



DEPARTMENTS OF THE ARMY AND AIR FORCE

JOINT FORCE HEADQUARTERS - MONTANA

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TAG

1 December 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 2009-24A – Command Policy on the Deployment Cycle Support (DCS) Yellow Ribbon Training and Requirements

1. Purpose. This policy letter clarifies my expectations for training/support conducted during the three-phase Deployment Cycle Yellow Ribbon program.
2. Applicability. This policy pertains to all units/Guardsmen of the Montana National Guard who are scheduled to deploy, or are currently deployed in support of the Global War on Terrorism for a period exceeding 90 days.
3. Proponent and exception authority. The proponent of this policy is the J1. Exceptions or waivers to this policy letter will be referred to the J1 for determination.
4. Overview. The successful preparation, support and reintegration of our Guardsmen and families are command responsibilities. This policy letter clarifies the DCS Yellow Ribbon program and expectations.
5. Policy.
 - a. Phase I – Pre-Deployment Preparation. This phase begins upon receipt of an alert order/mobilization order and ends upon departure. J1-DCS will work in concert with the J3 or 120th FW Plans Office and the affected unit to develop a training plan that includes:
 - (1) Family Readiness Leaders Conference. Family Readiness Volunteers and Unit Leaders (deploying and rear detachment) attend a one-day training session that provides basic Family Readiness Group (FRG) volunteer training, provides unit leaders with the tools they need to manage their family readiness program, and culminates with a family Readiness “Action Plan” for their deployment.
 - (2) Pre-Deployment Academy. Deploying Guardsmen and families will attend a one-day workshop that offers multiple training options to address common challenges associated with deployment. Additionally, Guardsmen and families will be provided with resources to access a wide range of programs and benefits that are available during their deployment.

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- b. Phase II – During Deployment Support. This phase begins upon mobilization, continues through the mobilization period, and ends upon return from mobilization or at the demobilization site.
 - (1) Advanced Family Readiness Group Training. J1-DCS and Family Programs will provide advanced training for FRG leaders and rear detachment leaders throughout the mobilization. This specialized training will provide additional skills and knowledge to help with program management.
 - (2) Family Reintegration Academy. The J1-DCS and Family Programs will conduct training to prepare family members for reintegration. Family members will receive access to vital resources, licensed professionals and referral services. This is a one-day training event and will be conducted 60-90 days prior to a unit's return from deployment.
 - (3) Identification of At-Risk Guardsmen. Deployed Commanders will continually monitor Guardsmen that fall in a high risk category. Examples include those injured or exposed to significant traumatic events. The purpose is the early identification of those Guardsmen who may need additional readjustment assistance. This increased awareness will provide the ability to extend timely assistance, referral, and the development of appropriate readjustment training
- c. Phase III – Post Deployment Reintegration. This phase begins upon arrival at the demobilization site and ends upon successful completion of the 30 and 60-day reintegration training events.
 - (1) Initial Reintegration Training. Deployed Unit Commanders will insure that all Service Members attend initial reintegration training offered at the demobilization site.
 - (2) 30/60 Day Yellow Ribbon Reintegration Events. Commanders will ensure that all Guardsmen attend the Yellow Ribbon one-day reintegration events. Commanders will enforce IDT attendance principles as if these events were a scheduled unit drill. Guardsmen with validated conflicts will be rescheduled to make up the event. Commanders will strongly encourage family members to attend these events.
 - (3) Individual Redeployments. Commanders will ensure that all individual deployers who are Released From Active Duty (RFAD) attend the next scheduled reintegration event hosted by J1-DCS. This includes Guardsmen on Community Based Health Care Organization (CBHCO) and Medical Continuation that are recovering from illness or injury at their unit of assignment. Commanders will strongly encourage family members to attend these events.

