NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

NGB-ZA

20 JUL 2009

MEMORANDUM FOR ADJUTANTS GENERAL OF ALL STATES, PUERTO RICO, THE US VIRGIN ISLANDS, GUAM AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

SUBJECT: National Guard Bureau Policy and Implementation Guidance for the Department of Defense Yellow Ribbon Reintegration Program

1. REFERENCES:

a. Section 582 of Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008," 28 January 2008.

b. Secretary of Defense Memorandum, "Designation of the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) as the DoD Executive Agent for the Yellow Ribbon Reintegration Program," 17 July 2008.

c. Under Secretary of Defense for Personnel and Readiness Memo, "Directive-Type Memorandum (DTM) 08-029, "Implementation of the Yellow Ribbon Reintegration Program," 22 July 2008.

d. Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs Memo, "Army Implementation Instructions in Support of Directive-Type Memorandum (DTM) 08-029, Implementation of the Yellow Ribbon Reintegration Program," undated.

e. Office of the Assistant Secretary of the Air Force Memo, "Air Force Implementation Instructions in Support of Directive-Type Memorandum (DTM) 08-029, Implementation of the Yellow Ribbon Reintegration Program", 17 November 2008.

f. National Guard Bureau Memorandum, "Army National Guard Soldier and Family Support and Services Yellow Ribbon Operating Guidance," 9 January 2009.

g. National Guard Bureau Memorandum, "Authority to Publish Invitational Travel Authorizations (ITAs) for Families of Redeployed Soldiers to Participate in Reintegration Training," 20 December 2007.

2. PURPOSE: Authorized by the National Defense Authorization Act of 2008, the Department of Defense (DoD) Yellow Ribbon Reintegration Program (YRRP) will provide National Guard and Reserve Members and their Families with information, services, referral and proactive outreach opportunities throughout the entire deployment cycle: Pre-Deployment, Deployment, Demobilization and Post-Deployment-Reconstitution. It is the intent of the National Guard Bureau to establish a DoD YRRP that provides a continuum of

support and high standard of care for Army and Air National Guard members and their Families. Guidance contained herein outlines the specific policies, procedures and responsibilities required to implement the program.

3. POLICY:

a. A Joint National Guard DoD YRRP Management Office has been established within the National Guard Bureau, Office of the Joint Staff (NGB-J1-R). This office is responsible for management and oversight of the program and provides all policy and guidance in collaboration with the Directors of the Army and Air National Guard to the Adjutants General. This office will serve as the primary point of contact among the Office of the Secretary of Defense, the Army and Air National Guard Directorates and the Adjutants General.

b. DoD YRRP events and activities will be held for all National Guard members, and their Families, when they are called or ordered to active duty or full-time operational support, other than for training, for 90 consecutive days or more, or, in the case of the Air National Guard, 90 cumulative days or more during a fiscal year. At a minimum, events and activities will be provided in all phases of deployment, and conducted in a timely manner, in geographically centric locations and as often as possible to ensure maximum participation by National Guard members and their Families.

c. Attendance at DoD YRRP events is mandatory for National Guard personnel described in para 3b. The Army and Air National Guard will ensure that Soldiers and Airmen receive appropriate pay and allowances for their participation. The pay status of the Service member attending events will be determined by each respective Service. Adjutants General and Army and Air National Guard Commanders are urged to educate their personnel on DoD YRRP services and to encourage Family attendance at scheduled events.

d. When conducting DoD YRRP events and activities, commands should coordinate usage of other service support resources such as ESGR, Warrior Support, Family Programs, Directors of Psychological Health and Joint Forces Headquarters Sexual Assault Response Coordinators, as well as state and local departments and public and private organizations, as appropriate. Any National Guard hosted DoD YRRP event should be advertised as a DoD YRRP event versus a "National Guard" event to promote attendance from Service members from all components and their Families.

e. The Secretary of Defense has appointed an advisory board to analyze the DoD YRRP and report on areas of success and areas for necessary improvements. The Directors of the Army and Air National Guard, and an Adjutant General on a rotational basis, serve on this board. As we continue to work with the Department of Defense and Service Secretaries to gain additional fidelity on establishing a long-term effective program, we urge you to move forward with your DoD YRRP activities and events so that our Members can immediately benefit from this most vital program. We solicit your continued input as we

develop and adapt this program to reflect the needs of our National Guard members and their Families.

f. This guidance replaces all previous DoD YRRP guidance issued from the National Guard Bureau. All future DoD YRRP policy and funding guidance will be signed by the Chief, National Guard Bureau, the Directors of the Army and Air National Guard, and the Director of the Joint Staff in order to provide the States with uniform, jointly developed DoD YRRP policy and a single implementation plan.

