

Concept of Operations

Deployment Transition Center (DTC)



V1.2 18 Feb 2014

RECORD OF CHANGE

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1. INTRODUCTION

1.1. MISSION STATEMENT AND PURPOSE

The mission of the Deployment Transition Center (DTC) is to provide critical reintegration and decompression time to meet the needs of Airmen (e.g. medics, mortuary affairs personnel) regularly exposed to significant risk of death in direct combat or regularly exposed to traumatic events. The DTC provides vital skills necessary for decompression and reintegration to their home station, workplace, and families. This document captures the key components of the capabilities and elements necessary for standing up a DTC.

1.2. BACKGROUND

CORONA South met February 2010 and approved the Air Force Resilience Program as briefed by the HAF/SG and selected USAFE to stand up a DTC at Ramstein AB, Germany. The DTC was established to support Airmen who deploy “outside the wire” and are exposed to significant risk of death in a combat zone. The DTC curriculum was created using information gathered from several sources, including the Air Force Office of Special Investigations (AFOSI) Deployment Readiness and Reintegration Program, Canadian Forces reintegration program at Cyprus and relevant peer reviewed research.

1.3. ASSUMPTIONS

- There is a major operation underway.
- The need for a DTC has been identified.
- Funding has been/will be established.
- Location and facilities have been identified

2. PROGRAM DESCRIPTION

2.1. SCOPE

The DTC is a two-day decompression program where redeployers will participate in educational discussions on a variety of topics focusing on managing the effects of combat-related stress using small group discussion, enhancing resilience and coping mechanisms for their transition to home and work life. As the DTC is designed to be a re-integration enabler, it does not have the capacity to provide mental health treatment or serve as a force-wide suicide prevention program. The DTC staff is comprised of Mental Health (MH) professions, Career Field Facilitators (CFFs), Chaplain Corps, and other support personnel. The curriculum is built with the team concept at its core but is flexible to support individuals and can be utilized across all AFSCs. Team interaction is highly encouraged throughout the decompression and reintegration process.

2.2. FOCUS

The DTC focuses on Airmen regularly exposed to combat and traumatic events while conducting military operations; attendees might include Explosive Ordnance Disposal, Security Forces, Medical, and Convoy Ops personnel. AFSC attendee throughput is dependent on the nature of the conflict and type of exposure. The DTC does not replace services such as Combat Operational Stress Control, the AFOSI program, Disaster Mental Health Response and base specific redeployment programs.

2.2.1. The three tenets of DTC operations are:

2.2.1.1. Reintegration/education – group and individual session; allotted time to relax in a comfortable, safe environment.

2.2.1.2. Functional and/or peer leadership – lends credibility and provides redeploying Airmen opportunities to share experiences with facilitators; these interactions are key to the success of DTC operations.

2.2.1.3. Transitioning as a deployed team is a core tenet of DTC operations and focuses on the team concept. The DTC can accommodate smaller teams and a team may consist of individuals from different AFSCs.

3. EMPLOYMENT CONCEPT

3.1. DTC REQUIREMENT

A DTC UTC will be built in the Manpower Equipment Force Packaging (MEFPAK). The AF/A1 will ensure the mission capability and UTC construct in coordination with other functional communities are designed to meet the requirements of the DTC. This UTC is not expected to be initiated at the beginning of a conflict however may be requested by the Air Component and entered as a Service-level requirement once specific criteria have been met. The DTC UTC will be utilized upon execution. If the site selected for the DTC is in the component's assigned combatant commander's AOR, the requesting commander will assess currently assigned forces to fill the UTC by functional capability within the Installation structure. The AF/A1 Functional Area Manager (FAM) will maintain the UTC content.

3.2. DTC ACTIVATION

3.2.1. When key criteria have been met or other psychological trauma is recognized, the activation of this UTC should be considered. Upon decision to stand up the DTC the Air Component Commander will secure resources in coordination with the AF/A1 and AF/SG. The AFFOR A1 and SG will secure specific requirements are identified in Combatant Commander Oplans. 30 days lead time is recommended to stand up the DTC.

3.2.2. Criteria:

3.2.2.1. Prolonged exposure to direct combat

3.2.2.2. Regular exposure to risk of death

3.2.2.3. Ongoing exposure to trauma that have a higher risk of psychological impact to Airman

4. AUTHORITY AND FUNDING

The Air Component has the authority to request the establishment of a DTC through AF channels as a Service-level requirement. The Air Component, in coordination with the AF/A1 and AF/SG and consultation with AFFOR A1 and SG, will activate the DTC upon approval from the Air Staff. Contingency funds will be considered for initial funding at the time the DTC is established; AF/A1 is the OPR for funding sustainment .

5. ROLES AND RESPONSIBILITIES

5.1. DEPUTY CHIEF OF STAFF, MANPOWER, PERSONNEL AND SERVICES (AF/A1)

The AF/A1 provides oversight, guidance, and policy for DTC processes. The AF/A1 serves as the Functional Manager for the DTC UTC and coordinates on nominated mission sets received from component FAMs. This will allow for total picture awareness of special circumstances and description of high risk exposure of throughput personnel. The AF/A1 provides oversight on site selection and establishment of a DTC facility.

5.2. AIR FORCE SURGEON GENERAL (AF/SG)

The AF/SG consults with the Component Commander, AF/A1 and AFPC/DPF on operational capabilities of the DTC to include identification of Mission Set Manager AFSCs needed based on operational requirements. The AF/SG supports the AF/A1 as subject matter expert (SME) with curriculum.

5.3. COMPONENT COMMAND

The Component Command may request the establishment of a DTC by submitting a request for forces (RFF) through the Global Force Management (GFM) process for a DTC Unit Type Code (UTC) when criteria outlined in this CONOPS has been evaluated and met. The need for this capability is established in coordination with the AF/A1 and AF/SG. The requesting Component Command, in coordination with the AF/A1 and AF/SG, will determine the Mission Set Manager AFSCs for staffing and redeploying personnel. The requesting Component Command will coordinate with the major command (MAJCOM) of the installation hosting the DTC on all operational requirements to include facilities, space, support, and other resource requirements.

5.4. AIR FORCE PERSONNEL CENTER (AFPC)

AFPC/DPW serves as the MAJCOM office of primary responsibility (OPR) for DTC UTCs and will coordinate with other functional area FAMs to identify DTC rotational staff requirements. AFPC/DPW serves as the Manpower and Equipment Force Packaging (MEFPAK) Responsible Agency for the DTC UTC. AFPC/DPF also collaborates with Component Commanders, the AF/A1 and the AF/SG on operational capabilities.

5.5. HQ AIR FORCE FUNCTIONAL AREA MANAGERS (FAM)

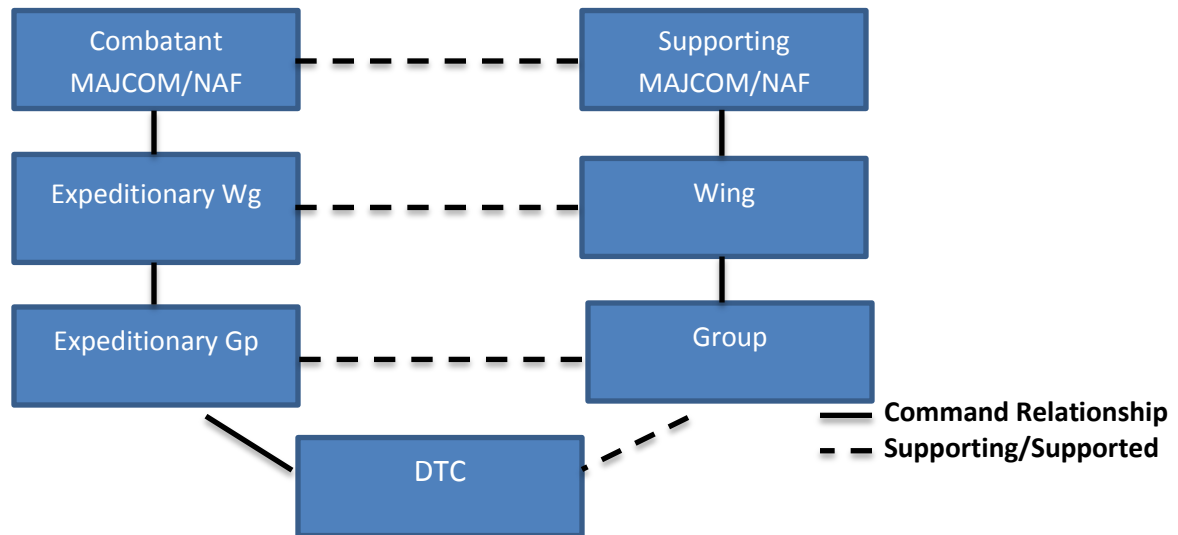
HAF A1 FAM performs DTC UTC management functions. FAMs coordinate on nominated mission sets received from component FAMs; this review permits total picture awareness of special circumstances and description of high risk exposure of throughput personnel. FAMs participate in identification and sourcing of DTC pertinent AFSC's.

