountable for the safety and location of each youth at all times when the youth is in your charge.

3.10.4.3 Facilitate the movement of the youth from site to site.

3.10.4.4 Facilitate activities and exercises in which youth participate.

3.10.4.5 Prepare and deliver each assigned unit of the DEFY curriculum as intended.

3.10.4.6 Request technical assistance about the DEFY curriculum from the Training/Operations Officer, as necessary.

3.10.4.7 Provide feedback and suggestions on the DEFY curriculum.

3.10.4.8 Attend the Daily Operations Critique at the conclusion of each day.

- 3.10.4.9 Participate in the Lessons Learned Critique following the end of Phase I.
- 3.10.4.10 Serve as the first point of contact for any youth team member who is experiencing a problem.
- 3.10.4.11 Communicate any irresolvable problems concerning a team member to the Operations Coordinator.
- 3.10.4.12 Document and provide recommendations on youth to the youth mentors.

### 3.10.5 **Specific Selection Criteria**

- 3.10.5.1 Possesses supervisory skills to direct youth in activities and emergency situations.
- 3.10.5.2 Ability to direct, encourage, and use appropriate positive discipline methods with youth.
- 3.10.5.3 Ability to be an enthusiastic and energetic leader.
- 3.10.5.4 Previous experience working with 9-12 year old youth.
- 3.10.5.5 Possesses good interpersonal and communication skills
- 3.10.5.6 Ability to deliver DEFY curriculum.

## 3.11 **Administrative Assistant**

3.11.1 There are many administrative tasks that are necessary for the successful execution of Phase I. The administrative assistant should have good organizational, clerical and administrative skills. The right person in this position will relieve the LPC of numerous time-consuming tasks and ensure that administrative responsibilities are met.

### 3.11.2 **Roles and Responsibilities**

- 3.11.2.1 Prepare and maintain youth information files containing parent contact information, medication requirements, medical emergency information, pick-up/drop off instructions, etc.
- 3.11.2.2 Assemble youth and Team Leader binders.
- 3.11.2.3 Maintain inventory of DEFY supplies.
- 3.11.2.4 Perform daily clerical and administrative tasks as required.

- 3.11.2.5 Prepare and print daily schedules and charts and make modifications as needed.
- 3.11.2.6 Answer phones, route calls, take and deliver messages.
- 3.11.2.7 Prepare and maintain staff information folders.
- 3.11.2.8 Communicate problems and concerns to the LPC.
- 3.11.2.9 Prepare graduation certificates and thank-you letters.
- 3.11.2.10 Assist in the collection of data for the Performance Measurement Plan.

### 3.11.3 **Specific Selection Criteria**

- 3.11.3.1 Experience with clerical and administrative functions.
- 3.11.3.2 Demonstrated organizational skills.

## 3.12 **Mentor Coordinator**

The Mentor Coordinator will be responsible to plan, coordinate, and oversee the activities of the mentors. This is a critical position as the Mentor Coordinator creates the structure for Phase II and sets the tone for mentor-youth relationships. This position requires good organizational and communication skills, knowledge of and linkages to community organizations, conflict resolution, and problem solving skills. While the Mentor Coordinator's role officially begins with Phase II of the program, it is important for this individual to start laying the groundwork during Phase I by beginning to plan activities for Mentors and maintaining contact with parents. The workload will be heavy during the recruitment, screening, selection, and pairing process. Once this is completed it should require a part-time commitment.

### 3.12.1 **Roles and responsibilities**

- 3.12.1.1 Assist the LPC in recruitment efforts; screen all prospective Mentors including an interview and a thorough criminal history background check.
- 3.12.1.2 Make mentor selection recommendations to the LPC.
- 3.12.1.3 Match mentors into Mentor Clusters and subsequently, match Mentors to youths.
- 3.12.1.4 Coordinate and monitor mentor-youth activities.

- 3.12.1.5 Facilitate mentor-youth communication.
- 3.12.1.6 Communicate problems and concerns to the LPC.
- 3.12.1.7 Provide on-going technical and emotional support to the Mentor Clusters and individual Mentors.
- 3.12.1.8 Recommend Mentors for awards or recognition to the LPC.
- 3.12.1.9 Must be available for a one-year commitment beginning prior to the commencement of Phase I.

### 3.12.2 **Specific Selection Criteria**

- 3.12.2.1 Ability to develop good rapport with mentors, parents, guardians, and youth.
- 3.12.2.2 Ability to provide training, motivation, and support to Mentors.
- 3.12.2.3 Possesses basic understanding of mentoring principles and practice.
- 3.12.2.4 Prior experience as Mentor or Team Leader.

## 3.13 **Mentors**

- 3.13.1 Mentors are the backbone of Phase II, as it is through the time they spend and the relationships they develop with their youths that the DEFY message is delivered. Above all they need to be reliable and willing to make a commitment to the full 10 months of Phase II (at a minimum). They should also enjoy spending time with 9-12 year old children, be capable of forming caring and supportive relationships, and have good listening skills and lots of patience.
- 3.13.2 The mentoring process may begin during Phase I. Many of the staff selected for Phase I are often utilized as Phase II mentors. The longer youth and staff have to develop the mentor/protégé relationship, the stronger and more effective that relationship will be, and consequently, the more effective the results.
- 3.13.3 Mentors will be assigned to Mentor Clusters and subsequently paired with DEFY youth for a 10-month period following the conclusion of Phase I. Mentor Clusters are groups consisting of two or more Mentors and two to five youth.

3.13.4 Mentors shall never be left alone with any single child. Ideally, there should be a one-to-one ratio of mentors to youths. The availability of qualified mentors will determine the final ratio. Mentors will be expected to provide a minimum of 4 hours per month of mentoring via communication with parents/guardians. They will be encouraged to maintain weekly phone contact with their youth between scheduled activities. It is preferable for certification purposes that the majority of Mentors be recruited from the military, local law enforcement or other civil service and community organizations that require regular criminal history background checks on their employees.

3.13.5 **Roles and responsibilities**

3.13.5.1 Establish a stable, caring and supportive relationship with at least one youth.

3.13.5.2 Assist youth in clarifying and achieving the goals they established for themselves during Phase I.

3.13.5.3 Provide academic tutoring in subject areas where the youth needs extra attention.

3.13.5.4 Provide role modeling to demonstrate how values promoted by the Mentor and DEFY can be embodied in real life.

3.13.5.5 Attend the mentor training, and all Workshops and Special events with the youth.

3.13.5.6 Maintain weekly phone contact with the assigned youth between scheduled activities.

3.13.5.7 Participate in the Mentor support network and provide mutual support and encouragement to other mentors.

3.13.5.8 Provide programmatic feedback and bring problems and concerns to the attention of the Mentor Coordinator.

3.13.5.9 Adhere to all DEFY program policies and requirements.

3.13.6 **Specific Selection Criteria**

3.13.6.1 Previous experience working with 9-12 year old youth.

3.13.6.2 Possesses good listening and communications skills.

3.13.6.3 Possesses desire and ability to create caring, trusting relationships with 9-12 year olds.

- 3.13.6.4 Ability to develop good rapport with mentors, parents, guardians, and youth.
- 3.13.6.5 Reliable and willing to invest time and energy in making the relationship with his/her youth work.

### 3.14 **Junior Staff Members (JSMs)**

#### 3.14.1 **Background**

- 3.14.1.1 DEFY is a very manpower-intensive program. Adequate numbers of adult staff members may or may not be available. Using older youth to assist in some of the tasks required of adult staff members is a way to supplement staff and ease the administrative burdens. Junior Staff Members (JSMs) can assist in some of the tasks that take adult staff members away from their primary jobs of mentoring, educating, and monitoring youth.
- 3.14.1.2 Utilizing JSMs has its inherent dangers, however, and the adult staff leadership must be keenly aware of these dangers and take steps to ensure that junior staff members are properly monitored. The purpose of this policy is to provide LPCs with the guidance necessary to properly utilize JSMs while maintaining the integrity of the DEFY program.
- 3.14.1.3 An advantage to utilizing JSMs is that DEFY youth may more readily identify with the JSM due to the closeness in ages. Anecdotal evidence from several sites that have used JSMs seems to indicate that DEFY youth also become better attached to JSMs than the adult staff. While careful monitoring is essential and required to ensuring program safety, adults should not discourage a healthy relationship from developing between the DEFY youth and JSMs.
- 3.14.1.4 Providing a recent DEFY graduate with the opportunity to be a junior staff member can satisfy the outplacement requirement of DEFY. Steps must be taken to ensure that the junior staff member is not utilized solely as a "gofer" or to complete other menial tasks. JSMs must be used during all planning and should be given coordination tasks that match their abilities. During the execution phase of both Phase I and Phase II, JSMs should again be given tasks and responsibilities that meet their capabilities and the needs of the DEFY program.

3.14.1.5 There is no reason to prevent interaction between DEFY youth and the JSM, provided the JSM is closely monitored. For this reason, an adult staff member must be assigned as a monitor/mentor for the JSM. The purpose of this relationship is to ensure that JSMs are never left alone with DEFY youth, provide the JSM with positive feedback and instruction, and to give the JSM the mentoring found in other youth programs. The JSM MUST be assigned to an adult staff member for these purposes.

### 3.14.2 **Specific Selection Criteria**

Youth must:

- 3.14.2.1 Be at least 13 years of age.
- 3.14.2.2 Have graduated from a DEFY program or other youth leadership program, or be involved in a long-term (i.e. multi-year) youth leadership program.
- 3.14.2.3 Satisfy the same interview requirements as adult staff members.
- 3.14.2.4 Meet the same criminal history background check as adult staff members. (Steps must be taken to ensure that JSMs are free from the same traits that exclude adults from being staff members.)
- 3.14.2.5 Have, in the opinion of the LPC and other adult staff members, a maturity level commensurate with the responsibilities inherent with assignment as a JSM.
- 3.14.2.6 Be approved by not only the LPC but other staff members as well.
- 3.14.2.7 Attend the required local staff training
- 3.14.2.8 Provide a completed Youth Health Information Information/ Certification of Good Health/Permission to Treat and General Consent forms (if a minor) signed by the JSM's parent/guardian.

### 3.14.3 **Utilization guidelines**

Although not an all-inclusive list, Junior Staff Members may be utilized for the following:

- 3.14.3.1 All aspects of DEFY planning.
- 3.14.3.2 All aspects of DEFY coordination.
- 3.14.3.3 DEFY Phase I execution requirements
- 3.14.3.4 DEFY Phase II execution requirements
- 3.14.3.5 Providing DEFY training (presentations, activities, etc.)

### 3.14.4 **Prohibited Activities**

Junior Staff members are prohibited from:

- 3.14.4.1 Having direct, one-on-one, unmonitored contact with DEFY youth.
- 3.14.4.2 Having direct, one-on-one, unmonitored contact with DEFY staff.
- 3.14.4.3 Being counted as part of the adult staff member requirements.
- 3.14.4.4 Being counted as part of the DEFY adult staff or youth compliment.
- 3.14.4.5 Counting towards DEFY youth/adult staff ratios.
- 3.14.4.6 Being part of the fire & security watchbill for residential programs.
- 3.14.4.7 Providing or participating in any formal disciplinary action taken against a DEFY youth.

### 3.14.5 **Local Program Coordinator Responsibilities**

- 3.14.5.1 Receive and make initial selection recommendations.
- 3.14.5.2 Forward all nominations/applications to adult staff members for consideration/discussion.
- 3.14.5.3 After selection, ensure that adequate criminal history background check checks are conducted to ensure that nominees are free from the same exclusionary traits that disqualify adults as staff members.
- 3.14.5.4 After final selection and approval, assign the JSM to a competent, knowledgeable adult staff member as mentor.
- 3.14.5.5 Ensure that the adult staff member assigned to the JSM will be present during the entire planning and execution phases for that program year.
- 3.14.5.6 Conduct follow up to ensure compliance.
- 3.14.5.7 In coordination with the adult staff mentor, assigns appropriate tasks to the JSM for completion.

### 3.14.6 **Adult Staff Mentor Responsibilities**

- 3.14.6.1 Discusses and educates the JSM about the planning, execution, and wrap-up required for the DEFY program.
- 3.14.6.2 Guides the JSM in the execution of assigned tasks.
- 3.14.6.3 Monitors the JSM throughout Phase I and Phase II.
- 3.14.6.4 Ensures the JSM is never left alone with DEFY youth.
- 3.14.6.5 Provides encouragement and mentoring to the JSM to ensure development of desirable skills, ideas, and life style choices.

### 3.14.7 **Junior Staff Member Responsibilities**

- 3.14.7.1 Report on time for all assigned activities, events, and tasks.
- 3.14.7.2 Coordinate closely with adult staff mentor to ensure that tasks and assignments are completed correctly and in a timely manner.

- 3.14.7.3 Report any violation of DEFY program, DEFY camp, or other rules and regulations committed by DEFY youth.
- 3.14.7.4 Ensure they are never left alone with DEFY youth.
- 3.14.7.5 Adhere to rules and requirements set forth by local DEFY LPC and adult staff member.
- 3.14.7.6 Bring to the attention of the adult staff mentor and/or the LPC any conflicting assignments or rules given to them.

### 3.15 **Additional Staffing Considerations**

- 3.15.1 Each staff position is a separate assignment. To minimize the number of people a local DEFY sponsor is required to recruit, one individual can fill more than one position. For example, one person could fill the positions of Operations Coordinator and LPC. However, inexperienced LPCs should not underestimate the responsibilities associated with operating a DEFY program. LPCs are advised to seek the advice of experienced LPCs in their region to help them determine the appropriate staffing for their program.
- 3.15.2 In the case where a civilian agency LPC is sharing responsibility with another agency, it may be advisable to have Co-Operations Coordinators, one appointed by the local program sponsor and one appointed by the partnering agency. In this instance an MOU should delineate the responsibilities of each partner.
- 3.15.3 LPCs should be aware of restrictions in personnel policies that may effect staffing assignments. For example: civil service employees below the GS-13 level may have certain administrative leave restrictions when volunteering for DEFY, and personnel policies requiring over-time pay may come into effect. Also, National Guard units cannot place someone on Annual Training status without pay.

## **4.0 OTHER PROGRAM RESOURCE REQUIREMENTS**

### **4.1 Facility and Space**

The DEFY Phase I program requires facilities for educational and physical activities. It is the responsibility of the LPC to identify and make all arrangements for space to match the needs of the Phase I curriculum.