4. RESPONSIBILITIES: See Enclosure 1

5. PROCEDURES: See Enclosure 2

6. EFFECTIVE DATE: This Guidance is effective immediately.

7. The success of the DoD Yellow Ribbon Reintegration Program for the National Guard is a top priority for the National Guard leadership. Command emphasis on the DoD YRRP at all levels and in our communities is essential. Point of contact for the Joint NGB DoD YRRP Management Office is Ms. Janet Salotti, DSN 327-5499, 703-607-5499 or janet.s.salotti@us.army.mil. The ARNG POC is Ms. Erin Thede, DSN 327-7597, 703-607-7597, or erin.thede@us.army.mil. The ANG POC is Lt Col Anthony Lanuzo, DSN 278-8166, 301-836-8166, or anthony.lanuzo@ang.af.mil.

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7 Encls
1. Responsibilities for DoD YRRP National Guard Bureau Management
2. Procedures for Implementing the DoD YRRP for National Guard
3. Joint DoD YRRP Event Standards Matrix
4. Joint DoD YRRP Funding Request Form
5. Authorized and Non- Authorized DoD YRRP Expenditures
6. Joint DoD YRRP After Action Report Form
7. Examples of Activities at DoD YYRP Events

ENCLOSURE 1

RESPONSIBILITIES

DoD YELLOW RIBBON REINTEGRATION PROGRAM
NATIONAL GUARD BUREAU MANAGEMENT

1. **DIRECTOR OF THE JOINT STAFF, NATIONAL GUARD BUREAU:** The Director of the Joint Staff, National Guard Bureau shall:

a. Establish and oversee the Joint National Guard Bureau Yellow Ribbon Program Management Office (J1-R). This office will be responsible for managing, developing, coordinating and issuing National Guard DoD YRRP policy and ensuring oversight of the DoD YRRP for the National Guard. In addition, the office will:

(1) Ensure that the National Guard Bureau operates a joint program that serves both Army and Air Guardsmen and their Families.

(2) Serve as the primary point of contact among the Office of the Secretary of Defense, the Army and Air National Guard Directorates, and the Adjutants General.

(3) Establish and maintain an interdependent collaboration with other Service DoD YRRP managers to further develop and refine policies to reflect the needs of Service members and their Families.

(4) Whenever possible, coordinate, consult and partner with Federal Government and national public entities to maximize the opportunities for necessary support services to be provided. The office will assist Joint Force Headquarters with building partnerships with state and local governments, Veterans Service Organizations (VSOs), non-profit agencies, and other public and private organizations to facilitate participation in DoD YRRP events and programs.

(5) Help ensure that DoD YRRP events and activities are conducted in a timely manner, in geographically centric locations and as often as possible to ensure maximum participation by National Guard members and their Families.

(6) Ensure that NGB-J1 service support providers (Family Programs, Employer Support of the Guard and Reserve, Warrior Support, Psychological Health providers, and Sexual Assault Response Coordinators) provide assistance, as requested, during a DoD YRRP event or activity.

(7) Establish a process of continuous submission, integration and analysis of data and reporting of observations on the National Guard DoD YRRP. The office will disseminate best practices, lessons learned, and funding status, as appropriate, to the Chief, National Guard Bureau, the Directors of the Army and Air National Guard, the

Director, Joint Staff, the Adjutants General and Joint Force Headquarters implementing personnel, as well as to the Department of Defense as required by DoD guidance.

(8) Provide consolidated information from the Army and Air National Guard Directorates on National Guard hosted DoD YRRP events to the appropriate office in the Department of Defense NLT the first day of February, April, August and November, as required by DoD guidance. This report shall include, at a minimum, the following:

(a) A forecast of planned deployment support and reintegration programs and activities for the following quarter, including dates, times, locations, events, activities, programs, sponsors, partners, anticipated number of Service member and Family member participants, and unresourced requirements.

(b) A report of deployment support and reintegration programs and activities conducted in the preceding quarter, including dates, times, locations, events, activities, programs, sponsors, partners, actual participants by Service, and unfunded requirements. The report should also provide lessons learned, best practices, media reports, unmet needs, participant satisfaction, evaluations, and comments.