5.6. SUPPORTING MAJCOM

The MAJCOMs supporting the DTC will provide the necessary facility and logistical support, and identify additional resource requirements.

6. COMMAND RELATIONSHIPS

When activated, a DTC UTC reports to the gaining air component command. Since DTCs will predominantly be located outside of a designated operational area and may operate in another Component or MAJCOM area of operation, the DTC will be established and supported as a tenant organization on the supporting MAJCOM installation.



7. SITE SELECTION CRITERIA

7.1. DETERMINATION OF LOCATION FOR DTC

The capability of a main operating base outside the supported area of responsibility (AOR) that supports a permanent party populace is ideal to provide the best venue to begin decompression. Locations where current airflow routes can be utilized as a key transition point from the AOR to home station should be considered. Site considerations should include evaluating on/off base services that support transition to a home station environment.

7.2. FORCE PROTECTION

Strong consideration must be made for protection of the force to include safety, security, public access, mitigation, etc. The DTC will maintain current force protection conditions (FPCONs) and awareness of local threats consistent with base level operations. Special care will be taken in planning all movements to account for force protection concerns.

7.3. SITE SECLUSION

The DTC site should have adequate seclusion to provide force protection and limit contact with others that may interfere with the goals of the DTC. This allows Airmen to understand they have not completed their deployment until the DTC program is complete. Seclusion from potential sources of intrusion such as family, friends, and the media will facilitate improved participation and outcomes.

7.4. DTC SETUP

Operational needs include computers, communications, Secure Internet Protocol Router (SIPR), TVs or projectors for DVD curriculum and technical support similar to typical office arrangements. Break-out rooms should be easily accessible to staff offices. The throughput and class size typically fluctuates according to conflict and Air Expeditionary Force (AEF) cycles; the facility needs to have the capacity to accommodate large groups (up to 200 personnel) and multiple break-out rooms for educational

curriculum accommodating 3 to 15 individuals in each room. Contingency plans should be discussed for concurrent classes which require additional support resources.

7.5. QUALITY OF LIFE

The site should have access to lodging, food, laundry, phones, computer, printer, internet and fitness facilities. Readily available access to transportation, Traffic Management, and resources for check-in/out, flight scheduling, and baggage movement must be provided.

7.6. RECREATION

DTC site planning must account for redeployers access to installation recreational activities. Consideration should be given to providing exercise equipment and work out space within the DTC facility or in close proximity.

8. DTC STAFFING REQUIREMENTS

The core DTC UTC consists of eight personnel to include the Commander, Program Manager, Superintendent, Knowledge Operations Manager, Services Journeyman, Personnel Journeyman, Mission Set Manager (MSM) and a Career Field Facilitator (CFF), Logistics Readiness Officer, Logistics Planner, Chaplain and Chaplain Assistant, and a Mental Health Technician. Staffing requirements may be affected by the types of AFSCs transitioning through the DTC, expected throughput, number of redeployers participating at any given time, and services provided.

9. DTC DEACTIVATION

In coordination with the Air Component Commander, DTC Commander, AF/A1, AF/SG, and AFSC career field managers, the following items will be addressed when deactivating the DTC:

- An end to the conflict is identified
- High risk career fields are no longer engaged in combat

Deactivation of the DTC is expected to happen over time, allowing redeployers to attend classes as they naturally transition out of the AOR. Full services should be kept in place to support the majority of high risk individuals returning from the AOR.

ANNEX A: REDEPLOYMENT PROCESS

A.1. DTC Redeployer Nomination Process

Two processes are in place for Airmen to attend the DTC: Mission Set Pre-Selection and Command Nomination. A mission set is defined as a team of Airmen with a designated Unit Line Number (ULN) and may be from one functional community or comprised of various AFSCs.

A.1.1. Mission Set/Team Pre-Selection

Pre-identify DTC attendees based on mission set and potential for traumatic exposure and those expected to experience regular exposure to significant risk of death in direct combat. Home station leadership should notify Airman of selection prior to deployment. The pre-identification process is as follows:

The AF component will validate enduring mission sets regularly at the beginning of each GFM or prior to submitting or approving a Request for Forces (RFF). HAF FAMs will coordinate on the component FAM nominations before component commander final approval (see figure 1).

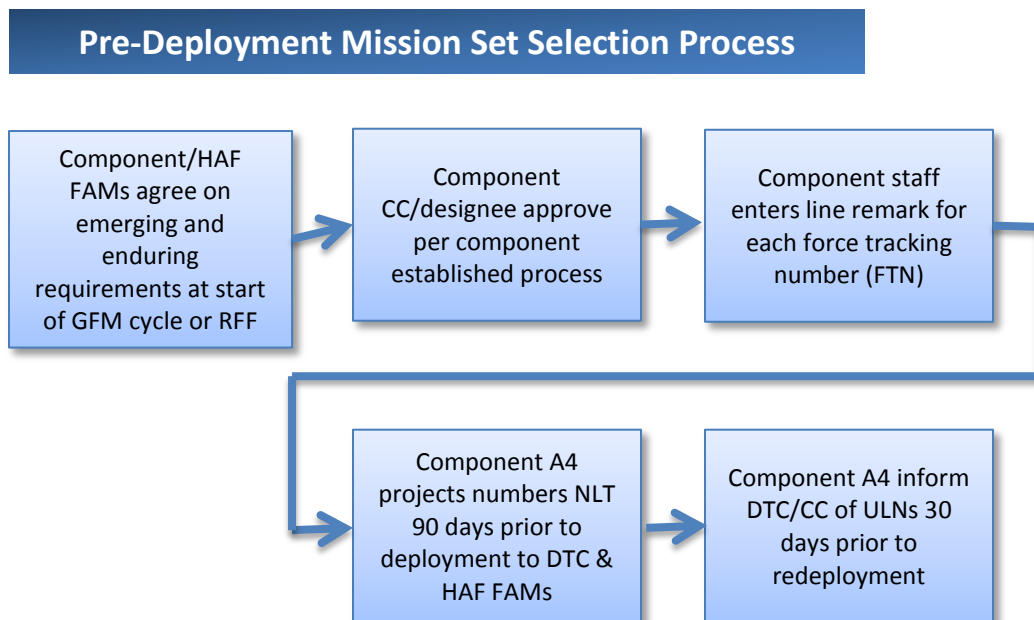


Figure 1.

A.1.2. Commander's Nomination Process

Deployed commanders will also have the option of requesting individuals and/or units, not identified prior to deployment, to participate in the DTC based on unanticipated and/or regular exposure to trauma. See Figure 2 below for example decision/approval and notification/coordination processes. If airmen meet the criteria of "regular exposure to significant risk of death in direct combat or chronic exposure to traumatic situations" they should be nominated by their deployed CC using a Nomination readsheet (see below for information to include on spreadsheet).