The DEFY Phase II program requires space for monthly training events and special activities. Many of the same factors should be taken into consideration to ensure that the space meets the intended needs. In addition, the LPC should consider the need for mentor-youth clusters to have space appropriate for small group and individual discussions. The following are basic facility and space requirements:

- 4.1.1 A meeting room sufficient to host one or more parent orientation meetings;
- 4.1.2 Billeting/Sleeping and shower facilities sufficient to accommodate DEFY youth and staff (Residential Camps Only);
- 4.1.3 Furnished classroom areas sufficient to accommodate the number and size of youth teams. Classrooms should be large, open areas with tables and comfortable seating for DEFY youth and staff. A combination of one large classroom and several smaller classrooms may be preferable so that teams can be separated and combined as necessary to optimize instruction. Keep in mind that some units in the curriculum may require non-traditional classrooms such as open space for arranging chairs in a circle. It is advisable that the LPC check with the Operations Coordinator to determine requirements before making classroom arrangements.
- 4.1.4 An indoor gym or other room suitable for fitness and sports activities;
- 4.1.5 An outdoor recreational area;
- 4.1.6 An outdoor instructional/rest area (with picnic tables and outdoor grill sites, if possible);
- 4.1.7 Food/Mess services or an alternate arrangement for feeding the youth and adults;
- 4.1.8 Access to health care services e.g. on-site health care facility, or more preferably, doctor, nurse, corpsman, paramedic, EMT, etc. with access to or presence of ambulance as necessary.
- 4.1.9 All locations should have adjacent bathroom facilities and drinking water and should be safely accessible.

- 4.1.10 Additional facilities and support which may be required from the Phase I Leadership Camp site or surrounding community include:
- 4.1.10.1 A swimming pool;
  - 4.1.10.2 A ship, fire station, police operations division or other feature appropriate for a tour by youth;
  - 4.1.10.3 An approved ROPES or other physical challenge course;
  - 4.1.10.4 A commencement ceremony facility sufficient to accommodate DEFY youth, staff and parents;
  - 4.1.10.5 Transportation
  - 4.1.10.6 To the extent possible, the local DEFY sponsor should provide other needed materials and services, such as photocopying, administrative facilities, sports equipment, and outdoor trash containers to aid in the smooth functioning of the program.
- 4.1.11 Safe pick-up/drop-off points where youth will assemble in the morning to be transported to the program site and where they will be delivered at the end of the day. It is recommended that either the LPC or the Training Coordinator tour the site before arrangements are finalized.
- 4.1.12 Additional requirements include heating/air-conditioning, access to male and female restrooms, drinking fountains, and nearby access to telephones in case of emergency. A recommendation would be to vary the settings by holding classes outdoors at places such as picnic areas, parks, tennis courts, etc. in order to reinforce that DEFY is different from school and the program's themes are applicable in various situations.
- 4.1.13 Facilities need to be identified well in advance of program implementation, especially in regard to physical fitness and physical challenge activities as well as housing for residential programs. Ensure that indoor, air-conditioned, back-up facilities are available for physical fitness and physical challenge activities in the event of inclement weather, e.g., excessive heat or rain. The LPC should match equipment and facility requirements for a specific activity to the available resources, but should not limit the activity to the assets available on the host base if there is a more appropriate resource available in the community. Keep in mind that state laws, regulations, and requirements (such as building codes, food service, fire codes, health department codes for pools, etc.) are in effect whenever DEFY youth are taken off the military base. In such instances, it is the LPC's responsibility to ensure that the local DEFY program is in full compliance with all state requirements.

- 4.1.14 Each location should be inspected in advance to ensure it is safe, that it is large enough for its planned use, that there are conveniently located bathrooms and drinking fountains, that a telephone is readily available for emergency use (cellular phones qualify), and that the planned activity will not be disruptive to other events scheduled for adjacent areas or visa versa.
- 4.1.15 When appropriate, the Operations Coordinator should inspect the location or facility shortly before youth are scheduled to arrive to ensure its availability, that everything is in order, and to set up any needed equipment. It is too late at the start of an activity to discover a room is locked, that an athletic field is being mowed, or that a needed projection screen is missing. If possible, a point of contact with the unit responsible for that facility should be identified.

#### 4.1.16 **Additional Residential Issues**

- 4.1.16.1 Space identification must take into account the presence of male and female participants and staff and make appropriate rooming arrangements. Experience has shown that the lack of privacy typical of most residential camps can become an issue with some adult volunteers.
- 4.1.16.2 There must be a minimum of 30” between sides of beds and adequate space to allow free movement.
- 4.1.16.3 There must be adequate space to allow for quick and unobstructed exit during an emergency.
- 4.1.16.4 Sleeping areas must be equipped with smoke detectors and fire alarms (where applicable).
- 4.1.16.5 There must be a minimum of one shower per 15 youth. Male and female, as well as staff and youth, shower and bathing areas must be separate. Shower facilities must have temperature controls to prevent scalding.

## 4.2 **Transportation**

- 4.2.1 The Operations Coordinator must begin the process of securing transportation for the youth at least 6 weeks in advance of Phase I start up. Youth may require transportation to and from the Phase I non-residential site for education trips or as needed in a Phase I residential program. Non-residential programs should identify a central location for parents or guardians to pick up and drop off the youth; this will prove both cost-effective and practical.

The DEFY Phase II program may require transportation for monthly training events and special activities. Many of the same factors should be taken into consideration to ensure the safety and efficiency of all transportation arrangements.

- 4.2.2 If it is not possible or cost-effective to obtain transportation services through the host site, the LPC may need to identify contractors. When using outside vendors, procurement policies, such as the requirement to obtain competitive bids, must be observed. Operations Coordinators must assure that commercial transportation is procured from *reputable* vendors. Transportation can be expensive; school districts, local Boys and Girls Clubs, the state Department of Corrections, etc. may be willing to provide transportation services at no or reduced cost. DoD sites should contact the Morale, Welfare, and Recreation (MWR) office for assistance in locating suitable contractors or obtaining services. Liability is always an issue. Legal counsel should always be consulted if there are any questions about liability.
- 4.2.3 As soon as the DEFY Phase I program schedule has been defined, the Operations Coordinator is required to provide the vendor with a finalized transportation schedule. The schedule must specify all transportation needs for the duration of DEFY Phase I, pick-up and drop-off location(s), times, and the number of youth for each location. For activities requiring transportation, such as educational trips, the LPC should also provide the host site commander with a copy of the schedule.
- 4.2.4 The Operations Coordinator is responsible for ensuring that the contractor adheres to the transportation schedule and that all youth arrive and depart safely from planned destinations. There should be adequate adult supervision on the bus at all times to ensure control and discipline. Under no circumstances should it be the driver's responsibility to maintain order during transportation. Sites are encouraged to use a second chase vehicle for medium and long distance trips for emergencies and unexpected circumstances. **Head counts of the youth are mandatory whenever they are being transported.** It is recommended that head counts be taken upon arrival at the pick-up site, once during the event, and again upon re-boarding the bus. The minimum adult/staff ratio must be maintained during transport in each separate vehicle.
- 4.2.5 Privately owned vehicles shall not be used to transport youth, except for emergency situations.
- 4.2.6 Utilize the Transportation Checklist for each trip away from the primary DEFY site. A copy of the Transportation Checklist, including a phone number where the group can be reached in case of emergency, must be left with a representative of the sponsoring command/agency.

4.2.7 Some considerations for transportation:

- 4.2.7.1 Provide clear written instructions and maps, especially for new drivers.
- 4.2.7.2 Prepare a dispatch form for drivers, riders, and staff.
- 4.2.7.3 Use cellular telephones or two-way radios if available.
- 4.2.7.4 Bring water, especially for long trips.
- 4.2.7.5 Always have first aid kits on every bus.
- 4.2.7.6 Know the liability issues COLD.
- 4.2.7.7 Maintain a record of the driving qualification and driving record for all drivers part of the DEFY staff.
- 4.2.7.8 For commercial drivers, obtain a copy of the driver's qualification and the company's maintenance policy and schedule for the vehicle being used.

4.3 **Food Service**

4.3.1 Meal, snack, and refreshment requirements:

- 4.3.1.1 Non-residential programs should include breakfast, snack, lunch, and afternoon snack.
- 4.3.1.2 Residential programs should add dinner and an evening snack.
- 4.3.1.3 When appropriate, DEFY Phase II workshops and special events also should include at least a snack.

4.3.2 The meals prepared for the youth need to be nutritious and enjoyable. Provide the youth with variety in the choices of foods who already have sufficient access to junk foods of questionable nutritious value. They need to have an expanded view of what foods are good for them. It is counter-productive to emphasize fitness and nutrition in the curriculum and then provide non-nutritious meals and snacks. If possible, arrange for child-size portions, to prevent waste. Programs are encouraged to consult a Registered Dietician (RD) to review menus, snack and beverage selections, and food storage requirements and facilities.

4.3.3 Be prepared for differing dietary needs in consideration of diabetics, vegetarians, or food allergies. Programs should consider consulting a Registered Dietician to review planning menus (particularly for programs

with youth that have specific dietary needs) and to review food storage requirements and facilities.

- 4.3.4 It is the responsibility of the Operational Coordinator to make arrangements in advance to provide and deliver meals to alternate settings (e.g., scheduled picnics, etc.). Sturdy containers should be used to avoid damaging the food. Provisions must be made to keep food fresh and at its proper temperature when delivering the meals to participants or during transportation. When appropriate, arrange for boxed lunches in order to meet time constraints or to add variety. Establish a policy that youth clean up after themselves when the meal is complete.
- 4.3.5 Operations Coordinators should make eating arrangements well in advance. When using military base facilities, be sure to clarify all requirements beforehand, as each base may have its own unique policies and procedures. For example, some bases require daily payment by check, while others accept credit cards and electronic transfers. When using outside vendors, procurement policies must be observed. It is advisable to allow plenty of time to solicit bids.
- 4.3.6 Food service workers (supervisors, cooks, servers, etc.) must have written evidence of training and/or experience in food service management.
- 4.3.7 Food storage facilities must be capable of storing foods between 36-45°F. Frozen food must be kept at or below 32°F.
- 4.3.8 Precautions should be in place (to include additional heat or cold) to ensure foods do not remain in the 45-140°F temperature range during serving.
- 4.3.9 Hand washing is required of food service workers, staff, and youth prior to preparing, handling, serving, or eating food.
- 4.3.10 When arranging food services with outside vendors, utilize only licensed/certified vendors. Request a copy of latest health department certificate, or consult the local health department about the vendor being considered.

#### 4.4 **Equipment**

- 4.4.1 The Training Coordinator should determine and communicate all equipment needs for classroom instruction, physical fitness and physical challenge activities to the Operations Coordinator early in the planning phase. The Training Coordinator should check all AV equipment and videotapes in advance to be sure they are operational. Requirements for equipment and supplies include items such as:

- 4.4.1.1 Classroom/Instructional Materials. Pens, pencils, scissors, tape, glue, paper, markers (variety of at least 6 colors), televisions, VCRs, and audio/visual enhancement equipment.
- 4.4.1.2 Physical Activity/Physical Challenge Equipment. Athletic equipment (balls, bats, bases, gloves, tennis balls, tennis rackets, volleyballs, etc.), camping equipment, pull-up bars, ropes, etc.

The host site may be able to provide much of the needed equipment, and community donors may be able to provide specific equipment and supplies, such as bathing suits, athletic shoes, pencils, etc. The LPC must observe all pertinent polices and regulations regarding the acceptance of gifts and donations. Operations Coordinators are required to keep an inventory of all purchased equipment and supplies.



4.4.2 A safety check of all equipment (including athletic equipment, playground equipment, camping equipment, physical fitness equipment, etc.) shall be conducted prior to the equipment being used by youth.

4.4.3 All equipment shall be age and size appropriate for participating youth.



## 5.0 DEFY PLANNING PHASE

### 5.1 Develop Planning/Execution Time Line

A DEFY program time line is an essential tool to ensure that each of the planning and execution program components meets desired objectives. A suggested **Planning/Execution Time Line** is provided in the Staff/Mentor Handbook. The sample time line assumes that Phase I begins on 5 June 1995 and Phase II begins on 25 September 1995.

### 5.2 Solidify Local Sponsor Support

5.2.1 A successful DEFY program requires broad-based support from both military and non-military sponsors. Active support from a Base Commander, DoJ, or their counterpart in another sponsoring organization will facilitate all areas of program planning and execution including staff and mentor recruitment, procurement of equipment and supplies, arrangements for space, meals and transportation, and public affairs support.

5.2.2 Support from the sponsoring agency leadership is also essential to the success of DEFY. Soon after being appointed, the LPC should arrange a briefing with key leadership personnel. The purpose of the briefing is to have leadership demonstrate its support of DEFY and introduce the LPC. The LPC should then provide an overview of DEFY.

5.2.2.1 Recommended briefing topics include:

5.2.2.1.1 DEFY history, goals, and objectives.

5.2.2.1.2 Information regarding the youth to be recruited.

5.2.2.1.3 The benefits to DEFY youth.

5.2.2.1.4 The benefits to the sponsor.

5.2.2.1.5 The benefits to volunteer staff and mentors.

5.2.2.1.6 The benefits to the community.

5.2.2.1.7 The requirements of the local sponsor(s).

5.2.2.1.8 Relevant policy issues, including release time, travel, legal, and liability.

5.2.2.2 Additional briefings may be required to increase awareness and generate support for DEFY within the sponsoring organization(s).

5.2.3 Additional strategies to build sponsor support include:

5.2.3.1 Get to know the Public Affairs Officer (PAO) and in the case of DoD programs, the Base Ombudsman.

5.2.3.2 Use internal communications systems to publicize DEFY.

5.2.3.3 Keep key people informed who may be able to facilitate planning and secure commitments.

5.2.3.4 Create a bulletin board and post messages, clippings, and pictures about DEFY.

5.2.3.5 Prepare memos and briefing sheets for staff and department head meetings and briefing sessions.

### 5.3 **Recruit Community Support and Participation**

#### 5.3.1 **Background**

Community support is another essential component of a successful DEFY program. The community, after all, is where your DEFY kids live, go to school and play, and it is also where many of your staff and mentor volunteers live and work. The community contains many valuable resources that can make the planning staff's job easier and the overall DEFY program more successful. Community support should be sought early in the planning process and continue as an on-going activity of the LPC.

5.3.2 The key elements of a successfully identifying community support are

5.3.2.1 Identify Key Organizations and Leaders: Every community has a variety of city, county, and not-for profit agencies and organizations that provide services for youth. In addition, there are funding organizations such as United Way, and service and fraternal organization such as Rotary, Elks, etc. that provide financial and other types of support to youth serving agencies. There are also businesses and private corporations that routinely donate their products and in-kind services. Many communities have a volunteer services agency that helps connect volunteers with community service projects. There are also the schools that have a variety of services and resources for children and their families. The LPC should

begin to familiarize him/herself with the various resources available in the DEFY community. Some of the key groups, organizations and individuals common to most communities are:

- City/County Youth Services
- The Drug-Free Schools Coordinator and Family Services Coordinator of the local school district
- The Police Department's DARE, Community-Oriented Policing, or Crime Prevention Coordinator
- United Way
- Big Brothers/Big Sisters
- Boys and Girls Clubs.
- YMCA/YWCA and Community Centers
- Local alcohol and drug abuse prevention programs
- Chambers of Commerce
- Local businesses
- Churches
- Parent-Teacher Associations
- Fire departments
- Service clubs and fraternal organizations.