(c) Financial data that can be coordinated among the NGB DoD YRRP Manager Office and the Army and Air National Guard Directorates.

(9) Oversee the creation of a national calendar of National Guard hosted DoD YRRP events by state and service/unit that is accessible to all Service members and their Families, and other appropriate stakeholders.

(10) In collaboration with the Department of Defense, and with input from the Army and Air National Guard Directorates, help establish a single interactive DoD YRRP website portal that contains the national calendar of DoD YRRP events. The office will assist the Army and Air National Guard Directorates with the development of a joint interactive automated process for States to request DoD YRRP event funds. Access to service and state specific data will be provided.

(11) In consultation with the Department of Defense, and the Army and Air National Guard Directorates, develop and oversee a single DoD YRRP training program, both on-line and for classroom purposes, for National Guard personnel responsible for implementing the DoD YRRP.

(12) Conduct monthly, or as needed, joint planning and coordination meetings with Army and Air National Guard DoD YRRP program representatives to receive input, provide informational updates, discuss issues and initiatives, solidify joint implementation practices, and share best practices.

(13) Collaborate with the Army and Air National Guard Directorates and State personnel when issuing updated DoD YRRP policy guidance. Upon request, the office will provide Joint NGB DoD YRRP Management Office created updates and reports to

the Directors of the Army and Air National Guard, the Director, Joint Staff, the Adjutants General and the implementing Joint Force Headquarters office.

(14) Work with the Army and Air National Guard Directorates to assist with the development, if appropriate, of a tailored reintegration program to meet any special needs of deploying personnel and family members while maintaining the intent of the authorizing legislation, the Directive Type Memorandum (DTM) 08-029, "Implementation of the Yellow Ribbon Reintegration Program", and the Secretaries of the Army and Air Force joint implementation instructions. Service members on orders past the 30, 60, 90 day reintegration periods will be addressed on an individual basis.

(15) Work with the Offices of the Secretary of Defense, and all military Service Secretaries, in conjunction with the Army and Air National Guard Directorates, to help develop standards for DoD YRRP events that reflect the needs of all Service members and their Families.

b. Encourage lines of communication among the Adjutants General to ensure top-level input and support of the DoD YRRP, to promote active solicitation of the needs of National Guard personnel and their Families, and to ensure the most effective implementation of the DoD YRRP.

2. **DIRECTORS OF THE ARMYAND AIR NATIONAL GUARD:** The Directors of the Army and Air National Guard shall:

a. Implement the DoD Yellow Ribbon Reintegration Program and ensure that DoD YRRP events and activities are conducted in a timely manner, in geographically centric locations, and as often as possible to ensure maximum participation by Service members and their Families.

b. Ensure that these programs are mandatory for Soldiers and Airmen and that they receive appropriate pay and allowances for their participation.

c. Assist States in meeting recommended minimum standards for DoD YRRP event programs as listed in the Event Standards Matrix, Enclosure 3.

d. Budget for the pay and allowances and travel, as appropriate, for Service members and their Families to participate in DoD YRRP events and activities.

e. Budget as necessary for the costs associated with conducting activities and events under the DoD YRRP, to include providing invitational travel orders for Family members, as appropriate.

f. Ensure these programs are cost effective and meet the requirements of NDAA 2008.

g. Provide Joint Force Headquarters with information on Army and Air Force Service programs geared to helping Families that complement the DoD YRRP and assist with coordination of activities.

h. Whenever possible, coordinate, consult and partner with Federal Government and national public entities to maximize the opportunities for necessary support services to be provided. The Directors shall assist Joint Force Headquarters with building partnerships with state and local governments, VSOs, non-profit agencies, and other public and private organizations to facilitate participation in DoD YRRP events and programs.

i. Establish a process of communication and work in coordination with the Service Reserve components in the execution of the DoD YRRP at the state and regional level whenever appropriate. Reserve components should coordinate events and services to ensure all Service members and their Families receive the appropriate deployment cycle support outlined in NDAA-08, the DTM, and this Guidance.

j. Work in concert with the other Services to coordinate events and services to support all Service members and Families to include those that are geographically dispersed whenever possible. In addition, the Army and Air National Guard Directorates are responsible for assisting Joint Force Headquarters in contacting other Services for the purposes of inviting all Service members and their Families to DoD YRRP events, and for the purpose of holding "combined" events and activities.

k. Implement Army and Air Force developed policy on the use of funds at DoD YRRP events attended by non-National Guard members and their Families.