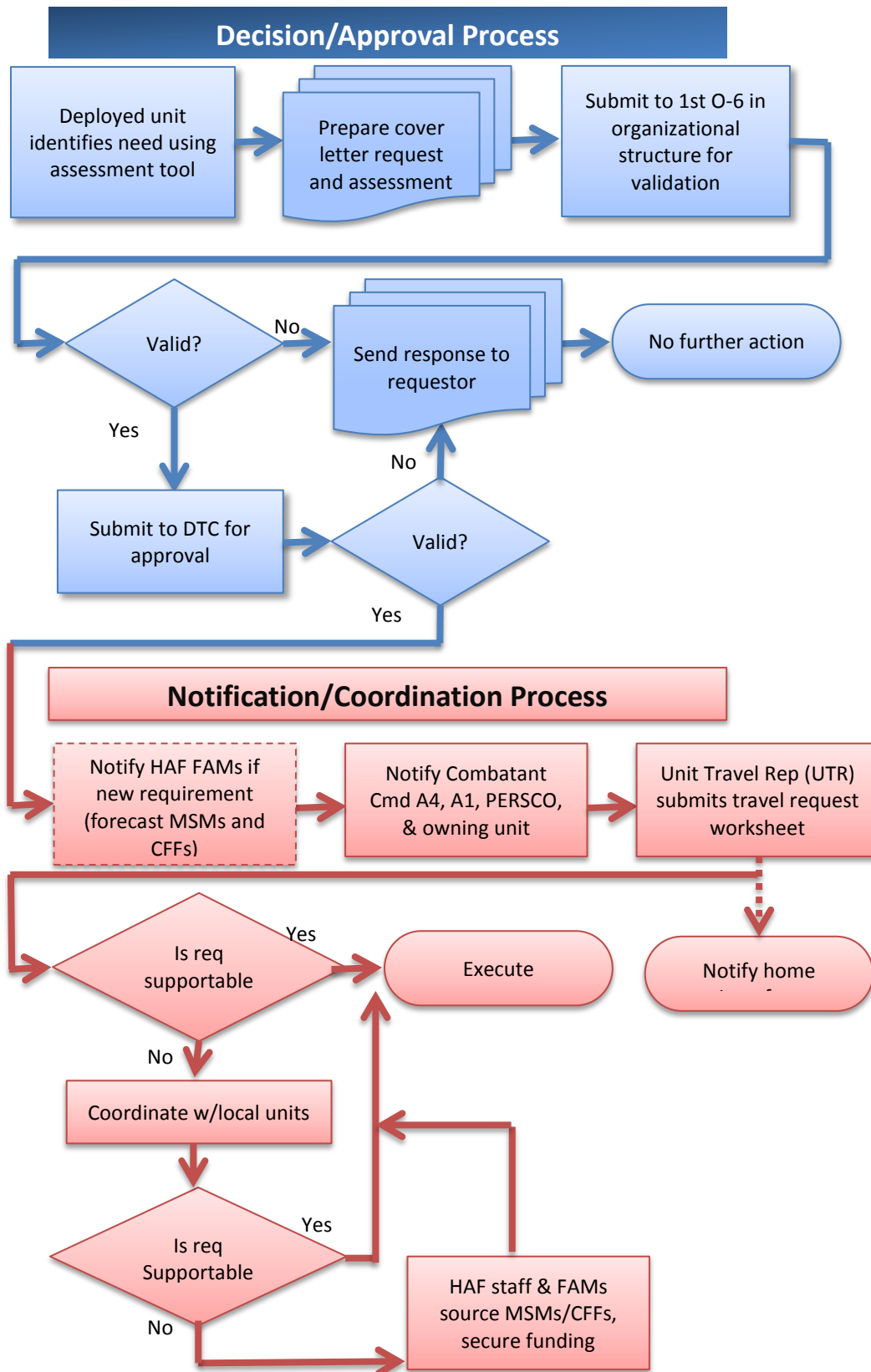


Figure 2.

The nomination spreadsheet for the “Decision/Approval Process” must include the following information:

- Functional Area
- FAM Name/Phone
- Approval Authority
- Force Tracking Number
- Unit Line Number/Line Number
- Unit Type Code
- Air Force Specialty Code
- Latest Arrival Date
- Estimated Tour Length
- Approximate Date of Arrival at Ramstein
- Mission Set Name
- Deployed Location
- Cross Functional? Y/N
- Justification for DTC Attendance

A.1.3. De-selection Process

Once designated for attendance at the DTC, both Mission and the Commander’s Nomination Sets must be released through an approved process (shown in Figure 3) to ensure effective and efficient management of the DTC.

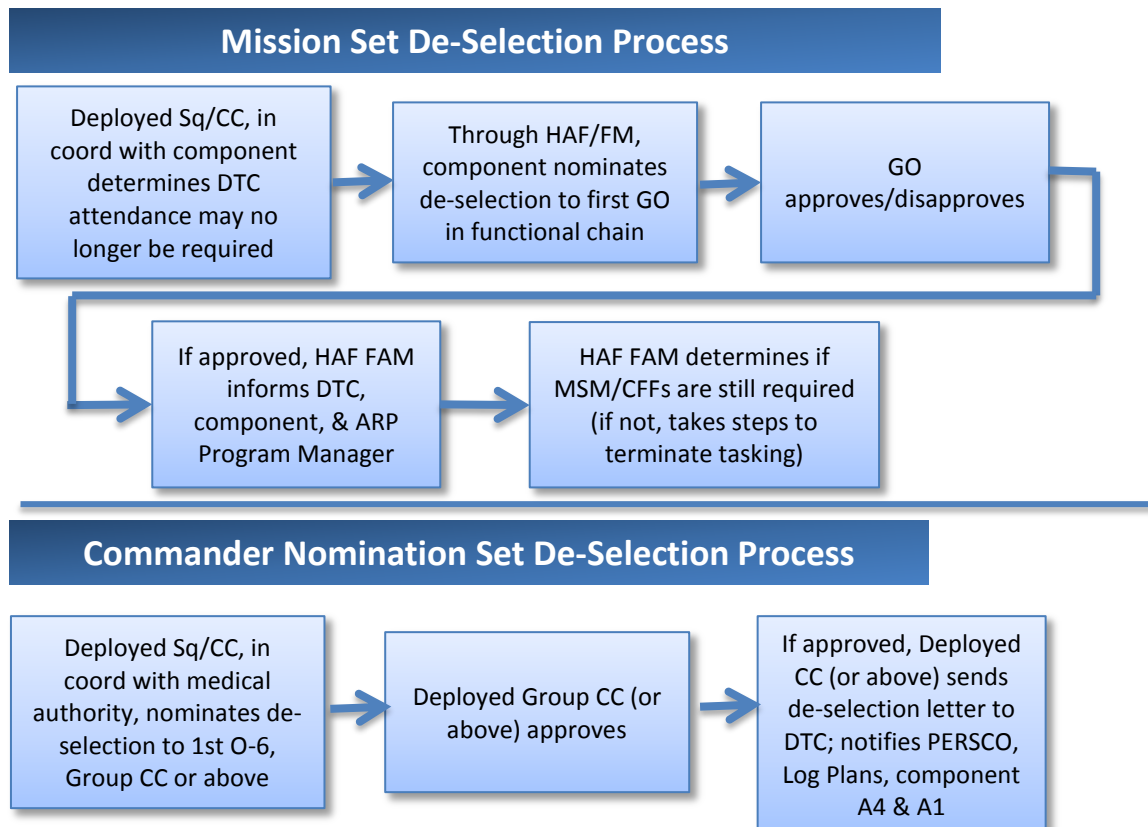


Figure 3

A.2. DTC REDEPLOYER MOVEMENT PROCESS

A.2.1. Component A3X - Gatekeeper/lead for mission set team movement out of AOR

A.2.2. DTC/CC – Tweak flow once team moves out of AOR

A.2.3. Deployed location Expeditionary Logistics Readiness Squadron (ELRS)

Place initial travel requests per the information provided by the unit travel representative or logistics plans office in a timely fashion, and forward to their respective Commercial Travel Office (CTO) hub. Serve as the conduit for the deployed unit travel representative/logistic plans representative to coordinate travel with the theater designated central ELRS/LGRDAP. The central ELRS/LGRDAP will be the only Passenger Travel Section to book channel missions and arrange commercial travel for DTC attendees. Initial travel requests must be arranged in a timely fashion to maximize team integrity. Working with various airlift constraints, the central ELRS/LGRDAP will utilize all resources at their disposal to maximize group integrity from the strategic Component AOR to the DTC geographic location (GEOLOC). However, once a member is considered mission complete and released by the tactical level commander they should depart the deployed location as soon as the transportation system allows IAW the Time-Phased Force Deployment Data (TPFDD) construct. The Deployment Transition Center's course will begin once team integrity is achieved at the DTC.