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- d. 90-day Reconstitution Event. Commanders are responsible to schedule their Post Deployment Health Reassessment (PDHRA), TB Tine Test, Periodic Health Assessment (PHA), Freedom Salute and other administrative and logistical activities through their chain of command. The unit's next higher headquarters is responsible to oversee these reconstitution events. Additionally, the planning units will resource all administrative and logistics activities, with the exception of medical and PDHRA. Medical resources must be requested in writing to the State Surgeon's Office or Medical Group at least 90 days in advance.
6. Procedures.
- a. Scheduling. The J1-DCS team will publish and distribute all Yellow Ribbon event schedules and materials.
 - b. Funding. Funding guidance for specific events will be provided via mobilization/demobilization FRAGO issued by J3-MOB or Wing Plans Office. The baseline funding parameters are:
 - (1) Deploying/Redeploying Guardsmen.
 - (a) All events/training, with the exception of the initial reintegration training at the demobilization site, will be IDT or Active Duty pay status (AT, Special Training, Title 10).
 - (b) IDT Travel. When a Guardsman travels between home and an alternate duty/work site, the Guardsman may be paid mileage for the distance from his unit of assignment to the training location. The Guardsman is financially responsible for travel from his HOR to his assigned unit. Authorized IDT Travel funding will be resourced by J3 or the Wing Family Program Coordinator.
 - (c) CBHCO and Medical Continuation Guardsmen whose duty station lies outside 50 miles of the reintegration site may receive Active Duty travel orders.
 - (2) Family Members/Family Readiness Volunteers.
 - (a) Invitational Travel Authorization (ITA) can be requested for spouses, parents, children (over 16) for all members.
 - (b) Family Members who attend training. Family members are eligible for ITAs. The expectation is that family members should travel together. Individuals who live within 50 miles from the training location are not eligible for ITA. Each ITA is limited to one round-trip mileage from HOR to duty site and appropriate travel entitlements per the Joint Travel Regulation (JTR). ITAs will be coordinated through the J1-DCS and Family Programs.

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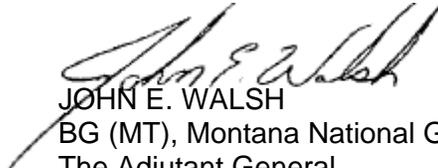
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(3) Support Staff

- (a) Unit Support Personnel. The supported unit and/or their higher headquarters may be tasked to provide on-site support for their unit's Yellow Ribbon reintegration events.
- (b) JFHQ Support Personnel. Support will be provided in IDT or Year-Round AT, or technician status. Reintegration ADSW funds, if available, will be provided for JAG, Chaplain and DCS support staff.

(4) 90-Day Reconstitution Funding. Normal IDT budget procedures apply.

- 7. The reintegration of our force is a critical responsibility of the Montana National Guard. Our success can only be achieved through the diligent support of the Montana National Guard DCS Yellow Ribbon program. It is each of our responsibilities to do everything possible to bring our Guardsmen all the way home.
- 8. POC. Point of contact is CPT Adam Karlin, DCS Program Manager, 406-324-3986 or adam.karlin@ng.army.mil.


JOHN E. WALSH
BG (MT), Montana National Guard
The Adjutant General

MONTANA Yellow Ribbon Program

“bringing them all the way home”



Program Guidance

1 December 2008

Montana National Guard

Deployment Cycle Support Program



Deployment Cycle Support (DCS) YELLOW RIBBON PROGRAM

The State of Montana and the Montana National Guard are committed to supporting the physical, emotional, and mental well-being of our unit members. Not only is this the National Guard way, but as Soldiers, Airmen, and Families we share in the responsibility to watch out for one another. As the operational tempo and deployment cycles continue, Guardsmen and their Families will experience increased stress. These mission driven stressors, in many cases, affect both the physical and mental health of our Guardsmen and their Families.

The Montana “Yellow Ribbon” program is a component of the Deployment Cycle Support (DSC) that was established to better prepare our Guardsmen and their Families before, during, and after deployments. Modeled after the Minnesota program the Yellow Ribbon Program provides a proactive continuum of information and care to ensure that Guardsmen and their Families receive appropriate care and services throughout every stage of the deployment cycle.

The Montana Yellow Ribbon Program is a requirement for all Guardsmen and will also be offered to all Montana Reserve Components to provide additional education and resources before, during, and after the deployment cycle. The Montana National Guard is committed in doing everything possible to ensure mission success on the battlefield and on the home front.

A handwritten signature in blue ink, which appears to read "Jeffrey E. Ireland".

Jeffrey E. Ireland
Colonel Montana National Guard
Director Manpower and Personnel





BACKGROUND

The DCS program is a mandatory requirement for all Soldiers and Airmen in the Montana National Guard who are scheduled to deploy, or are currently deployed, in support of the Global War on Terrorism (GWOT) for a period greater than 90 days. Family members of these Soldiers and Airmen are strongly encouraged to participate. The program is optional for all other Reserve Component forces. The Montana Yellow Ribbon Program is conducted in 3 distinct phases.