l. Coordinate with the Joint NGB DoD YRRP Management Office to develop tailored reintegration programs to meet any special needs of deploying personnel and Family members while maintaining the intent of the legislation, the Directive Type Memorandum (DTM), and any policy guidance published by the offices of the Secretary of Defense, and/or the Army and the Air Force. Service members on orders past the 30, 60, 90 day reintegration periods, will be addressed on an individual basis.

m. Coordinate with each other and with input from the Joint NGB DoD YRRP Management Office, to make full use of Army and Air National Guard YRRP funding streams, to the benefit of Joint Force Headquarters, DoD YRRP service specific contracted personnel and National Guard members and their Families.

n. Solicit advance State plans for DoD YRRP events and activities, and create and implement a process for timely event approval and disbursement of funds as described in Enclosure 2.

o. Coordinate with the NGB DoD YRRP Management Office to help establish a single interactive DoD YRRP website that contains the national calendar of DoD YRRP events by state as directed in DoD Guidance.

p. With the assistance of the Joint NGB DoD YRRP Management Office, develop a joint automated process for States to request DoD YRRP event funds, and have them approved. Access to service and state specific data will be provided.

q. Provide a sample Letter of Intent (LOI) for states to use to reserve hotels/spaces. The sample LOI shall include a provision that permits the State to cancel an event for operational reasons without penalties.

r. Ensure State DoD YRRP contracted personnel receive appropriate training and assist with the planning and execution of DoD YRRP events and activities.

s. Ensure DoD YRRP state personnel coordinate joint resources with the Office of the Secretary of Defense Joint Resource Center.

t. Develop a reliable and standard process of communication with Army National Guard and/or Air National Guard DoD YRRP contracted personnel at Joint Force Headquarters to see that they receive timely assistance and information that will help them execute the DoD YRRP program. In addition, oversee and help develop the day to day working relationship between the State Army and Air National Guard DoD YRRP contracted personnel.

u. Inform and collaborate with the Joint NGB DoD YRRP Management Office on any future Service updates or additions to DoD YRRP implementation instructions to ensure the issuance of jointly developed guidance and instructions.

v. Establish a process to continuously solicit input from Service and Family members on DoD YRRP events and programs, assess the impact of DoD YRRP program on Service members and their Families, and establish a system to respond to their concerns.

w. Conduct annual and quarterly performance evaluation assessments of DoD YRRP implementation within their components, to include, but not limited to, Service and Family member satisfaction and service. The Directors must provide to the Joint NGB DoD YRRP Management Office all performance assessments.

x. Send their DoD YRRP representatives to monthly, or as needed, joint planning and coordination meetings called by the Joint NGB DoD YRRP Management Office to provide input, receive informational updates, discuss issues and initiatives, solidify joint implementation practices, and share best practices.

y. Meet deadlines established by the NGB DoD YRRP Management Office for the submission of quarterly reports. These reports are due from the Army and Air National Guard Directorates to the Joint NGB DoD YRRP Management Office NLT the 15th day of January, March, July and October. The data required for these reports is listed in para 1a(8). In addition to the information provided in the quarterly reports, the Army and Air National Guard Directorates, upon request, will provide information to the Joint NGB

DoD YRRP Management Office on program budgets, gaps in services, challenges to implementation, and other informational issues that might require or benefit from a joint approach when addressing the Department of Defense or other federal departments.

ENCLOSURE 2

PROCEDURES

IMPLEMENTING THE JOINT DoD YELLOW RIBBON REINTEGRATION PROGRAM FOR THE NATIONAL GUARD

1. DoD YRRP events and activities shall be provided in all phases of the deployment cycle, to include but not limited to, pre-deployment, deployment, demobilization and post-deployment/reconstitution/reintegration phases to National Guard members and their Families. National Guard members preparing and planning for mobilization and/or deployment, or full-time operational duty (other than for training) for 90 consecutive days or more for Army National Guard, and 90 cumulative days within a Fiscal Year (FY) for Air National Guard members, will participate. For purposes of attendance at YRRP events, Family includes spouse, children, parents, grandparents, siblings, and/or significant others. These persons should be encouraged to attend events and activities. However, travel funding is not available to all Family members. DoD YRRP events and activities should be conducted at an off-site location such as a hotel, convention center, university, or a privately owned facility. States are encouraged to seek out the best facilities that may be obtained using the standard government per diem rate. In addition, States must balance the requirement of having an event in a place that is amenable to the Families without the public perception of a "cost free" family day.

a. Pre-deployment: Constitutes the time from first notification of mobilization/ deployment until deployment of the alerted National Guard member or unit.