A.2.4. Central ELRS/LGRDAP

Serve as the sole Passenger Travel Section to book channel missions and arrange commercial travel onward from the DTC location. It is imperative that the deployed UTRs maintain close contact with the Central ELRS/LGRDAP to ensure there is enough time to maximize seats on rotators as well as arrange commercial travel.

A.2.5. Logistics Plans Office/Unit travel representative

Provide accurate, pertinent information to the Central ELRS/LGRDAP. Deployed location ELRSs can serve as a conduit to reach the Central ELRS/LGRDAP but does not book rotators or arrange commercial travel.

A.2.6. Planning and Tracking Team Movement

ULNs requiring DTC attendance will be identified by force tracking number (FTN) by component FAMs in coordination with their respective HAF FAMs. Attendance is a requirement primarily based on mission sets of specific forces, with additional mission sets that have been involved in unanticipated, regular combat events during their deployment. Line Remark UWA will be used to identify required DTC attendance to the supporting commander through the installation deployment readiness cell (IDRC), installation deployment office/unit deployment manager to the deploying member. FTNs identified to component/A3X will have their records adjusted to reflect a Point of Debarkation (POD) of the DTC GEOLOC. The supported commander is the final authority concerning time phasing of redeploying forces and must concur on all redeployment TPFDD changes affecting his/her ability to maintain the assigned mission/war-fighting capability and facilitate Replacement In-Place/Turnover of Authority (RIP/TOA) actions.

A.2.7. Process

Deployed commanders will perform a thorough review of their forces' redeployment data in the TPFDD and ensure all pre-identified mission sets have a POD of the DTC's GEOLOC. All discrepancies should be identified by the commander or their designated representative via the Unit Travel Rep (UTR) to the deployed host wing logistics plans office for action. The deployed host wing logistics plans office will compile the discrepancies and forward to Component A3X AEF Movement Team via the SIPRNET TPFDD scrub and deviation process outlined in the Component AEF Expeditionary Combat Support (ECS) Movement Guide.

Movement from AOR to DTC: ULNs within specific movement windows that meet USTRANSCOM strategic lift minimums (100 pax or more) on the same Available to Load Date (ALD) will be mode/source coded "AK" in the

redeployment TPFDD. Mode Source AK ULNs will be assigned strategic lift by Tanker Airlift Control Center (TACC), once vetted by USTRANSCOM, in the redeploy TPFDD and will be aggregated from the Point of Embarkation (POE) noted in the TPFDD to the DTC GEOLOC. ULNs that do not meet the USTRANSCOM strategic lift minimums (less than 100 pax) will be mode/source coded "AC" and will be scheduled on the channel mission through the ELRS/LGRDAP. Movement timing may not be ideal and redeployers may encounter delays. Component Air Force Forces (AFFOR) A3X staff will align intra-theater lift requests, if needed, to ensure that redeployers meet the strategic lift mission.

A2.8. Movement from DTC to Home Station

Due to mission requirements, DTC members are required to move immediately after reintegration (day 4 - departure) and will be mode source coded "AM", Commercial Ticket Program (CTP). The ELRS/LGRDAP will book onward movement from the DTC IAW DTR 4500.9R Part 1, Chap 103, Para A (2), and AFI 24-101, Para 2.3. ULNs mode/source coded "AM" will move via CTP through the servicing commercial airport. The DTC is responsible for reception, staging, onward movement and integration (RSO&I) once the member arrives at the DTC GEOLOC. This includes any changes to the attendees' scheduled return flight and ground transportation to the commercial airport.

A.2.9. Shipment of Weapons

Redeployers weapons will be shipped back to home station utilizing the Transit Center (ELRS/LGRDDC). If needed the DTC (Support Flt) may also coordinate with local Security Forces Armory to secure weapons for redeployers while at the DTC until weapons transport are secured with ELRS at the Transit Center.

ANNEX B: FACILITATOR GUIDE AND PROGRAM CURRICULUM

B.1. GENERAL INFORMATION

B.1.1. DTC Facilitator Training

DTC staff and facilitator's (Career Field Facilitators, Chaplains, Chaplain Assistants, Mental Health Providers, and Mental Health Technicians) training will be provided prior to arrival of the redeployers. Training will be the responsibility of the Program Manager. Training will consist of a review of the rationale behind the DTC, facilitation of small group discussions, roles of each of the DTC staff, and mission briefs of the teams coming through. A mission brief should be provided to staff and facilitators prior to each team attending the DTC.

B.1.2. Discussion Group Size

A key factor in the DTC model is having mission teams complete the DTC as a unit in order to foster camaraderie and relate shared experiences. Although no upper or lower boundary is set for the number of redeployers in the small groups, every effort should be made to keep the groups small enough to allow every member to participate in the discussion. The expected range for discussion groups will be between 5 and 15 with an average of approximately ten. The number in each discussion group should remain flexible with the primary goal being "team integrity", allowing members who attended training and/or served together in the deployed setting to participate in the same discussion groups. Secondary consideration may be given to family situations enabling discussion of family reintegration dynamics, e.g. matching facilitators with groups based on marital/family status. Other consideration should be given to any negative team dynamics or discord in theater. In addition, the DTC will also facilitate individuals and pairs.

B.1.3. Preparation/Planning

Mission Set Managers (MSMs) will gather information about redeployers within their specific fields prior to their arrival to include team composition, mission set, and special circumstances that occurred during deployment including stressors that may have occurred at home station. This information is gathered to prepare staff for potential issues within the team's dynamics.

B.2. Reception (Day One)

The DTC staff welcomes the Airmen upon arrival from the AOR at the passenger terminal and handles logistics requirements. The welcoming group might include volunteers, USO, leadership, or other VIPs. It may be unavoidable to have local family members greeting Airmen. If family members are at the terminal, a brief reunion may be allowed, but family members cannot proceed to the DTC.

B.2.1. Orientation

The orientation, typically held the day of arrival, should be the first formal event for redeployers. The staff should be introduced along with the goals and curriculum of the DTC explained. The Rules of Engagement (ROEs) and agenda should be outlined in detail so redeployers understand when, where, and why they are expected to be in place for the discussion groups.

DTC Mental Health (MH) staff explain their roles as staff members to redeployers and their requirements to report risk of harm to self, others or mission including potential disqualifying information for special duty operators such as Personnel Reliability Program (PRP) or Presidential Support Program (PSP) members to medical providers and commanders as warranted while they are in attendance at the DTC.

B.2.2. Small Group Discussions

Each group meeting will be conducted in a discussion format. Small groups are limited to participants and DTC facilitators only. Exceptions may include the Program Manager observing to ensure quality control. Participation in discussion is encouraged but not mandatory. PowerPoint is not recommended. Discussion groups will be co-facilitated by both a Mental Health or Chaplain facilitator and a CFF. Each facilitator will provide a directed

discussion. Each discussion group will focus on resilience-building concepts within a framework of performance optimization and will include an introduction, objectives, directed discussion, and listing of resources. Small groups should be flexible in structure to focus on discussion points salient to that particular group, timing and level of depth on an issue are determined within the group.

B.2.3. Leadership Breakouts and Individual Consultations

The unique needs of leaders should be recognized. Prior experience with the trial Deployment Transition Sites have shown that it is beneficial to separate leadership from other redeployers. If at all possible the DTC will provide separate discussion groups for leaders, and should mirror the leadership rank and deployed experience. Groups will be tailored to the needs of the participating leaders. Leaders will also be offered individual consultations with either the senior Mental Health or senior chaplain at the DTC.