PHASE I - Pre-Mobilization Preparation

This phase begins upon receipt of an alert order/mobilization order and ends upon departure. J1-DCS will work in concert with the J3 or 120th FW Plans Office and the affected unit to develop a training plan that includes:

- a. Family Readiness Leader Conference. Family Readiness Volunteers and Unit Leaders (deploying and rear detachment) attend a one day training session that provides basic Family Readiness Group (FRG) volunteer training, provides unit leaders with the tools they need to manage their family readiness program and culminates with a Family Readiness “Action Plan” to support their deployment. If volunteers or unit leaders are unable to attend this conference, coordination will be made with J1-DCS to schedule FRG Volunteer and unit rear detachment Full Time Support (FTS) training.
- b. Pre-Deployment Academy. Deploying Service Members and Families attend a one day workshop that offers multiple training options that address common challenges they may face during a deployment. Additionally, Service Members and Families will obtain access to a wide range of resources and agencies that will be available during their deployment.

PHASE II – During Deployment Support

This phase begins upon mobilization, continues through the mobilization period, and ends upon return from mobilization or at the demobilization site.

- a. Advanced Family Readiness Group Training. JFHQMT-J1-DCS will offer advanced training for FRG leaders and rear detachment leaders periodically throughout the mobilization. This specialized training will provide additional skills and knowledge to help them manage their program(s).
- b. Family Reintegration Academy (FRA). The purpose of this training is to prepare family members for the challenges of reintegration. Family members will receive access to vital resources, licensed professionals and referral services. This is typically a one day training event and will be conducted 30-60 days preceding a unit’s return from deployment.



Phase III - Post Deployment Reintegration

This phase begins upon arrival at the de-mobilization site and ends upon successful completion of the 60 day re-integration training.

- a. Identify At Risk Service Members. Deployed Commanders will continually monitor Service Members that fall in a high risk category. Examples include those injured or exposed to significant traumatic events. The purpose is the early identification of those Service Members who may need additional readjustment assistance. This increased awareness will provide the ability to extend timely assistance, referral, and the development of appropriate readjustment training.
- b. Initial Reintegration Training. Deployed Unit Commanders will ensure that all Service Members attend initial reintegration training offered at the demobilization site.
- c. 30/60 Yellow Ribbon Reintegration Training Events. Commanders will ensure that all Service Members attend these one-day reintegration events. Commanders will enforce IDT attendance principles as if these events were a scheduled unit drill. Service Members with validated conflicts will be rescheduled into a makeup event. Commanders will strongly encourage family members to attend these events.
- d. 90-Day Reconstitution Event. Commanders will coordinate through their Chain of Command and the Montana Medical Detachment/Medical Group to complete their Post-Deployment Health Risk Assessment (PDHRA), TB Tine Test, Periodic Health Assessment (PHA) and any other administrative and logistical activities related to deployment. The unit and their higher headquarters are responsible to plan and execute this reconstitution event. Units planning this event will resource all administrative and logistic activities, with the exception of J1 medical. Medical resources must be requested in writing to the State Surgeon's Office or Medical Group at least 90 days in advance.
- e. Individual Re-Deployments. Commanders will ensure that all Service Members who are released from active duty (as individuals) attend the next scheduled reintegration event hosted by JFHQMT-J1-DCS; i.e. MIRT or 30-day event. This includes Service Members on Community Based Health Care Organization (CBHCO) and Medical Continuation who are recovering from illness or injury at their unit of assignment. Commanders will strongly encourage family members to attend these events.

PHASE I - PRE-DEPLOYMENT



Action Office – J1 DCS Team

FAMILY READINESS LEADER CONFERENCE

The Family Readiness Leader Conference is a 4-7 hour training event designed for Family Readiness Group (FRG) volunteers and Unit Leaders of the deploying unit and the rear detachment. The training is designed to provide basic Family Readiness Group (FRG) volunteer training and to provide unit leaders with the tools and understanding they need to support their family readiness program. The training culminates with the production of a Family Readiness “Action Plan.” This plan is specific to the unit and will serve as a family guide during deployment. If volunteers or unit leaders are unable to attend this conference, coordination will be made through the JFHQMT-J1-DCS to schedule follow-on FRG Volunteer and unit rear detachment (FTS) training.

