

A group of young people in military-style uniforms are participating in a physical training exercise. They are climbing a tall wooden structure made of horizontal logs and vertical posts. The background is a dense forest with green foliage. The text "National Guard Youth Challenge Program" is overlaid in white serif font on the right side of the image.

National Guard Youth Challenge Program

**Dream.
Believe.
Achieve.**

2015 Performance and Accountability Highlights

Mission and Vision of the National Guard Youth Challenge*NGe* Program

Mission

The mission of the National Guard Youth Challenge*NGe* Program is to intervene in and reclaim the lives of at-risk youth and produce program graduates with the values, skills, education, and self-discipline necessary to succeed as adults.

Vision

The National Guard Youth Challenge*NGe* Program will be recognized as America's premier voluntary program for 16 to 18-year-old high school dropouts, serving all U.S. states and territories.



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Message from the Chief



I am proud to present the 2015 highlights of the National Guard Youth ChalleNGe Program.

For twenty-two years, the National Guard Youth ChalleNGe Program has been at the forefront of a national response to the challenges facing high school dropouts. Currently, more than two million youths drop out of school each year. I proudly present the 2015 highlights of the Youth ChalleNGe Program, a program that has developed into the standard bearer for addressing this national crisis.

America's youth face daunting challenges. Gangs, drugs, violence, and abuse are real issues for today's teens and often times dropping out of high school is a direct result. Even though overall dropout rates have decreased, it continues to be an issue in today's society.

The Youth ChalleNGe Programs across the country have made significant impacts across our society and in the lives of thousands of teens across the U.S.

In 1993, Congress passed legislation authorizing the National Guard to establish a pilot program called National Guard Youth ChalleNGe Corps. Today's National Guard Youth ChalleNGe Program has grown from its initial core of 10 programs to its current level of 36 programs in 27 states, Washington, D.C., and Puerto Rico. The number of at-risk youth who have benefitted from the program stands in excess of 140,000. These graduates go on to become productive American citizens, and many have gone on to achieve significant success in their personal and professional lives. The program counts among its alumni military academy graduates, police chiefs, doctors, entrepreneurs, business owners, as well as private sector, military and government professionals.

In our efforts for continuous improvement, the National Guard Bureau is clarifying program guidance by publishing its first national-level Youth ChalleNGe Instruction and Manual. In addition, we have expanded our ChalleNGe evaluation process to assess all Youth ChalleNGe Program operational and financial components. Finally, my staff is developing a new, updated training program to provide all Youth ChalleNGe employees with additional skills to better teach, coach, mentor and care for our ChalleNGe youth.

Youth ChalleNGe is not possible without the enthusiastic, generous and ongoing support of the United States Congress, Department of Defense, State Governors, State Legislatures, State Staffs, Adjutants Generals and their Military Departments. In addition, I appreciate and welcome the continued involvement of non-governmental organizations, corporate sponsors, and countless private citizens who generously give of their time, talents and resources, contributing immensely toward the program's great success.

It is with great pride that I present the National Guard Youth ChalleNGe Program 2015 Performance and Accountability Highlights.

A handwritten signature in black ink that reads "Frank J. Grass".

Frank J. Grass
General, U.S. Army
Chief, National Guard Bureau



Program Support at the National Level

The following pages describe
the support of the National
Guard Youth Challenge
Program at the national level



Program Support at the National Level

Office of Manpower and Personnel (NG-J1)



Army Brigadier General Ivan E. Denton serves as the Director of Manpower and Personnel, (J-1), National Guard Bureau, Washington, DC, and is responsible for overall human resource strategic planning, integration, analysis, manpower/personnel policy, and oversight for the Chief, National Guard Bureau. As the Director, General Denton oversees the administration of the National Guard Youth ChalleNGe Program, which resides in the Office of Athletics and Youth Development (AY).

Significant progress has been made under General Denton's leadership in the ongoing effort to address the key findings of the 2006 Government Accountability Office audit of the Youth ChalleNGe Program. Over the past year, national-level goals and metrics have been developed to allow the National Guard Bureau to objectively evaluate overall program performance.

The goals were developed in accordance with the Government Performance and Results Modernization Act and are objective, quantifiable, and measurable. The development of these goals, coupled with existing control mechanisms, completes a robust and effective oversight framework – one which will ensure the National Guard Youth ChalleNGe Program accomplishes its mission efficiently and effectively.



Office of Athletics and Youth Development (NG-J1-AY), the Youth ChalleNGe Program Office

The Office of Athletics and Youth Development is responsible for the program-level management and oversight of three specific programs within the National Guard Bureau J1: Military Competitions, the STARBASE program, and the Youth ChalleNGe Program. The Chief, Office of Athletics and Youth Development (NG-J1-AY), is retired Air Force Colonel Jeffrey M. White.

The overarching focus of NG-J1-AY (aka Program Office) has been, and will remain, the continued expansion of the Youth ChalleNGe Program. This growth, however, must be deliberate and responsible, with a definitive action plan. The competition for funds remains fierce and every dollar spent must produce the greatest possible benefit. To this end, it is imperative that existing programs be managed in the most effective and efficient manner possible.

There are currently two ongoing Program Office initiatives that will benefit the Youth ChalleNGe Program at all levels. Foremost is the pending publication of the Chief, National Guard Bureau Instruction (CNGBI) and Manual (CNGBM). These publications provide the detailed policy and procedures urgently needed at the national, state, and program level in the administrative management of the Youth ChalleNGe Program.

The second major initiative is the development of the staff and cadre training program that will provide thorough, useful, and timely training to our program staffs, and do so in a manner which is executable and economically feasible.

As these initiatives are implemented, the Program Office will continue to use the ChalleNGe Operational and Resource Effectiveness (CORE) capability as the primary oversight mechanism. Upon publication of the CNGBI and CNGBM, the CORE compliance and performance checklists will be updated to ensure that all policy requirements are reviewed and assessed.

Accountability remains the Program Office's focus as it strives to remain the premier agency in resolving America's drop out crisis.



The Office of the Assistant Secretary Defense for Manpower and Reserve Affairs (OASD/MRA)



The Assistant Secretary of Defense for Manpower and Reserve Affairs is the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness responsible for overall supervision of Total Force manpower, personnel, and reserve affairs.

ChalleNGe Operational and Resource Effectiveness (CORE) Program

The number of Youth ChalleNGe Programs around the country continues to grow with Georgia, California, Texas, North Carolina, and other states continuing preparations to stand up new programs. With this expansion, the need for a comprehensive inspection process also grows, and becomes even more critical in ensuring that each state-run program complies with the guidelines and intent of the national-level program managed by the Program Office (NG-J1-AY). Since January 2012, the Program Office has contracted with Alutiiq, LLC to provide those inspections under the ChalleNGe Operational and Resource Effectiveness (CORE) Program. This inspection program serves as an extension of the Program Office’s capabilities.

In determining a foundational basis for the inspection program, the CORE Team relied on proven and time-tested inspection and audit processes. These processes were taken from both Army and Air Force service policy and from the U.S. Government Accountability Office’s (USGAO) generally accepted government auditing standards. CORE compliance inspections are based on Army Regulation 1-201 (Army Inspection Policy), Air Force Instruction 90-201 (Inspector General Activities), and the USGAO Yellow Book (the guide for performing financial and performance audits). This makes the processes and results easily recognizable by external audit and evaluation agencies, such as the DoD Inspector General or U.S. Army Auditing Agency.

The CORE program utilizes a four component inspection process consisting of detailed checklists when inspecting Youth ChalleNGe Programs: Operations and Resource Management Compliance checklists, and Operations and Financial

Performance checklists. The Operations and Resource Management Compliance checklists measure how well a Program complies with the law, policy, and doctrine that govern the Youth ChalleNGe Program. The Operational Performance assessment measures the achievement of goals and objectives. The Financial Performance assessment measures economies and efficiencies and is used to determine the degree to which a Program accomplishes its mission and the extent to which a Program manages its funds based on clearly defined performance standards. Since assuming its responsibilities in 2011, the CORE team has inspected all Youth ChalleNGe Programs, with many Programs receiving multiple inspections.

The inspection process enables the Program Office to readily identify any weaknesses so that limited resources can be directed to those Programs and assist them in implementing strategies to correct, mitigate, or eliminate those weaknesses. The CORE Program helps to increase accountability and to ensure that Programs can achieve their missions through optimal use of the resources available.

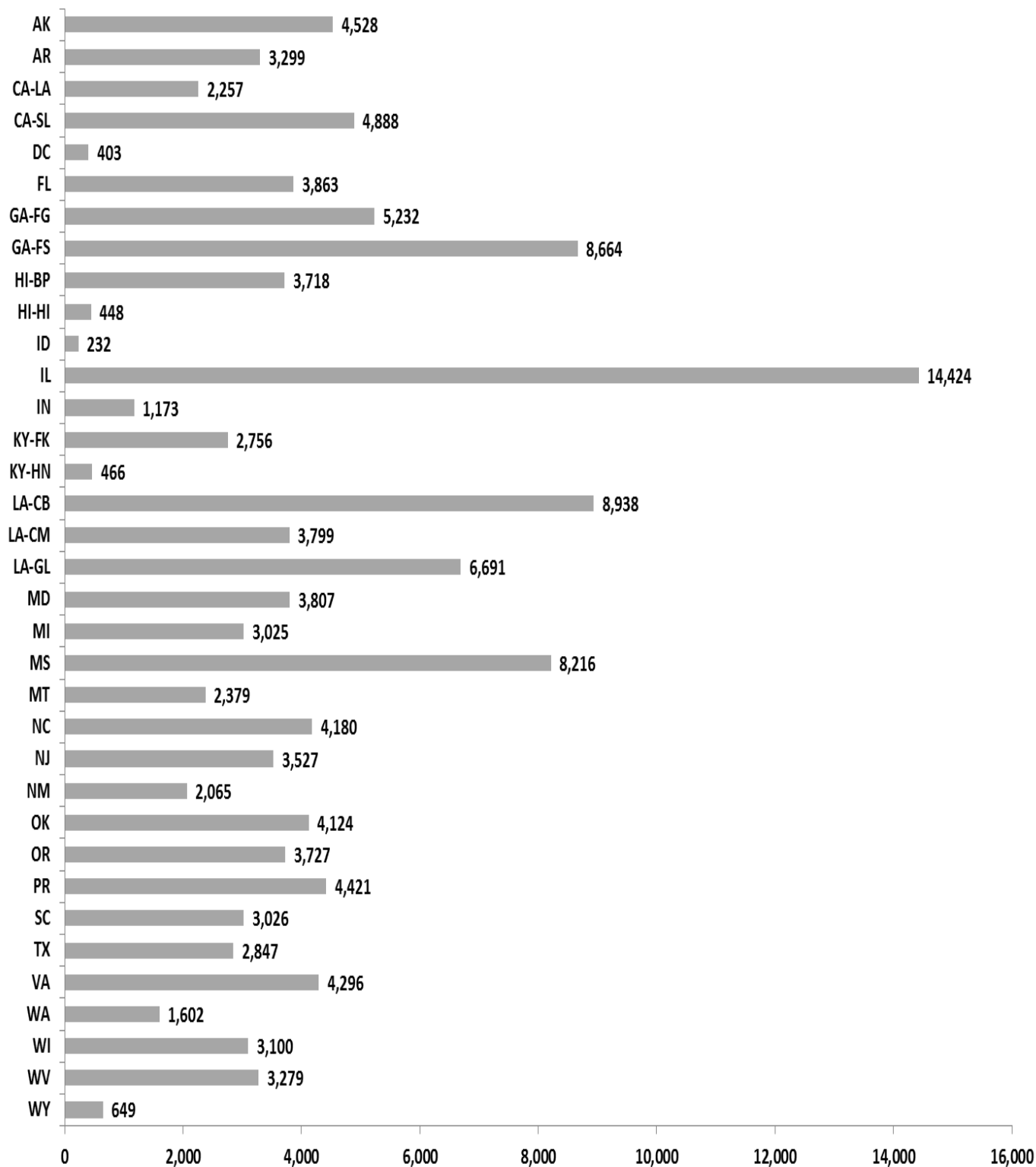
CORE Program Mission	
Conduct field inspections to:	
	Enable the Program Office (NG-J1-AY) to provide Congress and the DoD assurance of program oversight
	Provide the Program Office with the necessary information to make a comprehensive assessment of the health of each Youth ChalleNGe Program
	Assist the Program Office and Program Directors in adequately preparing programs for external audits
	Provide the Program Office with detailed information for use in management decisions and the development of the Annual Report to Congress



National Results by Program



Total Graduates by Program since Inception



ChalleNGe Statistics 1993-2015

ChalleNGe Statistics 1993-2015*	
Applicants	338,554
Enrollees	187,576
Graduates	140,075
Academic Credentials	89,842
Hours of Service to Communities	9,604,360
Hours of Service Value	\$188,997,796

*The totals above do not include the data for Ft. Gordon's NGB Class 42 which was previously reported in 2014. That data is, however, included in the two tables below.

ChalleNGe Statistics 2015	
Applicants	19,813
Enrollees	12,517
Graduates	9,003
Academic Credentials	5,979
Hours of Service to Communities	569,712
Hours of Service Value	\$12,875,095

ChalleNGe Statistics 1993-2014	
Applicants	319,142
Enrollees	175,379
Graduates	131,268
Academic Credentials	83,933
Hours of Service to Communities	9,050,706
Hours of Service Value	\$176,496,210

Data Tables

Test of Adult Basic Education (TABE) Scores						
Program	Residential Class 1			Residential Class 2		
	Pre-TABE	Post-TABE	Growth	Pre-TABE	Post-TABE	Growth
AK	7.9	9.2	1.4	7.9	9.3	1.4
AR	8.0	9.1	1.1	8.1	9.0	0.9
CA-LA	5.2	8.9	3.7	4.7	8.7	4.0
CA-SL	7.3	8.7	1.4	7.2	8.6	1.4
DC	5.1	7.3	2.2	5.3	6.9	1.6
FL	6.9	7.7	0.8	6.5	8.4	1.9
GA-FG	5.8	7.5	1.7	5.3	8.4	3.1
GA-FS	6.5	9.6	3.1	7.1	10.0	2.9
HI-BP	5.2	7.9	2.7	6.0	7.2	1.2
HI-HI	5.2	6.1	0.9	5.3	6.4	1.1
ID	7.9	10.4	2.5	8.3	10.3	2.0
IL	7.5	9.2	1.7	7.3	8.7	1.4
IN	7.1	8.9	1.8	6.9	8.5	1.6
KY-FK	6.0	7.8	1.8	6.4	7.6	1.2
KY-HN	1.5	3.4	1.9	4.1	3.9	-0.2
LA-CB	6.9	9.7	2.8	6.9	9.9	3.0
LA-CM	6.9	9.4	2.5	6.3	8.6	2.3
LA-GL	7.3	9.2	1.9	7.3	10.2	2.9
MD	5.5	10.0	4.5	5.9	10.0	4.1
MI	5.6	7.9	2.3	7.2	7.9	0.7
MS	6.7	11.0	4.3	6.0	10.2	4.2
MT	7.6	8.9	1.3	8.0	8.8	0.8
NC	6.5	8.9	2.4	6.2	9.1	2.9
NJ	6.8	9.4	2.6	6.4	9.2	2.8
NM	6.3	8.5	2.2	6.2	8.5	2.3
OK	6.7	8.5	1.8	7.0	8.4	1.4
OR	7.3	9.0	1.7	7.4	9.1	1.7
PR	4.3	7.5	3.2	4.0	8.1	4.1
SC	5.4	5.5	0.1	5.0	5.7	0.7
TX	6.5	8.1	1.6	7.5	7.2	-0.3
VA	6.2	7.9	1.7	6.3	7.9	1.6
WA	7.1	9.4	2.3	6.8	8.9	2.1
WI	8.7	9.5	0.8	8.3	8.3	0.0
WV	6.0	8.8	2.8	6.7	9.8	3.1
WY	8.5	9.9	1.4	8.8	10.1	1.3
Average	6.5	8.5	2.0	6.6	8.5	1.9



Performance - Residential Class 1

Program	Target	Applied	Accepted	Registered	Graduates	Service Hours	Average Hours Per Cadet	Value of Service to the Community	Total Academic Credentials
AK	144	378	192	190	144	9,758	67.8	\$259,452	149
AR	100	196	153	136	97	7,367	75.9	\$142,253	75
CA-LA	180	532	216	216	207	9,459	45.7	\$254,150	207
CA-SL	180	395	221	212	202	15,842	76.3	\$425,675	202
DC	100	101	90	64	46	2,231	48.5	\$88,928	2
FL	150	530	200	199	167	10,898	65.0	\$235,506	98
GA-FG	213	401	335	320	196	16,058	81.9	\$373,509	70
GA-FS	213	417	329	296	211	14,350	68.9	\$333,781	108
HI-BP	100	247	138	124	95	8,972	109.7	\$207,601	82
HI-HI	100	139	72	62	46	4,600	100.0	\$106,444	46
ID	100	169	104	97	74	5,239	70.8	\$105,870	60
IL	300	472	453	389	235	13,769	58.6	\$340,645	105
IN	100	132	103	100	77	4,269	61.0	\$95,358	52
KY-FK	100	151	144	132	89	5,381	60.5	\$109,180	54
KY-HN	100	158	145	132	93	7,354	80.0	\$149,213	56
LA-CB	250	501	441	347	283	13,545	47.9	\$307,866	97
LA-CM	200	392	378	311	212	9,778	46.1	\$222,254	123
LA-GL	250	472	441	358	254	14,163	55.8	\$321,914	127
MD	100	246	207	167	96	6,675	69.5	\$176,287	100
MI	114	194	172	166	124	6,661	53.7	\$152,930	94
MS	200	463	275	266	164	13,653	83.2	\$267,589	102
MT	100	113	106	95	76	4,514	59.4	\$89,774	58
NC	125	434	225	185	136	8,730	64.2	\$187,433	41
NJ	100	254	112	103	57	3,221	56.5	\$85,936	46
NM	100	140	140	125	83	4,838	58.3	\$97,379	33
OK	110	324	224	184	115	8,611	74.9	\$184,695	75
OR	120	199	159	159	126	11,441	90.8	\$251,588	121
PR	144	328	283	269	193	13,090	68.0	\$151,844	193
SC	100	161	141	113	89	3,560	40.0	\$73,194	13
TX	100	210	145	145	106	4,387	41.4	\$108,183	106
VA	135	77	62	50	27	11,242	46.0	\$279,926	0
WA	125	371	168	162	144	10,951	67.6	\$301,597	144
WI	100	278	180	168	107	7,824	73.0	\$174,006	53
WV	100	378	198	166	131	8,692	66.4	\$175,916	120
WY	80	105	87	82	52	3,539	68.1	\$83,025	51
Total	4,833	10,058	7,039	6,290	4,554	304,656	65.8	\$6,920,899	3,063



Performance - Residential Class 2

Program	Target	Applied	Accepted	Registered	Graduates	Service Hours	Average hours per Cadet	Value of Service to the Community	Total Academic Credentials
AK	144	321	174	168	124	6,395	51.6	\$170,043	144
AR	100	196	158	147	98	7,213	73.9	\$139,283	25
CA-LA	180	507	208	208	192	8,747	45.3	\$235,018	193
CA-SL	180	247	221	212	192	14,441	74.4	\$388,030	192
DC	100	254	105	65	34	1,462	43.0	\$58,275	3
FL	150	436	213	202	165	8,249	50.0	\$178,250	72
GA-FG	213	375	336	311	205	11,260	54.9	\$261,908	81
GA-FS	212	375	331	289	171	9,579	56.2	\$222,808	94
HI-BP	100	310	127	104	82	11,023	116.0	\$255,072	94
HI-HI	100	108	82	82	60	6,000	100.0	\$138,840	58
ID	100	108	100	93	81	4,904	60.5	\$99,110	64
IL	300	477	458	388	194	11,944	60.9	\$295,495	68
IN	100	130	107	98	69	4,059	58.5	\$90,667	35
KY-FK	100	146	141	127	94	5,669	60.3	\$115,024	82
KY-HN	100	118	117	104	84	5,534	66.0	\$112,285	58
LA-CB	250	498	408	330	250	11,888	47.6	\$270,203	84
LA-CM	200	406	361	300	216	9,674	44.8	\$219,890	108
LA-GL	250	437	431	357	252	13,963	55.4	\$317,379	103
MD	100	189	178	125	85	4,049	47.1	\$106,934	70
MI	114	191	162	153	104	4,771	45.8	\$109,531	43
MS	200	408	258	251	168	14,411	85.8	\$282,446	100
MT	100	126	119	106	81	4,270	52.7	\$84,936	66
NC	125	365	194	159	106	8,303	78.3	\$178,273	44
NJ	100	291	155	140	100	4,350	43.5	\$116,058	90
NM	100	143	143	117	80	6,305	78.8	\$126,920	30
OK	110	413	256	202	128	8,375	65.4	\$179,638	95
OR	120	246	156	157	125	11,042	88.3	\$242,814	115
PR	144	350	271	261	223	12,428	56.0	\$144,165	223
SC	100	171	129	129	96	3,840	40.0	\$78,950	27
TX	100	214	150	146	94	3,923	41.7	\$96,729	94
VA	135	163	118	115	66	2,716	41.0	\$67,628	0
WA	125	358	174	165	140	7,810	47.3	\$215,074	140
WI	100	262	188	167	103	7,241	70.0	\$161,040	53
WV	100	305	213	167	137	6,477	47.3	\$131,084	124
WY	80	111	89	82	50	2,745	55.2	\$64,398	44
Total	4,832	9,755	7,031	6,227	4,449	265,056	60.1	\$5,954,196	2916