(1) DoD YRRP pre-deployment events or activities provide training, resources, and services to prepare Service members and their Families for deployment and/or mobilization.

(2) Pre-deployment events and activities should provide the recommended services/briefings listed on the Event Standards Matrix found at Enclosure 3.

b. Deployment: Constitutes the time from deployment or debarkation of the National Guard member or unit until arrival at a demobilization station or point of embarkation inside the continental United States.

(1) DoD YRRP deployment events or activities provide information, resources, and services specifically to Families, and/or employers of deployed/mobilized Service members and focus on a family's challenges and stressors associated with deployment or mobilization. DoD YRRP events may be conducted during deployment and mobilization, as authorized by the Army and Air National Guard, and subject to available funding.

(2) Deployment events and activities should provide the recommended services/briefings listed on the Event Standards Matrix found at Enclosure 3. Services/briefings provided at the pre-deployment event may also be provided at this event/activity.

c. Demobilization/redeployment: Constitutes the period from arrival of the National Guard member or unit at the demobilization station or point of embarkation until departure for home station or home of record. At a minimum, reintegration activities should provide members with information about the resources available to them to transition back to civilian life as well as connecting them with service providers who can assist them in overcoming the challenges of reintegration.

d. Post-deployment/Reconstitution: Constitutes the period from arrival at home station until at least 180 days following demobilization or release from active duty.

(1) DoD YRRP reintegration events/activities should be held at approximately 30, 60 and 90 day intervals following demobilization/redeployment.

(2) A post-deployment (30/60/90 day) event should focus on reconnecting Service members with their Families, employers and communities, as well as providing information and access to resources that will facilitate a successful reintegration. The reintegration activities should also provide a forum for Service members and their Families to address negative behaviors related to combat stress and transition.

(3) Recommend commanders encourage Family members to attend the 30 and 60 day events through Family Readiness Group outreach, emails, newsletters and Service members. The 90 day event shall provide specific programs which focus on the Service member and their adjustment and reintegration process. Completion of a Post Deployment Health Re-Assessment (PDHRA) process is mandatory at the 90 day event per DoD Guidance.

(4) All 30/60/90 day events and activities should provide the recommended services/briefings listed on the Event Standards Matrix found at Enclosure 3. Enclosure 7 identifies examples of possible event activities. Services/briefings provided at the pre-deployment, and during deployment events may also be provided at the 30/60/90 day events and activities.

2. The Army and Air National Guard Directorates are charged with the implementation of the DoD YRRP and the disbursement of DoD YRRP funds, in accordance with DoD, Army and Air Force policies, this Guidance, and future policy/guidance.

3. The Army and Air National Guard Directorates will coordinate and implement the joint DoD YRRP inter-Service program. Service and Family members from any Service and their Reserve Components are allowed to participate in any scheduled DoD YRRP event or activity.

4. Advance planning, coordination and funding is necessary for the smooth and seamless scheduling and execution of events so that National Guard members and their Families can count on the DoD YRRP. The Army and Air National Guard Directorates are responsible for implementing a responsive and dependable funding stream to Joint Force Headquarters. States should submit proposed events dates, locations, and numbers of attendees for the following fiscal year to the Army or Air National Guard Directorate for planning purposes no later than 1 July of the preceding fiscal year. The Army and Air National Guard Directorates will provide each State, by no later than 1 October of each year, with an estimate of annual funds available to that State for the upcoming fiscal year to assist with state planning purposes, and promote efficient use of funds.

5. In addition to annual program funding plans, States shall submit a DoD YRRP Event Funding Request Form to the Army or Air National Guard Directorate, as appropriate, for each DoD YRRP event at least 120 days before event is scheduled. Exceptions to this requirement, when submitted with appropriate justification, will be considered. A single State DoD YRRP Event Funding Request Form for use by both Army and Air National Guard Directorates is provided (Enclosure 4). The Army and Air National Guard Directorates will approve DoD YRRP event requests no later than 90 days before a scheduled event and will release funds for planned and approved events no later than 30 days before an event is scheduled. Failure to meet these deadlines may result in unnecessary stress and disappointment for Service members and their Families wanting to attend these important events during an already stressful time.