PRE-DEPLOYMENT ACADEMY

The Pre-Deployment Academy is a 7 hour program designed to empower and resource Service Members and their spouses, parents, significant others and children to address the effects of combat operational stress and general issues prior to deploying. Utilizing subject matter experts, previously deployed Service Members and representatives from military, government, and civilian agencies; participants will have an opportunity to connect with service providers and dialogue about the challenges of deployment and understand what resources are available to them by various agencies in the state, in a small group setting.

A “round robin” format will offer participants the following workshops. Additional booths will offer services from numerous military, government and civilian agencies.

- 1) TRICARE Medical & Dental
- 2) Resource Portals: Military One Source
- 3) Family Assistance: Family Assistance Centers, Employer Support of the Guard and Reserve, and Community Outreach
- 4) Personal Finance: Paying bills, Adjusting to different pay & system
- 5) “Putting Your House in Order”: Reading the LES, interest rates, auto leases, preparing for deployment and power of attorney
- 6) “Keeping Your Marriage Strong While Deployed”
- 7) Single Service Member: “Parents of Deployed Service Members: How to cope when the child you love is at war”
- 8) “Surviving Deployment as a Single Parent”
- 9) Children’s & Teen’s Program: “When Someone You Love Goes to War”



This phase occurs between 60 and 90 days before a unit deploys. This critical function touches both the service member and the family to ensure adequate preparation is conducted prior to a deployment. It is designed to educate everyone on a variety of items.

Pre-Deployment Academies will be held at a location outside of unit armories on a weekend acceptable to the unit. ITA's will be pre-coordinated to cover meals, lodging, and mileage for National Guard family participants.





Phase II - DURING DEPLOYMENT

Action Office – J1 DCS Team

REINTEGRATION ACADEMY

The Reintegration Academy is a 4 hour program designed to empower and resource spouses, parents, significant others and children to address the effects of combat operational stress and to prepare for reintegration. Using subject matter experts and representatives from military, government, and civilian agencies; participants will be given the opportunity to reconnect with service providers to discuss the challenges of reintegration and receive additional information on various resources that are available to them from various agencies.

Reintegration Academies are designed to educate families on what to expect upon return of their Service Member. Numerous topics ranging from TRICARE to parenting to the Emotion Effects of War on their returning Service Member will be covered.

A “round robin” format will be used to offer the following workshops. In addition, there will be informational booths from numerous military, government and civilian agencies.

- 1) Combat Stress
- 2) Making Marriage Work
- 3) Reconnecting Service Members with their Children
- 4) Parenting a Single Service Member
- 5) Veterans Administration
- 6) County Veteran Service Officer & MT Disabled Veterans Administration
- 7) Returning to Work: ESGR and Department of Economic & Employer Development
- 8) TRICARE
- 9) Military One Source
- 10) Family Assistance Centers/JAG/Taxes

Some or all of this phase may be conducted using internet based Webinars. Webinars allow participants to attend training events from any location with a computer and internet access. This method minimizes travel costs and increases the flexibility and frequency of training. Reintegration Academies will be scheduled between 60-90 days prior to the return of a unit.

PHASE III - INITIAL REINTEGRATION



Action Office – J3 MOB/Wing Plans Office

PHASE III DEMOB

This function will occur at Phase 3 DEMOB at the demobilization site prior to the Service Member returning to home station. (Phase 3 DEMOB may be conducted at home station immediately upon return from the MOB site.) The purpose of this event is to evaluate records and to educate Service Members on a variety of items to minimize the time spent at home station before being released to the families.

Below is a list items for the Phase 3 DEMOB items:

DD-214's
Awards
TRIWEST
VA
Full timer brief

Several headquarters representatives will participate in this event to include; Medical Command/Medical Group, G-1 Army Personnel/A-1 Air Personnel, Family Programs, VA, and/or the Transition Assistance Advisor (TAA).





30 DAY REINTEGRATION

Action Office – J1 DCS Team

The 30 day reintegration occurs on the first scheduled drill after redeployment. 30 Day Reintegration Training is focused on addressing the challenges that married couples, married couples with children, single Service Members and divorced couples face after a deployment. Utilizing subject matter experts and representatives from military, government, and civilian agencies; Service Members and their families will have an opportunity to reconnect with service providers and dialogue about the challenges of reintegration and understand what resources are available to them by various agencies in the state. The training will be accomplished over the course of one day and be conducted in small groups through a round-robin format with additional information provided via provider display booths.

