



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE
ARLINGTON, VA 22204-1382

NGB-SFSS

30 May 2008

MEMORANDUM FOR SEE DISTRIBUTION

Subject: Army National Guard (ARNG) Deployment Cycle Support (DCS) Yellow Ribbon Program

1. **PURPOSE.** The purpose of this document is to provide initial guidance and procedures for implementing the ARNG DCS Yellow Ribbon Program to benefit Soldiers their Families, hometowns and civilian employers. This program is mandated by the Fiscal Year 2008 National Defense Authorization Act (NDAA FY 2008) and is designed to serve the members of the National Guard and Reserve, their Families and Employers. At this time, OSD-RA, Office of Reintegration has not provided specific guidance. Once provided, any required changes or additions, along with NGB Policy, will be forwarded to the States.

2. **BACKGROUND.** The ARNG, to better prepare our Soldiers and Families; has developed the ARNG DCS Yellow Ribbon Program; a robust, preventive, proactive support program for Soldiers and Families. This provides the proactive continuum of care needed to ensure our Soldiers and Families receive the care and services they need to support a normal life through the entire deployment cycle. (See Yellow Ribbon brochure at enclosure 1)

As the war on terror continues, demands on Army National Guard service members and their Families have increased, which has brought a significant impact on recruiting and retention efforts. We must focus our attention on the health and wellbeing of the Soldier and their Family as a total package in order to fully address the complex and ongoing needs resulting from fulfilling military commitments.

3. **REQUIREMENTS.** In order to support your State ARNG DCS Yellow Ribbon Program certain requirements must be accomplished before resources are allocated. Each state must submit their State ARNG DCS Yellow Ribbon plan as soon as possible, for validation and resource allocation. We must shape our program in a way that will best support our goals.

a. State ARNG DCS Yellow Ribbon Plan must reflect deployment stages including scenarios, workshops, and costs associated for validation and for resources allocation. (See enclosure 2)

b. Community Outreach Programs are placed as high priority and have resulted in formal partnerships with Veterans Service Organizations (VSOs) such as The Veterans of Foreign Wars (VFW), American Legion, Disable American Veteran (DAV), and American Veterans (AMVETS). Additional partnerships with

NGB-SFSS

SUBJECT: Army National Guard (ARNG) Deployment Cycle Support (DCS) Yellow Ribbon Program

VSOs are in place with National Military Family Association, Operation Military Kids, Tragedy Assistance Program for Survivors (TAPS), 4H, Boys, Girls Clubs of America, and the Red Cross. These partnerships provide additional resources and services to Families beyond the means of the ARNG.

c. As part of the Yellow Ribbon Program, following should be provided to Soldiers and their Family members to educate them on the assistance and services available under the Yellow Ribbon Program such assistance and services may include the following;

- 1) Marriage counseling.
- 2) Services for children.
- 3) Suicide prevention.
- 4) Substance abuse awareness and treatment.
- 5) Mental health awareness and treatment.
- 6) Financial counseling.
- 7) Anger management counseling.
- 8) Domestic violence awareness and prevention.
- 9) Employment assistance.
- 10) Preparing and updating family care plans.
- 11) Development of strategies for living with a member with post-traumatic stress disorder or traumatic brain injury.
- 12) Other services that may be appropriate to address the unique needs of service members and their Families who live in rural or remote areas with respect to Family readiness and service member reintegration.
- 13) Assisting members of the Armed Forces and their families find and receive assistance with military family readiness and service member reintegration, including referral services.
- 14) Development of strategies and programs that recognize the need for long-term follow-up services for reintegrating members of the Armed Forces and their families for extended periods following deployments, including between deployments.
- 15) Assisting members of the Armed Forces and their families in receiving services and assistance from the Department of Veterans Affairs, including referral services.

d. In addition to those service and support elements mentioned above, the following stations are encouraged as they are valued assets to your Yellow Ribbon program.