B.3. Lessons Learned (Day Two)

B.3.1. Discussion Groups

This discussion group will lead Airmen to identify possible gaps in training and challenges as well as the benefits of their deployment experience. There may have been positive adaptations or changes they've made during deployment such as in the areas of professional skills or leadership, and the opportunity should be given in the group to discuss these as well as the more negative "lessons learned". The facilitators should be careful not to allow the group to engage in purposeless complaining. Instead they should foster a non-attribution, balanced discussion. This section is led by a CFF with a Mental Health/Chapel facilitator taking notes on what is discussed to later be forwarded to the Career Functional Manager. The main purpose of the Lessons Learned is to build trust with the redeployers and allow for open discussion on their deployments. This is a time for redeployers to voice their frustrations in a constructive way with facilitated guidance. Facilitators will sometimes need to redirect the discussion since the focus of the Lessons Learned section has a tendency to move toward the negative. Below are some prompts for discussion and focus areas:

- Notification
 - How were you notified?
 - Was there enough lead time prior to the deployment?
- Pre-deployment training
 - What training did you attend?
 - Was the training beneficial for your deployed location?
 - Was the training too short; too long?
 - Do you have any recommended improvements to the training you received?
- Equipment
 - Did you use the same equipment downrange that you trained on?
 - Did you have necessary equipment?
 - Were people responsive to your equipment needs?
- Transport
 - How was your transport in and out of theater? Did everything move smoothly?
 - Did you get to travel as a team?
- Mission
 - Were you aware of the mission prior to leaving?
 - Did the mission change once you arrived in theater?
 - Did you have enough details to plan accordingly for training, equipment, and packing purposes?
- Leadership
 - Did you feel supported by your leaders/supervisors?
 - Did individuals have the right skills for the job/mission?

By the end of the Lessons Learned session the deployers have had time to express their feelings and have their feelings validated and build trust with their facilitators. The CFF and co-facilitator should now have a good understanding of the deployers' experience downrange.

B.3.2. Experiential Outing

The DTC includes a prescribed off-site event or outing. This experience is used to expose participants to peacetime social circumstances and to assist them with their reintegration process. It also provides an ideal environment for participants to process their deployment experiences with their team members and facilitators. The facilitators attend the outings and should discuss differences between combat and non-combat environments because situational awareness, language, and social manners may have been forgotten while deployed. There may also be differences in the expectations of self and others, as well as normal physiological reactions, and how to manage them. Facilitators are present to watch for any reactions from the redeployer's nervous or uncomfortable behavior and are ready to intervene and discuss the cause of the stressor or the perceived threat.

B.4. Combat Bridge (Day Two)

B.4.1. Decompression and Reintegration Talking Points

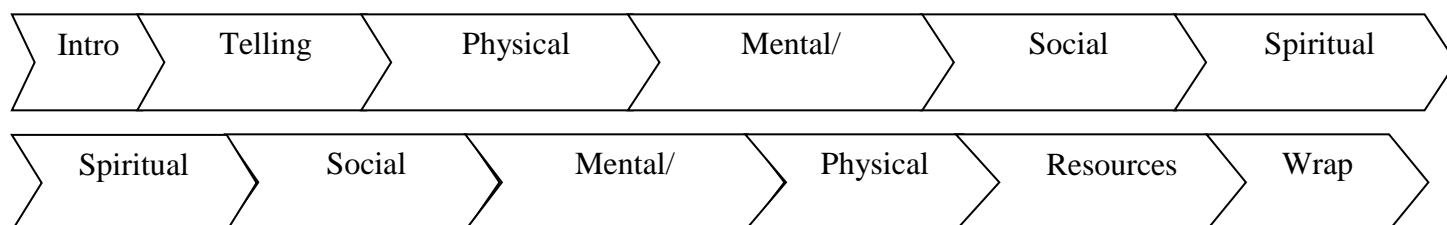
B.4.1.1. CONCEPT: Provide redeployers an opportunity to share personal experiences of their deployment and how they relate to the four domains of comprehensive fitness (social, mental/emotional, physical and spiritual). Additionally, provides the team an opportunity for closure of their deployed network/family. This discussion will focus on clarifying personal expectations for their reintegration process, normalizing various reintegration symptoms, and covering resources for future use.

B.4.1.2. OBJECTIVES:

- Provide an opportunity for redeployers to talk about their personal deployment experiences.
- Educate redeployers on how our physical, mental/emotional, social, and spiritual lives can be impacted by deployment experiences.
- Educate redeployers on thoughts and behaviors that may facilitate and hinder reintegration with family, friends, and coworkers.
- Ensure redeployers are aware of resources available to them and their families that facilitate the reintegration process and/or address problem areas as they arise.

B.4.1.3. METHOD: Guided discussion.

B.4.1.4. TIMELINE: Two hours – evenly distributed across focus areas (this time should be flexible to meet the needs of the group).



B.4.1.5. Discussion Topics/Prompts:

- Telling your Story:
 - Most memorable event
 - Ongoing jokes, one word that everyone relates to
 - Specific incidents
 - Most fearful moment
- Physical Downrange:
 - Essentials: food, safety, sleep, hygiene and routines established
 - Staying alive
 - Senses: sounds, sights and smells
 - Operational environment (e.g. acclimating to mortar/rocket attacks, IEDs, people, weather, food, life on base and inconveniences)
 - Operational tempo (e.g. work hours, time off)
 - Seemingly inconsequential decisions that had consequential impact (e.g. close-calls)
 - Recognition of indicators of stress; both physical and behavioral indicators
 - Sleep Issues
 - What was sleep like during the deployment?
 - Do they believe they started bad sleep habits?
 - What changes are expected with their sleep habits when they return?
 - Ask what others have experienced and what they did to improve sleep.
 - Discuss stimulus control techniques and modified sleep restriction.
 - Discuss bad habits for sleep like napping or using alcohol.
- Mental/Emotional Downrange:
 - Recognition of indicators of both cognitive and emotional stress
 - How fear, known and unknown has impacted them
 - Ask if anyone's been worrying about what's going on back home, or having feelings of guilt for missing out on family/children special events
 - Impact of losing a team member, being in combat, or serving multiple rotations
 - Survival skills needed down range (e.g. being hyper vigilant) and how to transition to "normal" at home
 - Adrenaline and being down range
- Social Downrange:
 - How a deployed team fits as a family
 - Workout partner/cross fit
 - Roommates, constantly having people around and never alone
 - Skype/Facebook - how the deployed member stayed in contact with friends and family
 - How family and friendships may have grown while deployed
 - How family and friendships were stressed during the deployment
- Spiritual Downrange:
 - Possibility of spirituality tested while deployed or stressed
 - Did anyone lean on their spirituality during their deployment?
 - Were personal spiritual beliefs may have been tested by what they experienced?
 - Were spiritual beliefs or practices changed/altered?
 - New spiritual insight gained from deployment?
 - Deployer's personal awareness of what's working

- Spiritual at Home:
 - Discuss with deployers if they are comfortable with their spirituality
 - Will it fit in home life?
 - Discuss if there is still any conflict

- Mental/Emotional:
 - Feelings surrounding returning home
 - What's changed
 - Did deployer have a say in changed events
 - Feelings of guilt for missing significant events
 - Discuss anger, anxiousness, fear and/or guilt
 - Hyper vigilance in public places and driving
 - Sadness/missing your deployed environment
 - Jealous that family and friends carried on without you
 - Pride in family/significant other for taking care of family
 - Sense of relief
 - Feeling of emptiness with decreased adrenaline
 - What are the reactions you might have that would let you know that you need to talk to someone other than a family or friend?
 - What coping skills do you already have in place, are they healthy, how do you know they are or are not working for you?