Physical Fitness - Residential Class 1

Program	One Mile Run			Curl-Ups			Pull-Ups			Push-Ups		
	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change
AK	10:05	7:50	2:15	38.0	59.2	21.2	3.5	9.5	6.0	NA	NA	NA
AR	11:07	10:05	1:02	26.0	38.4	12.4	NA	NA	NA	31.6	50.8	19.2
CA-LA	9:03	8:04	0:59	26.9	40.4	13.5	NA	NA	NA	24.8	39.8	15.0
CA-SL	11:00	7:26	3:34	39.7	41.6	1.9	NA	NA	NA	20.3	37.4	17.1
DC	13:46	8:24	5:22	28.0	36.0	8.0	NA	NA	NA	36.0	44.0	8.0
FL	10:16	8:47	1:29	45.0	65.0	20.0	NA	NA	NA	16.0	28.0	12.0
GA-FG	8:46	7:15	1:31	38.0	52.0	14.0	NA	NA	NA	36.0	58.0	22.0
GA-FS	8:47	8:52	-0:05	40.4	47.8	7.4	9.8	11.0	1.2	9.8	11.0	1.2
HI-BP	15:43	8:42	7:01	37.4	47.2	9.8	NA	NA	NA	31.2	53.9	22.7
HI-HI	8:46	8:28	0:18	49.0	53.0	4.0	NA	NA	NA	49.0	69.0	20.0
ID	10:18	7:54	2:24	69.4	71.9	2.5	NA	NA	NA	26.9	49.8	22.9
IL	11:13	8:06	3:07	20.0	48.0	28.0	5.0	10.0	5.0	NA	NA	NA
IN	10:31	6:11	4:20	30.0	40.0	10.0	4.0	6.0	2.0	NA	NA	NA
KY-FK	13:15	10:15	3:00	35.6	43.5	7.9	NA	NA	NA	19.8	44.9	25.1
KY-HN	17:49	6:50	10:59	30.0	32.0	2.0	NA	NA	NA	21.0	74.0	53.0
LA-CB	9:34	7:53	1:41	39.1	51.8	12.7	4.7	7.7	3.0	28.6	41.1	12.5
LA-CM	12:27	8:52	3:35	26.0	33.0	7.0	NA	NA	NA	15.0	49.0	34.0
LA-GL	13:43	8:15	5:28	25.0	62.0	37.0	NA	NA	NA	32.0	75.0	43.0
MD	10:30	8:27	2:03	13.1	24.9	11.8	5.0	10.0	5.0	18.1	42.7	24.6
MI	9:12	7:47	1:25	37.0	50.0	13.0	NA	NA	NA	30.0	52.0	22.0
MS	11:30	8:34	2:56	30.9	46.7	15.8	6.3	11.6	5.3	16.5	38.1	21.6
MT	10:02	9:11	0:51	38.0	46.0	8.0	4.8	6.5	1.7	NA	NA	NA
NC	10:44	8:02	2:42	28.0	43.8	15.8	5.8	7.8	2.0	23.1	32.3	9.2
NJ	10:24	7:16	3:08	34.0	63.3	29.3	NA	NA	NA	29.6	54.2	24.6
NM	8:40	6:17	2:23	19.6	32.0	12.3	NA	NA	NA	19.6	32.0	12.4
OK	9:25	8:00	1:25	29.3	51.9	22.6	NA	NA	NA	25.6	31.6	6.0
OR	8:26	7:18	1:08	37.4	52.2	14.8	4.0	6.8	2.8	14.1	29.5	15.4
PR	8:32	7:15	1:17	32.9	39.2	6.3	NA	NA	NA	29.6	34.1	4.5
SC	9:36	8:12	1:24	39.0	47.0	8.0	13.0	15.0	2.0	NA	NA	NA
TX	12:20	8:36	3:44	33.0	44.0	11.0	NA	NA	NA	25.0	52.0	27.0
VA	7:45	7:16	0:29	37.0	0.0	-37.0	NA	NA	NA	46.0	37.0	-9.0
WA	9:54	7:33	2:21	34.2	66.8	32.6	NA	NA	NA	15.2	43.0	27.8
WI	9:36	8:05	1:31	11.0	40.0	29.0	NA	NA	NA	13.0	22.0	9.0
WV	10:01	7:35	2:26	33.1	57.5	24.4	5.1	9.6	4.5	NA	NA	NA
WY	9:41	7:23	2:18	31.1	40.6	9.5	NA	NA	NA	30.4	39.1	8.7
Average	10:38	8:01	2:41	33.2	46.0	12.8	5.9	9.3	3.4	25.3	43.6	18.3



Physical Fitness - Residential Class 2												
Program	One Mile Run			Curl-Ups			Pull-Ups			Push-Ups		
	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change	Initial	Final	Change
AK	10:10	7:15	2:55	31.0	44.1	13.2	3.2	8.5	5.3	NA	NA	NA
AR	11:00	11:27	-0:27	28.7	29.6	0.9	NA	NA	NA	22.6	41.8	19.2
CA-LA	8:17	7:00	1:17	30.2	44.9	14.7	NA	NA	NA	24.4	56.5	32.1
CA-SL	10:45	7:19	3:26	31.0	41.4	10.4	NA	NA	NA	18.6	37.4	18.8
DC	10:17	6:39	3:38	12.0	20.0	8.0	NA	NA	NA	28.0	32.0	4.0
FL	10:08	7:43	2:25	35.0	70.0	35.0	NA	NA	NA	20.0	36.0	16.0
GA-FG	9:15	8:02	1:13	36.0	48.0	12.0	NA	NA	NA	34.0	48.0	14.0
GA-FS	9:50	8:19	1:31	40.2	50.7	10.5	8.3	10.6	2.3	NA	NA	NA
HI-BP	9:36	9:22	0:14	34.5	47.5	13.0	NA	NA	NA	39.6	53.8	14.2
HI-HI	9:08	8:36	0:32	41.0	57.0	16.0	NA	NA	NA	45.0	64.0	19.0
ID	10:30	8:29	2:01	53.7	69.7	16.0	NA	NA	NA	29.2	43.7	14.5
IL	10:00	9:00	1:00	23.0	49.0	26.0	5.0	11.0	6.0	NA	NA	NA
IN	16:36	8:23	8:13	29.0	46.0	17.0	5.0	7.0	2.0	NA	NA	NA
KY-FK	12:50	9:48	3:02	29.4	40.0	10.6	NA	NA	NA	20.8	33.0	12.2
KY-HN	10:32	7:45	2:47	37.0	68.0	31.0	NA	NA	NA	37.0	68.0	31.0
LA-CB	9:10	8:06	1:04	32.6	50.1	17.5	5.4	7.4	2.0	29.1	39.8	10.7
LA-CM	13:41	8:33	5:08	25.0	35.0	10.0	NA	NA	NA	24.0	30.0	6.0
LA-GL	15:37	9:40	5:57	25.0	52.0	27.0	NA	NA	NA	15.0	42.0	27.0
MD	10:38	8:54	1:44	24.6	46.0	21.4	4.3	13.4	9.1	25.0	40.5	15.5
MI	8:11	7:47	0:24	40.0	54.0	14.0		11.0		31.0	57.0	26.0
MS	11:46	8:31	3:15	28.3	47.8	19.5	7.6	13.1	5.5	21.5	42.0	20.5
MT	10:40	8:32	2:08	35.4	48.8	13.4	5.0	6.9	1.9	NA	NA	NA
NC	11:30	8:11	3:19	27.7	46.0	18.3	8.5	22.7	14.2	19.4	39.7	20.3
NJ	9:46	8:15	1:31	42.3	33.3	-9.0	NA	NA	NA	32.8	46.1	13.3
NM	8:31	6:11	2:20	22.0	34.2	12.3	NA	NA	NA	22.0	34.2	12.2
OK	9:49	7:48	2:01	34.4	55.9	21.5	NA	NA	NA	19.8	45.6	25.8
OR	8:41	6:57	1:44	37.3	55.4	18.1	3.4	7.0	3.6	15.6	29.2	13.6
PR	8:27	7:03	1:24	31.4	38.9	7.5	NA	NA	NA	26.3	37.4	11.1
SC	10:05	11:00	-0:55	37.0	50.0	13.0	12.0	20.0	8.0	NA	NA	NA
TX	10:35	8:51	1:44	34.0	42.0	8.0	NA	NA	NA	23.0	60.0	37.0
VA	8:55	12:02	-3:07	43.0	31.0	-12.0	NA	NA	NA	31.0	16.0	-15.0
WA	10:30	7:32	2:58	46.1	73.4	27.3	NA	NA	NA	15.3	45.3	30.0
WI	10:09	7:45	2:24	15.0	45.0	30.0	NA	NA	NA	11.0	26.0	15.0
WV	10:03	7:08	2:55	33.0	53.7	20.7	3.9	6.9	3.0	NA	NA	NA
WY	9:53	7:38	2:15	34.3	44.0	9.7	NA	NA	NA	31.9	45.7	13.8
Average	10:26	8:19	2:27	32.6	47.5	14.9	6.0	11.2	5.2	25.5	42.5	17.1



Performance - Post-Residential Class 1

Program	Graduates	Graduates Reporting Month 1	Graduates Placed Month 1	Graduates Reporting Month 6	Graduates Placed Month 6	Graduates Reporting Month 12	Graduates Placed Month 12
AK	144	70	87	67	101	61	85
AR	78	70	41	66	47	69	60
CA-LA	193	193	158	191	166	188	158
CA-SL	174	109	159	120	160	107	150
DC	DC has no completed Post-Residential Class to report.						
FL	155	155	155	149	134	145	121
GA-FG	189	175	139	163	128	156	128
GA-FS	203	203	157	203	176	203	181
HI-BP	101	101	28	93	60	92	73
HI-HI	54	41	13	33	21	39	15
ID	ID has no completed Post Residential Class to report.						
IL	299	118	62	114	110	86	74
IN	83	74	47	49	40	28	25
KY-FK	87	87	65	87	67	81	73
KY-HN	74	52	39	51	45	51	44
LA-CB	254	213	213	203	203	212	212
LA-CM	201	201	180	193	166	188	178
LA-GL	252	224	194	232	209	219	210
MD	102	0	0	74	34	92	50
MI	116	42	65	38	58	31	63
MS	218	197	146	213	189	171	152
MT	95	91	73	86	66	83	71
NC	112	95	28	77	44	37	6
NJ	94	11	11	11	11	11	11
NM	39	19	9	27	25	23	26
OK	75	48	30	56	56	26	59
OR	133	93	70	84	77	101	95
PR	220	204	123	215	181	214	179
SC	89	70	10	42	14	36	14
TX	89	89	25	89	58	89	44
VA	79	79	53	79	45	79	47
WA	131	114	84	99	116	112	97
WI	99	83	39	94	60	99	48
WV	76	70	27	48	38	68	54
WY	68	22	24	17	38	11	50
Total	4,376	3,413	2,554	3,363	2,943	3,208	2,853

Performance - Post-Residential Class 2							
Program	Graduates	Graduates Reporting Month 1	Graduates Placed Month 1	Graduates Reporting Month 6	Graduates Placed Month 6	Graduates Reporting Month 12	Graduates Placed Month 12
AK	165	128	149	84	131	76	127
AR	88	51	40	63	59	61	59
CA-LA	198	198	170	193	173	184	160
CA-SL	197	127	168	99	180	88	174
DC	50	50	19	50	7	19	18
FL	161	161	161	158	117	144	124
GA-FG	194	177	137	174	143	171	147
GA-FS	207	207	182	207	193	207	189
HI-BP	79	78	18	76	46	75	46
HI-HI	53	20	34	29	24	42	12
ID	ID has no completed Post-Residential Class to report.						
IL	301	130	84	117	110	78	56
IN	79	78	14	27	28	72	19
KY-FK	112	112	92	111	92	111	90
KY-HN	100	81	57	81	57	81	55
LA-CB	253	228	177	225	191	231	193
LA-CM	201	201	161	181	159	178	168
LA-GL	250	240	198	236	206	222	200
MD	123	116	17	122	65	123	88
MI	117	113	70	113	88	117	82
MS	223	221	137	222	169	217	154
MT	103	101	76	94	77	95	82
NC	123	33	32	29	33	30	12
NJ	92	11	6	11	1	11	4
NM	68	67	68	62	53	65	51
OK	99	65	35	97	55	93	57
OR	122	113	87	90	77	100	84
PR	224	220	138	218	205	222	201
SC	90	86	25	72	35	75	37
TX	103	103	31	103	54	100	62
VA	130	130	104	130	86	130	64
WA	124	116	107	110	118	116	88
WI	115	114	62	114	57	114	62
WV	157	114	22	40	62	152	96
WY	64	15	21	16	46	8	41
Total	4,765	4,005	2,899	3,754	3,197	3,808	3,102

Performance - Post-Residential Class 3							
HI-BP	107	107	32	99	56	96	66
HI-HI	30	28	3	16	3	23	9

Hawaii's programs are reporting their Post-Residential Performance data for Class 3 to synchronize with the new reporting requirements.



Graduation Target

Program	Class 1 Graduation Target	Class 1 Total Graduates	Class 2 Graduation Target	Class 2 Total Graduates	Total Graduation Target	Total Graduates	
AK	144	144	144	124	288	268	↓
AR	100	97	100	98	200	195	↓
CA-LA	180	207	180	192	360	399	↑
CA-SL	180	202	180	192	360	394	↑
DC	100	46	100	34	200	80	↓
FL	150	167	150	165	300	332	↑
GA-FG	213	196	213	205	426	401	↓
GA-FS	213	211	212	171	425	382	↓
HI-BP	100	94	100	82	200	177	↓
HI-HI	100	46	100	60	200	106	↓
ID	100	74	100	81	200	155	↓
IL	300	235	300	194	600	429	↓
IN	100	77	100	69	200	146	↓
KY-FK	100	89	100	94	200	183	↓
KY-HN	100	93	100	84	200	177	↓
LA-CB	250	283	250	250	500	533	↑
LA-CM	200	212	200	216	400	428	↑
LA-GL	250	254	250	252	500	506	↑
MD	100	96	100	85	200	181	↓
MI	114	124	114	104	228	228	↑
MS	200	164	200	168	400	332	↓
MT	100	76	100	81	200	157	↓
NC	125	136	125	106	250	242	↓
NJ	100	57	100	100	200	157	↓
NM	100	83	100	80	200	163	↓
OK	110	115	110	128	220	243	↑
OR	120	126	120	125	240	251	↑
PR	144	193	144	223	288	416	↑
SC	100	89	100	96	200	185	↓
TX	100	106	100	94	200	200	↑
VA	135	27	135	66	270	93	↓
WA	125	144	125	140	250	284	↑
WI	100	107	100	103	200	210	↑
WV	100	131	100	137	200	268	↑
WY	80	52	80	50	160	102	↓

Program Information



Credentials Offered

Credentials Offered			
Program	HS Diploma	GED	Credit Recovery
AK	✓	✓	✓
AR		✓	
CA-LA	✓	✓	✓
CA-SL	✓	✓	✓
DC		✓	
FL		✓	✓
GA-FG	✓	✓	✓
GA-FS	✓	✓	✓
HI-BP	✓	✓	
HI-HI	✓		
ID	✓	✓	✓
IL		✓	
IN		✓	
KY-FK		✓	✓
KY-HN		✓	✓
LA-CB		✓	
LA-CM		✓	
LA-GL		✓	
MD		✓	✓
MI	✓	✓	✓
MS	✓	✓	
MT		✓	✓
NC		✓	
NJ	✓	✓	
NM		✓	
OK	✓	✓	✓
OR	✓	✓	✓
PR	✓		
SC	✓	✓	✓
TX	✓	✓	✓
VA	✓	✓	✓
WA		✓	✓
WI		✓	
WV	✓	✓	
WY	✓	✓	✓
Total	19	33	19

NGB Class Numbers with Graduation Dates

In the absence of a national-level automated data base system, the National Guard Bureau has relied upon a manual method of tracking Cadet Classes for annual reporting purposes. Likewise, a majority of the State managed Youth ChalleNGe programs maintain their own internal class numbering systems to track cadets through the residential and post-residential phases. This year's report reflects a concerted effort to synchronize the reporting periods and class numbers for all Youth ChalleNGe programs. Please refer to the charts below and the footer comments on each of the state pages that follow when comparing the reporting periods for this year's annual report with the data for previous years.

Program	NGB Class #	Start Date	End Date
AR, CA-LA, CA-SL, DC, FL, GA-FS, HI-BP, HI-HI, ID, IL, IN, KY-FK, KY-HN, LA-CB, MD, MI, MS, MT, NC, NM, OK, OR, SC, TX, WA, WI, WV	38	Jan 2012	Jun 2012
	39	Jul 2012	Dec 2012
	40	Jan 2013	Jun 2013
	41	Jul 2013	Dec 2013
	42	Jan 2014	Jun 2014
	43	Jul 2014	Dec 2014
	44	Jan 2015	Jun 2015
	45	Jul 2015	Dec 2015
	46	Jan 2016	Jun 2016
	47	Jul 2016	Dec 2016
48	Jan 2017	Jun 2017	

Several Youth ChalleNGe programs have non-standardized reporting dates for various reasons. The table below provides a listing of these states, NGB Class number, and associated dates (note: this table reflects several recently graduated class numbers as well as class numbers projected into the future):

Program	NGB Class #	Start Date	End Date
AK, NJ	38	Apr 2012	Aug 2012
	39	Oct 2012	Feb 2013
	40	Apr 2013	Aug 2013
	41	Oct 2013	Feb 2014
	42	Apr 2014	Aug 2014
	43	Oct 2014	Feb 2015
	44	Apr 2015	Aug 2015
	45	Oct 2015	Feb 2016
	46	Apr 2016	Aug 2016
	47	Oct 2016	Feb 2017
48	Apr 2017	Aug 2017	

Program	NGB Class #	Start Date	End Date
GA-FG	38	Mar 2012	Aug 2012
	39	Sep 2012	Mar 2013
	40	Mar 2013	Aug 2013
	41	Sep 2013	Mar 2014
	42	Mar 2014	Aug 2014
	43	Sep 2014	Mar 2015
	44	Mar 2015	Aug 2015
	45	Sep 2015	Mar 2016
	46	Mar 2016	Aug 2016
	47	Sep 2016	Mar 2017
48	Mar 2017	Aug 2017	



Program	NGB Class #	Start Date	End Date
LA-CM	38	Feb 2012	Jul 2012
	39	Aug 2012	Jan 2013
	40	Feb 2013	Jul 2013
	41	Aug 2013	Jan 2014
	42	Feb 2014	Jul 2014
	43	Aug 2014	Jan 2015
	44	Feb 2015	Jul 2015
	45	Aug 2015	Jan 2016
	46	Feb 2016	Jul 2016
	47	Aug 2016	Jan 2017
48	Feb 2017	Jul 2017	

Program	NGB Class #	Start Date	End Date
LA-GL	38	Mar 2012	Sep 2012
	39	Oct 2012	Mar 2013
	40	Mar 2013	Sep 2013
	41	Oct 2013	Mar 2014
	42	Mar 2014	Sep 2014
	43	Oct 2014	Mar 2015
	44	Apr 2015	Sep 2015
	45	Oct 2015	Mar 2016
	46	Apr 2016	Sep 2016
	47	Oct 2016	Mar 2017
48	Apr 2017	Sep 2017	

Program	NGB Class #	Start Date	End Date
PR	38	Apr 2012	Sep 2012
	39	Oct 2012	Mar 2013
	40	Apr 2013	Sep 2013
	41	Oct 2013	Mar 2014
	42	Apr 2014	Sep 2014
	43	Oct 2014	Mar 2015
	44	Apr 2015	Sep 2015
	45	Oct 2015	Mar 2016
	46	Apr 2016	Sep 2016
	47	Oct 2016	Mar 2017
48	Apr 2017	Sep 2017	

Program	NGB Class #	Start Date	End Date
VA	38	Mar 2012	Aug 2012
	39	Oct 2012	Feb 2013
	40	Mar 2013	Aug 2013
	41	Oct 2013	Feb 2014
	42	Mar 2014	Aug 2014
	43	Oct 2014	Feb 2015
	44	Mar 2015	Aug 2015
	45	Oct 2015	Feb 2016
	46	Mar 2016	Aug 2016
	47	Oct 2016	Feb 2017
48	Mar 2017	Aug 2017	

Program	NGB Class #	Start Date	End Date
WY	38	Jan 2012	Jun 2012
	39*	Jul 2012	Mar 2013
	40*	Jan 2013	Sep 2013
	41*	Jul 2013	Mar 2014
	42*	Jan 2014	Sep 2014
	43*	Jul 2014	Mar 2015
	44*	Jan 2015	Sep 2015
	45*	Jul 2015	Mar 2016
	46*	Jan 2016	Sep 2016
	47*	Jul 2016	Mar 2017
48*	Jan 2017	Sep 2017	

** Wyoming start and end dates overlap because each numbered NGB Class actually contains two residential classes for a total of four residential classes per academic year reporting period.