5.3.2.2 Contact Key Organizations and Leaders: As a new program in the community, DEFY will need to be introduced to those programs, organizations, and individuals that offer services for youth. In addition to familiarizing them with DEFY, the LPC should assure them that DEFY wants to supplement, not replace community programs and that he/she wants to collaborate, not compete with them. Unfortunately the competition for limited funds makes some local programs wary of all new programs. A good place to begin is with the local school district's Drug-Free Schools Coordinator, the Youth Services agency, or the United Way's Youth Programs Coordinator. They should be knowledgeable of the network of community resources and programs and helpful in identifying those that may be beneficial to DEFY. Another way to solicit otherwise reluctant support from other youth programs is to explain the Outplacement component of DEFY and that the youth programs in the community are often the programs DEFY graduates are referred to.

5.3.2.3 Meet With Potential Resources. The next step is to either set up a meeting with each potential resource, host a meeting for all of them at one time, or get invited to a meeting that most of them would be attending. The latter option is usually the easiest and least time consuming. Many community organizations sharing a common interest get together regularly

to collaborate on specific projects. The LPC should ask for time on the agenda to introduce and provide a brief overview of DEFY.

5.3.2.4 Inventory Community Resources: As the LPC becomes familiar with the resources available in his her community he/she should create an on-going inventory of resources and contact people. This list should be added to the key contacts list of people who receive regular updates on DEFY activities, events, press releases and success stories. The LPC should make a special effort to identify community programs and services to which Phase II graduates can be referred for Outplacement.

5.3.2.5 Solicit Community Support: One way to enlist a wide range of support from leaders is to create a Community Advisory/Advocacy Committee for DEFY. The role of this group would be to assist the LPC in gaining community input and support for the DEFY program. The advantage of this approach is that the LPC has an entire committee of key community contacts providing advice, contacts, and support. The disadvantage is the time commitment required to plan, arrange, and host the meetings. A second approach is to use the resource and key contacts inventory on an as-needed basis. The advantage of this approach is that it is less time consuming. The disadvantage is that it doesn't build a community support network for DEFY. Regardless of the approach taken, two keys to successful community support presentations are:

5.3.2.5.1 Brief the benefits. Potential supporters and community organizations need to know exactly how they will benefit from their involvement and how their participation benefits the youth. The LPC should try to present the benefits in a way that is relevant to a particular organization. Community Organizations will also want to know how they will benefit from DEFY.

5.3.2.5.2 Be creative about involvement. The LPC should collaborate closely with a prospective supporter to find options that make sense for that organization. Take the time to find out what the supporter wants to get out of the collaboration. A win/win approach usually gets the best results and keeps the door open for future support.

- 5.3.2.6 Develop Media Contacts. The LPC should seek sponsor public affairs support to develop local media contacts for DEFY. Press releases and positive stories have tremendous influence on community acceptance and support of the DEFY. They also help facilitate youth and Mentor recruitment.
- 5.3.2.7 **The LPC should keep in mind that federal law prohibits military members from soliciting money from private organizations.** In cases where there is a question, the appropriate staff judge advocate office, or the civil section of the U.S. Attorney's office must be consulted.

## 5.4 **Adapting DEFY**

### 5.4.1 **Background**

- 5.4.1.1 Each local host site should adapt the DEFY program to accommodate its specific needs and resources. The LPC is encouraged to plan activities that take advantage of unique features of the host site and vicinity.
- 5.4.1.2 A second, equally important reason to adapt the DEFY program is time. The schedule should allow sufficient time for relationships to develop between the youth and their Team Leaders/Assistant Team Leaders and for lessons and activities to be conducted as designed. DEFY lessons go beyond simple facts. They are designed to engage the youth in discussion and thought, to have them question their attitudes and perceptions and to expose them to the positive values and role modeling of their adult leaders/facilitators. The lessons are also intended to progressively build upon each other. It is therefore important that the schedule allow sufficient time to complete the objectives for each lesson. Camps that schedule too many lessons and activities too close together will shortchange the youth, staff, and DEFY.
- 5.4.1.3 The LPC together with the other members of the planning staff should begin adapting their local DEFY program soon after returning from the Annual DEFY Training Conference. The following process is recommended:

## 5.4.2 Analyze Resources

- 5.4.2.1 Once familiar with the DEFY Phase I and Phase II curricula the planning staff should analyze the available resources and compare them to the program model's requirements. In this process, the availability of resources should be examined, to include:
- 5.4.2.1.1 Physical fitness activity. Space, personnel, and equipment requirements need to be examined to match potential fitness activities to available resources.
  - 5.4.2.1.2 Physical challenge activity. Space, personnel, and equipment requirements need to be examined to match potential physical challenge activities to available resources.
  - 5.4.2.1.3 Educational trips and special events. A careful examination of the host site and the surrounding community should be completed to identify possible educational trips and special events that will be of interest to DEFY youth that also can serve as teaching points to reinforce the DEFY program objectives.
  - 5.4.2.1.4 Workshops. Workshops for Phase II should be chosen after analyzing personnel and equipment requirements for the suggested workshops. LPCs may develop and implement workshops for Phase II which should fulfill the DEFY objectives.

## 5.4.3 Modify Program

- 5.4.3.1 In order to maintain program integrity the DEFY Phase I Youth Curriculum must be conducted in its entirety by every host site.
- 5.4.3.2 Program modifications which compromise the DEFY Mission or weaken a local program's ability to realize the DEFY objectives are not permitted.
- 5.4.3.3 The DEFY mission and objectives shall take precedence over the needs of local DEFY partners and should govern decisions over program modifications based on such needs.

- 5.4.3.4 The areas that may be modified include physical fitness and physical challenge activities, tours and educational trips, and the scheduling of Phase II workshops and special events. The DEFY Program Office must be contacted if there is a question concerning curriculum content.
- 5.4.3.5 Detailed descriptions of optional activities are included in the Staff/Mentor Handbook. Depending upon base assets, the program may also include activities that have not been reflected in the model. The LPC should try to identify community activities that are free or low cost in an effort to promote on-going use of such activities following DEFY.
- 5.4.3.6 Once modifications are completed, a second audit of resource requirements should be conducted to ensure that all necessary resources are available before the program is finalized.

#### 5.4.4 **Develop Schedule**

- 5.4.4.1 Once the modified DEFY program is finalized, the LPC and planning staff should develop the DEFY schedule.
- 5.4.4.2 The schedule for Phase I should include the core content curriculum, physical fitness activities, a physical challenge activity, and one or two educational trips.
- 5.4.4.3 The schedule for Phase II should include one special event and one workshop for each month.
- 5.4.4.4 For each planned activity, an alternate activity should also be planned. The alternate activity can be implemented when weather, an instructor's illness, or other unforeseen circumstances require that the planned activity be canceled.
- 5.4.4.5 Model schedules for Phase I (residential and non-residential) and Phase II are located in the Staff/Mentor Handbook.

#### 5.5 **Prepare Logistics Plan**

Following the adaptation of the Phase I and II curriculum, the LPC should prepare a logistics plan. The logistics plan should identify specific materials, equipment, space, transportation, and personnel needs for each activity to be executed for each day of the Phase I camp and for each workshop and special event for Phase II.

## 5.6 Prepare Youth Recruitment Plan

The American Camping Association published statistics that indicate that most summer programs recruit their youth during the months of February, March, and April. Recruitment plans that begin recruiting youth after this time may result in lower enrollment. It is difficult to compete with programs that parents/guardians have paid fees to for their youth to attend. Programs that recruit through the schools should begin at least 4 weeks before the end of the school year. To recruit the optimal number of DEFY youth, a youth recruitment plan should be developed and implemented early.

### 5.6.1 Criteria for Identifying Youth

#### 5.6.1.1 Background

5.6.1.1.1 DEFY is a youth preemptive prevention program designed to **promote** and **support** healthy lifestyles and to **prevent** involvement with drugs and gangs. The DEFY program serves all youth between the ages of 9-12 (fourth to sixth grades). The lessons and activities are designed to be developmentally appropriate for this age group.

5.6.1.1.2 DEFY is also an effective early intervention for youth in the target age group who are at-risk for future involvement with drugs and gangs.

5.6.1.1.3 Ideally, the participants recruited and selected for each local DEFY program will reflect the diversity of the host community in all ways.

#### 5.6.1.2 High-Risk Youth

Although DEFY is not an intervention program, LPCs should take steps to ensure that their recruitment and selection process is reaching high-risk youth. The following risk factors are widely accepted indicators of future drug and gang involvement:

- Living in a poverty area, or an urban, high density community
- Family problems, i.e. lack of parental support or guidance
- Parent absence due to extended deployment or other reason
- Drug use or gang involvement by older siblings
- School failure, lack of interest and involvement in school
- Drug use and trafficking in area where the youth lives
- Incidence of gang activity in area where the youth lives
- Incidence of crime and violence in area where the youth lives

## 5.6.2 Youth Recruitment Sources

- 5.6.2.1 To begin the recruitment process, the LPC should identify local agencies and organizations that serve youth between the ages 9 - 12. The local elementary schools are a logical source of potential DEFY youth.
- 5.6.2.2 The 3rd-5th grade teachers would be excellent referral resources as they know the children and their families and could recommend youth most likely to benefit from DEFY.
- 5.6.2.3 The Morale, Welfare, and Recreation (MWR) office and Family Support Services are good recruitment sources on most military bases for the same reasons. Many of the Community Resources identified in Section 5.3 should be able to assist with youth recruitment.
- 5.6.2.4 The LPC should assemble DEFY Youth Recruitment packets for distribution to each potential recruitment source. The packet should include a copy of the Parent/Guardians Handbook to acquaint them with the program, and several recruitment flyers that can be posted on bulletin boards.

## 5.6.3 Recruit Youth

- 5.6.3.1 The goal of recruitment is to generate a pool of applicants sufficient to provide the desired number of qualified participants without turning away large numbers of disappointed youth. A typical DEFY camp has between 30-45 youth participants, 4-5 teams of 6-9 youth each.
- 5.6.3.2 Most camps will need to recruit between 15-25% more youth applicants than available places to account for natural attrition due to youth failing to meet admission criteria, family factors, change of interest, etc. First time LPCs are advised to take advantage of the experience of other LPCs in their region to plan and execute a successful recruitment campaign.
- 5.6.3.3 Youth who have completed the DEFY program are not permitted to attend a second time. This should be noted in all recruitment materials and announcements to avoid creating unnecessary expectations and disappointments. Exceptions have been made in remote settings such as Guam. All exceptions must be approved by the DEFY Program Office or OCCD.

#### 5.6.3.4 **Application Process**

- 5.6.3.4.1 To eliminate any perception of favoritism, all applications received must be accepted in chronological order of receipt.
- 5.6.3.4.2 The LPC should select at least five additional applicants for a waiting list in the event of cancellations.
- 5.6.3.4.3 The LPC should notify the parents of all applicants to inform them if they have been accepted or waitlisted. All accepted and Waiting-List applicants should receive a copy of the Parent/Guardian Handbook to be completed by the youth's parents/guardians.
- 5.6.3.4.4 The Parent/Guardian Handbook must be sent out early and contain the youth acceptance letter, Rules of Conduct for DEFY Youth Agreement, parent/guardian factsheet, General Consent Form, Youth Health Information/Certification of Good Health/Permission to Treat Form, Custody Permission Form, and the Behavioral Contract for DEFY Youth (for informational purposes only). See Forms and Documentation section for further information on these forms. All forms must be completed and submitted prior to the youth participating in the DEFY program.

#### 5.6.4 **Conduct Orientation Event**

- 5.6.4.1 The Parent/Guardian Orientation is a critical kick-off activity for the DEFY program. It is the time for Parents/Guardians to meet the DEFY staff and learn what the DEFY program is all about. The orientation is an opportunity for the LPC and the staff to inform parents that DEFY is not just a program that does things to or for children, it is a program that does things **with** children and their parents. Parents should be invited to join in partnership with the DEFY staff and Mentors over the next year and beyond, to build the character, leadership skills and confidence their children will need to lead healthy, drug-free lifestyles.
- 5.6.4.2 All parents or guardians must attend the DEFY orientation. The orientation should be thorough, allowing sufficient time

for staff to share all the necessary information and for parents/guardians to ask any questions that they may have.

- 5.6.4.3 The orientation should include the following components:
  - 5.6.4.3.1 Introduction to DEFY staff.
  - 5.6.4.3.2 Brief explanation of the benefits of DEFY.
  - 5.6.4.3.3 Brief profile of the site where Phase I and II will be conducted. If military installations are used, it is important to explain access procedures and what steps will be taken in the event the installation is closed to access.
  - 5.6.4.3.4 Brief statement of the sponsoring agency's commitment to DEFY and to the community.
  - 5.6.4.3.5 Explanation of the highlights, schedules, and rules of DEFY. Brief parents on the rules of conduct of both staff and youth. Ensure the parents are aware the youth will be held accountable to the Rules of Conduct for Youth. Emphasize that youth with disciplinary issues that cannot be resolved will be dismissed for the safety of the entire DEFY group.
  - 5.6.4.3.6 Brief parents and guardians on the activities planned for the program to make sure they are aware of what will be expected of their child (fitness, classroom, etc.)
  - 5.6.4.3.7 Questions from parents/guardians.
  - 5.6.4.3.8 Completion of all necessary registration forms by parents/guardians. Inform parents that all mandatory forms must be completed accurately to ensure the health and safety of the DEFY youth. Omissions of medical conditions, medications, allergies, or other medical and health information increase the risk to their child while in the DEFY program.
  - 5.6.4.3.9 Overview of community resources available to parents and families.
  - 5.6.4.3.10 Tour of the facilities (time permitting).

5.6.4.3.11 Light refreshments and social time.

5.6.4.4 Additional Suggestions:

5.6.4.4.1 While the orientation is still in progress, registration forms should be briefly reviewed by DEFY staff for completeness and to double-check that the youth will be able to effectively participate in scheduled DEFY activities. If the Registration forms are not completely filled out they must be completed by the end of the orientation. Have extra forms on hand should parents forget them.

5.6.4.4.2 It may be necessary to have translators and registration forms available in Spanish or other languages if a significant number of parents cannot understand, read or write English.