6. Service members will be in an appropriate duty status during events.

7. Family members, as defined by Service policy, will be placed on Invitational Travel Authorizations (ITAs) when attending YRRP events. Total Family members' ITAs cannot exceed two, subject to available funds, per Service member attending the event. States may request an additional day's invitational travel order for Service and Family members who are over 150 miles away, one-way, from an event."

8. Commanders may direct Service members and Families who live within the commuting distance to be housed at government expense if the mission dictates. However, States should plan to allow for travel time on the first and last day of an event, thus mitigating the need for an additional night's stay prior to an event.

9. States can also request a limited amount of National Guard Pay and Allowances for FTNGD-OS. Requests must be for no more than 7 days to support events or a series of events. NGB will not honor year-long requests for FTNGD-OS support.

10. States may contract for event space, meals, lodging, child-care, audio/visual expenses and drayage fees. Examples of these support items include: AV equipment, travel cases, and public address systems. Items not included are buildings, office rentals, vehicles, trailers, storage facilities, computers, televisions, games systems, cell phones and cable television. This is not an inclusive list – see Enclosure 5. Other expenses will

require an explanation of need when the event is requested and should not be secured until approval is given by the Army or Air National Guard Directorates. Any items funded must be paid and used in accordance with local command policy and the law.

11. States may request funding for purchase of support items normally rented for DoD YRRP events if the purchase cost would be less than the rental cost over a year's use of that item.

12. After Action Reports (AARs) are due to the Army or Air National Guard Directorates NLT 30 days after the event. Failure to provide a timely AAR must be explained in writing by the Adjutant General. An AAR template is provided in Enclosure 6.

13. To facilitate state's requests for funds and reporting requirements, Enclosures 4 and 6 will be consolidated into the Joint Service Support database, at which time; hard copies will no longer be accepted.

ENCLOSURE 3

Joint DoD YRRP EVENT STANDARDS MATRIX

Event	Pre Mobilization	During Mobilization	Post Mobilization		
			30 Days	60 Days	90 Days (ITAs Not Available)
Veterans Services Organizations	R[1]	R	M[2]	R	O[3]
Veterans counseling centers information	R	R	M	R	R
TRICARE briefing and services	R	O	M	R	R
Single Service member support briefing	R	O	R	R	O
Sexual assault awareness and prevention (SAPR)	R	O	R	O	O
Resiliency training	R	R	R	R	R
Personal Financial management/readiness briefing	R	R	M	O	O
Military OneSource	R	R	R	O	O
Maintenance of current licensure or certification which may be conditions of members' civilian employment	R	O	R	O	O
Legal readiness briefing and services, SCRA, etc.	R	O	M	O	O
Family programs brief	R	R	R	O	O
Family care plan briefing	R	N/A	N/A	N/A	N/A
Employer Support of the Guard and Reserve (ESGR)/Department of Labor	R	R	M	R	R

[1]R = Highly recommended to be provided/completed during an event.
[2]M = Mandatory under Under Secretary of Defense Memorandum, "Implementation of the Yellow Ribbon Reintegration Program," 22 July 2008.
[3]O = Optional/Commander's discretion during an event.

Event	Pre Mobilization	During Mobilization	Post Mobilization		
[redacted]			30 Days	60 Days	90 Days (ITAs Not Available)
(DOL) Turbo Tap/USERRA brief (Continued)					
Department of Veterans Affairs (VA) benefits briefing and support	R	R	M	R	R
Transition Assistance Advisor (TAA)brief	R	O	M	R	O
Defense Enrollment Eligibility Reporting System (DEERS) Briefing and Enrollment	R	O	R	O	O
Employment Information	R	O	R	R	O
Child and Youth services information	R	R	R	O	O
Relationship enhancement and communication programs	R	O	O	R	O
Other preparatory activities[4]	O	N/A	N/A	N/A	N/A
Job fair and career coaching	O	O	R	O	O
Education benefits briefing	O	O	R	O	O
Unit administrators to address specific service member issues with pay, promotion, etc.	O	O	O	O	O
Tuberculosis Tine Test [5]	N/A	N/A	N/A	N/A	O
Completion of the Post Deployment Health Reassessment	N/A	N/A	O	N/A	M
Completion of Pre Deployment Health Assessment (PDHA) [6]	O	N/A	N/A	N/A	N/A
Command Freedom Salute, Hometown Heroes Salute, Welcome Home Warrior-Citizen, or other appropriate	N/A	N/A	O	O	O

[4]Service member processing, i.e., an SRP, may or may not be conducted simultaneously with a pre-deployment event.
[5]Must be completed at the 90 day mark and may be included during a YRRP Event.
[6]PDHA must be completed and validated within 30 days prior to deployment.