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- 1) TRICARE
- 2) Education Benefits
- 3) Finance Rep/USPFO
- 4) State Workforce/DOL
- 5) Employer Support Guard Reserve (ESGR)
- 6) VA Vet Centers
- 7) VA Benefits
- 8) VA Medical Center
- 9) County Veteran Service Officer (If available)
- 10) Department of Veteran Affairs
- 11) Department of Revenue
- 12) State Surgeon
- 13) Judge Advocate (JAG)
- 14) Transition Assistance Advisor (TAA)
- 15) Single Soldiers Assistance

e) Additional suggested invitee (See enclosure 3).

f) Private rooms for Consultation Groups such as, Military Family Life Consultants are encouraged.

g) Provide estimated cost on number of Soldiers and Family members expected to participate the ARNG DCS Yellow Ribbon events (See enclosure 4).

h) Provide estimated direct cost for program implementation. In the planning phase the following factors must be taken into consideration (See enclosure 4):

1) Invitational Travel Authorizations (JFTR/JTR), Appendix E. Invitational Travel Authorizations (ITA's): Invitational travel is the term applied to authorize travel by an individual when the person is acting in a capacity that is related directly to, or ICW, official DOD activities. The person must: Not be employed by the Government, be only intermittently employed by the Government as a consultant or expert (NOTE: This does not include a contractor's employee traveling in the performance of the contract.) and paid on a daily when actually-employed basis under 5 USC §5703, Be serving without pay or at \$1 a year, or be a volunteer covered by 10 USC §1588. (See enclosures 6, 7, 8)

2) PER DIEM Allowance. The per diem allowance (also referred to as subsistence allowance) is a daily payment instead of reimbursement for actual expenses for lodging, meals and related incidental expenses. The

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per diem allowance is separate from transportation expenses and other miscellaneous expenses. The per diem allowance covers all charges, including taxes (except taxes on lodging in CONUS and in non-foreign OCONUS areas - see NOTE 2 below) and service charges where applicable for: The per diem covers all charges for:

- a) Lodging
- b) Meals
- c) Incidental Expenses

3) Additional Costs:

- a) Breakout rooms
- b) Staff rooms and Ops Center
- c) Office supplies
- d) Printing
- e) Name Badges
- f) Copier machines
- g) AV Support
- h) Graphic Support/Publishing
- i) Catering Coordination
- j) Shipping
- k. Motivational/Informational Items

4) After Action Reports (ARR): ARR's must be submitted after each ARNG DCS Yellow Ribbon event. (See enclosure 8)

4. Yellow Ribbon Funding Account information:

a. All funds will be executed out of VFRE.

1. 2060: FCA: F9201 TDC: 31S AMSCO: 2G112000/2G312000 Yellow Ribbon.

2. 2065 FCA: F9201 TDC: 35T AMSCO: 135G67A6 Yellow Ribbon.

3. 2020 OMA funds have been made available and accounting information will be forthcoming.

5. Funds will be distributed after validation of submitted requirements.

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6. The ARNG DCS Yellow Ribbon Program, will improve how service members progress through the deployment cycle; and will promote Family preparedness through education, by conducting Family and service member outreach, forming partnerships, leveraging resources, and supporting the volunteer force.

7. The ARNG Soldier Family Support and Services (SFSS) Division, has planned a ARNG DCS Yellow Ribbon workshop July 14-18 2008 in San Antonio Texas. Attendees will be comprised of key state level personnel who are responsible for reintegration, reset and Yellow Ribbon activities within their respective areas of operation. The workshop will provide a forum to conduct training, share best practices, capture lessons learned, train and develop state level budget formulation and create standardized operating procedures. Additional information on the workshop will be sent to the states in the next week.

8. A National contract is being worked to provide new contract positions to the states and territories in direct support of the ARNG DCS Yellow Ribbon Program. Each state will receive positions as well as additional management personnel at the national level. Positions will provide direct/indirect Deployment Cycle Support to all service members.

9. Points of contact for the Program are Ms. Erin Thede, CML (703) 607-7597 or Major Scott Savage, CML (703) 607-9740.



ERIN THEDE
Chief, Soldier/Family Services and Support
Division

8 Encls

- 1. Yellow Ribbon Flyer**
- 2. ARNG Yellow Ribbon DCS**
- 3. Suggested Additional Invitee**
- 4. Event Planner**
- 5. ITA for Families to participate in reintegration training**
- 6. ITA authorizations to participate in DCS reintegration training**
- 7. ITA for spouse & children of recently deployed soldiers**
- 8. After Action Report Sample**

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DISTRIBUTION:

Each State COS

Each State MILPO

Each State HRO

Each State CSM

Each State G STAFF



(Enclosure 1)



Yellow Ribbon



Who we are:

The purpose of the Army National Guard Yellow Ribbon program is to provide sufficient information, services, referral and proactive outreach opportunities for Soldiers, Families, Employers and Youth throughout the entire deployment cycle; Pre-Alert, Alert/Pre-Deployment, Deployment, Post-Deployment and Reconstitution (Reintegration).