5.6.4.4.3 Efforts should be made to emphasize that parents/guardians are welcome to observe DEFY activities or programs at any time. The Training Coordinator may want to discourage parents to attend certain training sessions if he/she feels that having parents present would detract from the lesson. Staff should also stress that DEFY does not exist to take the place of their parenting but to enhance it. Parents/guardians should be made to feel that they are important to the success of the DEFY program. Parents/guardians must call the LPC to make arrangements prior to arriving. This is to prevent a large number of parents/guardians visiting at the same time and to make sure there were no last minute schedule changes.

5.6.4.4.4 It may be a good idea to have samples of the Performance Evaluation instruments available for parents to review. Some parents may have concerns about privacy when asked to sign the **Performance Evaluation Permission Form**. In most cases, these concerns can be alleviated by allowing them to review the questionnaires their children will be asked to fill out.

5.6.4.4.5 Have extra copies of the Parent/Guardian's Handbook available and make certain that every parent/guardian has a copy.

- 5.6.4.4.6 Offer the Orientation twice, on two different evenings or once during the day and once in the evening, to make it more accessible to working parents/guardians.

## 5.7 **Prepare Personnel Plan**

- 5.7.1 Once the LPC is appointed, he/she should immediately begin recruiting the Phase I planning staff consisting of an Operations Coordinator (if different from the LPC) and Training Coordinator. The Mentor Coordinator should also be recruited early so that Mentor recruitment can begin well in advance of Phase II. It is recommended that Mentor selection be completed in time for Mentors to visit Phase I Camp and meet the youth.

### 5.7.2 **Recruit DEFY Staff and Mentors**

- 5.7.2.1 The goal of the recruitment process is to generate a pool of well-qualified candidates from which to choose staff and Mentors.

- 5.7.2.2 The following recommended strategies can help the LPC realize this goal.

- 5.7.2.2.1 Integrate recruiting with DEFY promotional activities: Recruiting DEFY staff can and should be integrated with the LPC's efforts to recruit local sponsor and community support. Many of the activities outlined in these Sections are also recruitment opportunities. Position descriptions and information can be included in briefing packets and presentations.

- 5.7.2.2.2 Use Base and community resources: The LPC should take advantage of military and governmental resources available through the sponsoring organization. Most organizations have well-established systems and networks for recruiting personnel. Suggested points of contact include the Personnel Officer/Director, Public Affairs Officer/Director, and the Base Ombudsman.

- 5.7.2.2.3 Provide the facts. Because participation is voluntary and the time and emotional commitments are significant for both staff and Mentors, it is important be they be given a clear understanding of

the responsibilities and the time commitment when they are recruited. Staff and Mentors need to know:

- The nature of their role and responsibilities
- The amount of time involved
- The schedule of events, including appropriate Phase I and Phase II training, events, orientations, graduation, etc.
- The resources and support that will be available to them.

5.7.2.2.4 Promote the benefits of DEFY participation: The Benefits of DEFY can be presented at presentations, posted on bulletin boards and included in publications to generate interest and encourage recruitment. One special selling feature to recruit staff for Phase I is the ½ day of CPR qualification and other special training, educational trips, or events.

### 5.7.3 Youth and Mentor Match

5.7.3.1 The LPC, Operations Coordinator, or designee, needs to match each youth with a Mentor Cluster of two or more adults. Research indicates that the key to creating effective mentoring relationships lies in the development of trust<sup>2</sup>. In addition, successful relationships in which both the youth and adult mentor are most satisfied share several characteristics<sup>3</sup>:

5.7.3.2 The adult is able to identify areas in which the youth needs help and is able to find a way to address those areas that the youth will accept.

5.7.3.2.1 The adult allows the relationship to be youth-driven in its content and timing.

5.7.3.2.2 The adult waits for the youth to lower his/her defenses and to determine when and how trust will be established.

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<sup>2</sup>Mentoring: A Synthesis of P/PV's Research: 1988-1995, Public/Private ventures, 1996

<sup>3</sup>UNDERSTANDING HOW YOUTH AND ELDERS FORM RELATIONSHIPS: A Study of Four Linking Lifetimes Programs, Public/Private Ventures, 1992

5.7.3.2.3 The adult waits for the youth to signal if, when and in what way the divulgence of personal problems or challenges will occur.

5.7.3.3 The LPC, Operations Coordinator, or designee, should try to gather information and Mentoring recommendations for each youth from the Operations Coordinator, Team Leaders, and Assistant Team Leaders during the Phase I Wrap-up. He/she should also solicit information and recommendations from parents and guardians. Time permitting, the LPC, Operations Coordinator, or designee should get to know each youth and talk with him/her about their interests, needs, and expectations. This information, together with a profile of each Mentor's strengths, interests, skills, hobbies and experience, should facilitate the creation of Mentor Clusters and the assignment of youths to each Cluster. Local programs should not expect to make 100% perfect matches. Changes may be necessary in order for the youth and adults to find the optimal pairings.

## 5.8 **Prepare Public Affairs Plan**

A carefully thought out public affairs plan is invaluable for presenting DEFY's "best face" to the public. Specific media information is included in the Public Affairs section.

## 5.9 **Prepare Operations Plan**

### 5.9.1 **Operations Plan Components**

A detailed DEFY Operations Plan is required for each day of Phase I and for each special event or workshop to be presented in Phase II. The Operations Plan will include the following components.

### 5.9.2 **Time Schedule**

5.9.2.1 A specific time schedule of activities is required for each day. The schedule should identify each activity, and indicate the beginning and end times for that activity. Provisions must be made for moving from one location to the next, for regular rest periods and bathroom breaks, and for site preparation and clean up. (A common mistake of first-time Camps is to underestimate the time for movement and breaks.) Provisions should also be made in the time schedule for alternate activities that may be inserted, in case weather prevents an outdoor event, if transportation is delayed, or if some other disruption occurs. A sample **DEFY Phase I Model Schedule** is located in the Staff/Mentor Handbook.

5.9.2.2 An Activity Plan is required for each activity that is included in the Daily Schedule. Generally, these can be taken from the curriculum lesson plans or from the models in the Staff Activity Guide. Local adaptation may be required to accommodate the size of the group, limitations of facilities, opportunities available for physical challenge activities, tours, or other highlight events. The sequencing and duration of activities are important. For example, a visit to a major event should be scheduled so the youth arrive in clean clothes. Songs or other activities should be planned in advance to occupy youth during long bus rides. Some programs have scheduled lessons for long bus rides with mixed results. It is neither advisable nor effective to provide lessons during transportation.

5.9.2.3 The timing of each activity is critical to managing the daily schedule. Whenever possible, dry runs should be conducted to establish how much time will be needed for the youth to walk between the classroom and the athletic field, for example, or for a snack to be distributed and eaten. Generally, it will be better to allow a little extra time for an activity than too little. Team Leaders may use brief waiting periods for small skill-building sessions (such as naming vegetables or estimating when a minute has elapsed), but allowing too little time for one activity can result in successive delays for the remainder of the day. Do not schedule any other activities during meals or snack time as this prevents the “socialization” effect of food/snacks.

### 5.9.3 **Staff Roster**

The names of the staff to be present at each activity, and their roles, must be specified. Each individual should be clear on what preparation is needed and for what duties he or she will be responsible. Substitutes should be designated to fill-in for any scheduled staff member who may be absent.

### 5.9.4 **Facilities**

The location of each activity must be specified. The location must be reserved or set aside for DEFY.

### 5.9.5 **Equipment Requirements**

The Training Coordinator is responsible for ensuring that the proper equipment is available for all aspects of the program.

### **5.9.6 Transportation Arrangements**

Chartered buses, military transportation, or public transportation may be used. If public transportation is used, a staff member must accompany each group of youth. The operator of the system should also be contacted in advance to check on schedules, prepaid fares, and how many individuals are likely to be accommodated in each vehicle. If chartered busses are used, sufficient seats should be available for all youth and staff going on the trip.

### **5.9.7 Eating Arrangements**

Assistance in planning menus for meals and snacks may be needed to determine appropriate quantities, to provide alternatives for youth who may have food allergies or be on special diets, and to select foods that meet commonly accepted nutritional standards. Care must be taken when planning menus to consider both health and taste.

### **5.9.8 Consumable Supplies**

All supplies needed to conduct each activity must be identified, and assembled. Sufficient numbers of copies of youth curriculum materials will need to be prepared or reproduced. Advanced planning will allow many items to be purchased in bulk and at a lower cost. Supplies needed also are listed in Staff/Mentor Handbook.

### **5.9.9 Plan Updating**

The following day's schedule and accompanying activity plans should be updated each afternoon. Previously postponed activities may have to be rescheduled or other changes may be required to adjust for poor weather or unexpected opportunities. New activities should not be inserted into the schedule unless the availability of all needed facilities, equipment, transportation, and supplies can be confirmed. If a sufficient number of substitute activities have been planned in advance, it is less likely that some item important to the smooth functioning of the activity, and its success, will have been overlooked.

### **5.9.10 Youth Custody**

The operations plan should include instructions on what to do if a child's parent/guardian fails to pick up the child at the end of the daily activity. A properly completed Custody Permission Form should include multiple names to preclude this. Pick up requirements should be clearly communicated to parents/guardians before the start of Phase I. Local

programs are encouraged to develop policy that best suits local needs and requirements.

## **5.10 Prepare Fiscal Plan**

5.10.1 Phase I and Phase II require operating funds. LPCs are responsible for developing and preparing a fiscal plan. Once the program curricula for both phases of DEFY has been scheduled, operating costs such as transportation, food, recreational fees, equipment rental and other expenses can be estimated. LPCs should first seek no-fee activities or no-cost alternatives for services, followed by sponsor host sources. Last resort should be local commercial sources for services.

5.10.2 The fiscal plan must include all operating expenses of the program. LPCs should seek guidance from the sponsoring agency DEFY Program Office or other LPCs, as necessary, while preparing the fiscal plan. LPCs must also talk with their local funding site procurement person to learn about any unique fiscal requirements or prohibitions. Seek out this person as an advisor during the planning stage. Avoid the frustration of developing a fiscal plan that cannot be executed because of availability or restrictions on the use of funds.

## **5.11 Prepare Emergency Action Plan (EAP)**

5.11.1 The LPC must develop an EAP specific to the particular location or residential setting where DEFY activities will occur. The best time to take care of a crisis is before it happens. The EAP identifies what to do in the case of an emergency or incident. All staff in DEFY Phase I and leadership staff in Phase II should be familiar with the EAP and the Emergency Action Checklist before the youth arrive for Phase I.

5.11.2 Staff must be trained for each EAP developed for the specific site.

5.11.3 At a minimum, mandatory EAPs will be practiced at least once during the program.

5.11.4 EAPs should be considered for:

- Fire (Mandatory)
- Lost Child (Mandatory)
- Evacuation (Mandatory)
- Weather
- Other natural disasters
- Civil disturbance/terrorist act

- 5.11.5 The EAP will be developed specifically for the setting where DEFY will be implemented and will be available for immediate access. Each plan must include the following specific elements.
  - 5.11.5.1 Steps for an incident requiring emergency services.
  - 5.11.5.2 Steps for an incident not requiring emergency services.
  - 5.11.5.3 Directions on who in the sponsoring agency to contact in the event of an actual emergency.
  - 5.11.5.4 Emergency Action Checklist.
  - 5.11.5.5 Emergency telephone numbers.
  - 5.11.5.6 Responsibilities of all DEFY staff members.
  - 5.11.5.7 The DEFY program's copy of the Letter of Agreement with the medical treatment facility to treat DEFY youth.
  - 5.11.5.8 Copies of the DEFY participants' Youth Health Information/Certification of Good Health/Permission to Treat Form.
- 5.11.6 Primary Objectives of the Plan. The main objectives of the plan are to make sure the following actions are accomplished in a timely manner:
  - 5.11.6.1 Prevent further injury to the youth or DEFY staff.
  - 5.11.6.2 Contact emergency services if needed.
  - 5.11.6.3 Notify the sponsoring agencies representative(s).
  - 5.11.6.4 Contact the parents/guardians.
  - 5.11.6.5 Direct any questions from the press to the PAO.
- 5.11.7 Review of the Plan. The EAP should be reviewed by a safety officer or equivalent identified by the sponsoring agency. The purpose of this review is to obtain advice and counsel on the adequacy of the EAP and to identify areas for improvement to meet the guidelines in the preceding section.

## 5.12 **Prepare Medical/Dental Plan**

- 5.12.1 The Health Care Supervisor (HCS), working with the LPC, shall develop the Medical/Dental Plan for the local DEFY program. The DEFY Health

Care Policy, Procedures, and Treatment Plan provides specific information for plan development.

- 5.12.2 The HCS is responsible for ensuring that staff and youth will receive emergency/humanitarian medical/dental services when participating in a DEFY program on a military facility, needed.
- 5.12.3 The HCS should meet with the local Medical Treatment Facility's senior physician or representative in order to determine what type of medical consent forms, reimbursement forms, medical release forms, medical history forms, medical reporting requirements, and other issues must be addressed prior to the start of the program. The forms must remain valid throughout the period of the program in the event of a medical emergency during Phase II. The senior medical officer at a military facility or representative should be familiar with the responsibilities toward and restrictions on treating civilian guests and visitors, as many facilities host special events and community outreach programs.
- 5.12.4 Particular attention must be paid to ensuring that all required parental medical forms are completed, signed, and readily available in the event of medical treatment. This may require placing copies of the forms "on file" with the military medical facility to ensure treatment can be given when needed, and providing copies to the Team Leaders for use at civilian facilities in the event of a medical emergency off base.
- 5.12.5 The HCS of a DEFY program not hosted on military facilities should prepare an equivalent Medical/Dental plan to ensure that staff and youth will receive emergency and humanitarian medical/dental services when participating in the DEFY program.

### **5.13 Prepare Performance Measurement Plan**

- 5.13.1 The Department of the Air Force is the lead agency on the long-term evaluation and study of the DEFY Program. The Air Force DEFY Program Office will provide all DEFY partners with evaluation systems guidelines and instructions. All DEFY partners will provide full and complete cooperation with evaluation systems requirements. When implemented, local DEFY programs will utilize the process and procedures contained in the "Instruction Manual for DEFY Survey Administration."