- Social at Home:
 - Expectations for your return home
 - Welcome home party/vacation
 - What does deployer expect?
 - Is deployer willing to discuss deployment?
 - What are some normal reactions you might have upon returning home?
 - Challenge of balancing personal expectations with the expectations of others who "mean well" like family, friends, co-workers, neighbors
 - How deployer will deal with hearing all the things that people did while they were gone?
 - How deployer will handle others not being able to relate to what they went through?
 - What is your biggest concern about returning home and getting back into your routine?
 - What does spouse/significant other expect?
 - Roles and responsibilities of the family unit/significant other
 - Impact on emotional/sexual intimacy (generate personal examples of how folks rekindled emotional/sexual intimacy)
 - Possible reactions of family/significant other (e.g. happy, stressed, worried)
 - What do children expect?
 - Why might children be distant or overly clingy?
 - Why might children be angry with you (e.g. missed key events)?
 - Why might children be apprehensive about your return (e.g. must account for six months' worth of absence)?
 - Have deployer and family discussed expectations?
 - Will the deployer and family be moving/PCSing?
 - Why might old friends be distant?
 - Generate personal examples of lessons learned about what not to say or do
 - Generate personal examples of successful family reintegration techniques/rituals
 - Discuss positive and negative workplace reintegration experiences
 - Discuss re-prioritizing of mission at home versus priorities in AOR
 - Alcohol and Drugs (prescription, over the counter and supplemental) – Social vs. Emotional

- Social use
 - Parties with families/friends
 - Dinner
 - Emotional use
 - Sleep, nightmares, anxiety, etc.
- Physical at Home:
 - No longer have to get dressed to go to the bathroom
 - Essentials: food, water, safety, or lack of essentials
 - How smell is closely tied to memories and can evoke memories
 - How deployers may have to re-establish new sleep habits, patterns
- Resources:
 - Mental Health
 - Military One Source
 - Chaplain
 - Military Family Life Consultant
 - Primary Care Provider
 - Health And Wellness Center
 - Wrapping Things Up
 - Readjustment period takes time
 - Habits have been formed in the last 6-9 months
 - It's OK if they don't have difficulties returning home and getting back to work

ANNEX C: DUTY POSITION RESPONSIBILITIES

C.1. DTC Commander

C.1.1. General Duties and Responsibilities: The commander directs overall administration and execution of the DTC program. The commander is responsible for maintaining good order and discipline within the unit, including administering disciplinary action as required. The G-series orders commander of the DTC has overall responsibility in executing the mission. The commander ensures the unit accomplishes the DTC mission while supporting the priorities and requirements of the host-unit command as well as HAF/A1 and supported COCOM air-component commanders.

C.1.2. Specific Duties

- Establishes and implements the mission, vision and goals of the DTC
- Establishes an annual operating budget
 - Identifies budget shortfalls/unfunded requirements
 - Identifies a Resource Advisor and ensures Government Purchase Card training is accomplished
- Ensures staff coordinates with and satisfies the requirements of the host organization (group, wing, or other) to include traditional commander's programs (fitness, decorations, evaluations, medical readiness, promotions, recall, FPCON actions, etc).
- Liaison Duties
 - Communicates with Deployed and Home Station Commanders to ensure commanders understand:
 - DTC mission and purpose
 - Commander's nomination process
 - General expectations and requirements for redeployers attending the DTC
(Note: If deployed commanders have an understanding of the DTC, its capabilities, and limitations, they can better leverage its benefits in support of their personnel. Likewise, communication with home station commanders of redeployers, as well as deployed staff members, helps clarify expectations and allows for better mutual support.)
 - Coordination with Supporting Agencies/Activities
 - Identify the local, forward, and rear organizations that support the DTC
 - Services
 - People – volunteers in local community
 - Funds
 - Information
 - Transportation
 - Aerial port
 - Personnel
 - Logistical support
(Note: Lateral communication and coordination by the commander with supporting agencies is essential to DTC mission success. For example, the DTC may not own or have physical control of the lodging, dining, or recreational facilities utilized by redeploying forces. Direct and open communication with the owning FSS/CC (Force Support Squadron Commander) is important for mission success.)

C.2. Program Manager

C.2.1. General Duties and Responsibilities: The PM should be an officer within the MH career field. The PM supports and collaborates with the DTC/CC and Superintendent on all DTC operations, curriculum management and manning assist requirements.

C.2.2. Specific Duties

- Supervises the MH Technicians and all Mission Set Managers
- Manages and provides oversight for:
 - DTC curriculum
 - Approves requirements for class and facilitation schedules
 - Provides support facilitation in classes as needed
 - Survey feedback and improvement process
 - Consults with Resilience Senior Review Group/SG on proposed changes to curriculum, DTC surveys, data collection and aggregation
 - Staff training
 - Reviews credentials and qualifications of staff facilitators
- Prepares for and holds meetings
 - Leads Day Out
 - After Actions meetings
 - Inbound classes/team dynamics
 - Internal planning and other issues as needed
- Liaison duties
 - MH and Chaplains for all support facilitation requirements
 - Base agencies which may support the DTC (e.g., Red Cross, Units which provide support/career facilitators)
- MH consultation
 - Meet with redeployers attending the DTC
 - Assists with follow on appointments as needed at the member's home station

C.3. Superintendent

C.3.1. General Duties and Responsibilities: Principle advisor (SMSgt) to the commander on matters regarding the AF Deployment Transition Center (DTC).

C.3.2. Specific Duties:

- Coordinates DTC manning requirements
- Obtains local resources to meet mission requirements
- Promotes and secures professional development opportunities for staff members assigned to the DTC
- Mentors enlisted members
- Addresses behavioral and discipline issues when required

C.4. Knowledge Operations (KO) Management Journeyman

C.4.1. General Duties and Responsibilities: The KO must be certified to receive/dispatch official mail to/from the base Official Mail Center (OMC). The member will be the Functional Area Records Manager (FARM),

and the records custodian (RC). The KO must receive training on responsibilities from the wing IA office. Implement and enforce IA policies and procedures and perform as liaison between wing IA and units.

C.4.2. Specific Duties:

- Content Management
 - Coordinate with local Communication Squadron to create/maintain online collaboration tools (e.g., AF Portal Page, SharePoint)
 - Overall administrator assigning appropriate rights to members of the unit
- Workflow Management
 - The KO must create and maintain an EPR/OPR/DEC and LOE tracking system
- Activity Distribution Officer
 - Set up an official unit mailing address
 - If overseas unit a local non-official address must be created as well
 - Unit distribution bin must be established at the Official Mail Center
 - Create “drop-off” bin for official outgoing
- Electronic Communications
 - Set up a new office of records through the Base Records Management Office
 - Recommended that all files be kept in the KO office
 - Create unit email organizational account and add all members of the unit
 - Newly created Org account must be added to the base “all” distribution group (NIPR and SIPR)
 - Organization Information Assurance (IA) Officer
 - Develop, implement, oversee, and maintain unit oversight of the Information Assurance program IAW AFI 33-200
 - Ensure all users have the requisite security clearances, supervisory need-to-know authorization, and are aware of their IA responsibilities via IA training before being granted access to Air Force information system
 - Ensure all users receive IA refresher training on an annual basis

C.5. Services Journeyman

C.5.1. General Duties and Responsibilities: Coordinates with Mission Set Managers on all lodging requirements for personnel redeploying through the Deployment Transition Center. Journeyman should be a 3MO.

C.5.2. Specific Duties:

- Liaison with base lodging office and establish designated bed spaces to support DTC mission
 - Obtain and maintain SSN and Government Travel Card
 - Submit reservation request Lodging POC
 - Provide room listing to leadership
 - Coordinate information packets for redeployers
 - Establish key pick-up times for day of arrival
 - Pick-up keys and provide to name and assigned room listing to designated POC
 - Brief redeployers on lodging facility policies and issue room keys
 - On day of check-out, pick up zero-balance receipts from lodging
 - Check out -- collect all keys and issue zero-balance receipts
 - Liaison with base agencies identifying support resources for redeploying Airman (fitness centers, dining facilities, recreation etc.)