Family Focus Approach!



Why we will be successful in meeting your needs:

- Outreach care to you and your family; provide a strong partnerships and coalitions with the following resources;
 - Family Assistance Centers
 - State Family Programs Directors
 - Rear Detachment Command
 - Family Readiness Assistants
 - Family Support Groups
 - Department of Defense (TRICARE)
 - Department of Veterans Affairs
 - State Directors of VA
 - Veterans Services Organizations
 - Chaplains Offices
 - Department of Labor
 - Employer Support for the Guard and Reserve (ESGR)

These assets are flexible, and provide different levels of Support.

Where we may travel to ensure that you, your family members, your leadership, and the local state and federal agencies understand these benefits:

- Mobilization and demobilization sites
- Reintegration meetings
- Unit weekend drill gatherings
- Sponsored Guard leadership conferences at the national and state levels
- Post Deployment Health Reassessment sites
- Traumatic Brain Injuries Centers
- Warrior Transition Units

AND ANYWHERE ELSE YOU WANT US TO BE!

Who we serve:

The program is primarily designed to serve the members of the National Guard, their Families and Employers. Additionally, we gladly provide services to members in all of the service components.



What we can do for you and your family members:

We help you navigate through the numerous benefits and entitlements in the Department of Defense (DoD), Veteran Affairs and State systems. We take the time to assist you and not toss you into the "800 number desert!" We will educate you so you will understand the benefits you have earned, such as:

- Guard entitlements and access for health care in both the DoD and Veteran Affairs medical facilities.
- Assistance with job search and connection with Employer Support for the Guard and Reserve (ESGR) for rights of employment.
- TRICARE benefits while you are on active duty and when you return as an OIF/OEF veteran.
- Dental care programs (time sensitive).
- Referral for counseling services for you and your family that will not affect your career.
- Referral for possible compensation for injuries or illness sustained in OEF and OIF.
- Insurance information such as SGLI and TSGLI
- Assistance in connecting you to the Veterans Benefits Administration and Veteran Service Organizations to file disability claims.
- Assistance in the event of financial hardship, healthcare issues, or unemployment needs.
- Warrior Transition Units assistance (WTU)
- Traumatic Brain Injuries Centers (TBI)

What you mean to us:

You served your country; now let us serve you and your family.



If you have any questions contact:
The ARNG Yellow Ribbon Program Manager
at erin.thede@us.army.mil, 703-607-7597 or
scott.savage@us.army.mil, 703-607-



(Enclosure 2)

Yellow Ribbon Program



STRENGTH READINESS

FOCUS ★ LEADERSHIP ★ ACCOUNTABILITY



Before, During and After Concept

Pre-Alert (Yr 3)

Alert (Yr 4)

Pre-Deployment

Deployment (Yr 5)

Post-Deployment

6 Months

1 Year

1 Year

3 to 6 Months

15 Day J1 Initiative

180 Days
(Some individual cases may be longer)

NGB Analysis
Demographics
FAC Placement
FAC Resourcing

State Input
Demographics
FAC's Stood Up
Determine state specific resources needed.

SRP
Soldier Readiness
Marriage Enrichment
Youth Counseling
Family Counseling
Single Soldier Counseling
Financial Counseling
Legal Counseling
Employment/ESGR
Information on Resources available to Soldiers and Families
Military One Source
VA Resources
State / Community Services

Youth Counseling
Family Counseling
Community Outreach
Employment/ESGR
Continued Contact with Spouses
Information on Resources
Military OneSource
Child Care

Getting the family ready for their Soldier to come home.
Family Counseling
Financial Counseling
Legal Counseling
Military OneSource
Employment/ESGR

Soldier Care
Taking Care of Business
Taking Care of their Health
Family Care
Marriage Enrichment
Youth Counseling
Family Counseling
Financial Counseling
Legal Counseling
Single Soldier Counseling
Information on Resources available to Soldiers and Families
Military OneSource
VA Resources
State Benefits
Employment/ESGR
Education Options

All Cycles will include links to Wounded Warrior Program



STRENGTH READINESS

FOCUS ★ LEADERSHIP ★ ACCOUNTABILITY



Before

Soldiers, Family, Employers, Community

Alert

Pre-Deployment

360 to Mob

Briefings:

- Family Counseling
- Single Soldier
- VA Support
- Military One Source
- Tri-Care
- VET Centers
- Financial Planning
- Military Life Consultant
- Day Care
- DEER's
- Transition Assistance
- Warrior Transition Units
- Traumatic Brain Injuries

- Hotline Information
- Community Outreach
- Family Care Plans
- CEI Update
- MPDV Update
- Job Fair/RIRP/ESGR
- FAQ Website

270 to Mob

Briefings:

- Marriage Enrichment
- Youth Programs/Counseling
- FAQ Website
- CISM Sensitivity Training
- Transition Assistance
- FAC Training
- MPDV Update
- Letters to Families
- DEER's Update
- Hotline Information
- Community Outreach
- CEI Update
- Job Fair/ESGR

180 to Mob

Briefings:

- Family Care Plans
- FAQ Website
- Transition Assistance
- FAC Training
- MPDV Update
- DEER's Update
- Family PDHRA
- Hotline Information
- Community Outreach
- CEI Update
- Job Fair/ESGR

90 to Mob

Briefings:

- Family Counseling
- Single Soldier
- VA Support
- Military One Source
- Tri-Care
- Dental Brief
- VET Centers
- Financial Planning
- Military Life Consultant
- Day Care
- DEER's
- Transition Assistance
- Warrior Transition Units
- Traumatic Brain Injuries
- Hotline Information
- Smart Card
- Community Outreach
- Family Care Plans
- CEI Update
- MPDV Update
- Job Fair/RIRP/ESGR
- FAQ Website

Funding Requirements For:
Soldier Pay and Allowances – Family Travel – Team Pay and Allowances – Off-Site Costs