## **6.0 DEFY EXECUTION PHASE**

### **6.1 Staff Training**

- 6.1.1 All staff must attend mandatory staff training designed to provide orientation, knowledge, and the skills needed to implement the DEFY Curriculum and all program requirements. The training provides a theoretical grounding in Child Development and at-risk youth and basic information on drugs and gangs. Staff can participate in role plays on discipline, counseling youth, and helping youth to help each other. The DEFY curriculum is reviewed and presenters should be given an opportunity to practice presenting curriculum units and receive feedback on their presentation. Participants should also receive basic CPR certification/re-certification training. LPCs will ensure that staff/mentor training covers all areas addressed in the Staff/Mentor Handbook and any other areas deemed necessary by program staff.
- 6.1.2 The Training Coordinator is responsible for organizing the staff training for all DEFY staff. The Training Coordinator, LPC or subject matter experts will conduct the staff/mentor training. The LPC, on the recommendation of the Training Coordinator, may exempt selected staff from segments of the training for which they have documented qualifications, certifications, experience, or skills.
- 6.1.3 DEFY staff training shall be of adequate length to ensure proper training of staff and required topics are presented. It is strongly encouraged that staff training include presentations by subject matter experts on recognizing child abuse and neglect, mandatory abuse reporting requirements, and health and safety issues. It is also strongly recommended that a senior member of the sponsoring agency address local issues and requirements that will be expected of the local DEFY program.
- 6.1.4 If possible, staff/mentor training should not be completed more than 1 month prior to the beginning of Phase I. Staff/mentor training can be scheduled to best accommodate local needs. Staff not able to attend Phase I must be provided the same training required of other staff prior to working with the program.
- 6.1.5 **Core Staff Training Topics**
  - 6.1.5.1 A brief history of DEFY, a program description, and the DEFY goals and objectives.
  - 6.1.5.2 An overview of the DEFY curriculum, including objectives for the modules and the types of activities that are planned.

- 6.1.5.3 An overview of Phase II, including principles and practices of effective mentoring programs.
- 6.1.5.4 An overview of effective mentor screening, selection, matching, and management practices.
- 6.1.5.5 A detailed description of the roles and responsibilities of each position.
- 6.1.5.6 An introduction to the administrative duties for each position.
- 6.1.5.7 An overview on recognizing indicators child abuse/neglect and DEFY mandatory reporting procedures, to include local requirements. (Programs are strongly encourage to solicit a subject matter expert – social worker, child protective services worker, police officer assigned to child victim units, family advocacy program workers, or other qualified individuals – to provide this topic.)
- 6.1.5.8 An overview of the skills necessary to develop and maintain positive, caring, mutually satisfying relationships with their protégés.
- 6.1.5.9 Team building exercises.

## 6.2 Phase I Execution

- 6.2.1 Phase I should be an enjoyable and stimulating experience. Youth acquire new skills and attitudes and create a foundation for continued growth during Phase II. In addition to selecting a qualified staff, three ingredients are essential to a successful, safe and enjoyable DEFY Phase I Camp: training, planning and careful supervision.
- 6.2.2 The Training/Operations Officer, along with the LPC and Operations Coordinator, are responsible for Phase I program oversight. Aside from important concerns for youth safety, adherence to the schedule, and managing logistics, senior staff need to be alert to signs of problems and to intervene appropriately. Appropriate command and control practices should be in place. Senior staff must continuously receive and process operational information, address problems early and take advantage of opportunities. A clear chain-of-command is needed to ensure accountability in reporting and executing.
- 6.2.3 Daily Operations Critique. The Daily Operations Critique is a staff meeting held at the end of each day. All DEFY staff will attend the meeting. (Residential Camps will need to stagger attendance to ensure adequate coverage of the youth.) The purpose of the meeting is to review

the day's schedule and activities, to acknowledge problems and weaknesses, and to suggest solutions to be put into place for the next day. The Daily Operations Critiques should be used to monitor DEFY operations in general and staff performance, youth relationships, and classroom disturbances, discussed below, in particular. This is also a good opportunity to cover the next day's activities, schedule, and responsibilities of DEFY staff.

### 6.3 Maintaining Order and Discipline

- 6.3.1 It is critical to maintain order and discipline to ensure a successful program. Disruptive behavior on the part of staff or youth must be identified and resolved quickly before it disrupts the integrity of instruction, youth/youth relationships, youth/staff relationships and safety of all participants.
- 6.3.2 Staff in key positions should be available to monitor the program on a frequent basis to quickly identify and resolve issues that disrupt order and discipline.
- 6.3.3 All staff should be aware of the discipline issues outlined in the Discipline section and be comfortable with how to resolve issues that may arise.

### 6.4 **Phase I Lessons Learned**

- 6.4.1 A thorough review of Lessons Learned during Phase I should be held promptly at its completion. The purpose of this review is to identify strengths and weaknesses in the program design, daily schedules, conduct of activities, staffing and logistics, or other factors and to suggest improvements for the future. Both what worked well and what worked poorly should be established. All findings are valuable for revising the program to optimize its operational ease and effectiveness.
- 6.4.2 The review of Lessons Learned should begin by proceeding step by step through each daily schedule to specify evidence of strengths and weaknesses in each activity. These specifics are more valuable than global impressions to the revision process. Thus, a statement that "on day 3 at 0900 the pick-up bus was 10 minutes late" is more useful than an overall impression that "transportation was occasionally a problem." Suggested solutions are also welcome such as "transportation should be contacted 1 hour in advance to confirm expected arrival." Recurrent problems will stand out because they will be reported frequently in the list of strengths and weaknesses.
- 6.4.3 An important step in the review of Lessons Learned is to consider whether the Phase I lesson plan objectives were achieved. Each objective should be considered.

- 6.4.4 Evidence that the objective was reached for each individual participant, such as "Thomas arrived clean each of the last 2 days," again is more useful than global impressions.
- 6.4.5 Lessons learned should be forwarded to the sponsoring agency to provide a means by which the entire program can be evaluated for positive and negative trends or areas needing improvement. Lessons learned should be provided to other programs to share ideas and techniques to deliver the program and prevent similar issues from occurring at other sites.

## 6.5 **Phase II - Execution**

- 6.5.1 Phase II should be a period of continuous reinforcement for the new attitudes, skills, and outlooks the participants acquired during Phase I. The success of DEFY Phase II will depend on the establishment and maintenance of trusting and caring relationships between mentors and youths.
- 6.5.2 Mentors should use the Ready ... Set ... Goals Worksheet (worksheet 1/4-2 in Youth Workbook) that the youth completed during Phase I to “break the ice” with their youths. Mentors can ask about and be supportive of accomplishments and progress and offer guidance and suggestions for reaching targets. Helping youth achieve their objective is important for their self-esteem and future growth.
- 6.5.3 Mentors should use information in the Phase I Youth Workbook completed by the youth as a tool to get the youth talking about himself/herself and his/her interests. This helps ensure that the relationship is youth focused and directed. It also provides the Mentor an opportunity to demonstrate his/her listening skills. Both are important components of successful mentoring relationships.
- 6.5.4 The Mentor Coordinator and Workshops/Special Events Coordinator have primary responsibility for Phase II oversight. The Mentor Coordinator's principal duties are to monitor Mentor/Youth contacts, provide guidance and assistance to Mentors, and to replace Mentors when needed through additional recruiting and training or through reassigning or co-assigning Mentors. The Monthly Situation Report will be instrumental in monitoring their activities and the resulting impacts on participants. The Mentor Coordinator also must assist in providing temporary substitute Mentors when necessary, either by doubling up or by assigning stand-by mentors.
- 6.5.5 Oversight during Phase II should be focused on the frequency and quality of Mentor-youth relationships. Mentors must recognize that they have a commitment to the youth with whom they are paired, as well as to the

DEFY program. Any loss of trust by a youth during Phase II can offset benefits that have accrued thus far. Follow-up should occur whenever a youth appears to be withdrawing from the program during Phase II or when a Mentor indicates that contacts are diminishing in frequency or quality.

- 6.5.6 When appropriate, one or two meetings for Mentors should be scheduled during the year to motivate them, refocus their efforts, and provide opportunities to talk about problems, raise issues or ask questions. It is important, for example, to remind Mentors that some youth take longer than others to open up and to trust others. In many cases, the Mentor will have to take on most of the responsibility for creating and maintaining the relationship.
- 6.5.7 The Workshops/Special Events Coordinator is responsible for maintaining the schedule of special events and for organizing transportation, admissions, snacks, speakers, facilities, or other resources needed for a scheduled event. Workshops and special events should facilitate and support the mentor-youth relationships. They should also support DEFY's leadership training objective and build upon the skills the youth developed in Phase I. Wherever possible, youth should have an opportunity to provide input and to choose activities which are of interest to them. One strategy is to offer youth a choice of activities from which to choose. The Workshop/Special Events Coordinator should also take into consideration cost and logistics factors.
- 6.5.8 Special attention must be given to the graduation scheduled for the end of Phase II. This is more than an award ceremony for those who have successfully completed the DEFY program. It also represents the end of what often will be a youth's strong attachment to his/her Mentors. The youths should be properly prepared for this farewell event by their Mentors, and the graduation itself should be a memorable occasion. The youths should be recognized for their accomplishments during Phase II and throughout the DEFY program. Recognizing the transition in this positive way in an event attended by all Mentors, participants, and participant family members may help youths accept the termination of their DEFY relationships and motivate them to follow-up on their Outplacement referral.

## 6.6 **Outplacement**

- 6.6.1 Outplacement is mandatory for all DEFY programs. The LPC is required to identify an appropriate Outplacement referral for every DEFY Graduate. Outplacement is one important way to ensure that the gains made during Phase I and Phase II do not erode with time.
- 6.6.2 Outplacement is the process of matching youth needs with community resources. It begins with knowledge of the DEFY youth, his/her strengths and weaknesses, interests, talents and special needs or circumstances, such as not having a father/mother. The LPC should then match youth needs with available community programs and services inventoried as part of his/her Community Involvement activities. If the LPC formed a Community Advisory/Advocacy Committee, this committee can be used to identify appropriate Outplacement resources for DEFY youth.
- 6.6.3 Once a match has been made for each youth, the LPC should provide the parent or guardian with all necessary outplacement enrollment information and applications. The LPC is required to closely monitor each DEFY graduate's progress until he or she is successfully enrolled in an outplacement program. This responsibility includes helping the family overcome obstacles such as enrollment fee, transportation problems, etc. It is the DEFY staff's responsibility to make all reasonable efforts to outplace each DEFY youth. If possible, the LPC should attach an application form. The LPC should limit referrals to no cost or low cost community resources.
- 6.6.4 The Training Coordinator can schedule Outplacement Orientation near the end of Phase II for parents/guardians and youth, to which all potential outplacement referral organizations can be invited to provide information about their various programs and services and to sign up youth. Local programs should investigate and research local youth programs in their areas to determine which are available.

## 6.7 **Parent Engagement**

- 6.7.1 Parent Engagement is another import component of DEFY ensuring that the gains made during Phase I and Phase II are maintained. Educators and Health and Human Service professionals have long recognized parent involvement as the single most important contributor to achieving educational success and preventing drug and gang involvement. The DEFY program has an obligation to actively engage parents and encourage and support their involvement during the program and, wherever possible, to provide resource assistance to parents which supports their long-term involvement with their children.

- 6.7.2 To help ensure parental engagement, the DEFY Program has developed two parent-oriented materials. These materials provide additional information about the DEFY Program and information on resources to help them as parents. The following two publications are to be given to each parent prior to enrolling their child(ren) in DEFY:
  - 6.7.2.1 Parent Orientation Manual
  - 6.7.2.2 Parent Power – The DEFY Parent Resource Guide
- 6.7.3 In addition, the following should assist the LPC with Parent Engagement:
  - 6.7.3.1 Many National organizations, such as PTA, Partnership for a Drug -Free America, the Office of National Drug Control Policy, The Center for Substance Abuse Prevention and their State and local counterparts produce and distribute free resource information for parents. This information is often advertised and a toll-free number provided. The LPC can call to obtain enough copies to distribute to all DEFY parents/guardians.
  - 6.7.3.2 The LPC can provide parents/guardians with a resource list of Community organizations which provide no and low-cost services for parents and families. This is an area where a Community Advisory/Advocacy Committee can assist.
  - 6.7.3.3 The Workshops/Special Events Coordinator can schedule and host an evening event to introduce parents to community organizations which provide no and low-cost services for parents and families.

## 7.0 FORMS AND DOCUMENTATION

### 7.1 Purpose

- 7.1.1 Reporting procedures for DEFY are designed to minimize record keeping while providing the documentation needed for program control, performance measurement, and legal safeguards. All DEFY staff should be made aware of reporting requirements and be responsible for insuring the completeness, accuracy, and timeliness of program reports. It is the responsibility of LPCs to comply with all reporting requirements of the sponsoring agency DEFY Program Office.
- 7.1.1.1 Program Control. Each site offering a DEFY program has executed a Memorandum of Understanding (MOU) with the DEFY Program Office or OCCD that established how the site will achieve the mandatory standards established for DEFY such as those relating to staffing, facilities, and curriculum. In turn, the DEFY Program office or OCCD provide financial support, program curriculum and other materials, and technical assistance. Consistent with the MOU, each program must establish and maintain record systems that provide accountability.
- 7.1.1.2 Performance Measurement. The Performance Measurement plan for DEFY depends significantly on data compiled and reported by the sites. The Performance Measurement plan is designed to measure the effectiveness of the overall DEFY program – it does not assess or compare individual sites. Information on strengths and weaknesses in program operations evident across sites will help identify program components, policies and practices that may need modification and provide guidance for regional and national training.
- 7.1.1.3 Legal Safeguards. Various federal and state regulations are in place that govern activities involving youth to insure their safety and well-being. Criminal history background checks, maintenance of adequate records of contact with youth and documentation of all events concerning possible injury, abuse, and neglect affecting youth are essential.
- 7.1.2 Recording and reporting requirements will usually be the responsibility of the Operations Coordinator, but all staff must be alert to reportable events and must be diligent in maintaining necessary records.
- 7.1.3 Reports and forms included in this manual may be used by any agency and do not need to be submitted to the Navy Personnel Command (PERS 671 – DEFY) unless made mandatory by local program requirements. These

forms are provided as tools for agencies to comply with the general DEFY Program requirements for ensuring the health, safety, and welfare of youth and adult participants. The core forms described below have been found to provide a means by which local programs can efficiently and effectively manage program requirements.

## 7.2 Youth Roster

7.2.1 Youth Roster must be prepared prior to the first day and then maintained daily throughout Phase I.

7.2.2 The Operations Coordinator is accountable for the whereabouts of the youth while the youth is in DEFY's custody and is responsible for the accurate completion of the Youth Roster.

7.2.3 The roster will contain each youth's name, the time in the morning when custody of that youth began, and the time in the afternoon when the youth was released to a parent, guardian, or some other designated person.

7.2.4 The results of any headcounts taken during the day must be recorded on the roster.

7.2.5 A headcount is mandatory whenever transportation is used for moving youth from one location to another, whenever the youth return from activities in which they were divided into small groups or worked individually, and whenever the youth were involved in a tour or other activity away from the DEFY site.

7.2.6 The roster will indicate the staff person having custody of the youth at all times.

7.2.7 Detailed notes must be attached explaining any irregularity such as the reason for an absence, if known, the reason why a youth was excused from an activity, such as for first-aid treatment, or the disposition of a youth at the end of the day if the parent or designated substitute does not arrive at the drop-off point.