Reintegration skills
Social workshops
BATTLEMIND training
JAG
Taxes
VA
ESGR
Medical
Job Fair

30-day events will be held at centralized locations throughout the state. Events will typically be conducted in a hotel or conference center on a weekend acceptable to the unit. ITA's will be pre-coordinated to cover meals, lodging, and mileage costs for National Guard family participants.

This phase will be conducted in one IDT period on a normal weekend drill period to ensure the largest possible attendance.





60 DAY REINTEGRATION

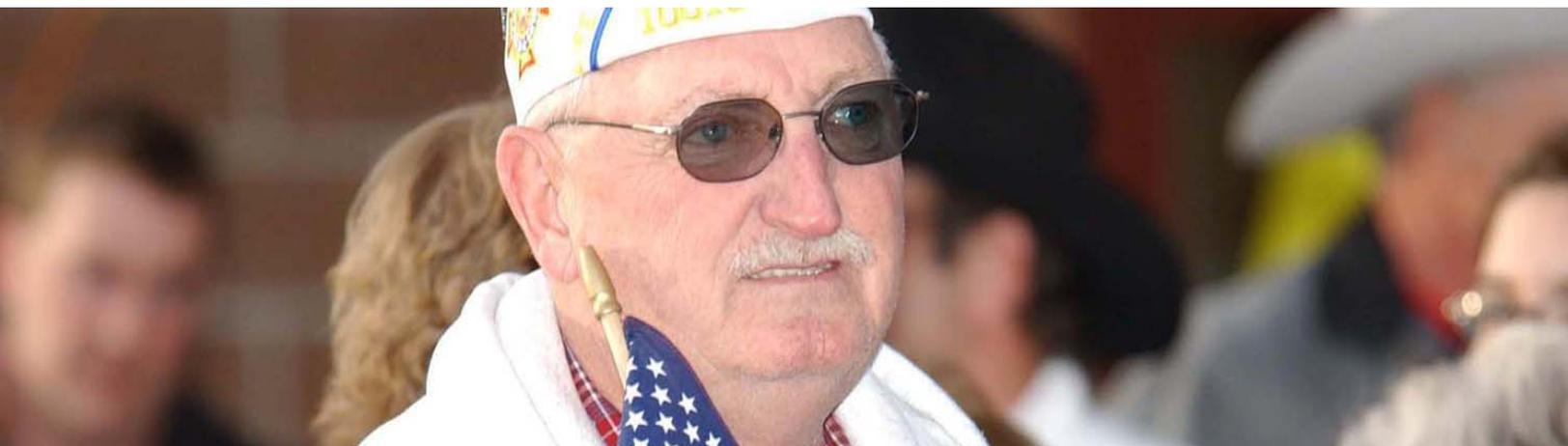
Action Office – J1 DCS Team

The 60 day reintegration phase continues the education process to ensure a successful reintegration. 60 Day Reintegration Training is focused on training Service Members on how to address negative behaviors related to combat stress. Utilizing subject matter experts in the area of Anger Management, Chemical Abuse, Gambling Abuse and Law Enforcement, Service Members will be given information and strategies to help deal with the normal effects of combat. This will be accomplished over the course of one day with training conducted through briefings complimented with provider display booths.

Anger management
Chemical Abuse
Gambling Abuse
Law Enforcement

60-day events will be held at centralized locations throughout the state. Events will typically be conducted in a hotel or conference center on a weekend acceptable to the unit. ITA's will be pre-coordinated to cover meals, lodging, and mileage costs for National Guard family participants.

This phase will be conducted in one IDT period on a normal weekend drill period to ensure the largest possible attendance.





90 DAY REINTEGRATION

Action Office – Individual Units and Higher Headquarters

Post Deployment Health Reassessment (PDHRA)

90-day PDHRA events are conducted during one IDT period; normally on a scheduled weekend drill period but not later than 180 days from redeployment. The unit will coordinate the event through the State Surgeon's Office or the Medical Group. Depending on the size of the unit, the PDHRA will be accomplished through either an on site team or the use of on-line and telephonic means.

FREEDOM SALUTE

The ARNG Freedom Salute ceremony will be coordinated and scheduled by the unit through their Higher Headquarters. This event will require family members to be placed on ITA travel orders. ANG ceremonies will be scheduled as needed through the Mission Support Group (MSG).





Montana National Guard
J1 Director Manpower and Personnel
Deployment Cycle Support Program