- Common Issues:
 - DTC in-processing delayed due to inaccurate information given
 - Wrong credit card number, etc.
 - Key cards get demagnetized often
 - Maintain a set of master keys for your buildings
 - Damage to rooms
 - Provide a comprehensive in-brief to redeployers to help prevent abuse to facilities

C.6. Personnelist Journeyman

C.6.1. General Duties and Responsibilities: Journeyman should be a 3SO

C.6.2. Specific Duties:

- Acquire SIPR account
- In-processing DTC staff (manning assist and deployers):
 - Develop in-processing checklist
 - Staff complete within 5 days of arrival
 - Ensure MSMs and CFFs have received Civilian Clothing Allowance letter once in-processing checklist is complete
 - Receive and file copy of staff members orders
 - Establish a DTC Manning Roster (including permanent party staff)
 - Create LOE-DEC tracker
 - Add all new staff to documents
 - Report accountability of DTS staff to supporting PERSCO team
- Create “Welcome Package” materials that include:
 - Emergency Contact Info
 - Class Schedule
 - Chapel Service Schedule
 - Chaplain and Mental Health Contact Info
 - Base Map
- Out-processing DTC staff (manning assist and deployers)
 - Ensure you are granted Installation Personnel Readiness (IPR) access to vMPF so you may pull member’s SURFs and Décor 6 (base-level IPR office will give you this access once you in-process)
 - Out-processing checklist
 - Give checklist to member a week before departure with a 5 day suspense
 - Remove member from Manning roster and LOE/Dec Tracker
 - Ensure member’s LOE is complete
 - If member is receiving a decoration, ensure decoration is complete
- Redeployers arrival/departure
 - Report accountability of DTS Attendees to supporting base-level IPR/PERSCO team
 - Acquire class rosters from Log Plans and/or Traffic Management reps
 - Rules of Engagement (ROE) for redeployers
 - Work with unit leadership and MSMs to establish ROE

- Brief ROE to redeployers upon arrival
 - Have redeployers sign a ROE statement
 - Collect and file signed ROE
- Ensure redeployers Common Access Card (CAC) is good for their duration at the DTC, if not, they will need to get a new CAC
- Early Release of Deployed Staff
 - Send early release request via SIPR to base-level IPR /supporting PERSCO team
 - Follow specific instructors from base/MAJCOM IPR reps

C.7. Mission Set Manager

C.7.1. General Duties and Responsibilities: Identify your AFSC's Liaison Officer (LNO). Confirm number of personnel and teams in theater and determine potential redeployment timeline. If your AFSC is a pre-identified AFSC to attend the DTC, confirm names and dates with Traffic Management representatives TPDF data. If your team has been Commander Nominated, acquire POC for the team from the LNO. Send LNO the DTC's Reporting Instructions to send to team POC.

C.7.2. Specific Duties:

- Approximately two weeks prior to team's arrival to the DTC:
 - Begin more frequent communication as needed with the POC
 - Track and confirm number of personnel, possible dates of arrival, significant activities (SIGACTs), team dynamics which would impact group process
 - Send unit POC the Group Name Listing to complete with ALL data and send back to you
 - Send the Group Name Listing to the Services representative to book/block room assignments
- Two to three days prior to the team's arrival:
 - Complete OPORD to present to the Program Manager at the One Day-Out Briefing
 - Obtain inbound team's itineraries from Traffic Management representative
 - Scheduled busses (outing, airport, and shuttles)
 - Identify CFFs and get support facilitator name(s) from the Program Manager
- One day prior to the team's arrival:
 - Conduct Day Out briefing with DTC staff, led by PM or MSM
 - Select and assign class rooms
 - Create Pocket List for inbound team and save the document in your AFSC's MSM data file
 - Place a copy in each member's information folder
 - Email Pocket List to support facilitators
 - Print pocket lists for each redeployer's information packet, facilitator, and other DTC staff as needed
 - Create an Information packet or folder for each redeployer which includes:
 - Pocket List, Class Schedule, Religious Services Calendar, Base Map and services—bowling, swimming, library, BX, Commissary, eateries, etc.
 - DTC Staff Phone/ Number Card, flight itineraries, other information as needed

C.8. Mental Health Technician

C.8.1. General Duties and Responsibilities: Provides direct support to the PM on all functional aspects of the curriculum (e.g., continuity, as well as the applicability of the curriculum regarding downrange mission/needs). Advises PM on all trends in class room behaviors and responses from students. The MH Technician is responsible for alerting leadership regarding trends as seen in student reaction(s) or effectiveness of curriculum. The MH Technician communicates and coordinates with MSMs and CFFs to gather critical information regarding the teams' missions. This information is shared with the support facilitators to enhance classroom discussions. Assists with the reception, staging and onward movement of redeployers as needed. The MH technician superior in rank or as assigned by the PM will fill the role as Program NCOIC. The Program NCOIC is responsible for knowing the operational and strategic elements of the DTC. The NCOIC should attend all CC meetings and stay up to date on all manning, budget, and mission issues. The Program NCOIC is the focal point for the DTC staff for all issues or concerns with classes, facilitators, or any issue pertaining to the classroom. This position may also require the roles of acting PM and Superintendent as needed and dictated by the CC.

C.8.2. Specific Duties:

- Facilitation
 - Responsible for class facilitation
 - Will be present for both Lessons Learned and Combat Bridge portions of the curriculum
 - Lessons Learned are to be led by the CFF and assisted by the MH technician who will take notes on a butcher block visible by redeployers
 - Build rapport with the class, as well as to observe the group dynamics of the students
 - The MH technician leads Combat Bridge
 - Coordinates support facilitation requirements with PM
 - (Note: When class sizes exceed the capability of the DTC MH staff, the MH technician will coordinate with outside resources to include chaplains, local mental health agencies on base, and manning assists. Memorandums of Agreements should be created with all local agencies which support the DTC.)*
- Training/Curriculum
 - Responsible for the coordination and facilitation of all curriculum training for DTC members and all support staff/facilitators
 - Maintains all training records/documentation
- Continuity
 - Maintains continuity binders that reflect current course requirements and updates such as alcohol education and reintegration for the deployed members
 - PM will be the final authority on all curriculum changes
- Data Collection
 - Maintains Master Group Name Listing for all redeployers and classes
 - Updates after each class departs the DTC to reflect any changes in attendance
- Maintains and updates facilitator schedule
 - Keep in an archived file that can be accessed by all staff
 - Indicate if facilitator is from the DTC, MH or Chaplain in order to easily identify for data calls
 - The MH technician will be responsible for all required data requested by leadership

C.9. DTC Logistics Readiness Officer

C.9.1. General Duties and Responsibilities: Coordinate the projected inbounds into a manageable throughput that can be used to plan staffing and logistics needs. The manning will be a combination of Support Flight/CC (Logistics Readiness Officer, 21R), Traffic Management rep, and a Log Planner (2G051).

C.9.2. Specific Duties:

- Two types of redeployers that can come through the DTC
 - Pre-Identified through line remark:
 - Provided through TFPDDs sent from COCOM/A1 on a monthly basis via SIPR
 - Nominated by CC downrange
 - Provided from COCOM/A1 once approved
- As personnel are identified, add them into an Excel or PowerPoint model that gives a chronological projection of incoming redeployers
- Prepare a system of information dissemination to communicate changes to all levels of leadership as requested (i.e. – DTC Commander, Program Manager, MSMs, PAX terminal reps, etc.)
- Coordinate baggage detail

C.10. Logistics Planner

C.10.1. General Duties and Responsibilities: The Logistics Readiness Officer monitors, supervises and coordinates logistics plans with MAJCOM Staff, component AOR installation deployment readiness center (IDRC), installation personnel readiness office and transportation offices. This individual should be a JOPES / DCAPEs certified 2G051 with active account, and have access to TPFDD, SMS, and SIPR accounts.

C.10.2. Specific Duties:

- Logistics
 - Gathers information from HAF/A1 and AOR units to monitor redeploying personnel scheduled to attend DTC using DCAPEs, TPFDD, SIPR account
 - Maintains and updates an internal DTC tracking system on any redeployer changes including nomination, denomination, arrival or departure dates, travel information
 - Ensures all passengers are scheduled on the correct airlift and/or mission (verifies this through DTC Traffic Management rep)
 - Gathers and sends redeployers' information to Mission Set Managers (AFSC, home unit, deployed unit, email address, credit card information)
- Throughput Management
 - Coordinate the projected inbounds into a manageable document (see Appendix "X") that can be used to plan staffing and logistics needs
 - As personnel are identified, add them into an Excel or PowerPoint model that gives a chronological projection of incoming redeployers
 - Two types of redeployers
 - Pre-Identified through ULN line remarks in DCAPEs and/or through message traffic from Component Command via SIPR
 - Nominated by CC downrange i.e. submitted to the DTC once approved by AFCENT/A1

C.11. DTC Traffic Manager

C.11.1. General Duties and Responsibilities: Coordinates with MAJCOM Staff, component AOR travel offices, host-wing units, local agencies and MSMs, on all aspects of transportation requirements, to include return

travel, needed by the Deployment Transition Center Program. The individual should be a 1x2T0- with PAX experience (preferable) and will need SMS and GATES access and a SIPR account.