7.3 Staff Roster. A roster of DEFY staff must be prepared each day showing the time each staff member reported and the time that the person was dismissed. The roster should also indicate that person's assignments during the day.

## 7.4 Rules of Conduct For DEFY Youth Agreement

7.4.1 This form is completed by the youth together with the parent/guardian. The purpose is to provide both the youth and parent/guardian a clear expectation of expected rules of conduct for youth enrolled in the DEFY Program.

7.4.2 A copy of this form for each enrolled youth must be submitted by the parent/guardian prior to the youth being allowed to participate in the DEFY Program.

## 7.5 Trip Checklist

7.5.1 The purpose of this form is to provide a checklist of required and suggested steps to take prior to departing on an educational trip. It is a good planning resource for local programs to use when scheduling transportation for educational trips. It is also designed to help ensure the health, safety, and welfare of all participants.

## 7.6 Behavior Contract For DEFY Youth

7.6.1 A written report on every instance requiring youth discipline or restraint must be provided to the Operations Coordinator. **DEFY does not permit corporal punishment of any youth or the use of punitive assignments (push-ups, clean ups, etc., above the youth's abilities), or verbally abusive reprimands.** Staff must use good judgment when assigning extra tasks or assignments to ensure the youth's abilities are not exceeded and safety is not compromised.

7.6.2 Youth who are disruptive or engage in unacceptable behavior are to be taken aside by the Team Leader or other staff for constructive counseling and problem resolution. Disciplinary actions for youth are explained in the Staff/Mentor Handbook.

7.6.3 The Behavior Contract For DEFY Youth, included in the Staff/Mentor Handbook and the Parent Orientation Manual, is a disciplinary tool designed to remind the youth of the rules they agreed to and signed at the beginning of DEFY. It should be filled out by the youth during the counseling session. When a youth's continued disruptive behavior results in him/her being sent to Operations Coordinator or LPC, the youth must be made aware that their behavior has given them two options: correct the behavior or be dismissed from DEFY.

7.6.4 Dismissal, while rare, does occur. Records of all disciplinary counseling sessions are needed in case the youth's continued disruptive behavior requires dismissal and/or referral to social service agencies. The record will indicate the date and time, the name of the youth and staff person recording the incident, the incident that occurred, the action that was taken, and the length of the disciplinary action. Parents/guardians should be notified immediately of a youth's dismissal and **prior to** any referral to a social service agency. Dismissals of youth and the reason for the dismissal will be reported as required by sponsoring agency policy.

7.7 Abuse Reports. DEFY volunteers are required to report suspected child abuse. Any DEFY staff person with reason to suspect child abuse shall immediately and provide complete documentation of all observations to the Operations Coordinator or LPC, who shall immediately file a report either with the local police, child protective services agency, or other agency required by local policy.

7.8 Daily Situation Reports (SITREPs)

7.8.1 A daily SITREP will be completed at the close of each day. Include copies of all daily SITREPs in the final Phase I report.

7.8.2 The SITREP should be forwarded immediately to DEFY Program Office or OCCD **in the event** action needs to be taken on media issues, community issues, child abuse reports, or incident reports. Otherwise, include copies of Daily SITREPs in the final Phase I report.

7.8.3 A copy of any Incident/Injury reports completed that day must be attached to the SITREP.

7.8.4 The Operations Coordinator or LPC shall immediately notify the DEFY Program Office/OCCD by telephone of any significant incident such as child abuse or other incident which may result in media attention or community concern. They shall also prepare and fax a SITREP to the DEFY Program Office/OCCD as soon as possible. In addition, the LPC or Operations Coordinator shall follow the appropriate local protocols.

7.9 **Custody Permission Form**

7.9.1 The parent/guardian submitting an application for youth participation in the DEFY Program must complete a Custody Permission Form for each child being enrolled.

7.9.2 The purpose of this form is to provide local program personnel with the names and contact phone numbers of individuals authorized to pick up and/or drop off the enrolled youth at the program site.

7.9.3 Youth may not be accepted into DEFY unless this form is provided.

7.9.4 DEFY staff are prohibited from releasing DEFY youth to anyone other than those authorized on this form. Individuals dropping off and/or picking up DEFY youth must personally present the youth to program personnel.

7.10 **DEFY Medication Form**

7.10.1 The purpose of this form is to document administration of all prescription and over-the-counter medications to DEFY youth.

7.10.2 This form is also used to document and missed or skipped doses.

**7.11 General Consent Form**

7.11.1 This form is for the parent/guardian to provide permission for the enrolled youth to participate in the DEFY program and all associated activities. It is important for LPCs to ensure the parent orientation provides parent/guardians detailed information about the proposed activities so that an informed decision can be made by the parent/guardian.

7.11.2 The other purpose of this form is to obtain a release of liability from the parents. Programs should consult sponsoring agencies to determine if this or another consent and/or release from liability form should be used.

## **8.0 AWARDS AND RECOGNITION**

Awards and recognition are an important way to acknowledge the contributions of staff, Mentors and the community to DEFY's success. It is easy to overlook awards and recognition since acknowledgment of individual contributions usually occur at the end of a phase or program when many activities compete for limited time. So this does not occur, it is crucial that throughout the planning phase of DEFY, the LPC assumes the leadership responsibility for acknowledging contributions and extraordinary performance.

### **8.1 Youth**

8.1.1 DEFY is a youth program based on individual development within a framework of teamwork and citizenship. The curriculum has been thoughtfully constructed and program policies were carefully developed to ensure that every youth can achieve the program goals. However, progress toward these goals is highly individualistic and subjective. Therefore, awards and recognition must be based on the development of the total person, and be supportive of all participants. Awards and recognition must be inclusive, excluding no youth. Phase I Completion Ceremonies should publicly congratulate each youth with a diploma or certificate, and a group photo if possible. Single event awards to individual youth or staff at graduation are not consistent with the team spirit of the DEFY program.

8.1.2 Similarly, Phase II awards and recognition should support the overall program. Certificates of completion may be awarded, and recognition of each youth's completion of his or her Youth Action Plan can be highlighted.

### **8.2 Staff**

8.2.1 Staff recognition should occur in two settings. One is public recognition along with the youth in order to acknowledge the significant impact DEFY leaders have had on their DEFY youth. Staff certificates of completion should be issued which document this unique contribution and these should be publicly presented. Secondly, performance and conduct input that reflect the importance and value of the individual's contribution should be provided to commands of participating military volunteers for performance evaluations and fitness reports. Where appropriate, similar personal recognition letters can be sent to the employers of non-military personnel for inclusion in their personnel file. This timely means of recognition cannot be stressed enough.

8.2.2 Extraordinary performance may be recognized by the submission of service awards. This will be governed by the provisions of service awards manuals, and in the case of military personnel, the commanders' guidance.

### **8.3 Length of Service Award Program (LOSAP)**

- 8.3.1 LOSAP is an award program to recognize DEFY sites that have provided the DEFY Program for a minimum of three consecutive years.
- 8.3.2 LOSAP awarding will be based upon the submission of proper program documentation (e.g. final reports, expenditure reports, etc.) as required by the sponsoring command.
- 8.3.3 LPCs are responsible for ensuring required program documentation is submitted by specified deadlines in order to be eligible.
- 8.3.4 LOSAP Awards should be presented in a public forum to be most effective. Representatives from the supporting agencies should be invited and recognized as well for their commitment, support, and contributions to the local DEFY program.
- 8.3.5 Sponsoring agencies are responsible for implementing LOSAP, if desired, within their respective agency, including additional longevity awards.

### **8.4 Community Recognition**

Planning must include awarding and recognizing the contributions of community leaders and organizations to the success of the DEFY program. Letters of appreciation to or via the appropriate community agency or mayor's office on behalf of the community leaders will ensure that their contributions are not overlooked or taken for granted. Letters written for publication in the local newspaper's editorial or community pages are a good way to publicly acknowledge individual and organizational contributions.

### **8.5 Sponsors**

- 8.5.1 Community awards and recognition are often made by community leaders to acknowledge organizational contributions to the community. The LPC should ensure that the sponsoring agency DEFY Program Office is informed in the event a DEFY host sponsor receives community acknowledgment. That office can ensure appropriate follow-up for possible service and national recognition.
- 8.5.2 Annual award nominations are sought by the Department of Defense and the individual services, for programs and individuals that are effecting positive results in the areas of civil-military community outreach and drug demand reduction. LPCs will be alerted in a timely manner about these award nominations to ensure that nominations may be submitted through their chain of command, should such submission be deemed appropriate by their commands.

## 9.0 DISCIPLINE

All DEFY staff are required to be aware of and adhere to the DEFY rules of conduct for staff and youth and to follow the DEFY program policies outlined below. All DEFY staff are required to adhere to the guidelines and rules outlined in the Staff/Mentor Handbook. During DEFY staff training, staff rules are presented and discussed so that the staff will fully understand the expectations for conduct.

### 9.1 Discipline Issues

#### 9.1.1 Staff Performance

A central design feature of DEFY is staff who are effective role models for youth from at-risk environments. Despite having volunteered and received training, not all staff may practice the patience, warmth, leadership, and other qualities expected of DEFY role models. Youth are likely to "test" Team Leaders/Assistant Team Leaders, using disruptive behaviors, taunts, misrepresentations, and other challenges. Staff who respond inappropriately may lose the trust and respect of the youth and their credibility. Reminders to staff, or even a helpful after-hours discussion, may be needed to strengthen staff role-modeling performance.

#### 9.1.2 Disruptive Behaviors

Most youth at the age targeted by DEFY have not yet developed the interpersonal skills that characterize teenagers and adults. They may be immature, form exclusionary cliques, attempt to dominate other participants, resort to aggression, and vie for the attention of their peers and Team Leaders. However, the DEFY experience should not result in any winners or losers. Each youth should learn that he or she is a distinct and valued person. Team/Assistant Leaders should be encouraged to address such problem behaviors utilizing positive discipline techniques. The goal of which is to confront the undesirable behavior and use the incident as an opportunity to establish a relationship with the youth.

#### 9.1.3 Classroom Management

Youth at this age are not willing to sit still for long periods of time if the activity doesn't engage them or hold their attention. This is especially so in the summertime when they would rather be playing outside. Presentations should therefore be interesting and interactive. Effective classroom management is essential to maintain order, discipline, and mutual respect. Regular breaks give youth the opportunity to get up and stretch, use the restroom, get a drink of water, etc., and help maintain order over the long run. It should be an established norm in the DEFY camp that all classrooms are orderly and all students are respectful of both teachers and other students. Any breakdown in discipline must be dealt

with promptly, consistently, and effectively. **A minimum of two adults shall be in the classroom at all times.** In the event that one or more students become disruptive, one instructor should address the disruption and the other should continue the lesson to demonstrate the instructors, not disruptive students, control the classroom.

9.1.4 The Rules of Conduct for Youth will be included in the information packet that is given to the parents and guardians prior to the DEFY orientation. Parents and guardians will be asked to review these rules with the potential participant prior to the orientation meeting. Additionally, the Rules of Conduct for Youth - Youth Agreement (Parent/Guardian Handbook) will be presented and discussed during the first day of camp. Each youth will be expected to sign an agreement to follow these rules. If a youth chooses not to sign the agreement, then he or she will not be able to participate in DEFY.

## 9.2 **Rules of Conduct for Youth:**

9.2.1 Youth will be courteous to and respectful of staff and other youth.

9.2.2 Youth will practice good listening skills:

9.2.2.1 One person will speak at a time and only when called on by staff.

9.2.2.2 When a youth is called on, everyone listens.

9.2.2.3 When a Team Leader or other DEFY staff member is speaking, everyone listens.

9.2.3 Each youth must plan to attend the entire DEFY program in order to graduate. Only absences due to emergency situations will be allowed. Parents/Guardians must notify camp in the event of an absence.

9.2.4 Youth Leaders will treat teammates with respect.

9.2.5 Name calling, hitting, non-cooperation, and profanity will not be permitted.

9.2.6 Youth must be on time and help other youth to be on time.

9.2.7 Youth must be willing to help prepare snacks, meals, clean up after meals, and help set up and clean up after activities.

9.2.8 Youth must follow the directions of staff members.

- 9.2.9 Youth must bring ONLY approved items to camp. No jewelry, expensive watches, games, toy guns/knives, cameras, radios, cell phones, weapons, or pagers will be allowed. Youth are not permitted to bring candy or food items, or unapproved medication. Possession of tobacco, alcohol or other drugs, or gang related material is forbidden.
- 9.2.10 Youth must report daily with proper DEFY clothes and gear.
- 9.2.11 Youth must remain with and be supervised by staff at all times. Youth must not leave the camp premises unless accompanied by staff members or released to parents/guardians.
- 9.2.12 Youth must notify staff IMMEDIATELY of injury, sickness, or personal problems.
- 9.2.13 **For youth attending a residential Phase I DEFY programs, the following additional rules of conduct are applicable:**
  - 9.2.13.1 Youth must follow the designated times for lights out in the evening and morning wake-up.
  - 9.2.13.2 Youth must not leave the residential area after lights out without being accompanied by an adult DEFY staff member.
  - 9.2.13.3 Youth must make their beds in the morning and keep their room neat and orderly.

### 9.3 **Disciplinary Action for Youth**

- 9.3.1 In the event that a youth breaks one of the Rules of Conduct, the staff may use one of the disciplinary methods addressed in the staff training. Corporal punishment, undesirable assignments, physical assignments (such as push-ups and sit-ups) beyond the youth's physical capabilities, and verbal abuse will not be permitted. Restraint is authorized only to protect the youth, other youth or staff or to prevent serious damage to property. A summary of recommended disciplinary methods follows.
- 9.3.2 Time out. The youth is removed from the group for minor behavioral infractions. Examples of a minor behavioral infraction include continuing to disrupt the classroom by talking during a presentation, ignoring a request to stop talking, and refusing to clean up after lunch or breaks. The time out must be used to discuss the reasons for the infraction and to provide positive counseling on the need to comply with rules. Sit down together in a separate room to define the problem. You will want to have a quiet and private discussion while making sure that the Team leader is not alone with the youth.