STRENGTH READINESS

FOCUS ★ LEADERSHIP ★ ACCOUNTABILITY

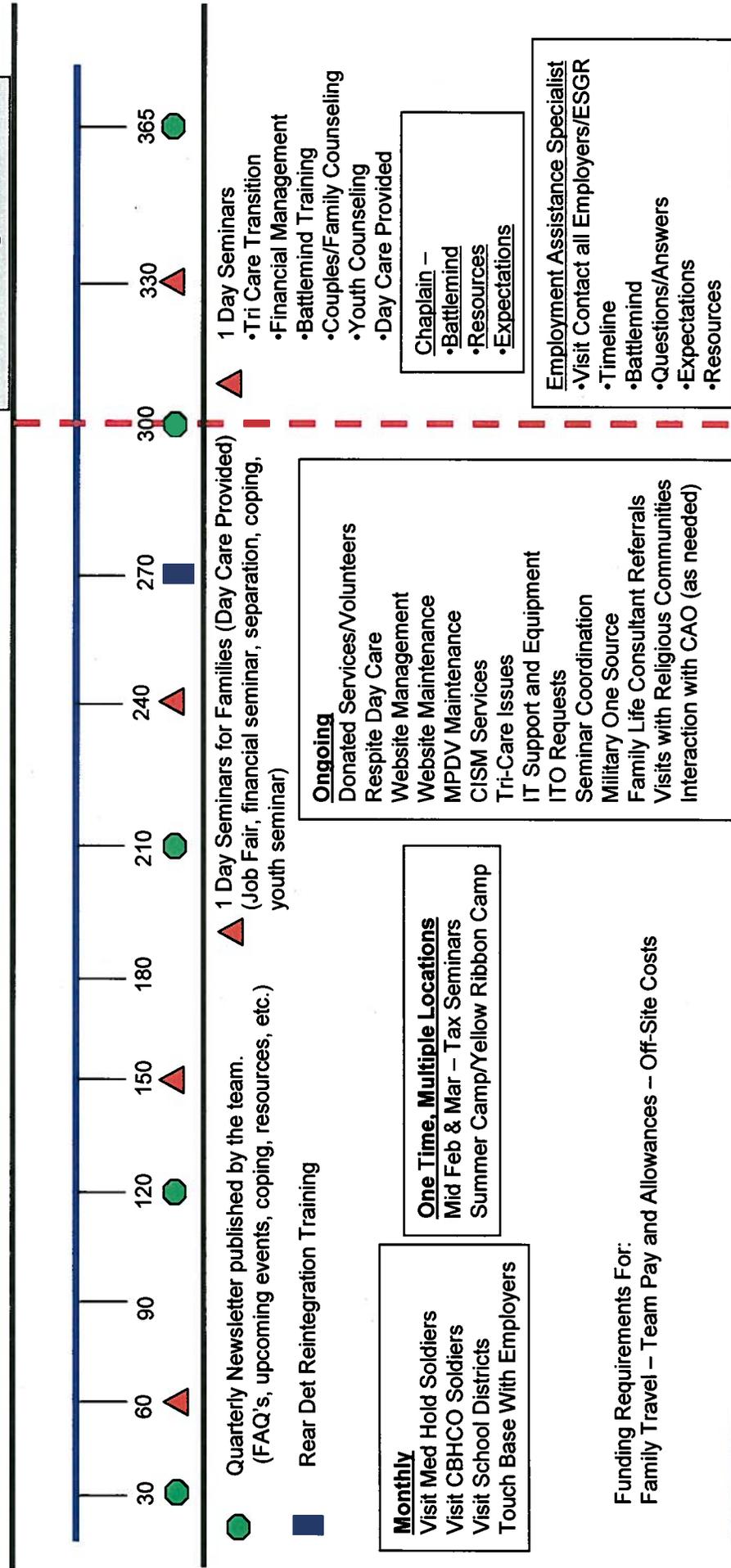


During

Family, Employers, Community

Deployment

Reintegration



Funding Requirements For:
Family Travel – Team Pay and Allowances – Off-Site Costs



STRENGTH READINESS

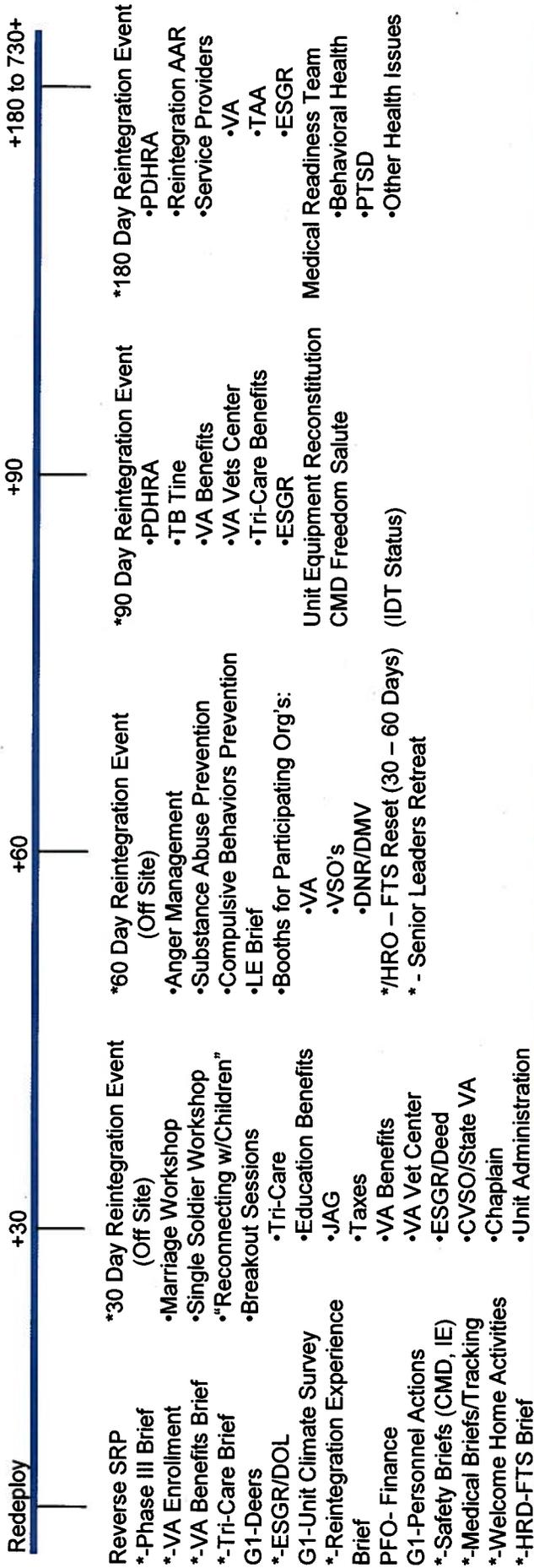
FOCUS ★ LEADERSHIP ★ ACCOUNTABILITY



After

Soldiers, Family, Employer, Community

Post-Deployment / Reintegration



MED Hold/CBHCO Tracking
Community Based Training

Marriage/Single Soldier Retreat
Monthly Individual Reintegration Training (MIRT)

* Core Team Responsibilities

Funding Requirements For:
Soldier Pay and Allowances – Family Travel – Team Pay and Allowances – Off-Site Costs