Post-Residential reporting reflects the residential class number and dates. As a reminder, the Post-Residential phase follows the Residential Phase and lasts 12 months.

2015 ChalleNGe Budget

Funding Table				
Program	Graduation Target	Federal (75%)	State (25%)	Total Federal and State
AK	288	\$3,715,000	\$1,238,333	\$4,953,333
AR	200	\$2,300,000	\$766,667	\$3,066,667
CA-LA	360	\$5,400,000	\$1,800,000	\$7,200,000
CA-SL	360	\$5,500,000	\$1,833,333	\$7,333,333
DC	200	\$2,700,000	\$900,000	\$3,600,000
FL	300	\$3,500,000	\$1,166,667	\$4,666,667
GA-FG	426	\$5,140,000	\$1,713,333	\$6,853,333
GA-FS	425	\$5,140,000	\$1,713,333	\$6,853,333
HI-BP	200	\$2,400,000	\$800,000	\$3,200,000
HI-HI	200	\$2,400,000	\$800,000	\$3,200,000
ID	200	\$2,600,000	\$866,667	\$3,466,667
IL	600	\$6,600,000	\$2,200,000	\$8,800,000
IN	200	\$3,195,000	\$1,065,000	\$4,260,000
KY-FK*	200	\$610,000	\$203,333	\$813,333
KY-HN	200	\$2,607,000	\$869,000	\$3,476,000
LA-CB	500	\$6,375,000	\$2,125,000	\$8,500,000
LA-CM	400	\$5,100,000	\$1,700,000	\$6,800,000
LA-GL	500	\$6,375,000	\$2,125,000	\$8,500,000
MD	200	\$2,760,000	\$920,000	\$3,680,000
MI	228	\$3,000,000	\$1,000,000	\$4,000,000
MS	400	\$4,200,000	\$1,400,000	\$5,600,000
MT	200	\$3,395,000	\$1,131,667	\$4,526,667
NC	250	\$2,720,000	\$906,667	\$3,626,667
NJ	200	\$1,350,000	\$450,000	\$1,800,000
NM	200	\$2,400,000	\$800,000	\$3,200,000
OK	220	\$2,805,000	\$935,000	\$3,740,000
OR	240	\$3,770,000	\$1,256,667	\$5,026,667
PR	288	\$3,500,000	\$1,166,667	\$4,666,667
SC	200	\$2,800,000	\$933,333	\$3,733,333
TX	200	\$2,550,000	\$850,000	\$3,400,000
VA	270	\$3,590,000	\$1,196,667	\$4,786,667
WA	250	\$3,600,000	\$1,200,000	\$4,800,000
WI	200	\$3,586,500	\$1,195,500	\$4,782,000
WV	200	\$3,375,000	\$1,125,000	\$4,500,000
WY	160	\$1,545,000	\$515,000	\$2,060,000
Total	9665	\$122,603,500	\$40,867,833	\$163,471,333

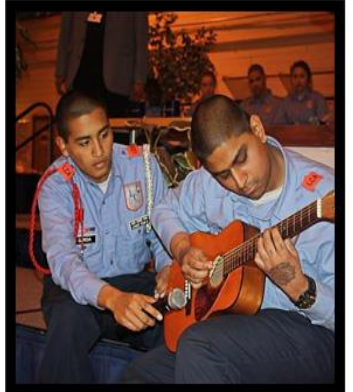
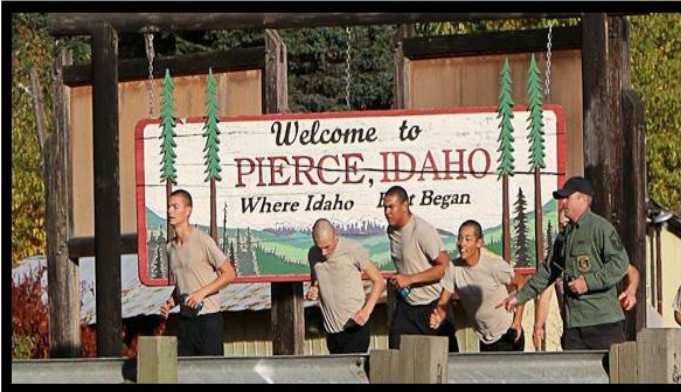
*KY-FK funding represents transition to the Federal Fiscal year.

Funding Table - Program Start-up Initiatives	
State	Federal Funding
CA	\$4,000,000
GA	\$1,000,000
NC	\$512,000
TX	\$2,520,000

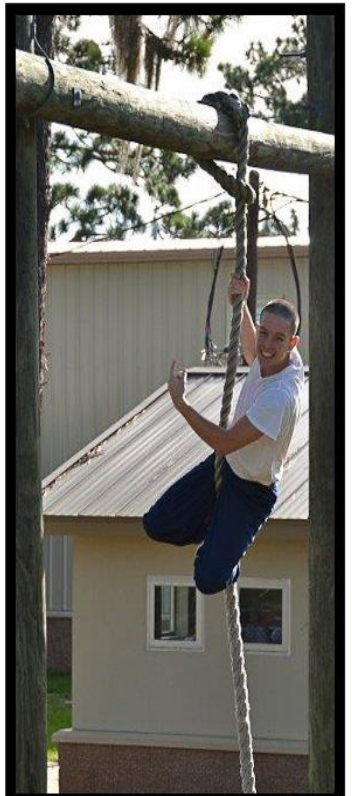
The Faces of ChalleNGe



Faces of Challenge



Faces of ChalleNGe



Individual Program Highlights

The following pages present
the individual ChalleNGe
Program Performance data
for the reporting period





Alaska

Alaska Military Youth Academy

Graduates since inception: 4,528

Joint Base Elmendorf-Richardson, AK

Program Type: Credit Recovery, High School Diploma, GED

Established: 1994

2015 Highlights

- Strengthened active relationship with members of the Alaska State Legislature.
- Established and certified a state-of-the-art GED testing center.

2016 Goals

- Expand the vocational training offering for Cadets.
- Become a certified WorkKeys training and testing center.
- Establish a new 501(c)3 non-profit.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	4/1/2014 - 8/29/2014	144	378	190	144	75.8%	\$18,483
NGB-43	10/1/2014 - 2/27/2015	144	321	168	124	73.8%	

CORE Component Completion

Academic Achievements	NGB-42	NGB-43	Physical Fitness	NGB-42	NGB-43
Pre-TABE (grade equivalent)	7.9	7.9	One Mile Run		
Post-TABE (grade equivalent)	9.2	9.3	Initial	10:05	10:10
Growth (grade equivalent)	1.4	1.4	Final	7:50	7:15
			Change	2:15	2:55
Responsible Citizenship			Curl-Ups		
Eligible to vote	30	23	Initial	38.0	31.0
Registered to vote	29	23	Final	59.2	44.1
Eligible for Selective Service	21	15	Change	21.2	13.2
Registered for Selective Service	21	15			
Service to Community			Pull-Ups		
Average hours per Cadet	67.8	51.6	Initial	3.5	3.2
Total hours served	9,757.50	6,395.00	Final	9.5	8.5
Dollar value per hour*	\$26.59		Change	6.0	5.3
Total Contribution	\$429,495				

Post-Residential Performance

	NGB-39 10/1/2012 - 3/1/2013			Graduates: 144	NGB-40 4/2/2013 - 8/30/2013			Graduates: 165
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	70	67	61		Contacted	128	84	76
Placed	87	101	85		Placed	149	131	127
Military	2	1	6		Military	1	3	9
School	48	55	36		School	119	96	37
Employment	104	47	38		Employment	18	24	70
Miscellaneous	8	1	5		Miscellaneous	11	8	11

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Arkansas



Arkansas Youth Challenge

Graduates since inception: 3,299
Program Type: GED

North Little Rock, AR
Established: 1993

2015 Highlights

- Graduated 98 for NGB Class 44, the most in 14 years.
- NGB Class 43, 27 Cadets achieved their GED.
- NGB Class 44, 20 Cadets achieved their GED.

2016 Goals

- Register 150-170 candidates at the start of each Acclimation Period.
- Staff will be trained in necessary areas.
- Prepare students for viable and durable placement.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/17/2014 - 12/12/2014	100	196	136	97	71.3%	\$15,726
NGB-44	1/8/2015 - 6/11/2015	100	196	147	98	66.7%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44	
	Target	Applied	Target	Applied		Initial	Final	Initial	Final
Pre-TABE (grade equivalent)	8.0	8.1			One Mile Run				
Post-TABE (grade equivalent)	9.1	9.0			Initial		11:07	11:00	
Growth (grade equivalent)	1.1	0.9			Final		10:05	11:27	
					Change		1:02	-0:27	
Responsible Citizenship									
Eligible to vote	24	29			Curl-Ups				
Registered to vote	24	29			Initial		26.0	28.7	
Eligible for Selective Service	50	59			Final		38.4	29.6	
Registered for Selective Service	50	59			Change		12.4	0.9	
Service to Community									
Average hours per Cadet	75.9	73.9			Push-Ups				
Total hours served	7,366.80	7,213.00			Initial		31.6	22.6	
Dollar value per hour*	\$19.31				Final		50.8	41.8	
Total Contribution	\$281,536				Change		19.2	19.2	

Post-Residential Performance

NGB-40 1/14/2013 - 6/14/2013	Graduates: 78			NGB-41 7/11/2013 - 12/13/2013	Graduates: 88		
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted	70	66	69	Contacted	51	63	61
Placed	41	47	60	Placed	40	59	59
Military	0	7	12	Military	1	10	8
School	6	21	12	School	18	24	27
Employment	29	17	33	Employment	19	43	42
Miscellaneous	6	19	4	Miscellaneous	2	4	4

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



California



Sunburst Youth Academy

Graduates since inception: 2,257
 Program Type: Credit Recovery, High School Diploma, GED

Los Alamitos, CA
 Established: 2008

2015 Highlights

- Showcased with 7 segments on CBS Evening News.
- Increased placement through Mentor/Mentee relationships with marketing campaign, website renovation, and additional training opportunities.
- Achieved 96% and 92% retention rates last two classes.

2016 Goals

- Recruit and admit a minimum of 50% females for the Jul-Dec cycle and 25% females for the Jan-Jun cycle.
- Train all employees to utilize and implement a database system.
- Increase positive placement Post-Residential to 83%.

Residential Performance							
Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/12/2014	180	532	216	207	95.8%	\$18,045
NGB-44	1/12/2015 - 6/13/2015	180	507	208	192	92.3%	

CORE Component Completion						
Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44	
	Pre-TABE (grade equivalent)	5.2		4.7	One Mile Run	
Post-TABE (grade equivalent)	8.9	8.7	Initial	9:03	8:17	
Growth (grade equivalent)	3.7	4.0	Final	8:04	7:00	
Responsible Citizenship			Change	0:59	1:17	
Eligible to vote	45	42	Curl-Ups			
Registered to vote	45	42	Initial	26.9	30.2	
Eligible for Selective Service	45	42	Final	40.4	44.9	
Registered for Selective Service	45	42	Change	13.5	14.7	
Service to Community			Push-Ups			
Average hours per Cadet	45.7	45.3	Initial	24.8	24.4	
Total hours served	9,458.50	8,746.50	Final	39.8	56.5	
Dollar value per hour*	\$26.87		Change	15.0	32.1	
Total Contribution	\$489,168					

Post-Residential Performance									
NGB-40	1/6/2013 - 6/7/2013			Graduates: 193	NGB-41	7/14/2013 - 12/13/2013			Graduates: 198
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12		
Contacted	193	191	188		Contacted	198	193	184	
Placed	158	166	158		Placed	170	173	160	
Military	0	3	5		Military	0	1	4	
School	152	164	136		School	163	159	134	
Employment	12	16	37		Employment	9	26	52	
Miscellaneous	0	0	0		Miscellaneous	0	0	0	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time

California



Grizzly Youth Academy

Graduates since inception: 4,888 San Luis Obispo, CA
 Program Type: Credit Recovery, High School Diploma, GED Established: 1998

2015 Highlights	2016 Goals
-Increased classroom capacity by four classrooms. -Initiated five vocational education classes.	-Sustain a retention rate of 85% or greater. -Maintain an 85% rate of positive placement during Post-Residential phase. -Execute the Grizzly Challenge approved budget within 1%. -Add additional Vocational Education Classes.

Residential Performance							
Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/19/2014 - 12/19/2014	180	395	212	202	95.3%	\$18,613
NGB-44	1/18/2015 - 6/19/2015	180	247	212	192	90.6%	

CORE Component Completion					
Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	7.3	7.2	One Mile Run		
Post-TABE (grade equivalent)	8.7	8.6	Initial	11:00	10:45
Growth (grade equivalent)	1.4	1.4	Final	7:26	7:19
Responsible Citizenship			Change	3:34	3:26
Eligible to vote	35	48	Curl-Ups		
Registered to vote	35	48	Initial	39.7	31.0
Eligible for Selective Service	35	48	Final	41.6	41.4
Registered for Selective Service	35	48	Change	1.9	10.4
Service to Community			Push-Ups		
Average hours per Cadet	76.3	74.4	Initial	20.3	18.6
Total hours served	15,842.00	14,441.00	Final	37.4	37.4
Dollar value per hour*	\$26.87		Change	17.1	18.8
Total Contribution	\$813,704				

Post-Residential Performance									
NGB-40	1/13/2013 - 6/14/2013			Graduates: 174	NGB-41	7/20/2013 - 12/20/2013			Graduates: 197
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12		
Contacted	109	120	107	Contacted	127	99	88		
Placed	159	160	150	Placed	168	180	174		
Military	5	3	6	Military	1	4	5		
School	92	104	101	School	119	103	75		
Employment	52	47	40	Employment	34	69	77		
Miscellaneous	10	6	3	Miscellaneous	5	6	19		

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





District of Columbia

Capital Guardian Youth Challenge Academy

Graduates since inception: 403
 Program Type: GED

Laurel, MD
 Established: 2007

2015 Highlights

- Selected by the newly elected Mayor, Mayor Muriel E. Bowser, to present the Colors at the first State of the District Address.
- Hosted the annual TAG Spouses Brunch.
- Provided a ChalleNGe Program brief and campus tour for Congressman Lacy Clay of Missouri.

2016 Goals

- Increase program awareness throughout the District of Columbia and with the newly elected Mayor.
- Continue to strengthen our community partnerships which support placement opportunities.
- Provide more staff training in the area of youth development.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/13/2014	100	101	64	46	71.9%	\$45,000
NGB-44	1/18/2015 - 6/20/2015	100	254	65	34	53.1%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	5.1	5.3	One Mile Run		
Post-TABE (grade equivalent)	7.3	6.9	Initial	13:46	10:17
Growth (grade equivalent)	2.2	1.6	Final	8:24	6:39
Responsible Citizenship			Change	5:22	3:38
Eligible to vote	27	11	Curl-Ups		
Registered to vote	27	11	Initial	28.0	12.0
Eligible for Selective Service	17	7	Final	36.0	20.0
Registered for Selective Service	17	7	Change	8.0	8.0
Service to Community			Push-Ups		
Average hours per Cadet	48.5	43.0	Initial	36.0	28.0
Total hours served	2,231.00	1,462.00	Final	44.0	32.0
Dollar value per hour*	\$39.86		Change	8.0	4.0
Total Contribution	\$147,203				

Post-Residential Performance

Post-Residential class was not completed for this period. **NGB-41 7/13/2013 - 12/13/2013** **Graduates: 50**

	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted	0	0	0	Contacted	50	50	19
Placed	0	0	0	Placed	19	7	18
Military	0	0	0	Military	0	1	0
School	0	0	0	School	10	2	7
Employment	0	0	0	Employment	10	3	8
Miscellaneous	0	0	0	Miscellaneous	0	0	0

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Florida



Florida Youth Challenge Academy

Graduates since inception: 3,863
 Program Type: Credit Recovery, GED

Starke, FL
 Established: 2001

2015 Highlights

- Program continues to exceed graduation target.
- Program was able to acquire additional funding needed to build infrastructure for future vocational training.

2016 Goals

- Complete vocational startup program to include: Animate Your Action Plan with Royer Studios, Microsoft Office Certifications, ServSafe Food Handler Certification.
- Develop plan for future in-house growth.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/16/2014	150	530	199	167	83.9%	\$14,056
NGB-44	1/11/2015 - 6/13/2015	150	436	202	165	81.7%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44	
Pre-TABE (grade equivalent)	6.9	6.5	One Mile Run			
Post-TABE (grade equivalent)	7.7	8.4		Initial	10:16	10:08
Growth (grade equivalent)	0.8	1.9		Final	8:47	7:43
			Change	1:29	2:25	
Responsible Citizenship			Curl-Ups			
Eligible to vote	30	43		Initial	45.0	35.0
Registered to vote	30	43		Final	65.0	70.0
Eligible for Selective Service	44	49		Change	20.0	35.0
Registered for Selective Service	44	49				
Service to Community			Push-Ups			
Average hours per Cadet	65.0	50.0		Initial	16.0	20.0
Total hours served	10,898.00	8,248.50		Final	28.0	36.0
Dollar value per hour*	\$21.61			Change	12.0	16.0
Total Contribution	\$413,756					

Post-Residential Performance

	NGB-40 1/6/2013 - 6/8/2013			Graduates: 155	NGB-41 7/14/2013 - 12/17/2013			Graduates: 161
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	155	149	145	Contacted	161	158	144	
Placed	155	134	121	Placed	161	117	124	
Military	6	2	2	Military	12	2	4	
School	77	49	44	School	42	40	35	
Employment	72	75	66	Employment	107	67	79	
Miscellaneous	0	8	9	Miscellaneous	0	8	6	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





Fort Gordon Youth Challenge Academy

Graduates since inception: 5,036

Fort Gordon, GA

Program Type: Credit Recovery, High School Diploma, GED

Established: 2000

2015 Highlights

- Increased program graduates by 5%.
- Increased academic credentials by over 40%.
- Seven Cadets successfully completed a Nursing Assistant program and ten Cadets completed a Graphic Design course during the Residential Phase.

2016 Goals

- Increase Cadet graduation rate by 5%.
- Increase academic credentials by 10% each graduating class.
- Provide direct employment placement opportunities for graduates.
- Expand Academy STEM training for Cadets.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	3/30/2014 - 8/30/2014	213	401	320	196	61.3%	\$17,091
NGB-43	9/21/2014 - 3/7/2015	213	375	311	205	65.9%	

CORE Component Completion

Academic Achievements	NGB-42		NGB-43		Physical Fitness	NGB-42		NGB-43	
	Target	Applied	Target	Applied		Initial	Final	Initial	Final
Pre-TABE (grade equivalent)	5.8	5.3			One Mile Run				
Post-TABE (grade equivalent)	7.5	8.4			Initial		8:46	9:15	
Growth (grade equivalent)	1.7	3.1			Final		7:15	8:02	
					Change		1:31	1:13	
Responsible Citizenship									
Eligible to vote	60	70			Curl-Ups				
Registered to vote	60	70			Initial		38.0	36.0	
Eligible for Selective Service	71	92			Final		52.0	48.0	
Registered for Selective Service	71	92			Change		14.0	12.0	
Service to Community									
Average hours per Cadet	81.9	54.9			Push-Ups				
Total hours served	16,058.00	11,260.00			Initial		36.0	34.0	
Dollar value per hour*	\$23.26				Final		58.0	48.0	
Total Contribution	\$635,417				Change		22.0	14.0	

Post-Residential Performance

	NGB-40 3/24/2013 - 8/24/2013			Graduates: 189	NGB-41 9/22/2013 - 3/1/2014			Graduates: 194
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	175	163	156		Contacted	177	174	171
Placed	139	128	128		Placed	137	143	147
Military	4	10	10		Military	0	2	4
School	52	31	34		School	38	65	65
Employment	58	79	85		Employment	65	82	89
Miscellaneous	47	23	13		Miscellaneous	49	14	13

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Georgia



Fort Stewart Youth Challenge Academy

Graduates since inception: 8,664
 Program Type: Credit Recovery, High School Diploma, GED

Fort Stewart, GA
 Established: 1993

2015 Highlights

- Established "My Brother's Keeper" Construction Class.
- Hosted Regional Invitational Challenge Academy Competition with five Youth Challenge Academies participating.