- 9.3.3 Remind the youth of the Rules of Conduct. Review the Youth Agreement the youth signed prior to joining DEFY. Ask the youth to identify and describe his/her behavior that violates that agreement. If the youth is unable to do this, staff may do it for them. Acknowledge that the youth broke one of the rules of conduct that he or she agreed to follow and ask the youth to recommit to abide by those rules. Accept no excuses for misbehavior ("But what were **you** doing?")
- 9.3.4 “Attack” the behavior, not the youth. Focus on the specific behavior that was unacceptable and avoid negative generalizations about the youth. Have the youth make a value judgment about the behavior. Ask the youth: "How the behavior is helping you?" Have the youth identify the effects of the behavior on others. Is the behavior disruptive to others?"
- 9.3.5 Devise a plan/solution. Brainstorm possible plans with the youth for changing the behavior and possible corrective measures. Insist on specifics and commitment from the youth. Team leader and youth pick the solution or plan they both feel will resolve the problem. Ensure the solution is one the youth is capable of. The youth should feel he/she can successfully put it into practice. Don't impose adult standards on the youth. If the solution seems like a workable one, define the positive and negative consequences with the youth. For example, if the youth corrects his/her behavior he/she will be allowed to remain on his/her team. If the behavior continues he/she will be sent to the Operations Coordinator and may be terminated from the program.
- 9.3.6 Documentation
- 9.3.6.1 Summarize the solution and the consequences in the form of an agreement that both the youth and the team leader sign. The Behavior Contract for Youth, included in the Parent/Guardian Handbook, is a disciplinary tool designed to remind the youth of the rules they agreed to and signed at the beginning of DEFY. The Behavior Contract will be filled out and signed by the youth during a counseling session. Have youth resign the Rules of Conduct for Youth - Youth Agreement.
- 9.3.6.2 The Team Leader will document for all time outs, verbal warnings, and other disciplinary actions that are given to the youth. This record will be shared with the Operations Coordinator or LPC on a daily basis. This documentation will serve as a record of the name(s) of the youth involved, a brief description of the incident, the name of the staff member who disciplined the youth, and the action taken to discipline the youth. The goal should be to retain the youth in the program unless discharge is absolutely necessary. Consideration must be given, however, to the quality of the DEFY experience to

other non-disruptive participants should the individual be retained in the program.

9.3.7 Verbal warning. A verbal warning will be given to a youth that has had a series of time outs or has committed a more serious infringement. After three verbal warnings the Operations Coordinator or LPC will consider the youth for dismissal from the program. When a youth's continued disruptive behavior has him/her talking with the Operations Coordinator or LPC, the youth must be made aware that their behavior has given them two options: correct the behavior or be dismissed from DEFY.

9.3.8 Dismissal

9.3.8.1 In the event of a serious infringement, the Operations Coordinator or LPC is responsible for authorizing the immediate dismissal and/or referral of a youth. Serious infringements that will result in immediate dismissal are:

9.3.8.1.1 Bringing weapons, alcohol, or other drugs, or gang related material to program activities. Any object or substance reported by the youth or that appears to be any of the prohibited items shall be considered the same violation.

9.3.8.1.2 Physical actions that put youth or staff in danger.

9.3.8.1.3 Fighting that involves weapons or racial motives.

9.3.8.1.4 Being totally unable or unwilling to obey the Rules of Conduct for Youth Agreement.

9.3.8.2 The Operations Coordinator or LPC must notify the parent or guardian of the dismissal and must make arrangements for the youth to be delivered safely into the parent or guardian's care. The youth must be kept under staff supervision until picked up by or delivered to the parent or guardian. The Operations Coordinator or LPC is also responsible for conferring with and notifying the Commanding Officer/U.S. Attorney and the Public Affairs Office of the dismissal, as appropriate. If the youth has been recommended by a community agency, the contact person within that agency should also be notified.

## 9.4 Supervision

- 9.4.1 **No adult shall be alone with any youth.**
- 9.4.2 DEFY staff will be present with youth at all times. Youth must never be unaccompanied or unsupervised by staff.
- 9.4.3 Minimum rule of contact is 2 youth and 2 adults at all times. (Emergency situations exempted.)
- 9.4.4 LPCs, Operations Coordinators, and Mentor Coordinators all must ensure that staff and Mentors adhere to this policy at all times.
- 9.4.5 Junior Staff Members do not count toward the 2 youth/2 adult minimum contact rule.
- 9.4.6 The Cluster Mentoring format of Phase II lends itself to this policy. Mentors may feel the need to speak with their youth in private. In such instances, they should remain within visual contact of their cluster partner at all times.

## 9.5 Rules of Conduct for DEFY Staff

- 9.5.1 No Tobacco or Alcohol. Tobacco and alcohol use, or evidence of their use, during DEFY or within view of DEFY youth is prohibited.
- 9.5.2 Attendance. All staff are required to attend designated staff meetings and to be present for all activities as instructed by the LPC.
- 9.5.3 No Profanity. Use of profanity by staff is prohibited.
- 9.5.4 Military Protocol. During the DEFY program, youth shall maintain the proper protocol and respect for adults. The manner in which youth address the staff is a site prerogative. Some sites choose to use military rank and first names (Sgt. Bill, LT Mary), others use last names. The use of Mr. and Mrs./Ms./Miss is also appropriate. All other military etiquette and protocol pertain at all times while on military bases and using military facilities.
- 9.5.5 Youth Conflicts. DEFY staff will use ONLY the methods discussed in the training materials and will follow the rules outlined in the Discipline Section.
- 9.5.6 One-on-One Contact. DEFY staff must be sensitive to our current environment regarding perceptions and accusations of child abuse. Staff and mentors shall never be alone with a youth participant.

- 9.5.7 Emergency Preparedness. All DEFY staff are responsible for the safety and welfare of the youth. DEFY staff members will completely familiarize themselves with the procedures outlined in the Emergency Action Plan of the PMG.
- 9.5.8 Release of Youth. DEFY participants will be released ONLY to authorized adults as indicated on the youth's individual Custody Permission Form.
- 9.5.9 Money, Gifts, or Loans to Youth. No money or gifts shall be given to or loaned to DEFY participants. If the youth expresses a financial or material need that a staff member considers an emergency, the staff member will communicate this to the Operations Coordinator. If necessary and appropriate, the Operations Coordinator, Mentor Coordinator, or LPC may seek assistance or make the proper referral to a social service agency. Gift exchanges of minimal value are discouraged to prevent abuse and perceptions of favoritism.

## 9.6 **Disciplinary Action for Staff**

- 9.6.1 Any DEFY staff member who becomes aware of breaches in staff conduct must notify the Camp Director, Operations Coordinator, Training Coordinator, Mentor Coordinator or the Local Program Coordinator.
- 9.6.2 Disciplinary action for military personnel will be in accordance with existing guidelines of the Uniform Code of Military Justice (UCMJ). For civilian staff, the Program Coordinator will handle any "non-serious" breaches of conduct with a termination warning.
- 9.6.3 Any serious breach of conduct (one that places either youth or staff in any danger or is in direct conflict with the DEFY program goals) is cause for immediate dismissal from the program. The Program Coordinator will also contact the organization with which the civilian is associated and local and state authorities, as appropriate.

## **10.0 DEFY PUBLIC AFFAIRS**

Public affairs is an important element to the success of a DEFY program. It is a rare opportunity to tell the positive, little known story of this unique approach to reducing drug demand as part of the President's National Drug Control Strategy and the sponsoring agencies joint commitment to: curb the use of drugs, work with youth to provide life skills for drug and gang avoidance, and thereby reduce the health and social costs of drugs on our society. A well-prepared public affairs plan maximizes the opportunity to cement or reinforce a positive relationship with your community, county, and state by highlighting your own unique DEFY program. DEFY is a Public Affairs Officer's dream come true, but only if the initiative is taken to publicize the program in a timely and appropriate manner.

### **10.1 Public Affairs Mission**

The public affairs mission of DEFY is to increase public awareness of the sponsoring agency's commitment to demand reduction through sponsorship of the DEFY program. The mission is also to gain/build public support of DEFY by communicating the unique benefits of the program design and its military and civilian sponsorship.

### **10.2 Public Affairs Objectives**

- 10.2.1 Communicate through the media the benefits and uniqueness of the DEFY program by focusing on its curriculum, the importance of mentoring and positive role models and by recognizing the youth leader participants for their commitment.
- 10.2.2 Reinforce local military/community ties and build a support base for future DEFY programs by publicizing organizational partnerships.
- 10.2.3 Promote volunteerism within the military and civilian communities to promote positive changes in youth attitudes and behavior and reduce the risk for drug and gang involvement.

### **10.3 Authority**

- 10.3.1 DEFY public affairs authority rests with the local DON or DOJ sponsor, his/her public affairs office (PAO), and DEFY program staff. Specific public affairs procedures at the local DON or DOJ sponsor level will be determined during planning sessions between these individuals. The DEFY Program Office strongly encourages commanders to conduct an aggressive public affairs program to support DEFY, but complete authority concerning the planning and design or level of public affairs support rests with that commander and LPC.

10.3.2 The DEFY Program Office remains a source for public affairs guidance and information for all commanders and LPCs, but *the responsibility for public affairs rests solely with the sponsor in the field. If there are significant events having reach beyond the region or combined events with the Department of Justice and for which there is reason to maximize the opportunity through coordination with the office of DEFY Program Office, these circumstances will be considered on a case-by-case basis.*

## 10.4 Roles and Responsibilities

### 10.4.1 Local sponsor

- 10.4.1.1 Act as the primary point of contact for all media and public inquiries concerning the DEFY program, both positive and adverse.
- 10.4.1.2 Act as the overall spokesperson for the entire local DEFY program (Phase I and Phase II).
- 10.4.1.3 Publicize the program in accordance with the local sponsor's wishes, relying on the guidance contained in this section.
- 10.4.1.4 Coordinate the handling of all guests, VIPs, and visitors to the DEFY program.
- 10.4.1.5 Generate all DEFY program information, press releases, and media advisories.
- 10.4.1.6 Coordinate all internal and external media interviews in cooperation with local PAO (if applicable).
- 10.4.1.7 Assist the LPC in the marketing of the program to recruit staff, mentors and youth.

## 10.5 Marketing DEFY to the Media

10.5.1 DEFY is not generally covered as a news story. DEFY is a feature story or a human-interest story, and it takes more work to get it covered. Getting the media to cover good news is understandably challenging.

10.5.2 The two most important elements of a successful DEFY public affairs program are:

- 10.5.2.1 Timing. Having a plan and making timely news releases to the media well in advance of significant DEFY events.

**10.5.2.2** Persistence. Making regular contact with editors, producers, and reporters and "pitching" the DEFY program based upon their particular medium's needs and limitations. There is no such thing as sending/faxing too much information if you truly want your DEFY program to be publicized. THERE IS NO SUBSTITUTE FOR PERSONAL INTERACTION WITH REPORTERS.

### **10.5.3 Appropriate Activities for Media Coverage**

- 10.5.3.1 Individual or group actions/activities that are visually spectacular or quite out of the ordinary.
- 10.5.3.2 Speak in general terms and without specifically identifying a particular youth. Cases cited must be true and accurate experiences, not fabrications.
- 10.5.3.3 Outdoor activities, especially those involving physical and mental challenges (e.g., swimming or ROPES course).
- 10.5.3.4 Activities that lend themselves to colorful quotes or "sound-bites" (e.g., staff/youth competitions, tug-of-wars, races).
- 10.5.3.5 Human-interest stories (e.g., "before" and "after" stories, out of the ordinary staff stories/background).
- 10.5.3.6 Workshops involving youth participation (e.g., role playing exercises).
- 10.5.3.7 One-on-one youth/role model interactions and activities.

### **10.5.4 Inappropriate Activities for Media Coverage**

- 10.5.4.1 Kick-off ceremonies and graduation ceremonies, unless a noteworthy celebrity is present and available or the event is otherwise out of the ordinary (e.g., kid's cooking a thank you meal for the DEFY staff).
- 10.5.4.2 Educational trips, unless they include extensive hands-on involvement for DEFY youth and take place close to media stations.
- 10.5.4.3 Any activity not involving youth in an active or participatory role (e.g., classroom lectures).
- 10.5.4.4 Any activity that occurs in a location with poor lighting or acoustics.

- 10.5.4.5 Any activity that requires extensive travel or would take more than 30-45 minutes for reporter to cover.
- 10.5.4.6 Any story which conflicts with a reporter meeting his/her deadline (usually late afternoon).
- 10.5.4.7 Any activity where media can't have direct access to youth or staff for quotes and/or "sound-bites."

## 10.6 **Tips For Successful Media Relations**

- 10.6.1 Treat a reporter with same respect and consideration that you expect from them. But don't let them intimidate you. You are the expert and you should be in control.
- 10.6.2 Treat reporters equally. Local media can be as effective as national media for reaching your audiences.
- 10.6.3 Always return a reporter's phone call as quickly as possible, or have your PAO do so.
- 10.6.4 Be cooperative and empathetic. Most reporters are working against a deadline that can make them seem impatient and demanding.
- 10.6.5 Practice your interview in advance.

## 10.7 **DEFY Program Talking Points**

The following key points emphasize elements of the DEFY program which should be stressed in your dealings with the media and/or community:

- 10.7.1 DEFY is a PRE-PACKAGED, EXPORTABLE program with the potential of nationwide outreach.
- 10.7.2 DEFY is a YEAR-LONG program matching military and community role models with youth leaders for an extended period of skill-building, mentoring, and support.
- 10.7.3 DEFY involves VOLUNTEER military and civilian role models and military and civilian youth leaders, ages 9-12.
- 10.7.4 DEFY targets 9 - 12 year-olds because that range offers the highest probability to achieve the positive results in terms of influencing/reinforcing constructive attitudes and values.

10.7.5 DEFY is a FREE program available to all DON bases and all Weed and Seed communities which have a military partner.

10.7.6 DEFY is VOLUNTARILY SPONSORED by local bases and U.S. Attorneys.

10.7.7 DEFY is more than an anti-drug program: it is COMPREHENSIVE SKILL-BUILDING & LONG-TERM MENTORING AND SUPPORT.

10.7.8 DEFY relies on PARTNERSHIPS between organizations which mobilize communities toward a common goal.

## 10.8 Staff/Youth Preparation

10.8.1 Staff and youth must be briefed on the following:

10.8.1.1 Rules of contact with the media.

10.8.1.2 Visitor Procedures

10.8.1.3 The Staff/Mentor Handbook contains the necessary information to brief the staff and youth on media procedures.

## 10.9 Crisis Public Relations

DEFY is unique because it involves the military taking care of youth. Thus, **the potential for accidents, incidents, and emergencies involving DEFY youth to draw the immediate scrutiny of the media and the public is high.** Extra care should be taken to ensure an organized and swift response should a crisis occur. **BAD NEWS DOES NOT GET BETTER WITH TIME.** Department of Defense policy states that every effort will be made to accomplish **MAXIMUM DISCLOSURE** of releasable/verifiable information with the **MINIMUM DELAY**. The local military public affairs office (if applicable) will take the lead in a crisis situation, but you must act as a conduit for information concerning DEFY staff, mentor, or youth.

### 10.9.1 Advanced Planning

10.9.1.1 Meet and fully discuss a crisis plan of action and procedures with local military public affairs office (if applicable) and local DON or DOJ sponsor.