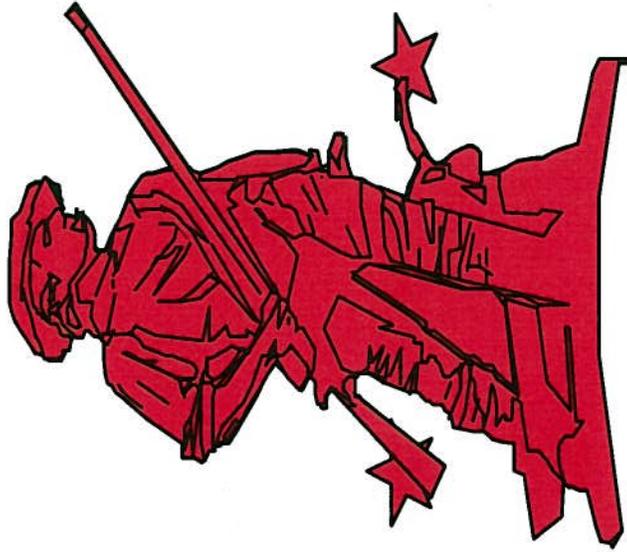


STRENGTH READINESS

FOCUS ★ LEADERSHIP ★ ACCOUNTABILITY



Contact Numbers



erin.thede@us.army.mil

703-607-7597

Scott.savage@us.army.mil

703-607-9740



STRENGTH READINESS

FOCUS ★ LEADERSHIP ★ ACCOUNTABILITY

(Enclosure 3)

SUGGESTED INVITEES	NAME	PHONE	E-MAIL	ATTENDING
Education				
College Counselors				
School administrators				
Superintendent of schools				
Principals				
Teachers/Professors				
School Nurse				
School Counselors				
Employers				
Large employers				
Human Resources Departments				
Consult ESGR Rep				
Labor Organizations				
Law Enforcement				
Sheriff and Deputies				
Police Chief and Patrolmen				
City and County Prosecutors				
Judges				
Probation/Parole Officers				
Security Staff				
Local Highway Patrol				
Clergy				
All Denominations				
Religious Outreach Centers				
Seminary				

Instruction for Yellow Ribbon Funding Request Form

Please enter all information required in the heading

- Location of Event
- Date of Event
- Type of Event
- Unit
- POC
- POC Contact info (office phone, cell, email address)

Enter the amount of Family members attending (Spouse, Parents, and Children). Enter the amount of days for the Event (example: if a weekend event and family will arrive on a Friday night and leaving on Sunday enter 3days)

Enter the **GSA per diem** amount for meals only in the Per Diem per Day column.

DO NOT enter any amounts in the 1st day and last day Per Diem column these figures will enter automatically. Do not change figures in these columns.

Enter the total amount of rooms needed and the number of nights rooms are required.

Enter the **lodging** Per Diem rate. Total will enter automatically

Enter approximate total of miles for all ITO's that are being done for this event.

If child care is needed and being provided enter the total amount children requiring this service. Then enter the total hours of service for this event, and the cost per hour. Total will figure automatically.

Enter the total amount of funds you are requesting for supplies for this event. List **all** supplies you are requesting funds for in the appropriate space provided on the request form.

Enter the total amount of funds requested for additional expenses not stated on the request form. List and explain **all additional** expenses in the appropriate space provided on the bottom of the form.

* SEE EXAMPLE ATTACHED OF COMPLETD FORM

Yellow Ribbon Funding Request

Location of Event: Any Town, USA
 Date of Event: 16-18 May 2008
 Type of Event: Family Reintegration 30 Day Event
 Unit: 253rd Transportation
 POC: LTC John Doe

POC Contact Info: John.a.doe@us.army.mil 999-444-2218 office 999-555-3333 cell

How Many People	Days	Per Diem Per Day	1st Day Per Diem	Last Day Per Diem	Total
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DRAFT

Number of Family Members Attending	140	3	\$ 49.00	\$ 36.75	\$ 36.75	\$ 17,150.00
Lodging						
amount of rooms	70	2	\$ 89.00	N/A	N/A	\$ 12,460.00
Approx RT Miles	2460	N/A	\$0.505 cost per hour	N/A	N/A	\$1,242.30
amount of Children	12	12	5.00	N/A	N/A	\$ 720.00
Supplies						\$ 800.00
Additional Expenses						\$ 2,300.00
Total Amount Requesting						\$ 34,672.30

List supplies you are requesting funds for :

Name tags for attendees, Informational file folders for participants, Flip chart paper, magic markers, pens, copier machine paper,

List all items required in additional expenses:

AV support from hotel (wireless mics, TV/VCR for kids room) copy machine rental 2days, extra break out room rental, operation center room with phone hook-up, internet connection.



**DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
1411 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3231**

NGB-ARH

2-0 DEC 2007

MEMORANDUM FOR THE MILITARY PERSONNEL MANAGEMENT OFFICERS OF ALL STATES, THE COMMONWEALTH OF PUERTO RICO, GUAM, VIRGIN ISLANDS, AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

SUBJECT: Authority to Publish Invitational Travel Authorizations (ITAs) for Families of Recently Redeployed Soldiers to Participate in Reintegration Training (NGB-ARH Policy Memo 07-043)

1. References:

- a. Memorandum, Secretary of the Army, SA, 26 March 2007, subject: Deployment Cycle Support (DCS) Directive
- b. Memorandum, Office of the Assistant Secretary Manpower and Reserve Affairs, SAMR-HR, 02 August 2007, subject: Authority to Publish Invitational Travel Authorizations (ITA) for Spouses and Children of Recently Deployed Soldiers.
- c. Memorandum, Secretary of the Army, SA, 24 September 2007, subject: Authority to Issue Invitational Travel Authorizations to Participate in Deployment Cycle Support Reintegration Training.
- d. Joint Federal Travel Regulations (JFTR) VOL I (UNIFORMED) \ 2007 \ DEC 2007 JFTR \ App E - Invitational Travel \ PART I: INVITATION TO TRAVEL.

2. Purpose: Provide guidance for the issuance of ITAs for the Families of Army National Guard (ARNG) Soldiers participating in reintegration training.

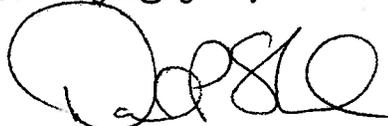
3. Applicability: This funding is available to the Families of Soldiers who have redeployed and are engaged in reintegration training offered as part of the DCS program. Family, for the purpose of this policy is defined as a spouse and their biological or adopted children or parents in instances where the Soldier has no spouse or child. The term "parents" refers to biological or adoptive mothers and father, stepparents, and persons who stood in *loco parentis* to the Soldier for a period of not less than one year immediately before the Soldier entered the Army.

NGB-ARH

SUBJECT: Authority to Publish Invitational Travel Authorizations (ITAs) for Families of Recently Redeployed Soldiers to Participate in Reintegration Training (NGB-ARH Policy Memo 07-043)

4. Policy: Effective immediately, eligible Family members can receive ITAs to cover the cost of travel, lodging, and meals to attend reintegration training, as outlined in references b and c above. States will coordinate with NGB-ARM-O, Ms. Erin Thede at 703-607-7597, DSN 327-7597, or by email at erin.thede@ng.army.mil for requirements and funding. NGB will account for this expenditure as a cost associated with the Global War on Terror (GWOT).

5. The point of contact for this policy is MAJ Thomas Donegan at 703-607-3296, DSN 327-3296 or by email address at thomas.donegan@ng.army.mil.



DAVID P. SHERIDAN
COL, GS
Chief, Personnel Policy
and Readiness Division



SECRETARY OF THE ARMY
WASHINGTON

SEP 24 2007

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER &
RESERVE AFFAIRS)

SUBJECT: Authority to Issue Invitational Travel Authorizations to Participate in
Deployment Cycle Support Reintegration Training

On March 26, 2007, I directed that the Department of the Army fully implement Deployment Cycle Support (DCS) operations for all personnel deployed away from home station for 90 days or more. My directive expressly acknowledged the lessons learned from previous deployments as to the importance of family reunion reintegration for all deploying Soldiers and DA civilians.

On August 2, 2007, the Deputy Assistant Secretary of the Army (Human Resources) authorized the issuance of Individual Travel Authorizations (ITAs) to facilitate the participation of the spouses and children of redeploying Army National Guard Soldiers in reintegration training conducted as part of the Army's DCS program.