2016 Goals

- Increase recruiting efforts to result in starting a class with at least 310 candidates.
- Increase the average number of Cadets enrolled in Provost Academy (Accredited High School) by 100% (from 20 to 40).

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/20/2014 - 12/20/2014	213	417	296	211	71.3%	\$17,941
NGB-44	1/18/2015 - 6/20/2015	212	375	289	171	59.2%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44	
	Target	Applied	Target	Applied		Initial	Final	Initial	Final
Pre-TABE (grade equivalent)	6.5	7.1			One Mile Run				
Post-TABE (grade equivalent)	9.6	10.0			Initial		8:47	9:50	
Growth (grade equivalent)	3.1	2.9			Final		8:52	8:19	
					Change		-0:05	1:31	
Responsible Citizenship									
Eligible to vote	58	54			Curl-Ups				
Registered to vote	58	54			Initial		40.4	40.2	
Eligible for Selective Service	49	43			Final		47.8	50.7	
Registered for Selective Service	49	43			Change		7.4	10.5	
Service to Community									
Average hours per Cadet	68.9	56.2			Pull-Ups				
Total hours served	14,350.00	9,579.00			Initial		9.8	8.3	
Dollar value per hour*	\$23.26				Final		11.0	10.6	
Total Contribution	\$556,589				Change		1.2	2.3	

Post-Residential Performance

NGB-40 1/20/2013 - 6/22/2013	Graduates: 203			NGB-41 7/21/2013 - 12/21/2013	Graduates: 207		
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted	203	203	203	Contacted	207	207	207
Placed	157	176	181	Placed	182	193	189
Military	0	2	3	Military	0	2	2
School	15	25	30	School	40	45	30
Employment	62	89	103	Employment	177	111	102
Miscellaneous	80	60	45	Miscellaneous	85	55	55

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Hawaii



Youth ChalleNGe Academy at Barber's Point

Graduates since inception: 3,718
 Program Type: High School Diploma, GED

Kapolei, HI
 Established: 1994

2015 Highlights

- 100% of graduating Cadets received their diploma for NGB Classes 41 & 44.
- Added career training in fields of carpentry, welding, and lifeguarding.

2016 Goals

- Continue to increase public awareness through advertisement and event participation.
- Maintain graduation rate above 100 Cadets per cycle.
- Improve placement rate to 100%.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/22/2014 - 12/19/2014	100	247	124	95	76.6%	\$18,079
NGB-44	1/20/2015 - 6/19/2015	100	310	104	82	78.8%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44		
	Pre-TABE (grade equivalent)	5.2	6.0				One Mile Run			
Post-TABE (grade equivalent)	7.9	7.2			Initial	15:43		9:36		
Growth (grade equivalent)	2.7	1.2			Final	8:42		9:22		
Responsible Citizenship					Change	7:01	0:14			
Eligible to vote	19	21			Curl-Ups					
Registered to vote	15	21				Initial	37.4	34.5		
Eligible for Selective Service	48	36				Final	47.2	47.5		
Registered for Selective Service	0	22			Change	9.8	13.0			
Service to Community					Push-Ups					
Average hours per Cadet	109.7	116.0				Initial	31.2	39.6		
Total hours served	8,971.50	11,023.00				Final	53.9	53.8		
Dollar value per hour*	\$23.14					Change	22.7	14.2		
Total Contribution	\$462,673									

Post-Residential Performance

	NGB-39 7/17/2012 - 12/21/2012			Graduates: 101	NGB-40 1/22/2013 - 6/21/2013			Graduates: 79
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	101	93	92		Contacted	78	76	75
Placed	28	60	73		Placed	18	46	46
Military	1	2	2		Military	0	2	3
School	11	12	11		School	1	11	6
Employment	17	49	62		Employment	17	41	38
Miscellaneous	0	0	0		Miscellaneous	0	0	0

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Youth ChalleNGe Academy at Barber's Point

Post-Residential Performance

NGB-41 7/16/2013 - 12/20/2013 Graduates: 107

	Month 1	Month 6	Month 12
Contacted	107	99	96
Placed	32	56	66
Military	2	6	9
School	10	9	11
Employment	22	43	52
Miscellaneous	0	0	0

Hawaii



Youth ChalleNGe Academy at Hilo

Graduates since inception: 448
 Program Type: High School Diploma

Hilo, HI
 Established: 2011

2015 Highlights

-Program relocated to Keaukaha Military Reserve.
 -98% of graduates received their Community School Diploma through the College Basic Academic Subjects Examination Program (CBASE) while enrolled at YCA.

2016 Goals

-Increase the number of applicants and graduates.
 -Develop partnerships to improve efficiency and cost effectiveness.
 -Provide more opportunities for staff training.
 -Increase recruitment and retention by 20%.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/29/2014 - 12/23/2014	100	139	62	46	74.2%	\$30,189
NGB-44	1/27/2015 - 6/26/2015	100	108	82	60	73.2%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44	
	Pre-TABE (grade equivalent)	5.2	5.3				One Mile Run		
Post-TABE (grade equivalent)	6.1	6.4			Initial	8:46	9:08		
Growth (grade equivalent)	0.9	1.1			Final	8:28	8:36		
					Change	0:18	0:32		
Responsible Citizenship									
Eligible to vote	7	19			Curl-Ups				
Registered to vote	7	19			Initial	49.0	41.0		
Eligible for Selective Service	24	41			Final	53.0	57.0		
Registered for Selective Service	10	11			Change	4.0	16.0		
Service to Community									
Average hours per Cadet	100.0	100.0			Push-Ups				
Total hours served	4,600.00	6,000.00			Initial	49.0	45.0		
Dollar value per hour*	\$23.14				Final	69.0	64.0		
Total Contribution	\$245,284				Change	20.0	19.0		

Post-Residential Performance

	NGB-39 7/23/2012 - 12/20/2012			Graduates: 54	NGB-40 1/31/2013 - 6/26/2013			Graduates: 53
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	41	33	39		Contacted	20	29	42
Placed	13	21	15		Placed	34	24	12
Military	0	1	1		Military	0	1	1
School	4	3	3		School	12	7	4
Employment	6	10	10		Employment	11	13	6
Miscellaneous	3	7	1		Miscellaneous	11	3	1

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





Youth ChalleNGe Academy at Hilo

Post-Residential Performance

NGB-41 7/23/2013 - 12/20/2013 Graduates: 30

	Month 1	Month 6	Month 12
Contacted	28	16	23
Placed	3	3	9
Military	0	0	0
School	4	1	2
Employment	9	9	11
Miscellaneous	10	5	7

Idaho



Idaho Youth Challenge Academy

Graduates since inception: 232
 Program Type: Credit Recovery, High School Diploma, GED

Pierce, ID
 Established: 2013

2015 Highlights

- 100% of female Cadets in Class 2015-1 completed the Residential Phase of the program.
- Retention rate for Class 2015-1 was 87%.

2016 Goals

- Establish and maintain a 90% or better training level for staff.
- Institute and maintain a Cadet retention rate of 80%, or above.
- Continue to improve relationships with stakeholders to enhance Post-Residential opportunities for Cadets.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/19/2014 - 12/20/2014	100	169	97	74	76.3%	\$22,366
NGB-44	1/17/2015 - 6/20/2015	100	108	93	81	87.1%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	7.9	8.3	One Mile Run		
Post-TABE (grade equivalent)	10.4	10.3	Initial	10:18	10:30
Growth (grade equivalent)	2.5	2.0	Final	7:54	8:29
Responsible Citizenship			Change	2:24	2:01
Eligible to vote	16	13	Curl-Ups		
Registered to vote	16	13	Initial	69.4	53.7
Eligible for Selective Service	23	18	Final	71.9	69.7
Registered for Selective Service	23	18	Change	2.5	16.0
Service to Community			Push-Ups		
Average hours per Cadet	70.8	60.5	Initial	26.9	29.2
Total hours served	5,238.50	4,904.00	Final	49.8	43.7
Dollar value per hour*	\$20.21		Change	22.9	14.5
Total Contribution	\$204,980				

Post-Residential Performance

Post-Residential classes were not completed during this period.

	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted				Contacted			
Placed				Placed			
Military				Military			
School				School			
Employment				Employment			
Miscellaneous				Miscellaneous			

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Lincoln's Challenge Academy

Graduates since inception: 14,424
Program Type: GED

Rantoul, IL
Established: 1993

2015 Highlights

- Implemented the 2014 GED Test in our approved Pearson Vue testing center.
- Broke grounds and started construction on the new campus.

2016 Goals

- Move into new campus.
- Improve recruitment standards.
- Retain more Cadets and increase graduation and placement rates.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/11/2014 - 12/11/2014	300	472	389	235	60.4%	\$20,513
NGB-44	1/6/2015 - 6/13/2015	300	477	388	194	50.0%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	7.5	7.3	One Mile Run		
Post-TABE (grade equivalent)	9.2	8.7	Initial	11:13	10:00
Growth (grade equivalent)	1.7	1.4	Final	8:06	9:00
Responsible Citizenship			Change	3:07	1:00
Eligible to vote	51	52	Curl-Ups		
Registered to vote	51	52	Initial	20.0	23.0
Eligible for Selective Service	39	34	Final	48.0	49.0
Registered for Selective Service	38	34	Change	28.0	26.0
Service to Community			Pull-Ups		
Average hours per Cadet	58.6	60.9	Initial	5.0	5.0
Total hours served	13,769.00	11,944.00	Final	10.0	11.0
Dollar value per hour*	\$24.74		Change	5.0	6.0
Total Contribution	\$636,140				

Post-Residential Performance

	NGB-40 1/14/2013 - 6/15/2013			Graduates: 299	NGB-41 7/12/2013 - 12/15/2013			Graduates: 301
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	118	114	86	Contacted	130	117	78	
Placed	62	110	74	Placed	84	110	56	
Military	2	3	8	Military	3	7	9	
School	36	70	41	School	54	43	23	
Employment	48	57	44	Employment	33	70	35	
Miscellaneous	3	6	3	Miscellaneous	4	9	6	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Indiana



Hoosier Youth Challenge Academy

Graduates since inception: 1,173
 Program Type: GED

Knightstown, IN
 Established: 2007

2015 Highlights

- Completion of HSED computer lab with 20 work stations.
- Expansion of high school dual credit program to 6 credits.

2016 Goals

- HSED on-site testing with a HYCA proctor.
- Expand our high school dual-credit program from 3 to 6 credits.
- Meet (or exceed) our Graduation Target numbers.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/12/2014 - 12/13/2014	100	132	100	77	77.0%	\$29,178
NGB-44	1/10/2015 - 6/13/2015	100	130	98	69	70.4%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44	
	Pre-TABE (grade equivalent)	7.1	6.9				One Mile Run		
Post-TABE (grade equivalent)	8.9	8.5			Initial	10:31	16:36		
Growth (grade equivalent)	1.8	1.6			Final	6:11	8:23		
					Change	4:20	8:13		
Responsible Citizenship									
Eligible to vote	15	11			Curl-Ups				
Registered to vote	12	11			Initial	30.0	29.0		
Eligible for Selective Service	29	29			Final	40.0	46.0		
Registered for Selective Service	29	29			Change	10.0	17.0		
Service to Community									
Average hours per Cadet	61.0	58.5			Pull-Ups				
Total hours served	4,268.50	4,058.50			Initial	4.0	5.0		
Dollar value per hour*	\$22.34				Final	6.0	7.0		
Total Contribution	\$186,025				Change	2.0	2.0		

Post-Residential Performance

NGB-40	1/12/2013 - 6/5/2013			Graduates: 83	NGB-41	7/13/2013 - 12/14/2013			Graduates: 79
	Month 1	Month 6	Month 12			Month 1	Month 6	Month 12	
Contacted	74	49	28		Contacted	78	27	72	
Placed	47	40	25		Placed	14	28	19	
Military	1	1	1		Military	0	1	2	
School	16	11	10		School	24	13	18	
Employment	20	18	12		Employment	12	18	26	
Miscellaneous	6	10	2		Miscellaneous	13	49	0	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Kentucky



Bluegrass Challenge Academy

Graduates since inception: 2,756
 Program Type: Credit Recovery, GED

Fort Knox, KY
 Established: 1999

2015 Highlights

- Obtained 3 full-time therapists.
- Provided over 15,000 community service hours.

2016 Goals

- Change class cycles to start in October.
- Move BCA to new location providing campus atmosphere and expand the STEM program.
- Expand training to all employees.
- Provide Kentucky Youth Challenge Intake every 90 days.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/13/2014	100	151	132	89	67.4%	\$4,444
NGB-44	1/11/2015 - 6/13/2015	100	146	127	94	74.0%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	6.0	6.4	One Mile Run		
Post-TABE (grade equivalent)	7.8	7.6	Initial	13:15	12:50
Growth (grade equivalent)	1.8	1.2	Final	10:15	9:48
Responsible Citizenship			Change	3:00	3:02
Eligible to vote	11	10	Curl-Ups		
Registered to vote	11	10	Initial	35.6	29.4
Eligible for Selective Service	43	35	Final	43.5	40.0
Registered for Selective Service	43	35	Change	7.9	10.6
Service to Community			Push-Ups		
Average hours per Cadet	60.5	60.3	Initial	19.8	20.8
Total hours served	5,381.00	5,669.00	Final	44.9	33.0
Dollar value per hour*	\$20.29		Change	25.1	12.2
Total Contribution	\$224,205				

Post-Residential Performance

	NGB-40 1/13/2013 - 6/15/2013			Graduates: 87	NGB-41 7/14/2013 - 12/14/2013			Graduates: 112
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	87	87	81	Contacted	112	111	111	
Placed	65	67	73	Placed	92	92	90	
Military	0	2	4	Military	0	2	4	
School	65	46	48	School	87	79	64	
Employment	0	21	35	Employment	15	32	36	
Miscellaneous	0	0	0	Miscellaneous	0	0	0	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Kentucky



Appalachian Challenge Program

Graduates since inception: 466
 Program Type: Credit Recovery, GED

Grays Knob, KY
 Established: 2012

2015 Highlights

- Partnered with local community college, resulting in Cadets earning 3 hours college credit.
- Increased social media presence through daily posts for communication with Cadet families and potential applicants, resulting in over 4,100 supporters.

2016 Goals

- Increase program exposure and applicant pool.
- Meet or exceed 200 graduates per fiscal year.
- Increase graduate success rate in Post-Residential phase.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/14/2014 - 12/14/2014	100	158	132	93	70.5%	\$19,638
NGB-44	1/11/2015 - 6/13/2015	100	118	104	84	80.8%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	1.5	4.1	One Mile Run		
Post-TABE (grade equivalent)	3.4	3.9	Initial	17:49	10:32
Growth (grade equivalent)	1.9	-0.2	Final	6:50	7:45
Responsible Citizenship			Change	10:59	2:47
Eligible to vote	13	5	Curl-Ups		
Registered to vote	13	5	Initial	30.0	37.0
Eligible for Selective Service	13	5	Final	32.0	68.0
Registered for Selective Service	13	5	Change	2.0	31.0
Service to Community			Push-Ups		
Average hours per Cadet	80.0	66.0	Initial	21.0	37.0
Total hours served	7,354.00	5,534.00	Final	74.0	68.0
Dollar value per hour*	\$20.29		Change	53.0	31.0
Total Contribution	\$261,498				

Post-Residential Performance

	NGB-40 7/14/2013 - 12/14/2013			Graduates: 74	NGB-41 1/12/2014 - 6/14/2014			Graduates: 100
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	52	51	51		Contacted	81	81	81
Placed	39	45	44		Placed	57	57	55
Military	0	1	3		Military	1	0	0
School	23	22	21		School	46	40	38
Employment	14	19	18		Employment	8	14	14
Miscellaneous	2	3	2		Miscellaneous	2	3	3

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





Louisiana

Youth ChalleNGe Program - Camp Beauregard

Graduates since inception: 8,938
 Program Type: GED

Pineville, LA
 Established: 1993

2015 Highlights

- Graduated 283 cadets (2014-1) resulting in the largest graduation class to date.
- 804 college credit hours earned through partnership with Bossier Parish Community College.

2016 Goals

- Initiate vocational education pilot program in coordination with local Technical College.
- Increase HiSET (High School Equivalency Test) pass rate by 5% by incorporating Mathematics certified instructor.
- Establish self-contained HiSET testing site.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/13/2014	250	501	347	283	81.6%	\$15,947
NGB-44	1/11/2015 - 6/13/2015	250	498	330	250	75.8%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44		
	Value	Value	Value	Value		Value	Value	Value	Value	
Pre-TABE (grade equivalent)	6.9	6.9			One Mile Run					
Post-TABE (grade equivalent)	9.7	9.9				Initial	9:34	9:10		
Growth (grade equivalent)	2.8	3.0				Final	7:53	8:06		
					Change	1:41	1:04			
Responsible Citizenship					Curl-Ups					
Eligible to vote	62	32				Initial	39.1	32.6		
Registered to vote	62	30				Final	51.8	50.1		
Eligible for Selective Service	139	121			Change	12.7	17.5			
Registered for Selective Service	139	121			Push-Ups					
						Initial	28.6	29.1		
						Final	41.1	39.8		
					Change	12.5	10.7			
Service to Community										
Average hours per Cadet	47.9	47.6								
Total hours served	13,544.50	11,887.50								
Dollar value per hour*	\$22.73									
Total Contribution	\$578,069									

Post-Residential Performance

NGB-40 1/12/2013 - 6/8/2013	Graduates: 254			NGB-41 7/13/2013 - 12/14/2013	Graduates: 253		
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted	213	203	212	Contacted	228	225	231
Placed	213	203	212	Placed	177	191	193
Military	2	2	5	Military	2	2	2
School	67	67	44	School	43	67	61
Employment	168	150	164	Employment	135	173	144
Miscellaneous	8	4	8	Miscellaneous	17	9	11

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Louisiana



Youth ChalleNGe Program - Camp Minden

Graduates since inception: 3,799
 Program Type: GED

Minden, LA
 Established: 2002

2015 Highlights

- Graduated 428 Cadets for classes 14-1 and 14-2.
- Cadet retention rate increased.
- Cadet graduation rate vs. enrollment increased 6%.
- 428 Cadet graduates earned in excess of 2100 transferable college credit hours.

2016 Goals

- Increase TABE from a 2.4 average growth rate to 2.6.
- Achieve and maintain 80% placement at the end of the Post-Residential Phase.
- Achieve and maintain 100% staff training for Program year.
- Maintain Cadre staffing level at 100%.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	2/16/2014 - 7/19/2014	200	392	311	212	68.2%	\$15,888
NGB-43	8/17/2014 - 1/24/2015	200	406	300	216	72.0%	

CORE Component Completion

Academic Achievements	NGB-42	NGB-43	Physical Fitness	NGB-42	NGB-43
Pre-TABE (grade equivalent)	6.9	6.3	One Mile Run		
Post-TABE (grade equivalent)	9.4	8.6	Initial	12:27	13:41
Growth (grade equivalent)	2.5	2.3	Final	8:52	8:33
Responsible Citizenship			Change	3:35	5:08
Eligible to vote	33	36	Curl-Ups		
Registered to vote	33	36	Initial	26.0	25.0
Eligible for Selective Service	75	71	Final	33.0	35.0
Registered for Selective Service	75	71	Change	7.0	10.0
Service to Community			Push-Ups		
Average hours per Cadet	46.1	44.8	Initial	15.0	24.0
Total hours served	9,778.00	9,674.00	Final	49.0	30.0
Dollar value per hour*	\$22.73		Change	34.0	6.0
Total Contribution	\$442,144				

Post-Residential Performance

	NGB-40 2/17/2013 - 7/20/2013			Graduates: 201	NGB-41 8/18/2013 - 1/25/2014			Graduates: 201
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	201	193	188	Contacted	201	181	178	
Placed	180	166	178	Placed	161	159	168	
Military	3	4	6	Military	0	4	6	
School	61	56	43	School	48	37	51	
Employment	128	112	132	Employment	118	115	119	
Miscellaneous	0	4	9	Miscellaneous	1	19	3	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Louisiana



Youth ChalleNGe Program - Gillis Long

Graduates since inception: 6,691
 Program Type: GED

Carville, LA
 Established: 1999

2015 Highlights

- 82 graduates from one class received college credit.
- One class did 26 Color Guard events across Louisiana.