10.9.1.2 Determine local Public Affairs crisis procedures, including what constitutes a crisis or when you must contact the local military public affairs office and/or local DON or DOJ sponsor to implement the crisis procedures.

- 10.9.1.3 Compile an up-to-date contact list that includes telephone/fax numbers and points of contact at TV, radio and press outlets, local PAO, higher headquarters PAO. Local PAOs normally maintain this list, so check with them (if applicable).
- 10.9.1.4 Scout out a location for a crisis information center should it become needed.
- 10.9.1.5 Identify/coordinate potential staff and supply requirements.
- 10.9.1.6 Brief the Local DON or DOJ sponsor and DEFY staff on your crisis plan. Brief DEFY staff on media tips. Brief DEFY youth on media tips.
- 10.9.1.7 Brief staff on local public affairs crisis procedures.

#### 10.9.2 Crisis Response (Chronological Order)

- 10.9.2.1 NOTIFY the local public affairs office (if applicable) and base commanding officer immediately.
- 10.9.2.2 For military DEFY sites, the local Public Affairs Officer is the person responsible for contacting media.
- 10.9.2.3 VISIT the scene (when possible) and GATHER facts from first-hand sources; use the 5 W's (Who, What, Where, When, Why). Don't rely on second-hand information if at all possible. Establish a single point-of-contact for information if possible. Scout the area for potential media access.
- 10.9.2.4 ESTABLISH a command center with at the very least one phone and one typewriter/computer and a full-time phone watch.
- 10.9.2.5 DRAFT a news release, formulate potential questions and answers, and coordinate with the appropriate public affairs authority. **DO NOT RELEASE NAMES OF ADULT VICTIMS UNLESS NEXT OF KIN HAVE BEEN NOTIFIED THROUGH OFFICIAL CHANNELS. CONSULT LOCAL POLICY FOR CATEGORIES OF RELEASABLE INFORMATION. *NAMES OF MINORS (UNDER THE AGE OF 18) ARE NEVER RELEASABLE!***
- 10.9.2.6 RELEASE the information to the media by phone/fax ASAP. (Military DEFY sites: Release information to the media ONLY after consulting and obtaining approval from the local Public Affairs Officer.)

- 10.9.2.7 EXPECT follow-up calls and be prepared to react to them. Be timely in responding, but as a general rule, write questions down, hang up the phone, and call them back, only after formulating/discussing responses and staffing sensitive answers.
- 10.9.2.8 ARRANGE for a coordinated media site visit through commanding officer (if applicable).
- 10.9.2.9 UPDATE media by phone/fax as information becomes available, only after staffing through commanding officer and PAO (if applicable).
- 10.9.2.10 RECORD all media queries, and make every effort to document all media coverage on tape/radio and collect newspaper clippings to be forwarded to commanding officer, higher headquarters PAO and DEFY Program Office/OCCD.

## **11.0 HEALTH CARE POLICY, PROCEDURES, AND TREATMENT PLAN**

### **11.1 General**

- 11.1.1 The LPC shall designate a Health Care Supervisor (HCS) with a qualification/certification level appropriate for the needs of the local DEFY program and participating staff & youth.
- 11.1.2 The HCS should have two goals while arranging health services for the DEFY program:
  - 11.1.2.1 Ensure all DEFY youth and Junior Staff Members (JSMs) are authorized to receive emergency and humanitarian treatment should they need medical care.
  - 11.1.2.2 Plan for the range of services that may be needed by DEFY youth, staff, and JSMs.
- 11.1.3 The HCS is responsible for all medical aspects of the local DEFY program. The medical qualifications for individuals in this position must suit the needs of the youth & staff participating in the program. It is important for the LPC to ascertain what state, local, or installation requirements are regarding the medical qualification of individuals responsible for the administration of routine and over-the-counter (OTC) medication and comply with those requirements. For programs with no youth requiring medication administration, an Emergency Medical Technician or Paramedic may be able to function in the capacity as HCS.
- 11.1.4 **Types of Services Needed**
  - 11.1.4.1 Non-Emergency First Aid. The HCS shall provide, or ensure appropriately qualified personnel are on hand at all times to provide non-emergency first aid.
  - 11.1.4.2 Emergency First Aid. The HCS and other qualified/certified health care providers on staff shall provide emergency first aid as necessary to stabilize and prevent further injury/illness to facilitate proper transport to the appropriate medical treatment facility.
  - 11.1.4.3 Medicine Dosage Supervision. The HCS shall determine where youth medications will be kept and will establish a location where medications can be given.

- 11.1.4.4 "Health Room" Services. The DEFY program shall provide a supervised and quiet place for youth to lie down, to have their temperatures taken, and to wait for parents/guardians to pick them up.
- 11.1.4.5 At least 2 youth CPR- and first aid-qualified personnel (not to include the HCS) on site at all times, especially during physical activities and the physical challenge.
- 11.1.4.6 There shall be access to a means of communication (telephone, cell phone, radio, etc.) available at all times during the program to facilitate notifying EMS of medical emergencies, contacting parents, contacting commands, etc.

## 11.2 **Special Needs**

- 11.2.1 The DEFY Program does not discriminate on the basis of any disability or medical need of any child.
- 11.2.2 The LPC and the HCS will review the medical conditions and requirements of youth prior to acceptance into the program to determine if qualified medical professionals will be available to supervise more complex medical issues such as administration of injections (e.g. insulin), medication pumps, or monitor/regulate any other complicated medical equipment.
- 11.2.3 The LPC and the HCS will determine if reasonable assets and resources are available to accommodate the special needs of the child. The parent must be informed of planned activities and physical requirements of those activities to enable the parent to decide if their child should participate. Every attempt to provide a reasonable accommodation should be made.

## 11.3 **Medical Treatment Facility (MTF) Agreement**

- 11.3.1 The HCS shall establish an agreement with local emergency departments, hospitals, clinics, etc. to ensure medical treatment for DEFY participants.
  - 11.3.1.1 This agreement should be formalized in a letter of agreement to treat civilian youth between the host site's Base Commander/Director, the LPC, and the Medical Treatment Facility Administrator (where applicable). Make similar arrangements with any other medical facilities in the area to use as back-ups. These arrangements are particularly important for any civilian youth that would not normally be treated in the military medical system.

- 11.3.1.2 Arrangements for health services must be made before youth arrive for the DEFY Phase I camp.
- 11.3.2 The HCS shall ensure medical providers are aware of:
  - 11.3.2.1 The main location of the DEFY Program
  - 11.3.2.2 Parental consent provided via consent forms
  - 11.3.2.3 Number of youth & staff present
  - 11.3.2.4 DEFY Program procedures (providing a copy of the consent form on request for treatment)
- 11.3.3 The HCS shall
  - 11.3.3.1 Ensure DEFY Program documentation is reviewed and accepted by medical providers
  - 11.3.3.2 Establish procedures to accommodate any additional documentation requirements of the medical providers

#### 11.4 **Treatment**

- 11.4.1 The HCS can expect that youth will experience a number of minor injuries to include bumps, bruises, scrapes, and minor cuts. Treatment of minor injuries shall conform to acceptable treatment determined by the training and qualification/certification level of the HCS.
- 11.4.2 Within reason, the HCS must be able to recognize when the injury or illness exceeds his/her abilities and recommend transport to a MTF.
- 11.4.3 The HCS shall not provide treatment above and beyond the highest qualification or certification possessed. Any treatment required that would exceed the HCS qualification must be provided by the appropriate MTF with which the local DEFY program has an established agreement to provide treatment.
- 11.4.4 The HCS shall ensure the parent or guardian is notified immediately of any medical emergencies involving the youth.
- 11.4.5 During Phase I, the Team Leader/Assistant Team Leader will pay close attention to the physical and/or mental well being of participants and will immediately report any concerns to the Operations Coordinator. During Phase II workshops or special events, the Mentors will report any concerns regarding the youth's health and well being to the Mentor

Coordinator or to the LPC. Based on the judgment of the Operations Coordinator, Mentor Coordinator, or LPC, the youth's physical and emotional well being will be assessed and an appropriate referral will be made.

## 11.5 **Emergency Medications**

- 11.5.1 Youth and staff that are prescribed and maintain emergency medication (e.g. pre-dosed epinephrine insect sting antidote kits, asthma inhalers) have been properly educated on the method for the administration of these medications and are usually capable of self administering them. These emergency treatment medications should remain with the youth or staff at all times to facilitate the most rapid administration and treatment. The HCS must ensure that all staff members are notified of those youth and staff that will be maintaining these emergency medications. Staff members must ensure that any administration of these emergency medications is reported to the HCS immediately.
- 11.5.2 Staff must monitor youth maintaining their own emergency medication to prevent loss or misuse.
- 11.5.3 Youth shall immediately inform the nearest staff member in the event any emergency medication is used, lost, or damaged.
- 11.5.4 The HCS must make the appropriate documentation of any use of emergency medications on the DEFY Medication Record Form.
- 11.5.5 The HCS must notify the parent of any minor participating in the program of the administration of any of these emergency medications.
- 11.5.6 In the case of the epinephrine injection kits, the HCS must ensure proper disposal of needles, syringes, etc. in accordance with federal, state, and local laws pertaining to hazardous medical waste. The local medical treatment facility (MTF) can provide guidance if necessary. The local DEFY program must provide appropriate disposal containers for hazardous medical waste and ensure proper storage during, and disposal after the completion of the program.

## 11.6 **Medication Safeguards**

- 11.6.1 The HCS may only accept the amount of medication needed for the period the youth is part of the program.
  - 11.6.1.1 Residential programs may accept only that amount of medication required by the youth during the entire period of the residential program.

- 11.6.1.2 Non-Residential programs may only accept the amount of medication needed during the day.
- 11.6.1.3 Under no circumstances shall excess controlled medication (e.g. narcotics) be accepted.
- 11.6.2 Medication, especially controlled medication, shall be kept locked, including medications that need to be refrigerated. Only the exact number of doses shall be accepted.
- 11.6.3 Medication must be in the original container.
- 11.6.4 Pharmacy label must clearly show the youth's name, name of medication, the physician's name, the date of the prescription, dosage of the medication, and any cautionary labels required for the medication (May cause drowsiness, take with food or milk, etc.)
- 11.6.5 Under no circumstances is medication to be accepted in any other container other than the original container.
- 11.6.6 Pharmacy/Health Care Provider instructions must agree with instructions given by the parent/guardian. Any discrepancies must be resolved prior to accepting the medication. Parents may not alter or ask the dosage schedule or amount to be altered from the pharmacy label.
- 11.6.7 Each medication must be accompanied by appropriate literature (i.e. inserts) that describes possible side effects, allergic reactions, and other precautions and contraindications for administering the medication (to include missed doses).
- 11.6.8 Ensure proper safeguards are utilized for administration of medication
  - 11.6.8.1 Ask child his/her name (verify with staff member/team leader)
  - 11.6.8.2 Ask child for allergies
  - 11.6.8.3 Verify name of child & name of medication three times before administering
  - 11.6.8.4 Verify administration schedule on medication container
  - 11.6.8.5 Document administration on the Medication Record Form
- 11.6.9 Administration of any one-time or "as needed" medications must be documented on the DEFY Medication Record Form.

- 11.6.10 Any missed doses must be documented on the DEFY medication Record form (include reason omitted).

## 11.7 Types of Authorization Needed

- 11.7.1 Letter of Agreement. The HCS should prepare this document along with the administrator of the medical treatment facility. This letter should ensure that children will receive any humanitarian and emergency treatment at a military medical treatment facility while they are participating in DEFY while aboard an installation.
- 11.7.2 Youth Health Information/Certification of Good Health/Permission to Treat Form. **This form is mandatory for acceptance into the DEFY program. All parents or guardians of youth must complete this form.** This form provides information on allergies, medical conditions, medications, health insurance, and a contact person for emergencies and is critical for receiving medical care both on and off base. This form also authorizes any necessary medical care for participants. This form shall also be used for all minor Junior Staff Members.

## 11.8 Coordination

- 11.8.1 The HCS must coordinate with local emergency departments, hospitals, clinics, etc. to ensure that facility health care providers are given proper notification of the DEFY Program requirements, such as location, parent consent provided via consent forms, number of youth & staff present, DEFY Program procedures (providing a copy of the consent form on request for treatment)
- 11.8.2 The HCS must establish an agreement with local emergency departments, hospitals, clinics, etc. to provide medical care for youth & staff. Medical Treatment Facilities should be made aware of the documentation the DEFY program utilizes to ensure it is accepted by medical providers. The HCS should establish procedures to accommodate any additional documentation requirements of the medical providers.

## 11.9 Additional Considerations

- 11.9.1 Parents may withhold important medical information about their children, such as medical problems and prescription medications being taken, if they think it will exclude their child from the DEFY program. Reassure parents that this information is required for safety and not exclusionary purposes.
- 11.9.2 Some children with ADD/ADHD discontinue their medication over the summer to avoid developing a tolerance to the medication. In such

instances the HCS should discuss this decision with the parent(s) to determine whether it is in the child's best interest to resume his/her medication for the duration of the DEFY camp.

11.9.3 Technically, the military is not legally allowed to keep records on non-military personnel. This may be an issue for non-DoD DEFY sites and their military partners. In this case, the non-DoD partner may be required to maintain the consent forms and health records for all non-military participants. Provisions should be made accordingly.

11.9.4 Sites may be able to use the youth's Medicaid/Medicare card to facilitate completion of the Youth Health Information form.

## 11.10 Legal Aspects

11.10.1 Legal aspects of DEFY have been researched and policies implemented based on the best information available at the time. For legal accountability reasons, all DEFY youth applications must be numbered in chronological order of receipt and youth selected in chronological order of application receipt in order to counter potential discrimination allegations.

11.10.2 The HCS is responsible for making sure that all health forms from each youth's Participation Packet have been completely filled out, signed by the parent or guardian, and kept on file with other documentation required of the local DEFY program.

11.10.3 Mandatory, signed forms must be secured from parents or guardians prior to receiving youths and these forms must be valid and in effect for the duration of the program. **YOUTH CANNOT BE ACCEPTED FOR DEFY WITHOUT HAVING ALL MANDATORY SIGNED FORMS ON FILE.**

11.10.4 Two of the most important legal documents of the DEFY program are the Custody Permission Form and the Youth Roster. These documents establish the youths' whereabouts and custodial responsibility for the youth at a given time. Under no circumstances may a youth be relinquished to any person not previously authorized in writing on the Custody Permission Form.

11.10.5 Volunteers not employed by the Department of Defense, DOJ and/or states and municipalities assume their own liability in working with DEFY. They must ensure they have their own liability coverage. Some youth outreach organizations, e.g., Big Brothers/Big Sisters, Boys and Girls Clubs, Police Activities Leagues, have their own coverage for youth volunteers. In some cases a **written agreement** can be secured for non-government volunteers to be covered by these organizations.