Event	Pre Mobilization	During Mobilization	Post Mobilization		
[redacted]			30 Days	60 Days	90 Days (ITAs Not Available)
Warrior recognition programs. (Continued)					
Information on State, Local, Community, NGO Assistance Programs	R	R	R	O	O
Chaplains and other faith-based resources	R	R	R	R	R
American Red Cross services to the Armed Forces briefing	R	R	O	O	O
Behavioral health briefing and services	R	R	R	R	R
Substance abuse, anger management, and compulsive behaviors	R	R	R	R	O
Understanding the needs of wounded, ill, and injured	O	R	R	O	O
Child and Youth issues/Child Care	R	R	O	O	O
Spouse and Family member employment information	O	O	O	O	O
Safety briefings	O	O	R	R	O
Suicide prevention and awareness training [7]	R	R	R	R	R

[7]Required for Service member only at Pre-deployment events

ENCLOSURE 4

JOINT DoD YYRP FUNDING REQUEST FORM

Yellow Ribbon Funding Request						
Location of Event:	Somewhere, NJ					
Date of Event:	13-Jun-09					
Type of Event:	Post-Deployment (30 Day) Multi-Service Joint Event					
Unit:	123BN					
POC:	CAPTAIN IAM PROFESSIONAL					
POC Contact Info:	555-555-5555 IAM.A.PROFESSIONAL@US.ARMY.MIL					
	How Many People	**Days**	**Per Diem Per Day**	**1st Day Per Diem**	**Last Day Per Diem**	**Total**
Number of Family Members Attending	300	2	$ 39.00	$ 29.25	$ 29.25	$ 17,550.00
Number of Service Members	500	2				
	amount of rooms	**number of nights**	**Lodging Per Diem**			
Hotel Room	100	2	$ 70.00	**N/A**	**N/A**	$ 14,000.00
# of Travelers with RT of 0-50 miles		200	$15,850.00			
# of Travelers with RT of 51-150 miles		100	$23,775.00			
# of Travelers with RT 151-250 miles		0	$0.00			
# of Travelers with RT 251-350		0	$0.00			
# of Travelers with RT 351+		0	$0.00			
ITA Funds			$0.585	**N/A**	**N/A**	$39,625.00
	number of providers	hours	cost per hour			
Child Care	15	20	$ 18.00	**N/A**	**N/A**	$ 5,400.00
						Total
Supplies						$ 5,000.00
Additional Expenses						$ -
					Total Amount Requesting	**$ 81,575.00**

List supplies you are requesting funds for :

PAPER FOR SURVEYS, NAME TAGS, ENVELOPES FOR MAILINGS

List all items required in additional expenses:

POSTAGE

NOTES:

If any traveler listed on an ITA has round trip mileage exceeding over 200 miles please explain in notes.

Mandays Required

Officer

Enlisted

ENCLOSURE 5

AUTHORIZED AND NON-AUTHORIZED DoD YRRP EXPENSES

ARNG and/or ANG DoD YRRP AUTHORIZED YRRP EXPENSES*

- Contract Meals (Based on Per Diem)
- Lodging (Based on Per Diem)
- Mileage
- Child Care
- Supplies ($5 per person)
- Audio/Visual (Limited $$ amount)
- Event Space (Limited $$ amount)

ARNG and/or ANG DoD YRRP UNAUTHORIZED YRRP EXPENSES*

- Refreshments/Snacks
- Video Games
- Parking
- Hospitality Suites
- Laptops
- Website
- Tables
- Copier
- CD/DVD Burners

***These lists are not all inclusive. Please direct questions to ARNG/ANG Directorate DoD YRRP Program Managers.**

ENCLOSURE 6 – JOINT DoD YRRP AFTER ACTION REPORT FORM

Your Office Symbol Here DATE _____

MEMORANDUM FOR

SUBJECT: DoD Yellow Ribbon Reintegration Program After Action Report

1. **General:**

   a. **Type of Event (i.e. Pre-Deployment, During, Post-Deployment (30 Day), Post-Deployment (60 Day), and Post-Deployment (90 Day)**: Also include location by city, county, and state of the event.

   b. **Inclusive Dates**:

   c. **Scope of Event**:

      (1) Use narrative explanation.

      (2) Include percentage of National Guard and Reserve forces called to duty for the event.