2016 Goals

- Increase HiSET (High School Equivalency Test) attained at the end of the cycle with 50% of the student population.
- Improve the Acclimation Period retention rate by 5%.
- Improve innovative technology in the classrooms with Smart Boards.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	4/13/2014 - 9/13/2013	250	472	358	254	70.9%	\$16,798
NGB-43	10/12/2014 - 3/21/2015	250	437	357	252	70.6%	

CORE Component Completion

Academic Achievements	NGB-42	NGB-43	Physical Fitness	NGB-42	NGB-43
Pre-TABE (grade equivalent)	7.3	7.3	One Mile Run		
Post-TABE (grade equivalent)	9.2	10.2	Initial	13:43	15:37
Growth (grade equivalent)	1.9	2.9	Final	8:15	9:40
Responsible Citizenship			Change	5:28	5:57
Eligible to vote	33	34	Curl-Ups		
Registered to vote	33	34	Initial	25.0	25.0
Eligible for Selective Service	28	22	Final	62.0	52.0
Registered for Selective Service	28	22	Change	37.0	27.0
Service to Community			Push-Ups		
Average hours per Cadet	55.8	55.4	Initial	32.0	15.0
Total hours served	14,162.50	13,963.00	Final	75.0	42.0
Dollar value per hour*	\$22.73		Change	43.0	27.0
Total Contribution	\$639,293				

Post-Residential Performance

	NGB-40 4/14/2013 - 9/21/2013			Graduates: 252	NGB-41 10/13/2013 - 3/22/2014			Graduates: 250
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	224	232	219		Contacted	240	236	222
Placed	194	209	210		Placed	198	206	200
Military	9	11	13		Military	2	7	6
School	64	75	76		School	58	81	87
Employment	96	133	145		Employment	118	144	140
Miscellaneous	57	34	33		Miscellaneous	34	20	16

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





Maryland

Freestate Challenge Academy

Graduates since inception: 3,807
 Program Type: Credit Recovery, GED

Aberdeen Proving Grounds, MD
 Established: 1993

2015 Highlights

- Initiated a vocational/trades training program with 44 Cadets attending, 15 received certification in automotive care.
- Received approval/authorization from Pearson Vue to conduct GED testing in Academy's computer lab.

2016 Goals

- Conduct all GED testing in program's computer lab.
- Enhance vocational/trades training opportunities.
- Meet graduation target rate by recruiting more candidates.
- Upgrade Academy facilities.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/13/2014	100	246	167	96	57.5%	\$20,331
NGB-44	1/11/2015 - 6/13/2015	100	189	125	85	68.8%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	5.5	5.9	One Mile Run		
Post-TABE (grade equivalent)	10.0	10.0	Initial	10:30	10:38
Growth (grade equivalent)	4.5	4.1	Final	8:27	8:54
			Change	2:03	1:44
Responsible Citizenship			Curl-Ups		
Eligible to vote	32	20	Initial	13.1	24.6
Registered to vote	32	20	Final	24.9	46.0
Eligible for Selective Service	45	33	Change	11.8	21.4
Registered for Selective Service	45	33			
Service to Community			Push-Ups		
Average hours per Cadet	69.5	47.1	Initial	18.1	25.0
Total hours served	6,675.00	4,049.00	Final	42.7	40.5
Dollar value per hour*	\$26.41		Change	24.6	15.5
Total Contribution	\$283,221				

Post-Residential Performance

	NGB-40 1/13/2013 - 6/15/2013			Graduates: 102	NGB-41 7/14/2013 - 12/14/2013			Graduates: 123
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	0	74	92	Contacted	116	122	123	
Placed	0	34	50	Placed	17	65	88	
Military	0	1	1	Military	0	0	1	
School	0	7	6	School	0	22	35	
Employment	0	26	42	Employment	12	40	46	
Miscellaneous	0	0	1	Miscellaneous	5	3	6	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Michigan



Michigan Youth Challenge Academy

Graduates since inception: 3,025
 Program Type: Credit Recovery, High School Diploma, GED

Battle Creek, MI
 Established: 1999

2015 Highlights

-Largest class to graduate since inception at 124.
 -Michigan received the Jobs Challenge grant and will be implementing a pilot program with the recent graduates in October 2015.

2016 Goals

-Increase MYCA Graduate placement rate within the first 12-months.
 -Develop systems to assist graduates with placement.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/14/2014 - 12/13/2014	114	194	166	124	74.7%	\$17,544
NGB-44	1/18/2015 - 6/20/2015	114	191	153	104	68.0%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44		
	Value	Value	Value	Value		Value	Value	Value	Value	
Pre-TABE (grade equivalent)	5.6	7.2	One Mile Run							
Post-TABE (grade equivalent)	7.9	7.9	Initial				9:12	8:11		
Growth (grade equivalent)	2.3	0.7	Final				7:47	7:47		
Responsible Citizenship					Change				1:25	0:24
Eligible to vote	26	24	Curl-Ups							
Registered to vote	0	0	Initial				37.0	40.0		
Eligible for Selective Service	59	55	Final				50.0	54.0		
Registered for Selective Service	0	1	Change				13.0	14.0		
Service to Community					Push-Ups					
Average hours per Cadet	53.7	45.8	Initial				30.0	31.0		
Total hours served	6,660.70	4,770.50	Final				52.0	57.0		
Dollar value per hour*	\$22.96		Change				22.0	26.0		
Total Contribution	\$262,460									

Post-Residential Performance

NGB-40	1/6/2013 - 6/6/2013			Graduates: 116	NGB-41	7/14/2013 - 12/14/2013			Graduates: 117
	Month 1	Month 6	Month 12			Month 1	Month 6	Month 12	
Contacted	42	38	31		Contacted	113	113	117	
Placed	65	58	63		Placed	70	88	82	
Military	1	4	7		Military	15	26	17	
School	7	16	18		School	26	32	30	
Employment	78	49	56		Employment	63	99	70	
Miscellaneous	2	1	5		Miscellaneous	6	9	5	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Mississippi



Mississippi Youth Challenge Academy

Graduates since inception: 8,216
 Program Type: High School Diploma, GED

Camp Shelby, MS
 Established: 1994

2015 Highlights

- As of 20 December 2014 over 8,000 Cadets have graduated from the Mississippi Youth Challenge Academy.
- Expanded apprenticeship opportunities by adding carpentry and heating/air condition training in addition to already established welding training.

2016 Goals

- Enroll 252 corps members for each class.
- Graduate 200 or more quality Cadets per class.
- Expand job opportunities for future graduates by working closely with major industries within the state.
- Further develop in-house training for all employees.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/19/2014 - 12/20/2014	200	463	266	164	61.7%	\$16,867
NGB-44	1/17/2015 - 6/20/2015	200	408	251	168	66.9%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	6.7	6.0	One Mile Run		
Post-TABE (grade equivalent)	11.0	10.2	Initial	11:30	11:46
Growth (grade equivalent)	4.3	4.2	Final	8:34	8:31
Responsible Citizenship			Change	2:56	3:15
Eligible to vote	49	40	Curl-Ups		
Registered to vote	49	40	Initial	30.9	28.3
Eligible for Selective Service	66	57	Final	46.7	47.8
Registered for Selective Service	66	57	Change	15.8	19.5
Service to Community			Push-Ups		
Average hours per Cadet	83.2	85.8	Initial	16.5	21.5
Total hours served	13,652.50	14,410.50	Final	38.1	42.0
Dollar value per hour*	\$19.60		Change	21.6	20.5
Total Contribution	\$550,035				

Post-Residential Performance

	NGB-40 1/12/2013 - 6/15/2013			Graduates: 218	NGB-41 7/20/2013 - 12/21/2013			Graduates: 223
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	197	213	171		Contacted	221	222	217
Placed	146	189	152		Placed	137	169	154
Military	7	14	10		Military	12	16	18
School	35	50	37		School	46	40	56
Employment	82	109	93		Employment	61	120	105
Miscellaneous	20	16	47		Miscellaneous	87	59	25

*Value of Community Service per hour according to www.independentsector.org/volunteer_time

Montana Youth ChalleNGe Academy

Graduates since inception: 2,379
 Program Type: Credit Recovery, GED (HiSET)

Dillon, MT
 Established: 1999

2015 Highlights

- Reached a placement rate of 91% at graduation.
- HiSET (High School Equivalency Test) success rate of 76% as compared to the national average of 60%.

2016 Goals

- Implement Mentor recruiting system for helping candidates to follow Youth-Initiated Mentoring practices in recruiting prospective mentors.
- Establish multiple pathways to earn high school and/or college credits/certifications to enhance Post-Residential opportunities.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/22/2014 - 12/20/2014	100	113	95	76	80.0%	\$28,832
NGB-44	1/20/2015 - 6/21/2015	100	126	106	81	76.4%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	7.6	8.0	One Mile Run		
Post-TABE (grade equivalent)	8.9	8.8	Initial	10:02	10:40
Growth (grade equivalent)	1.3	0.8	Final	9:11	8:32
			Change	0:51	2:08
Responsible Citizenship			Curl-Ups		
Eligible to vote	10	19	Initial	38.0	35.4
Registered to vote	10	19	Final	46.0	48.8
Eligible for Selective Service	19	33	Change	8.0	13.4
Registered for Selective Service	19	33			
Service to Community			Pull-Ups		
Average hours per Cadet	59.4	52.7	Initial	4.8	5.0
Total hours served	4,513.50	4,270.30	Final	6.5	6.9
Dollar value per hour*	\$19.89		Change	1.7	1.9
Total Contribution	\$174,710				

Post-Residential Performance

	NGB-40 1/15/2013 - 6/15/2013			Graduates: 95	NGB-41 7/23/2013 - 12/21/2013			Graduates: 103
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	91	86	83	Contacted	101	94	95	
Placed	73	66	71	Placed	76	77	82	
Military	2	3	5	Military	4	7	12	
School	9	32	12	School	40	28	28	
Employment	62	30	53	Employment	31	41	38	
Miscellaneous	0	1	1	Miscellaneous	1	1	4	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time

New Jersey Youth ChalleNGe Academy

Graduates since inception: 3,527
 Program Type: High School Diploma, GED

Fort Dix, NJ
 Established: 1994

2015 Highlights

- First testing center in the state of NJ to administer the new computerized GED.
- Received an award from the Food Bank of South Jersey for our outstanding Service to Community.

2016 Goals

- Improve the quality of Candidates accepted, meet the graduation target number, and improve retention rates.
- Create a Mentor Pool.
- Increase the Post-Residential Contact and Placement rates.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	4/21/2014 - 9/25/2014	100	254	103	57	55.3%	\$11,465
NGB-43	10/14/2014 - 3/28/2015	100	291	140	100	71.4%	

CORE Component Completion

Academic Achievements	NGB-42	NGB-43	Physical Fitness	NGB-42	NGB-43
Pre-TABE (grade equivalent)	6.8	6.4	One Mile Run		
Post-TABE (grade equivalent)	9.4	9.2	Initial	10:24	9:46
Growth (grade equivalent)	2.6	2.8	Final	7:16	8:15
			Change	3:08	1:31
Responsible Citizenship			Curl-Ups		
Eligible to vote	23	38	Initial	34.0	42.3
Registered to vote	23	38	Final	63.3	33.3
Eligible for Selective Service	19	33	Change	29.3	-9.0
Registered for Selective Service	19	33			
Service to Community			Push-Ups		
Average hours per Cadet	56.5	43.5	Initial	29.6	32.8
Total hours served	3,221.00	4,350.00	Final	54.2	46.1
Dollar value per hour*	\$26.68		Change	24.6	13.3
Total Contribution	\$201,994				

Post-Residential Performance

NGB-39 10/1/2012 - 3/16/2013	Graduates: 94			NGB-40 4/15/2013 - 10/5/2013	Graduates: 92		
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted	11	11	11	Contacted	11	11	11
Placed	11	11	11	Placed	6	1	4
Military	3	3	3	Military	1	1	1
School	8	8	8	School	3	0	3
Employment	0	0	0	Employment	2	0	0
Miscellaneous	0	0	0	Miscellaneous	0	0	0

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



New Mexico

New Mexico Youth ChalleNGe Academy

Graduates since inception: 2,065
Program Type: GED

Roswell, NM
Established: 2001

2015 Highlights

- Cadets, Staff & Cadre participated in the 2015 Bataan Memorial Death March.
- Cadets traveled to Oklahoma to participate in the TX, NM & OK Commandant's ChalleNGe.

2016 Goals

- Increase Cadet enrollment.
- Increase number of graduates.
- Increase number of GEDs awarded.
- Complete renovation of Cadet barracks.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/12/2014 - 12/13/2014	100	140	125	83	66.4%	\$19,632
NGB-44	1/17/2015 - 6/20/2015	100	143	117	80	68.4%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	6.3	6.2	One Mile Run		
Post-TABE (grade equivalent)	8.5	8.5	Initial	8:40	8:31
Growth (grade equivalent)	2.2	2.3	Final	6:17	6:11
			Change	2:23	2:20
Responsible Citizenship			Curl-Ups		
Eligible to vote	21	29	Initial	19.6	22.0
Registered to vote	21	29	Final	32.0	34.2
Eligible for Selective Service	42	47	Change	12.3	12.3
Registered for Selective Service	42	47			
Service to Community			Push-Ups		
Average hours per Cadet	58.3	78.8	Initial	19.6	22.0
Total hours served	4,837.50	6,305.00	Final	32.0	34.2
Dollar value per hour*	\$20.13		Change	12.4	12.2
Total Contribution	\$224,299				

Post-Residential Performance

	NGB-40 1/19/2013 - 6/22/2013			Graduates: 39	NGB-41 7/20/2013 - 12/20/2013			Graduates: 68
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	19	27	23		Contacted	67	62	65
Placed	9	25	26		Placed	68	53	51
Military	0	0	1		Military	1	3	5
School	3	16	11		School	31	12	14
Employment	8	19	23		Employment	23	36	36
Miscellaneous	1	1	3		Miscellaneous	6	12	8

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



North Carolina



Tarheel Challenge Academy

Graduates since inception: 4,180
Program Type: GED

Salemburg, NC
Established: 1994

2015 Highlights

- Class 43 was the largest class in the history of NC Tarheel Challenge Academy with 136 graduating Cadets.
- Classes 42 and 43 successfully participated in Virginia and Georgia Challenge Invitational.

2016 Goals

- Increase recruitment of qualified applicants by 20%.
- Increase placement rate through Mentor/Mentee relationships by 10%.
- Improve TABE Scale Scores by 3-points.
- Establish a 2nd Tarheel Challenge Academy (West).

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/12/2014	125	434	185	136	73.5%	\$14,986
NGB-44	1/11/2015 - 6/12/2015	125	365	159	106	66.7%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	6.5	6.2	One Mile Run		
Post-TABE (grade equivalent)	8.9	9.1	Initial	10:44	11:30
Growth (grade equivalent)	2.4	2.9	Final	8:02	8:11
Responsible Citizenship			Change	2:42	3:19
Eligible to vote	25	23	Curl-Ups		
Registered to vote	25	23	Initial	28.0	27.7
Eligible for Selective Service	22	18	Final	43.8	46.0
Registered for Selective Service	22	18	Change	15.8	18.3
Service to Community			Push-Ups		
Average hours per Cadet	64.2	78.3	Initial	23.1	19.4
Total hours served	8,730.00	8,303.35	Final	32.3	39.7
Dollar value per hour*	\$21.47		Change	9.2	20.3
Total Contribution	\$365,706				

Post-Residential Performance

	NGB-40 1/13/2013 - 6/14/2013			Graduates: 112	NGB-41 7/14/2013 - 12/13/2013			Graduates: 123
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	95	77	37		Contacted	33	29	30
Placed	28	44	6		Placed	32	33	12
Military	1	2	1		Military	0	0	0
School	30	33	9		School	26	18	7
Employment	27	30	10		Employment	23	25	12
Miscellaneous	17	11	1		Miscellaneous	13	4	1

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Oklahoma



Thunderbird Youth Academy

Graduates since inception: 4,124
 Program Type: Credit Recovery, High School Diploma, GED

Pryor, OK
 Established: 1993

2015 Highlights

-Partnerships with local colleges, career, and technology centers allowed all Cadets to further their education and employability skills.
 -All Cadets returning to high school received an elective credit for each of the Core Components in addition to any Core Curriculum they completed.

2016 Goals

-Partner with state-accredited charter school to expand educational opportunities for all Cadets.
 -Offer "Certified Production Technician" training to qualified Cadets to increase employability.
 -Increase Residential Phase retention rate of Cadets to 70%.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/13/2014	110	324	184	115	62.5%	\$15,391
NGB-44	1/18/2015 - 6/20/2015	110	413	202	128	63.4%	

CORE Component Completion

Academic Achievements	NGB-43		NGB-44		Physical Fitness	NGB-43		NGB-44		
	Value	Value	Value	Value		Value	Value	Value	Value	
Pre-TABE (grade equivalent)	6.7	7.0	One Mile Run							
Post-TABE (grade equivalent)	8.5	8.4	Initial				9:25	9:49		
Growth (grade equivalent)	1.8	1.4	Final				8:00	7:48		
Responsible Citizenship					Change				1:25	2:01
Eligible to vote	36	13	Curl-Ups							
Registered to vote	36	13	Initial				29.3	34.4		
Eligible for Selective Service	21	32	Final				51.9	55.9		
Registered for Selective Service	21	32	Change				22.6	21.5		
Service to Community					Push-Ups					
Average hours per Cadet	74.9	65.4	Initial				25.6	19.8		
Total hours served	8,610.50	8,374.75	Final				31.6	45.6		
Dollar value per hour*	\$21.45		Change				6.0	25.8		
Total Contribution	\$364,334									

Post-Residential Performance

NGB-40	1/13/2013 - 6/15/2013			Graduates: 75	NGB-41	7/14/2013 - 12/14/2013			Graduates: 99
	Month 1	Month 6	Month 12			Month 1	Month 6	Month 12	
Contacted	48	56	26		Contacted	65	97	93	
Placed	30	56	59		Placed	35	55	57	
Military	1	1	1		Military	3	7	11	
School	2	32	27		School	23	48	70	
Employment	19	23	31		Employment	17	62	75	
Miscellaneous	8	0	0		Miscellaneous	2	1	3	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Oregon



Oregon Youth Challenge Program

Graduates since inception: 3,727

Bend, OR

Program Type: Credit Recovery, High School Diploma, GED

Established: 1999

2015 Highlights

- 100% of all graduates earned a high school diploma, GED or 8-10 credits and returned to high school.
- Cadets traveled to the state capital in Salem, posted the colors and worked as Pages in the Senate and House of Representatives.

2016 Goals

- Improve technology and software.
- Use a cloud-based system to enhance collaboration and consistency of data for all staff.
- Serve over 300 youth who have not been successful in their mainstream high schools.
- Graduate over 240 Cadets in 2016.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/17/2014 - 12/17/2014	120	199	159	126	79.2%	\$20,027
NGB-44	1/15/2015 - 6/17/2015	120	246	157	125	80.1%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	7.3	7.4	One Mile Run		
Post-TABE (grade equivalent)	9.0	9.1	Initial	8:26	8:41
Growth (grade equivalent)	1.7	1.7	Final	7:18	6:57
Responsible Citizenship			Change	1:08	1:44
Eligible to vote	56	38	Curl-Ups		
Registered to vote	56	38	Initial	37.4	37.3
Eligible for Selective Service	77	61	Final	52.2	55.4
Registered for Selective Service	77	61	Change	14.8	18.1
Service to Community			Push-Ups		
Average hours per Cadet	90.8	88.3	Initial	14.1	15.6
Total hours served	11,441.00	11,042.00	Final	29.5	29.2
Dollar value per hour*	\$21.99		Change	15.4	13.6
Total Contribution	\$494,401				

Post-Residential Performance

	NGB-40 1/17/2013 - 6/19/2013			Graduates: 133	NGB-41 7/18/2013 - 12/18/2013			Graduates: 122
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	93	84	101	Contacted	113	90	100	
Placed	70	77	95	Placed	87	77	84	
Military	2	2	5	Military	0	0	3	
School	16	61	74	School	76	53	50	
Employment	40	23	27	Employment	19	26	42	
Miscellaneous	23	2	5	Miscellaneous	3	9	2	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time

Puerto Rico



Puerto Rico Youth ChalleNGe Program

Graduates since inception: 4,421
Program Type: High School Diploma

Juana Diaz, PR
Established: 1999

2015 Highlights

- Program was selected to participate in the new STEM Program.
- Program completed three collaboration agreements with local universities.
- Initiated the process to request approval for a second site.