By this memorandum, and subject to the conditions set forth below, I further authorize the issuance of ITAs to the parents of redeploying Army National Guard Soldiers to facilitate parental participation in DCS reintegration training. I have been advised that in the absence of a spouse or child, a Soldier's parents are among those most likely to facilitate a Soldier's personal reconstitution, reintegration, and reestablishment of personal readiness. In such cases, the ability to confer with, and provide reintegration information and training to a Soldier's parents is necessary to the Army's successful execution of its redeployment and demobilization missions. The Army will derive a primary and direct benefit from the participation of a Soldier's parents in this training.

This authorization extends only to redeploying Reserve Component Soldiers participating in reintegration training offered under the auspices of the Army DCS program, and only when the Soldier has no spouse or child. The term "parents" as used in this memorandum includes a parent, stepparent, fathers and mothers through adoption, and persons who stood *in loco parentis* to the Soldier for a period of not less than one year immediately before the Soldier entered the Army. ITAs may be issued to no more than two parents in the case of any one Soldier.


Pete Geren



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

AUG 02 2007

SAMR-HR

MEMORANDUM FOR Chief, National Guard Bureau, ATTN: G1, 111 South George Mason Drive, Arlington, Virginia 22204-1382

SUBJECT: Authority to Publish Invitational Travel Authorizations (ITA) for Spouses and Children of Recently Deployed Soldiers

1. We have carefully reviewed your request to publish ITAs for spouses and children of redeploying Soldiers of the Army National Guard to attend deployment cycle support training in accordance with (IAW) the Headquarters Department of the Army (HQDA) DCS directive and we are approving your request. We also approve your request to issue ITAs starting with spouses and children of Soldiers from the 1-34th Brigade Combat Team (BCT) who are currently re-deploying.
2. Authority for issuing ITAs are found in JFTR, Appendix E. DCS training involving family members is part of the Army mission and the Army receives a material benefit for absorbing the costs for sending family members to this training. NGB should account for this expenditure as a cost associated with Global War on Terror (GWOT) and fund the ITAs out of its existing GWOT operations and maintenance account.
3. My Army staff point of contact for this action is LTC Voithofer, DSN 222-6889, (703) 692-6889 or matthew.voithofer@hqda.army.mil.

A handwritten signature in black ink, appearing to read "John P. McLaurin III".

John P. McLaurin III
Deputy Assistant Secretary of the Army
Human Resources



DEPARTMENT OF THE ARMY AND THE AIR FORCE
 NATIONAL GUARD BUREAU
 111 SOUTH GEORGE MASON DRIVE
 ARLINGTON, VA 22204-1382

(ENCLOSURE 8)

MEMORANDUM FOR: Chief, Soldier/Family Services and Support Division

ATTN: (NAME) NGB-SFSS Branch, 111 South George Mason Dr, Arlington, VA 22204

SUBJECT: Army National Guard Deployment Cycle Support Yellow Ribbon Program-After Action Report.

1. General.

a. Type of Event. Include location by city, county, and state.

b. Inclusive dates:

c. Scope of Event:

(1) Use narrative explanation.

(2) Include percentage of state ARNG and/or ANG forces called to duty.

2. Operations.

a. Strength. ARNG Soldiers and Family members attending the event; will be reported for each unit/organization for each day of training. The report will be in column form as follows:

Date _____

UNIT/ORGANIZATION	Soldiers & Families members (FM)				Child & Youth (C&Y) (Y=Age 13+)			Other Attendance Government Agencies/Others			TOTAL PERSONNEL
	OFF	EN L	Adult FM	TOTAL	C	Y	TOTAL	GOV	Others	TOTAL	
111 th EN BDE	14	54	123	191	13	4	17	6	6	12	220
TOTALS											

b. Operations Summary. Chronology of significant events in phases as follows:

(1) Planning/alert.

(2) Execution.

(3) Post operations.

c. Communications. Types or methods.

3. Administration.

a. Public Affairs.

b. Special Services.

c. Morale and discipline.

d. Others.

4. Logistics/Equipment. Special equipment and supplies used and source of issue (Note: If ARNG of ANG aircraft are used, the information provided should include type of aircraft used and number of hours flown, by type.)

5. Costs. Total Cost of Event, including as a minimum the following:

a. Supplies.

b. Equipment.

c. Funds paid by other state agencies.

d. Reimbursable cost.

6. Problem areas.

a. Personnel.

b. Intelligence.

c. Operations.

d. Organization.

e. Training.

f. Logistics.

g. Communications.

h. Material.

i. Other.

7. Lessons learned: Include any special organization, new tactics or techniques developed to control the event.

8. Recommendations:

PAUL BLAIR
LTC, GS
DCS, Reintegration Officer