2. **Operations:**

   a. **Strength**: Any Service 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.

Unit/Organization	**Service and Family Members (FM)**				**Child & Youth (Y=Age 13+)**			**Other Attendance Government Agencies/Others**			**Total Personnel**
	Officer	Enlist	Adult FM	**Total**	C	Y	**Total**	GOV	Others	**Total**	
Air Force Reserve											
Air National Guard											
Army National Guard											
Army Reserve											
Naval Reserve											
Marine Corps Reserve											

b. **Operations Summary**: Chronology of significant events in the following phases:

(1) Planning/alert

(2) Execution

(3) Post Operations

c. **Communications**: Method types.

3. **Administration**:

a. Public Affairs

b. Special Services

c. Morale and Discipline

d. Others

4. **Logistics/Equipment**: Special equipment and supplies used and issue source (Note: If Reserve Component or National Guard aircraft was used, the information provided should include aircraft type and number of hours flown by each aircraft type)

5. **Costs**: Total cost of the event, including the following as a minimum:

a. Supplies

b. Equipment

c. Funds paid by other State agencies

d. Reimbursable costs

6. **Problem Areas**:

a. Personnel

b. Intelligence

c. Operations

d. Organization

e. Training

f. Logistics

g. Communications

h. Material

i. Other

7. **Lessons Learned:**

a. What went right?

b. What went wrong?

c. Recommendations?

COMMAND SIGNATURE BLOCK

ENCLOSURE 7

EXAMPLES OF ACTIVITIES AT YRRP EVENTS

1. **Pre-deployment**
   a. Family care plans and family counseling
   b. Single Service member concerns
   c. Department of Veterans Affairs benefits and support
   d. Military OneSource
   e. TRICARE benefits
   f. Veterans counseling centers
   g. Personal financial management
   h. Financial counseling
   i. Day care
   j. Child custody arrangements
   k. Legal readiness
   l. Maintenance of current licensure or certification which may be conditions of members' civilian employment
   m. DEERS
   n. Civilian employer information update
   o. Explanation of process of transitioning to civilian employment and community and family life and the resource available to assist
   p. ESGR
   q. Sexual assault awareness and prevention
   r. Marriage enrichment
   s. Youth programs and counseling
   t. Sensitivity training
   u. Community outreach
   v. Hotline information
   w. Available websites and other resources
   x. Family communication requirements and resources
   y. Other preparatory activities

2. **Deployment**
   a. Review of legal documents
   b. Spouse and family member employment and employer support
   c. Combat and operation stress prevention and control training for the family
   d. Understanding needs of wounded, ill and injured such as medical holdover and the community-based health care organization and its requirements
   e. Involvement of local school districts

f. Support available through religious communities
g. Outreach to employers

3. **Demobilization**
   a. Information about resources available to transition back to civilian life
   b. Connect member with service providers who can assist them in overcoming challenges of reintegration

4. **Post-deployment or Reconstitution**
   a. 30 Day Event
      1) Marriage workshop
      2) Single service member workshop
      3) Reconnecting with children workshop
      4) Mental health and post traumatic stress
      5) Job fair and career coaching
      6) TRICARE benefits*
      7) Education benefits
      8) Financial planning and counseling*
      9) Legal information*
      10) VA benefits and resources*
      11) Veterans counseling centers/VSO briefing*
      12) ESGR briefing*
      13) Transition Assistance Advisor briefing*
      14) DOL Transition Assistance Program (TAP) Employment Workshop, TAP and Turbo TAP*
      15) On-hand Chaplains and other faith-based resources
      16) Unit administrators to address specific Service member issues with pay, promotion, etc.

   b. 60 Day Event
      1) Anger management
      2) Substance abuse prevention and compulsive behaviors prevention
      3) VA benefits
      4) VSO
      5) TRICARE benefits
      6) Employment opportunities
      7) DOL TAP Employment Workshop
      8) Military One Source
      9) Financial planning and counseling
      10) Employment opportunities
      11) Other State and community resources

c. *90 Day Event*

1) Post Deployment Health Reassessment*
2) Tuberculosis Tine Test
3) Other medical treatments and services
4) VA benefits
5) Veterans counseling centers
6) TRICARE benefits
7) ESGR
8) Financial planning and counseling
9) DOL TAP Employment Workshop
10) Command Freedom Salute
11) Welcome Home Warrior-Citizen
12) Other appropriate recognition programs

***Mandatory**