2016 Goals

- Establishment of a new recruiting office.
- Establishment of two in-house vocational courses (computer repair and graphics arts).
- Major facilities improvements.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	5/4/2014 - 12/9/2014	144	328	269	193	71.7%	\$11,218
NGB-43	10/18/2014 - 4/4/2015	144	350	261	223	85.4%	

CORE Component Completion

Academic Achievements	NGB-42	NGB-43	Physical Fitness	NGB-42	NGB-43
Pre-TABE (grade equivalent)	4.3	4.0	One Mile Run		
Post-TABE (grade equivalent)	7.5	8.1	Initial	8:32	8:27
Growth (grade equivalent)	3.2	4.1	Final	7:15	7:03
			Change	1:17	1:24
Responsible Citizenship			Curl-Ups		
Eligible to vote	60	85	Initial	32.9	31.4
Registered to vote	0	25	Final	39.2	38.9
Eligible for Selective Service	130	70	Change	6.3	7.5
Registered for Selective Service	107	71			
Service to Community			Push-Ups		
Average hours per Cadet	68.0	56.0	Initial	29.6	26.3
Total hours served	13,090.00	12,428.00	Final	34.1	37.4
Dollar value per hour*	\$11.60		Change	4.5	11.1
Total Contribution	\$296,009				

Post-Residential Performance

	NGB-40 4/6/2013 - 9/13/2013			Graduates: 220	NGB-41 10/14/2013 - 3/14/2014			Graduates: 224
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	204	215	214	Contacted	220	218	222	
Placed	123	181	179	Placed	138	205	201	
Military	0	0	2	Military	0	1	2	
School	55	146	140	School	60	176	151	
Employment	36	22	34	Employment	35	23	45	
Miscellaneous	32	13	3	Miscellaneous	43	5	3	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



South Carolina



South Carolina Youth Challenge Academy

Graduates since inception: 3,026
Program Type: GED

Eastover, SC
Established: 1998

2015 Highlights

- Implemented programs involving training and certifications, such as drivers training and forklift certification.
- Improved contacts and placement.
- Increased enrollment in Ameri-Corps.

2016 Goals

- Recruit and invite 150 candidates to meet graduation target of 100.
- Provide short course training to eligible Cadets, such as forklift training, computer tech, welding and fire-fighting.
- Implement DOL Job Challenge Grant.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/7/2014 - 12/10/2014	100	161	113	89	83.2%	\$20,180
NGB-44	1/5/2015 - 6/10/2015	100	171	129	96	76.8%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	5.4	5.0	One Mile Run		
Post-TABE (grade equivalent)	5.5	5.7	Initial	9:36	10:05
Growth (grade equivalent)	0.1	0.7	Final	8:12	11:00
Responsible Citizenship			Change	1:24	-0:55
Eligible to vote	22	31	Curl-Ups		
Registered to vote	22	31	Initial	39.0	37.0
Eligible for Selective Service	20	28	Final	47.0	50.0
Registered for Selective Service	20	28	Change	8.0	13.0
Service to Community			Pull-Ups		
Average hours per Cadet	40.0	40.0	Initial	13.0	12.0
Total hours served	3,560.00	3,840.00	Final	15.0	20.0
Dollar value per hour*	\$20.56		Change	2.0	8.0
Total Contribution	\$152,144				

Post-Residential Performance

	NGB-40 1/7/2013 - 6/12/2013			Graduates: 89	NGB-41 7/8/2013 - 12/11/2013			Graduates: 90
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	70	42	36		Contacted	86	72	75
Placed	10	14	14		Placed	25	35	37
Military	0	0	0		Military	3	3	3
School	6	4	4		School	10	10	15
Employment	5	4	4		Employment	7	16	10
Miscellaneous	2	6	6		Miscellaneous	10	6	9

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





Texas Challenge Academy

Graduates since inception: 2,847
 Program Type: Credit Recovery, High School Diploma, GED

Sheffield, TX
 Established: 1999

2015 Highlights

- Participated in the Eagle Lake to Austin, 115 mile relay run to raise program awareness.
- Participated in the Bataan Memorial Death March in White Sands, New Mexico.

2016 Goals

- Create wireless computer capability in the dormitories.
- Add tablets and computers to dormitories.
- Add a quarter mile running track.
- Add a concrete parade deck.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/19/2014 - 12/20/2014	100	210	145	106	73.1%	\$17,000
NGB-44	1/17/2015 - 6/20/2015	100	214	146	94	64.4%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	6.5	7.5	One Mile Run		
Post-TABE (grade equivalent)	8.1	7.2	Initial	12:20	10:35
Growth (grade equivalent)	1.6	-0.3	Final	8:36	8:51
Responsible Citizenship			Change	3:44	1:44
Eligible to vote	28	23	Curl-Ups		
Registered to vote	28	22	Initial	33.0	34.0
Eligible for Selective Service	20	31	Final	44.0	42.0
Registered for Selective Service	20	31	Change	11.0	8.0
Service to Community			Push-Ups		
Average hours per Cadet	41.4	41.7	Initial	25.0	23.0
Total hours served	4,387.00	3,922.50	Final	52.0	60.0
Dollar value per hour*	\$24.66		Change	27.0	37.0
Total Contribution	\$204,912				

Post-Residential Performance

	NGB-40 1/19/2013 - 6/22/2013			Graduates: 89	NGB-41 7/20/2013 - 12/21/2013			Graduates: 103
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	89	89	89	Contacted	103	103	100	
Placed	25	58	44	Placed	31	54	62	
Military	1	2	2	Military	0	3	7	
School	14	35	19	School	24	29	24	
Employment	5	19	23	Employment	7	22	30	
Miscellaneous	5	2	0	Miscellaneous	0	0	1	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Virginia



Commonwealth Challenge Youth Academy

Graduates since inception: 4,296
 Program Type: Credit Recovery, High School Diploma, GED

Virginia Beach, VA
 Established: 1994

2015 Highlights

- Three Cadet classes registered in Community College and participated in online classes after earning their GED.
- Commenced Credit Recovery classes.

2016 Goals

- Meet and exceed graduation target.
- Incorporate new marketing strategies and revamp recruiting efforts.
- Host annual ChalleNGe invitational.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	3/24/2014 - 8/23/2014	135	77	50	27	54.0%	\$51,470
NGB-43	10/1/2014 - 2/28/2015	135	163	115	66	57.4%	

CORE Component Completion

Academic Achievements	NGB-42		NGB-43		Physical Fitness	NGB-42		NGB-43	
	Value	Value	Value	Value		Value	Value	Value	Value
Pre-TABE (grade equivalent)	6.2	6.3			One Mile Run				
Post-TABE (grade equivalent)	7.9	7.9			Initial	7:45	8:55		
Growth (grade equivalent)	1.7	1.6			Final	7:16	12:02		
					Change	0:29	-3:07		
Responsible Citizenship									
Eligible to vote	4	21			Curl-Ups				
Registered to vote	0	0			Initial	37.0	43.0		
Eligible for Selective Service	16	29			Final	0.0	31.0		
Registered for Selective Service	14	0			Change	-37.0	-12.0		
Service to Community									
Average hours per Cadet	46.0	41.0			Push-Ups				
Total hours served	11,242.00	2,716.00			Initial	46.0	31.0		
Dollar value per hour*	\$24.90				Final	37.0	16.0		
Total Contribution	\$347,554				Change	-9.0	-15.0		

Post-Residential Performance

	NGB-40 1/22/2013 - 6/15/2013			Graduates: 79	NGB-41 7/16/2013 - 12/14/2013			Graduates: 130
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	79	79	79	Contacted	130	130	130	
Placed	53	45	47	Placed	104	86	64	
Military	0	0	2	Military	1	3	2	
School	34	25	19	School	90	53	32	
Employment	32	35	34	Employment	37	60	41	
Miscellaneous	1	0	0	Miscellaneous	3	1	0	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Washington



Washington Youth Academy

Graduates since inception: 1,463
Program Type: Credit Recovery, GED

Bremerton, WA
Established: 2009

2015 Highlights

-Developed partnership with Washington State's Junior Achievement Program; WYA invited to JA events to meet businesses involved in the program.
-NGB-43 Cadets earned an average of 7.92 of 8 high school credits possible; NGB-44 earned an average of 7.88 of 8.

2016 Goals

-Train 100% of Cadets in Community Emergency Response Team (CERT) training.
-Move toward self-sufficiency in meeting staff training needs (increase "train the trainer" training).
-Linked interested graduates to local emergency response teams.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/19/2014 - 12/20/2014	125	371	162	144	88.9%	\$16,901
NGB-44	1/17/2015 - 6/20/2015	125	358	165	140	84.8%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44	
Pre-TABE (grade equivalent)	7.1	6.8	One Mile Run			
Post-TABE (grade equivalent)	9.4	8.9		Initial	9:54	10:30
Growth (grade equivalent)	2.3	2.1		Final	7:33	7:32
Responsible Citizenship			Change	2:21	2:58	
Eligible to vote	46	60	Curl-Ups			
Registered to vote	46	60		Initial	34.2	46.1
Eligible for Selective Service	34	52		Final	66.8	73.4
Registered for Selective Service	34	52	Change	32.6	27.3	
Service to Community			Push-Ups			
Average hours per Cadet	67.6	47.3		Initial	15.2	15.3
Total hours served	10,951.25	7,809.50		Final	43.0	45.3
Dollar value per hour*	\$27.54			Change	27.8	30.0
Total Contribution	\$516,671					

Post-Residential Performance

	NGB-40 1/19/2013 - 6/15/2013			Graduates: 131	NGB-41 7/20/2013 - 12/19/2013			Graduates: 124
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	114	99	112	Contacted	116	110	116	
Placed	84	116	97	Placed	107	118	88	
Military	0	0	2	Military	0	0	2	
School	62	106	83	School	104	116	69	
Employment	36	21	18	Employment	4	5	30	
Miscellaneous	16	0	0	Miscellaneous	0	0	5	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time





Wisconsin Challenge Academy

Graduates since inception: 3,100
Program Type: GED

Fort McCoy, WI
Established: 1998

2015 Highlights

- Completed change over to Next Generation testing and continued to have a high HSED (High School Equivalency Diploma) success rate.
- Exceeded goal of graduating 100 Cadets per class.

2016 Goals

- Successfully graduate no fewer than 100 Cadets from each Residential Phase.
- Have at least 40% of the graduating Cadets earn an HSED/GED.
- Place no less than 65% of all Cadets completing the 12-month Post-Residential phase.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/24/2014 - 12/20/2014	100	278	168	107	63.7%	\$22,771
NGB-44	1/15/2015 - 6/11/2015	100	262	167	103	61.7%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44
Pre-TABE (grade equivalent)	8.7	8.3	One Mile Run		
Post-TABE (grade equivalent)	9.5	8.3	Initial	9:36	10:09
Growth (grade equivalent)	0.8	0.0	Final	8:05	7:45
			Change	1:31	2:24
Responsible Citizenship			Curl-Ups		
Eligible to vote	31	33	Initial	11.0	15.0
Registered to vote	31	33	Final	40.0	45.0
Eligible for Selective Service	56	54	Change	29.0	30.0
Registered for Selective Service	56	54			
Service to Community			Push-Ups		
Average hours per Cadet	73.0	70.0	Initial	13.0	11.0
Total hours served	7,824.00	7,241.00	Final	22.0	26.0
Dollar value per hour*	\$22.24		Change	9.0	15.0
Total Contribution	\$335,046				

Post-Residential Performance

NGB-40 1/17/2013 - 6/15/2013	Graduates: 99			NGB-41 7/25/2013 - 12/21/2013	Graduates: 115		
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12
Contacted	83	94	99	Contacted	114	114	114
Placed	39	60	48	Placed	62	57	62
Military	2	3	7	Military	0	0	2
School	9	30	29	School	33	67	34
Employment	29	80	99	Employment	35	113	101
Miscellaneous	3	10	6	Miscellaneous	7	5	1

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



West Virginia



Mountaineer Challenge Academy

Graduates since inception: 3,279

Kingwood, WV

Program Type: Credit Recovery, High School Diploma, GED (TASC)

Established: 1993

2015 Highlights

- Exceeded the graduation target by over 30%.
- Offered "Introduction to Higher Education" through Pierpont Community and Technical College.

2016 Goals

- Increase capacity for additional Cadets by adding additional barrack space.
- Add career development / vocational courses for Cadets.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-43	7/13/2014 - 12/12/2014	100	378	166	131	78.9%	\$16,791
NGB-44	1/11/2015 - 6/12/2015	100	305	167	137	82.0%	

CORE Component Completion

Academic Achievements	NGB-43	NGB-44	Physical Fitness	NGB-43	NGB-44	
Pre-TABE (grade equivalent)	6.0	6.7	One Mile Run			
Post-TABE (grade equivalent)	8.8	9.8		Initial	10:01	10:03
Growth (grade equivalent)	2.8	3.1		Final	7:35	7:08
			Change	2:26	2:55	
Responsible Citizenship			Curl-Ups			
Eligible to vote	34	32		Initial	33.1	33.0
Registered to vote	0	0		Final	57.5	53.7
Eligible for Selective Service	27	31	Change	24.4	20.7	
Registered for Selective Service	27	31				
Service to Community			Pull-Ups			
Average hours per Cadet	66.4	47.3		Initial	5.1	3.9
Total hours served	8,691.50	6,476.50		Final	9.6	6.9
Dollar value per hour*	\$20.24			Change	4.5	3.0
Total Contribution	\$307,000					

Post-Residential Performance

	NGB-40 1/13/2013 - 6/14/2013			Graduates: 76	NGB-41 7/14/2013 - 12/13/2013			Graduates: 157
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	70	48	68	Contacted	114	40	152	
Placed	27	38	54	Placed	22	62	96	
Military	0	3	6	Military	1	6	20	
School	7	11	12	School	11	20	21	
Employment	15	18	31	Employment	27	51	85	
Miscellaneous	5	6	5	Miscellaneous	3	5	9	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time



Wyoming



Wyoming Cowboy ChalleNGe Academy

Graduates since inception: 649
 Program Type: Credit Recovery, GED

Guernsey, WY
 Established: 2006

2015 Highlights

-97.8% HSEC Exam pass rate; 46 academic credentials earned for NGB class 42.
 -95.3% R-Day registration rate; instituted Vocational Training at local college, 100% pass rate for NGB class 43.

2016 Goals

-Sustain four cycles per year and improve staff retention.
 -Increase accessions to 60 per class (240 total); graduates to 40 per class (160 total).
 -Maintain Vocational Training initiative.
 -Continue \$0 "Growback" for 4th consecutive year.

Residential Performance

Class	Dates	Target	Applied	Registered	Graduated	Retention	Cost Per Cadet
NGB-42	1/5/2014 - 9/6/2014	80	105	82	52	63.4%	\$20,196
NGB-43	7/3/2014 - 3/7/2015	80	111	82	50	61.0%	

CORE Component Completion

Academic Achievements	NGB-42	NGB-43	Physical Fitness	NGB-42	NGB-43
Pre-TABE (grade equivalent)	8.5	8.8	One Mile Run		
Post-TABE (grade equivalent)	9.9	10.1	Initial	9:41	9:53
Growth (grade equivalent)	1.4	1.3	Final	7:23	7:38
			Change	2:18	2:15
Responsible Citizenship			Curl-Ups		
Eligible to vote	6	9	Initial	31.1	34.3
Registered to vote	6	9	Final	40.6	44.0
Eligible for Selective Service	5	8	Change	9.5	9.7
Registered for Selective Service	5	8	Push-Ups		
Service to Community			Initial	30.4	31.9
Average hours per Cadet	68.1	55.2	Final	39.1	45.7
Total hours served	3,539.00	2,745.00	Change	8.7	13.8
Dollar value per hour*	\$23.46				
Total Contribution	\$147,423				

Post-Residential Performance

	NGB-40 1/5/2014 - 6/7/2014			Graduates: 68	NGB-41 10/5/2014 - 3/7/2015			Graduates: 64
	Month 1	Month 6	Month 12		Month 1	Month 6	Month 12	
Contacted	22	17	11		15	16	8	
Placed	24	38	50		21	46	41	
Military	0	1	3		0	2	5	
School	11	18	20		14	19	11	
Employment	13	19	26		6	24	21	
Miscellaneous	0	0	1		1	1	4	

*Value of Community Service per hour according to www.independentsector.org/volunteer_time

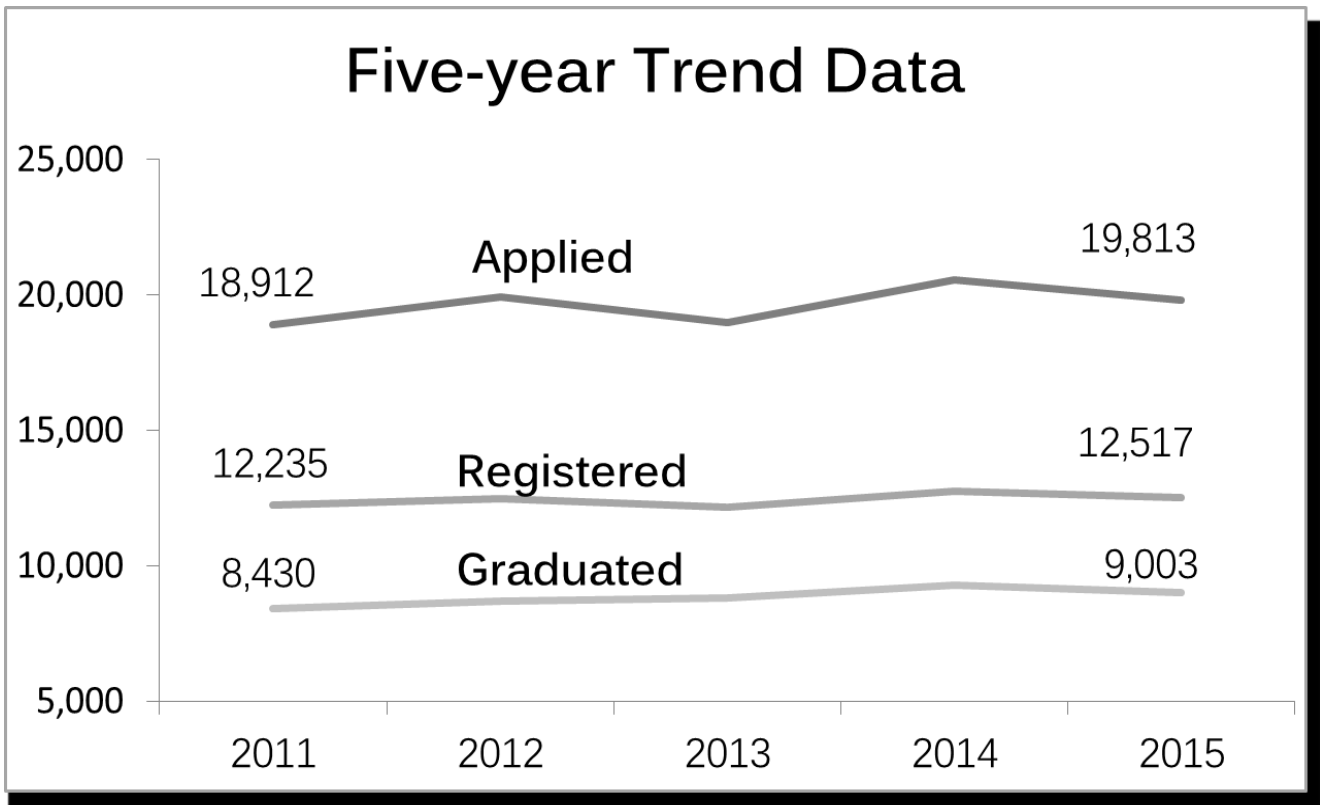
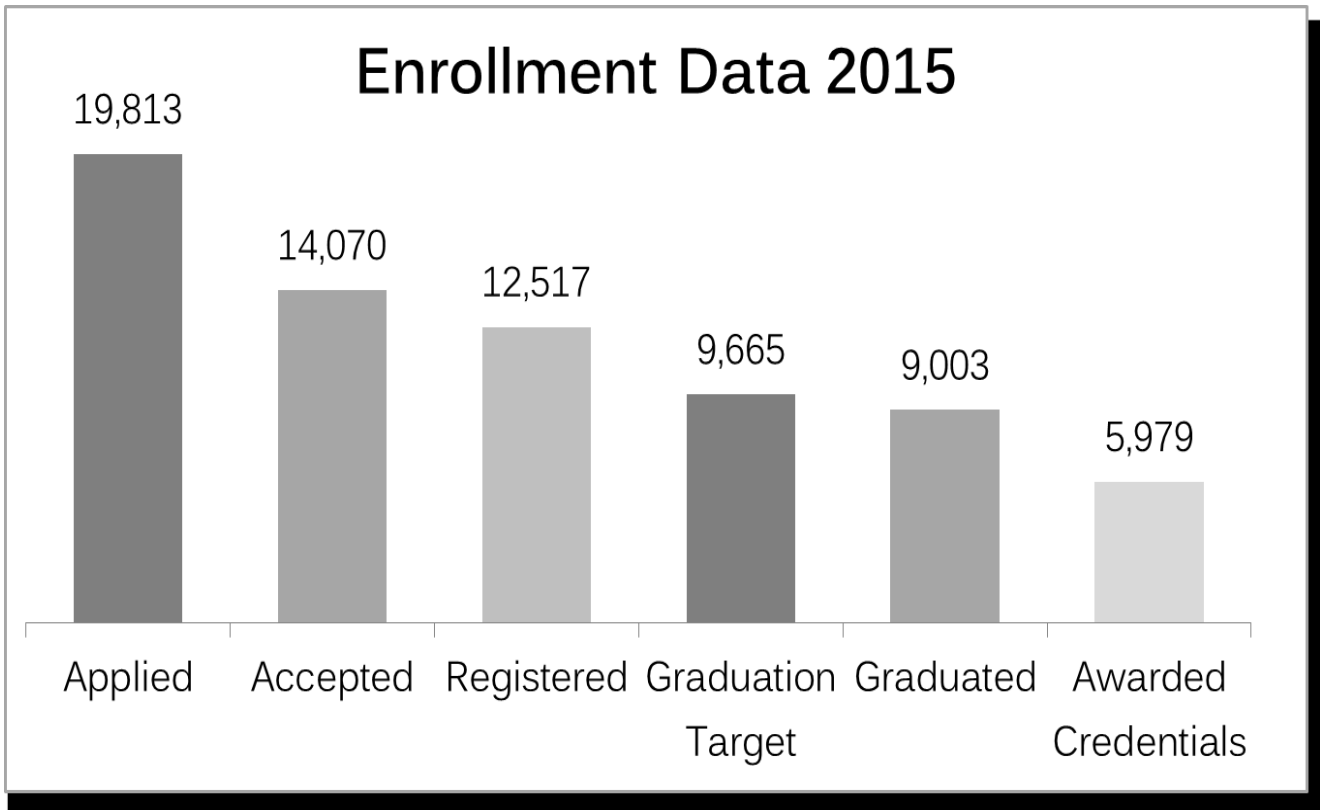


Program Effectiveness

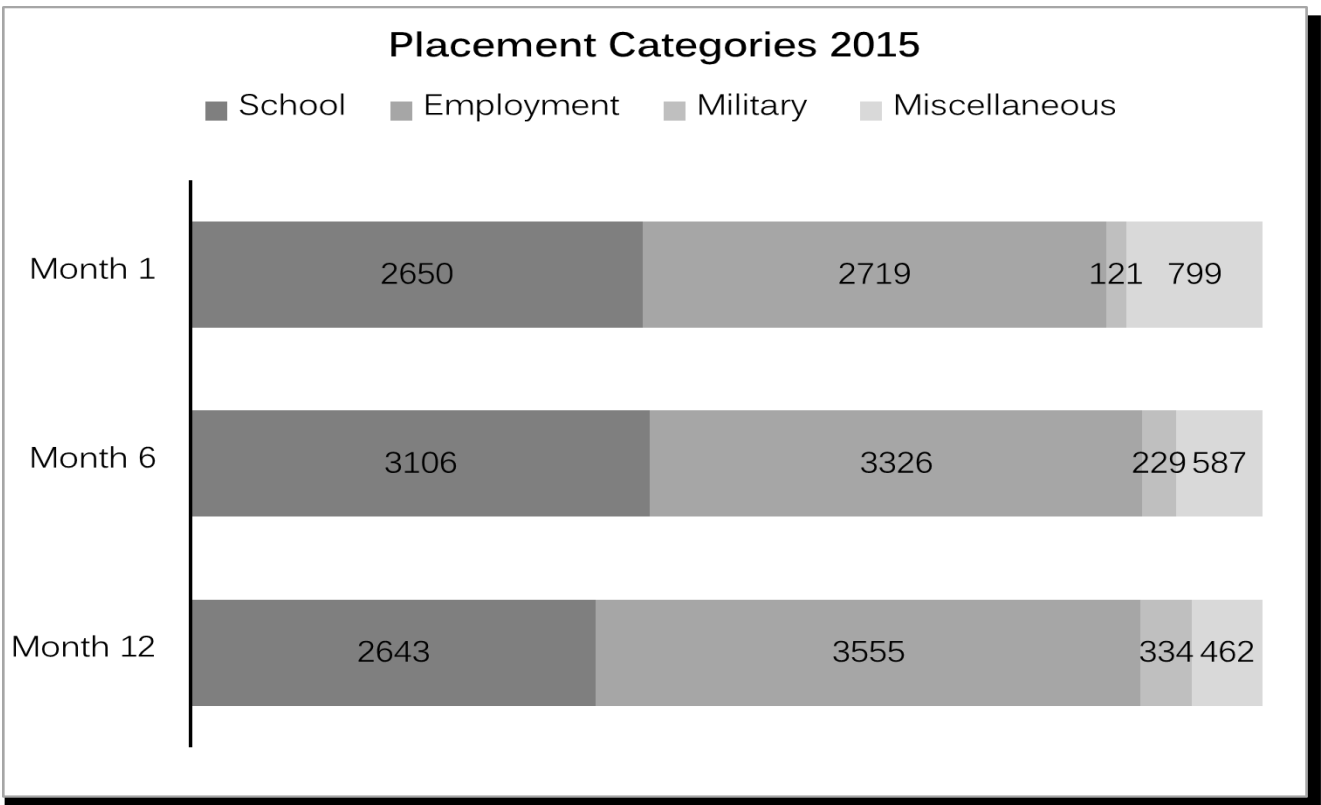
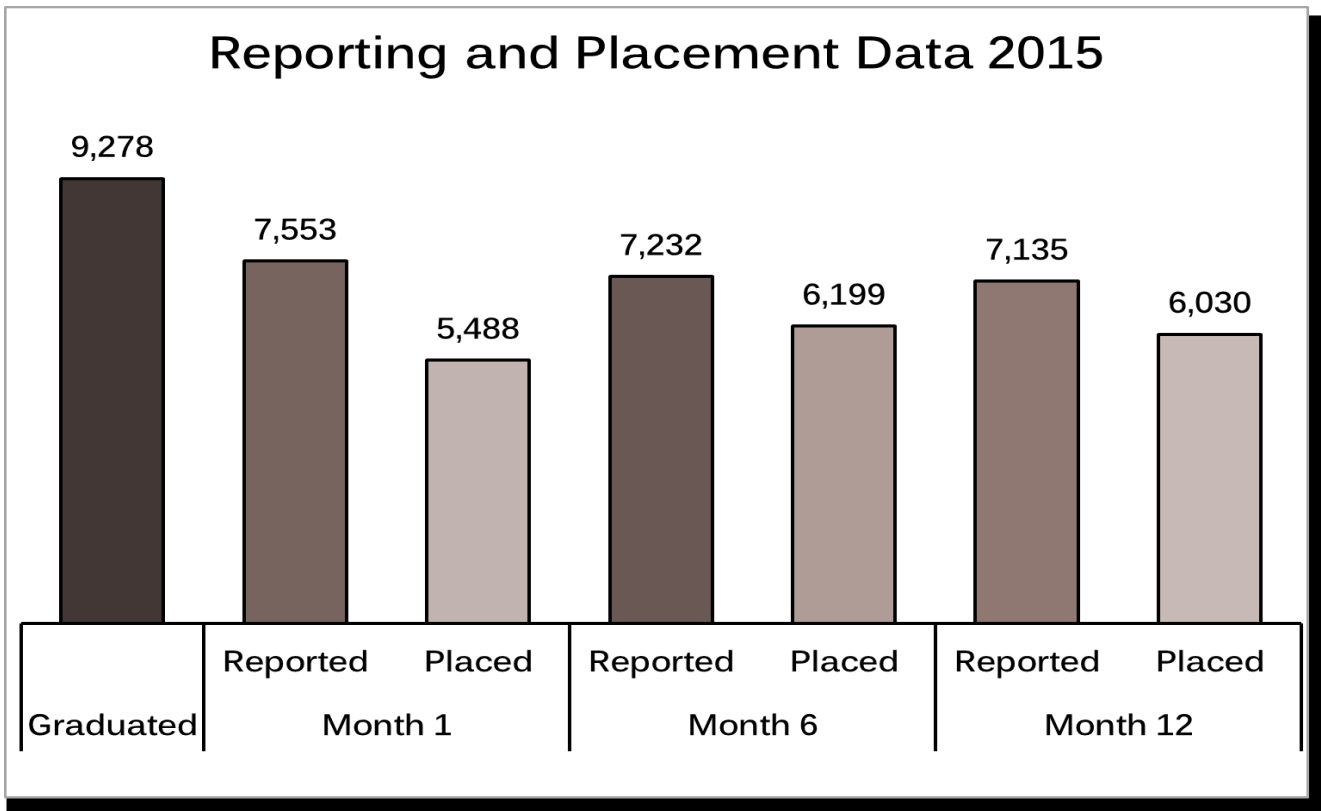
The following pages
describe the Effectiveness
of the National Guard
Youth ChalleNGe Program



Residential Performance



Post-Residential Performance



Program Design, Conduct, and Effectiveness

The Youth ChalleNGe Program's design is sound. The eight-core component model, about which the program is structured, has withstood the test of time.



The conduct of the Youth ChalleNGe program is exemplary. The Program continues to grow and every metric established to objectively evaluate performance continues to show consistent improvement.

The Youth ChalleNGe program is effective. Comprehensive studies have shown the estimated return on investment in the ChalleNGe program is considerably higher than that estimated for other equivalent social programs.

Now into its 22nd year, the Youth ChalleNGe Program continues to produce graduates with the life-skills and self-discipline necessary to function successfully in society.

That the program design is sound, exemplary, and effective is substantiated by exhaustive studies conducted by MDRC and the RAND Corporation in 2011 that conclusively proved the excellence of the Youth ChalleNGe program. The work must continue, however, if the Youth ChalleNGe Program is to remain the premier program for the rehabilitation of youth.

In the most recent study undertaken by the Office of the Secretary of Defense for Manpower and Reserve Affairs (OASD/MRA), an extensive assessment by the Center for Naval Analysis (CNA) was completed to determine how participation in the National Guard Youth ChalleNGe Program affects youths' cognitive and non-cognitive growth. The studies analyzed the relationship between cognitive and non-cognitive measures and the predictive power of non-cognitive skills.

To conduct this analysis, CNA completed two studies of the Washington Youth Academy (WYA) using several sources of WYA-provided data. First, the program collected cadets' scores on the Test of Adult Basic Education (TABE) at the beginning and end of the program. The analysis relied on the four TABE subtests (Math Computation, Applied Math, Reading, and Language), as well as on the total score formed by averaging subtest scores. Data from a survey designed to measure non-cognitive skills was also used.

The survey gathered data on five measures: grit, locus-of-control, math and science efficacy, time preference, and following directions. Cadets completed the survey twice - once at the conclusion of the initial two weeks known as Acclimation Period, and again during the last week of classes for those that completed the program.

CNA's findings suggest that the WYA ChalleNGe program continues to have a substantial impact on cadets' non-cognitive skills. It was also found that statistically significant improvements were made in all four TABE subtests that were analyzed. Cadets improved, on average, by at least two grade levels in every area. For the Reading subtest, the particular cadet class analyzed experienced average improvements of 3.5 grade levels, which is twice the average improvement from 2009 to 2013.



The results on the non-cognitive measures from the second study mirror several findings from the first study. Among the cadets who ultimately graduated from ChalleNGe, non-cognitive skills improved on average in both studies. Cadets who finished the program had statistically significantly higher scores in all non-cognitive measures, except science efficacy.

Both studies also found gender differences in the non-cognitive measures. Specifically, female cadets began the program with lower measures of efficacy (in science and math) and were less internal than male cadets. Finally, with respect to cognitive changes, both studies concluded that the TABE reading score had explanatory power over program completion. Cadets with lower reading scores were less likely to complete the program.

In addition to the CNA study, there are several other ongoing efforts to further refine and improve the Youth ChalleNGe to ensure it remains relevant, current, and effective for today's youth. A description of these initiatives follows.

National-Level Metrics

A coordinated developmental effort between the NG-J1, the Program Office, and state-level Youth ChalleNGe Programs, the national-level metrics constitute a set of objective, quantifiable, and measureable performance goals designed to provide a firm basis for evaluating program outcomes and Department of Defense (DoD's) return on investment. Developed in accordance with the requirements defined in the Government Performance Results Act of 1993 (as modified in 2010), the national-level metrics address a major shortcoming identified in the 2006 U.S. Government Accountability Office audit of the Youth ChalleNGe Program.

Chief National Guard Bureau Instruction (CNGBI)

This capstone document will contain overarching policies, responsibilities, and procedures for executing the National Guard Youth ChalleNGe Program under the authority of Section 509 of title 32, United States Code. The Instruction describes national-level program goals, responsibilities of implementing officials, and the relationships between the DoD, the National Guard Bureau (NGB), the Governors of the States, and Adjutants General in implementing the National Guard Youth ChalleNGe Program.

Chief National Guard Bureau Manual (CNGBM)

The CNGBM will provide the detailed procedures for carrying out policy and standardize common administrative and management tasks. It also provides clear guidance on the establishment of performance and state plan goals as well as and cost development, execution, and reporting requirements.

CORE Program Inspections

The Program Office (NG-J1-AY) continues to refine internal inspection and oversight capability. The ChalleNGe Operations and Resource Effectiveness (CORE) program has been tasked to expand the depth and rigor of the operational and financial oversight inspections currently provided. The CORE inspections will also include assessments of the effectiveness of the new national-level staff training program. Once the CNGBI and CNGBM are fielded, the CORE program checklists will thoroughly reflect and inspect all of the policy requirements contained in these publications.

NG-J1-AY Program Staff Training Initiative

This coming year will see the fielding of the redesigned staff training program developed to ensure that all Youth ChalleNGe employees have the needed training to function effectively and safely while teaching, coaching, mentoring, and caring for the youth each program serves. Most Youth ChalleNGe Programs have been severely limited in their ability to fully train their staffs due to both travel restrictions and limited course availability. The new training program overcomes these impediments to training and will broaden the scope of training topics and substantially increase training opportunities using techniques such as train the trainer, video web conferencing, and regionalized training sessions.



Appendices



8 Core Component Model

Academic Excellence

All ChalleNGe participants attend daily academic classes that increase math and reading comprehension and prepare them for General Education Development (GED) credential testing, Credit Recovery, or a high school diploma. Evaluation of a Cadet's grade level progress during the Residential Phase is measured using the Tests of Adult Basic Education (TABE) testing process. Cadets also explore the knowledge and skills required to pursue future educational opportunities.

Life Coping Skills

Cadets learn skills designed to last a lifetime. Increased self-esteem and self-discipline are gained through a combination of classroom activities, group discussions, and a structured living environment. Cadets learn how to identify and self-regulate emotions, such as anger, grief, frustration, and stress, and how to utilize conflict resolution strategies. ChalleNGe provides the educational resources necessary to foster fiscal responsibility, helping Cadets understand personal finance, basic banking, obtaining and managing good credit, and preparing and managing a personal budget.

Job Skills

Cadets prepare for long-term, gainful employment. Career exploration is accomplished through career assessment and interest inventories, job-specific skills orientation and awareness, and training in area vocational centers. Specific classroom activities focus on developing individual resumes, completing job applications, and preparing for and conducting job interviews.

Health and Hygiene

Cadets learn the value of a healthy, well-balanced lifestyle. ChalleNGe offers a holistic approach that combines physical and mental well-being as Cadets explore the effects of substance abuse and sexually transmitted diseases on their overall health and well-being. Cadets learn the physical and emotional benefits of proper nutrition through participation in classes and structured group discussions.

Responsible Citizenship

Cadets discover their role in the democratic process and learn their rights, privileges, and obligations as United States citizens. The U.S. Government structure and processes, along with individual rights and responsibilities at the local, state, and national level, are addressed in the classroom environment, in the student government process, and through practical experiences within local communities. Those who are eligible register for selective service and to vote.

Service to the Community

Cadets realize the value and importance of giving back to the community while performing a minimum of 40 hours of service to the community and/or conservation project activities in groups and on an individual basis. These activities provide additional opportunities for career exploration and enhance community-needs awareness in Cadets.

Leadership/Followership

Cadets develop strong character while identifying and applying individual moral and ethical standards to perform various roles and responsibilities in a structured group environment. They learn to willingly comply with established rules, regulations, and procedures; perform basic military customs and courtesies; define and recognize leadership skills, traits, dimensions, and components; employ leadership skills while performing in a leadership position; maintain a personal living area; and function as an effective team member.

Physical Fitness

Physical fitness becomes an integral part of Cadet daily life. Cadets perform physical training based on the President's Challenge, a test battery based on data collected from a variety of sources including the 1985 President's Council on Physical Fitness and Sports National School Population Fitness Survey, the Amateur Athletic Union Physical Fitness Program, and the Canada Fitness Award Program.

Definition of Terms

Academic Excellence: One of the eight core components of the ChalleNGe program. All ChalleNGe participants attend daily academic classes, increasing their academic levels of performance and preparing them for testing for the General Education Development credential or a high school diploma. Evaluation of Cadet progress during the Residential Phase is measured using the Survey or the Complete Battery of TABE scale scores.

Acclimation Period: The first two weeks of a Residential Phase; structured to identify those applicants who are capable and motivated to successfully complete the ChalleNGe program.

Active Mentor Match: A match between a Cadet and his/her mentor is described as “active” if they have a minimum of two contacts during each reporting period (30 days). Recording of the contacts begins immediately following the match in the Residential Phase and continues through the Post-Residential Phase.

The Adjutant General (TAG): The senior member of the National Guard organization in each state and territory. In the District of Columbia, this individual is referred to as the Commanding General.

Adult High School Diploma (AHSD): Based on an approved curriculum, cadets earn a High School Diploma specifically awarded to adults who failed to complete high school.

Annual Performance Goals: The set of performance metrics that individual sites and the national ChalleNGe community establish as annual metrics of programmatic success.

Annual Report: The Congressionally mandated annual report for the National Guard Youth ChalleNGe Program. This report documents what degree goal achievement has been met for the reporting year.

Applied: The number of youth who submitted completed applications for acceptance into a ChalleNGe program.

Armed Services Vocational Aptitude Battery (ASVAB) Tests: The most widely used multiple aptitude test battery in the world. As an aptitude test, the ASVAB measures strengths, weaknesses, and potential for future success. The ASVAB also provides career information for various civilian and military occupations and is an indicator for success in future endeavors whether they are college, vocational school, or a military career.

At-Risk Youth: An individual under the age of 18 years who: is absent from home for more than 72 consecutive hours without parental consent; is beyond the control of his/her parent such that the child’s behavior substantially endangers the health, safety, or welfare of the child or any other person; has a serious substance abuse problem for which there are no pending charges related to the substance abuse.

Best Practice: The successful innovation or technique that reduces the gap between current program performance and a desired benchmark.

Cadets: Young men and women accepted into, and participating in, the National Guard Youth ChalleNGe Program. This title is most frequently assigned to ChalleNGe Candidates after successful completion of the Acclimation Period.

Cadre: Members of the ChalleNGe staff responsible for providing primary supervision of Cadets and administering the quasi-military model of structure and discipline.

Candidate: Young men and women accepted into, and participating in, the Acclimation Period of the Residential Phase.

Case Manager: ChalleNGe staff members who monitor the mentoring relationships and activities of Cadets and their Mentors.

Catchment Area: A 300-mile radius from the proposed ChalleNGe site in which the majority of applications are solicited.

ChalleNGe Counselor: ChalleNGe program staff responsible for providing guidance counseling services to ChalleNGe participants. Counselors are one component of the ChalleNGe Quad.

ChalleNGe Instructor: ChalleNGe staff members or contracted individuals who provide Cadets with academic instruction in support of their successful completion of required subjects within the core components.

ChalleNGe Operational and Resource Effectiveness (CORE) Program: The evaluation program developed by the prime contractor, Alutiiq LLC. The evaluation process is conducted by the CORE Team of Operational and Resource Management evaluators. The purpose of the evaluation process is to ensure that the state-run Youth ChalleNGe Programs operate in accordance with the guidelines and intent of the national-level program, and to enable the Program Office to provide Congress and the DoD assurance of program oversight.

Class: The 17-month period involving a 22-week ChalleNGe Residential Phase and a 12-month Post-Residential Phase.

Core Component: The eight critical areas identified in the intervention model defining the curriculum for the ChalleNGe program: Leadership/Followership; Job Skills; Citizenship; Service to the Community; Life Coping Skills; Academic Excellence; Health and Hygiene; and Physical Fitness.

Core Component Performance Measurement Guide (CCPMG): A section of the National Guard Youth ChalleNGe Program Cooperative Agreement, the CCPMG is the tool providing tasks, conditions, and standards which assess participant performance in each of the eight core components.

Department of Defense (DoD): The Department of Defense is responsible for defending the United States of America while helping to promote American interests globally. The ChalleNGe program is funded through the Department's budget.

Department of Defense Instruction (DoDI): Guidance, orders, or directions published by DoD for subordinate organizations and units within the DoD.

Director's Self-Assessment: Biennially each program director whose program does not receive an Operational Evaluation visit is required to provide NGB-J1-AY with an assessment of their program performance for the current year.

Discipline: An enforced, fair, and consistent system of rules governing conduct.

Donohue Intervention Model: The integrative and holistic model that matrixes individual actions and behavior against eight core competencies required to be a successful adult.

Dropout: A youth no longer attending school and has not received a secondary school diploma or certificate from a program of equivalency for such diploma.

Drug-Free Policy: ChalleNGe is a drug free program. All youth are required to submit to and pass a drug test. Random tests may be administered throughout the duration of the Residential Phase.

Educational Model: The type of educational environment upon which the individual ChalleNGe program operates (i.e. GED, high school diploma, alternative high school diploma, high school credit recovery).

Enrolled: The status of cadets participating in the ChalleNGe Residential Phase following successful completion of the Acclimation Period.

Equivalency High School Diploma (EHSD): Cadets are eligible to earn the Equivalency High School Diploma based on credits, test scores, and State and school requirements.

Experiential Learning Model (ELM): A model based on a cyclical learning process of five separate but interlocking procedures where the emphasis is on the direct experiences of the learner.

Federal Employees Compensation Act (FECA): Provides federal employees injured in the performance of duty with workers' compensation benefits, which include wage-loss benefits for total or partial disability, monetary benefits for permanent loss of use of a schedule member, medical benefits, and vocational rehabilitation.

Friendly Match: The process by which the youth select a mentor based upon individuals in their life who have positive and caring influences.

Funding Level: The dollar amount obligated to the ChalleNGe program based on a target graduation number for a given fiscal year.

General Educational Development (GED)

Test: Tests developed by the American Council on Education enabling persons who have not graduated from high school to demonstrate the attainment of developed abilities normally acquired through high school completion.

Goals: (See Long Term Career Goals; Intermediate Support Goals; Short Term Residential Goals)

Graduate (ChalleNGe): ChalleNGe Cadets who successfully complete the 22-week Residential Phase by meeting the standards for the eight core components.

Graduation Allowance: An amount up to \$2,200.00 that may be paid to graduates of the Residential Phase. The amount and method of distribution varies with each state.

Health and Hygiene: One of the eight core components of the ChalleNGe intervention model. A structured holistic approach combining physical and mental well-being as cadets explore the effects of substance abuse and sexually transmitted diseases on their lives. Cadets learn the physical and emotional benefits of proper nutrition through participation in classes and structured group discussions.

High School Diploma: A credential awarded by a High School to ChalleNGe graduates earning enough credits to meet the school requirements. This diploma is awarded either in lieu of a GED or in conjunction with the GED and satisfactory completion of a State's standards of learning test.

High School Dropout: An individual who is no longer attending any school and who has not received a secondary school diploma or a certificate from a program of equivalency for such a diploma.



Initial Enrollment: The number of Cadets entering the first day of the ChalleNGe Residential Phase following successful completion of the Acclimation Period.

Inspection: A process used to determine the effectiveness of an ongoing program in achieving its objectives; an inspection relies on the standards of project design to distinguish a program's effects from those of other forces, and aims at program improvement through a modification of current program practices.

Intermediate Support Goals: Within the parameters of the ChalleNGe program, the Intermediate Support goals support a Cadet's Long Term Career Goal.

Intervention Model: The integrative and holistic model that matrixes individual actions and behavior against eight core competencies required to be a successful adult.

Job Skills: One of the eight core components of the ChalleNGe program. Career exploration is accomplished through career assessment and interest inventories, job specific skills orientation and awareness, and training in area vocational centers. Specific classroom activities focus on development of individual resumes, completing job applications, and preparation for and conducting, job interviews.

Leadership/Followership: One of the eight core components of the ChalleNGe program. Identification and application of individual moral and ethical standards is the focus of the various roles and responsibilities as the Cadets live and learn in a structured group environment.

Life Coping Skills: One of the eight core components of the ChalleNGe program. Increased self-esteem and self-discipline are gained through a combination of classroom activities and a structured living environment.

The development of individual strategies and coping mechanisms for managing personal finance and dealing with such emotions as anger, grief, frustration, and stress are developed through group discussions and in the classroom environment.

Living Allowance: This is an amount up to \$15.00 per week for expenses that may be provided to ChalleNGe participants during the Residential Phase.

Long Term Career Goals: Within the parameters of ChalleNGe, the Long Term Career goals identify the ultimate career goal of the Graduate.

Mandatory Minimum Staffing Level: The lowest possible number of staff members a Program can employ and still be in compliance with the Cooperative Agreement. It shall be determined by taking the authorized Staffing by graduation target totals listed in the Cooperative Agreement, subtracting the discretionary support Staff authorized for that graduation target total, and multiplying that number by 0.8.

Marketing: All of the activities around gaining stakeholders and maintaining a relationship with them.

Matched: The status of a mentor and a Cadet after the mentor has completed screening and mentor training and the Cadet has completed mentee training.

Matching Ceremony: A planned activity where a mentor and a Cadet officially commit to establishing and maintaining contact throughout the Post-Residential Phase.

Mentor: A positive, caring adult who works with the Cadet to achieve their P-RAP goals and Post-Residential Phase completion.

Mentor Report: Standardized monthly report submitted by mentors to the ChalleNGe staff. The report identifies the activities of the ChalleNGe Graduate in the Post-Residential Phase.

National Guard Bureau (NGB): A joint activity of the Department of Defense.

National Guard Bureau – Office of Athletics and Youth Development (NG-J1-AY): The division within NGB responsible for day-to-day management of the National Guard Youth ChalleNGe Program.

National Guard Youth ChalleNGe Program Cooperative Agreement (NGYCP-CA): The formal agreement between the Chief, National Guard Bureau, and the Governor of a State authorizing the ChalleNGe program in that state.

Office of the Secretary of Defense for Manpower and Reserve Affairs (OASD/MRA): The Assistant Secretary of Defense for Manpower and Reserve Affairs is the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness responsible for overall supervision of Total Force manpower, personnel, and reserve affairs.

Operational Inspection (OI): A structured visit by a team of inspectors assessing the implementation of a ChalleNGe program in accordance with stipulated guidelines.

Participant: Those individuals who have met all eligibility requirements and have been registered on Day 1 of the Acclimation Period. They remain participants as long they continue in residency.

Physical Fitness: One of the eight core components of the ChalleNGe program. Programs conduct a physical fitness program based on the President’s Challenge, a test battery based on data collected from a

variety of sources including the 1985 President’s Council on Physical Fitness and Sports National School Population Fitness Survey, the Amateur Athletic Union Physical Fitness Program, and the Canada Fitness Award Program.

Placement: Placement is the equivalent of at least one full-time positive activity that a ChalleNGe graduate becomes engaged in during the Post-Residential Phase. This activity is identified as an intermediate and/or transitional goal in a Cadet’s Post-Residential Action Plan.

Policy Letters: A series of memoranda published by NGB providing guidance and direction in the conduct of the ChalleNGe program.

Post-Residential Action Plan (P-RAP): The contract and road map cadets establish with assistance from program staff and mentors to structure their success in the Post-Residential Phase.

Post-Residential Phase: The 12-month period, following graduation, where Cadets are actively engaged with their mentors and reporting on progress to the local program sites.

Program: Refers to the National Guard Youth ChalleNGe program.

Quasi-Military Environment: The structured environment established in the ChalleNGe program; built upon the tenets of developing self-responsibility in a structured environment where actions and consequences are linked.

Registered: The number of youth who apply, are accepted, and report to the Residential Phase.

Residential Phase: The 22-week period of structured and experiential learning within the quasi-military environment.

Resource Management (RM): The control and management of ChalleNGe program staff, assets, and funds.

Resource Management Inspection: A structured visit by an inspector to the entities having oversight and management authority of program resources.

Responsible Citizenship: One of the eight core components of the ChalleNGe program. The U.S. Government structure and processes, along with individual rights and responsibilities at the local, state, and national levels are addressed in the classroom environment, in the student government process, and through practical experiences within local communities.

Service to the Community: One of the eight core components of the ChalleNGe program. A minimum of 40 hours of service to the community and/or conservation project activities are performed by each Cadet in groups and on an individual basis.

Short-Term Residential Goals: Within the parameters of ChalleNGe, the Short-Term Residential Goals identify Cadet objectives related to the eight core components during the Residential Phase.

Socio-Economic Status: An economic and sociological combined total measure of a person's work experience and of an individual's or family's economic and social position relative to others, based on income, education, and occupation.

Staffing Model: The organizational staffing design developed for a ChalleNGe program. This model is based on the targeted number of graduates per class.

State: This term includes the Commonwealth of Puerto Rico, the territories, and the District of Columbia.

State High School Diploma: A high school diploma awarded by the State in conjunction with successful completion of the GED.

State Plan: A goal-focused implementation plan developed by each state and approved by the National Guard Bureau.

TABE (Tests of Adult Basic Education): A series of testing instruments used to identify individual educational levels in various academic subject areas such as mathematics, reading, and language. The results of a TABE test indicate the grade level equivalent that the test taker has achieved. A reading TABE score of 7.4 indicates that the test taker is reading at the 7th grade 4th month level and so on.

Target Graduates: The maximum number of students per class identified in a Program's budget for participation in, and graduation from, the ChalleNGe program; this number varies in each state.

Terminated/Termination: Those Cadets who separate from the ChalleNGe program, either voluntarily or involuntarily, prior to graduation from the Residential Phase.

Termination Reason: Information on why cadets have separated from the ChalleNGe program.

Under employed: Working either part-time or full-time for less than minimum wage.

Unemployed: Not regularly employed in full-time or part-time work.

Program Listing

Alaska:

Alaska Military Youth Academy
Building 60702
Camp Carroll, Joint Base Elmendorf
P.O. Box 5727
Fort Richardson, AK 99505
(907) 428-7306

Arkansas:

Arkansas Youth ChalleNGe Program
Building 16414, North Dakota
Camp Robinson
North Little Rock, AR 72199
(501) 212-5344 / (501) 212-5311

California:

Grizzly Youth Academy
Camp San Luis Obispo
Building 942
San Luis Obispo, CA 93403
(805) 878-5642 / (805) 782-6825

Sunburst Youth ChalleNGe Academy

Joint Forces Training Base
4022 Saratoga Ave, Building 21
P.O. Box 2980
Los Alamitos, CA 90720
(562) 936-1744

District of Columbia:

Capital Guardian Youth ChalleNGe Academy
3201 Oak Hill Drive
Laurel, MD 20724
(202) 730-1531

Florida:

Florida Youth ChalleNGe Academy
5629 State Road 16 West
Building 3800, Camp Blanding
Starke, FL 32091
(904)682-4000 / (904) 682-4003

Georgia:

Fort Gordon Youth ChalleNGe Academy
574 40th Street
Building 40006, Brems Circle
Fort Gordon, GA 30905
(706) 823-8001

Fort Stewart Youth ChalleNGe Academy

16th Street Rickar Avenue
Building 13536
P.O. Box 3610
Fort Stewart, GA 31315
(912) 876-1718

Hawaii:

Kalaeloa Youth ChalleNGe Academy
91-101 Shangrila Street
P.O. Box 75348
Kapolei, HI 96707
(808) 685-7126

Hilo Youth ChalleNGe Academy

1046 Leilani Street
Building 621
P.O. Box 5210
Hilo, HI 96720
(808) 933-1922 / (808) 685- 7126

Idaho:

Idaho Youth ChalleNGe Academy
117 Timberline Drive
Pierce, ID 83546
(208) 464-1456 / (208) 464-1457

Illinois:

Lincoln's ChalleNGe Academy
205 Dodge Avenue
Rantoul, IL 61866
(217) 892-1315
(800) 851-2166



Indiana:

Hoosier Youth ChalleNGe Academy

10892 North State Road 140
Knightstown, IN 46148
(765) 345-1007 / (877) 869-0003

Kentucky:

Bluegrass ChalleNGe Academy

714 Dixie Street
Building 296
Fort Knox, KY 40121
(502) 607-5901 / (877) 599-6884

Appalachian ChalleNGe Academy

465 Gray's Drive
Gray's Knob, KY 40829
(502) 607-5951

Louisiana:

Camp Beauregard Youth ChalleNGe Program

505 F Street
Camp Beauregard
Pineville, LA 71360
(318) 290-5805 / (888) 588-9311

Camp Minden Youth ChalleNGe Program

200 Louisiana Boulevard
Camp Minden
Minden, LA 71055
(318) 382-4102

Gillis Long Youth ChalleNGe Program

5445 Point Clair
Building 20
Carville, LA 70721
(225) 319-4626 / (800) 243-0911

Maryland:

Freestate ChalleNGe Academy

Beal Road
Building E4230
Aberdeen Proving Grounds, MD 21010
(410) 436-3318 / (800) 820-6692

Michigan:

Michigan Youth ChalleNGe Academy

6500 Armstrong Road
Building 13
Battle Creek, MI 49037
(269) 968-1038 / (800) 372-0523

Mississippi:

Mississippi ChalleNGe Academy

West Jackson Avenue
Building 80
Camp Shelby, MS 39407
(601) 558-2474 / (800) 507-6253

Montana:

Montana Youth ChalleNGe Program

790 East Cornell Street
Dillon, MT 59725
(406) 683-7553 / (877) 367-6927

New Jersey:

New Jersey Youth ChalleNGe Academy

5910 West 16th Street
Joint Base MDL, NJ 08640
(609) 556-6055 / (800) 997-5587

New Mexico:

New Mexico Youth ChalleNGe Academy

131 Earl Cummings Loop
Roswell, NM 88203
(575) 347-7603

North Carolina:

Tarheel ChalleNGe Academy

600 N. Main Street
Salemberg, NC 28385
(910) 525-5520 / (800) 573-9966

Oklahoma:

Thunderbird Youth Academy

417 S. Elliott Street
Building 304
Pryor, OK 74361
(918) 824-4874 / (877) 295-0932



Oregon:

Oregon Youth ChalleNGe Program

23861 Dodds Road
Bend, OR 97701
(541) 317-9623

Puerto Rico:

Puerto Rico Youth ChalleNGe Academy

Bo Pastillo Road #149
Building 305, Fort Allen
Juana Diaz, PR 00795
(787) 298-5248 / (787) 298-6168

South Carolina:

South Carolina Youth ChalleNGe Academy

5471 Leesburg Road
Eastover, SC 29044
(803) 331-6675

Texas:

Texas ChalleNGe Academy

100 Schoolhouse Road
Sheffield, TX 79781
(432) 836-1516

Virginia:

Commonwealth ChalleNGe Youth Academy

State Military Reservation
Building 253
Virginia Beach, VA 23451
(757) 491-5932

Washington:

Washington Youth Academy

1207 Carver Street, NW
Bremerton, WA 98312
(360) 473-2612

West Virginia:

Mountaineer ChalleNGe Academy

1001 Army Road
Camp Dawson
Kingwood, WV 26537
(304) 791-7901 / (800) 529-7700

Wisconsin:

Wisconsin ChalleNGe Academy

749 E. 12th Avenue
Fort McCoy, WI 54656
(608) 269-2105

Wyoming:

Wyoming Cowboy ChalleNGe Academy

Camp Guernsey
Building 505
Guernsey, WY 82214
(307) 836-7501

Future Programs:

California:

Ross Road
Sharpe Army Depot
Lathrop, CA
(916) 854-3036

Georgia:

Site TBD
Milledgeville, GA

North Carolina:

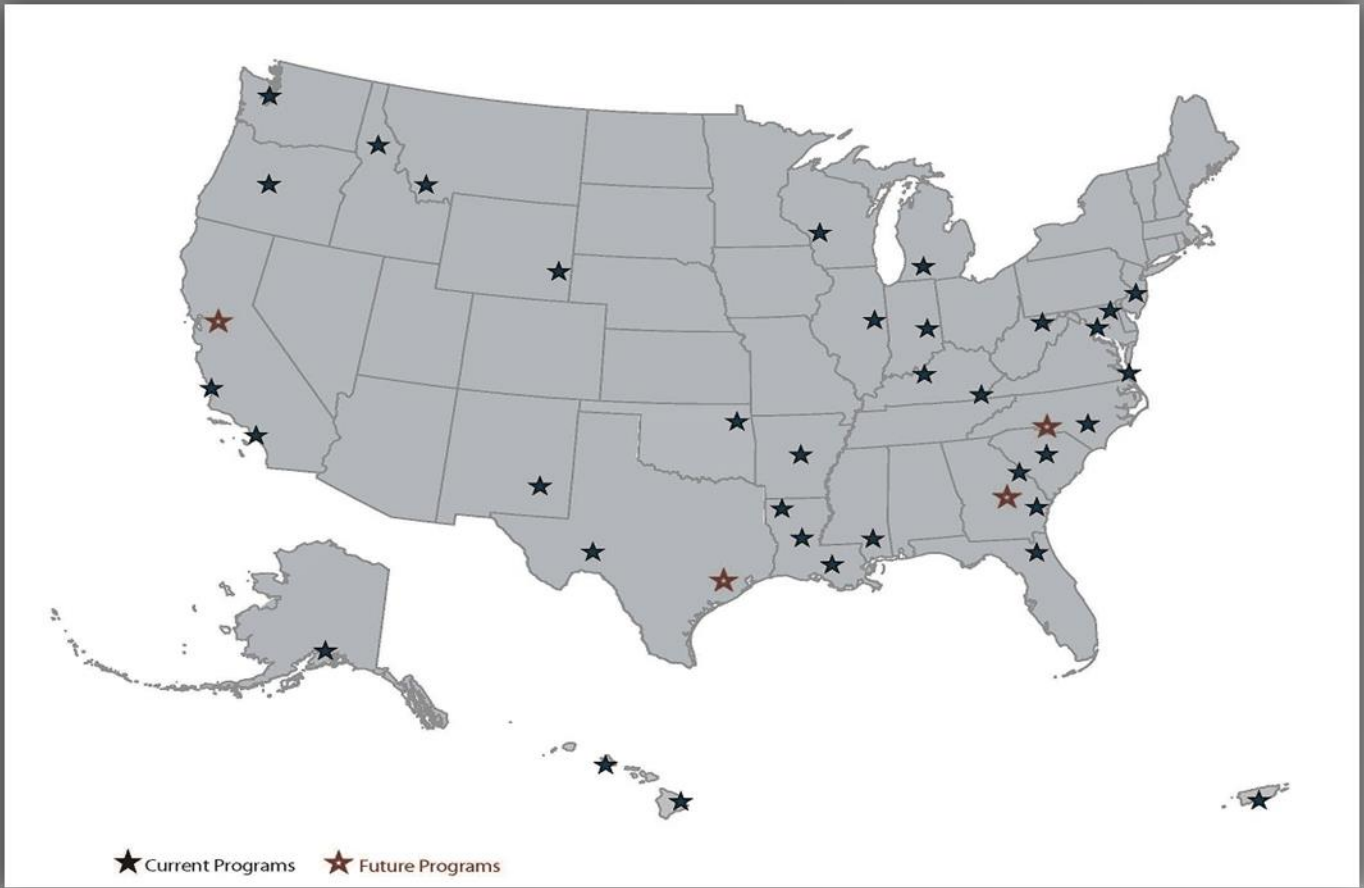
125 North Main Street
New London, NC 28127
Phone Number: TBD

Texas:

600 Highway 3013 W.
Eagle Lake, TX 77434
(916) 854-3036







2016 Graduation Targets

Alaska	288	Maryland	200
Arkansas	200	Michigan	228
California-Grizzly	370	Mississippi	400
California-Sunburst	360	Montana	200
California- Lathrop*		New Jersey	200
District of Columbia	200	New Mexico	200
Florida	300	North Carolina	250
Georgia-FG	425	North Carolina-New London*	
Georgia-FS	425	Oklahoma	220
Georgia-Milledgeville*		Oregon	240
Hawaii-BP	200	Puerto Rico	400
Hawaii-KU	200	South Carolina	200
Idaho	200	Texas	200
Illinois	630	Texas-Eagle Lake	200
Indiana	200	Virginia	300
Kentucky-FK**		Washington	250
Kentucky-HN	200	West Virginia	250
Louisiana-CB	500	Wisconsin	200
Louisiana-CM	400	Wyoming	50
Louisiana-GL	500		

*New programs starting **Program in transition



NATIONAL GUARD

Youth Challenge Program

www.ngycp.org