C.11.2. Specific Duties:

- Coordinates with appointed PAX office within AOR to arrange flights for redeployers to their home station
- Coordinates flight changes with the appointed PAX office within the AOR due to mission changes
- Utilizes GATES to continually track redeployer movement, being aware of constant change
- Tracks, with SMS, the arrival mission time and date to DTC
- Support the shipment of redeployers weapons back to home station as necessary with ELRS/LGRDDC
- Submits transportation requests for bus support to Logistics Readiness Squadron and/or contractor base
- Support Vehicles
 - Support vehicles are needed for the movement of Airmen and staff as personal vehicles will not be available to most
 - Request vehicles according to need and local guidance through Vehicle Management
 - Vehicles must meet local registration and force protection guidelines

ANNEX D: EVALUATION AND FOLLOW-UP

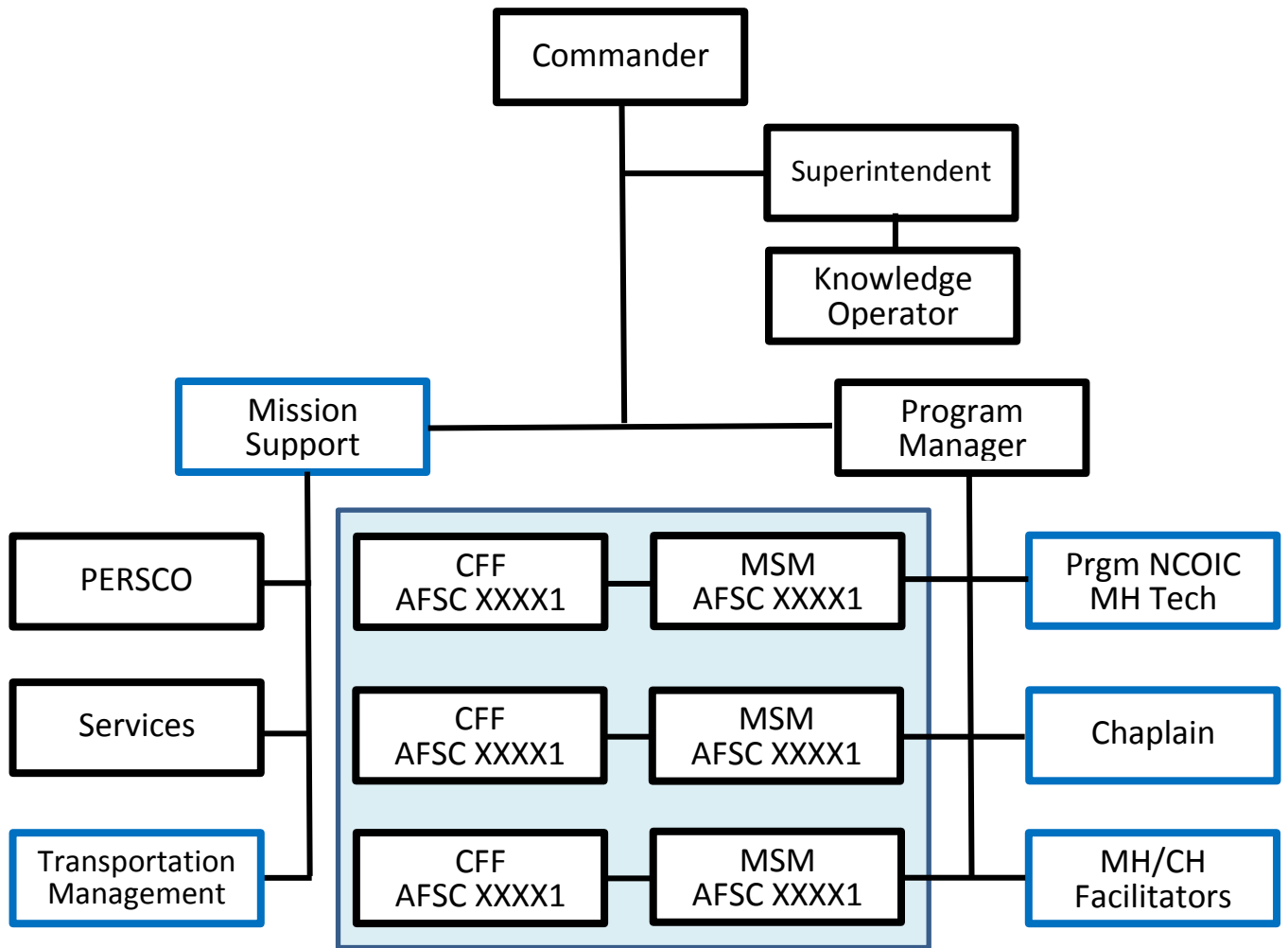
D.1. Non-Clinical Individual Consultations: Airmen have the opportunity to meet one on one with MH or Chaplain Staff to discuss reintegration issues. These are not considered medical appointments and are provided with a prevention focus addressing the normal reactions to deployment stress and expectations about returning home of the redeployer. Educating Airmen on all services available to them (i.e., Military OneSource, Chaplaincy, Primary Care Medical Home-Mental Health and base Military Family Life Consultants) and encouraging self-referral to appropriate resources.




D.2. Clinical Referrals: In the event an Airman requires Mental Health support the PM will support that individual with a walk in or scheduled appointment. If the situation necessitates, they will make a recommendation to the CC for an emergency or involuntary Commander Directed Evaluation IAW AFI 44-172, Mental Health and DoDI 6490.04 Mental Health Evaluations of Members of the Military Services.

D.3. Satisfaction Outcomes: Pre and post surveys will be collected from each Airman. The survey will provide feedback to the DTC staff for program evaluation and allow for the tracking of exposure rates, potential resilience factors and risk factors for those participating. The surveys and verbal feedback should be reviewed by the DTC staff after each group finishes and a quarterly report should be generated by the DTC Program Manager in collaboration with the DTC CC and routed through appropriate chains of command. DTC staff should consider longitudinal satisfaction assessment at intervals.

D.4. Attendance Tracking: DTC attendance must be documented and tracked by DTC personnel. Monthly reports will be submitted to HAF/A1.

Attachment 1 – Sample DTC Organization Chart



-  Organic Core DTC UTC positions
-  Non-organic augmentation UTC positions
-  MSM & CFF will be sourced on execution based on AFSC's identified

Attachment 2 – DTC Integration of Program Objectives Table

1. **Rest** Provide a safe environment and transition time for Redployers to relax, recover sleep, and restore energy.
2. **Reflect** Facilitate reflection on combat and operational experiences and provide strategies for integration, including anticipating how to discuss experiences with family members, coworkers, and acquaintances.
3. **Recreate** Provide a range of recreational activities that will help Airmen transition from a high intensity and control-oriented combat operational environment to lower intensity adaptive social interactions.
4. **Reintegrate** Provide information and skills for managing combat and operational stress, recognizing the need for treatment in self and others, as well as facilitating a smooth reintegration with family and friends.
5. **Recapture** Clarify purpose, values and goals by developing a supportive plan for reintegration.
6. **Resources** Educate Redeployers by providing information and handouts on available base and community resources.

DTC Task	Function	Outcome	DTC Objective
Securing Weapons	Secure weapons	Symbolic end to deployment	Rest
Curfew	DTC Staff provide curfew	Provides boundary to encourage rest and safety	Rest
Introductory Brief; ROEs; Out brief	Provide Redeployers with outlines of DTC and behavioral mgt plan	Redeployers understand what is expected of them during DTC; provide closure to Redeployers	Rest, Reflect, Resources
R & R	DTC staff will plan recreational activities for Redeployers	Allow Redeployers to transition from high intensity control-oriented combat operational environments to lower intensity adaptive social interactions	Rest, Reflect, Recreate, Reintegrate
Free Time	Allow Redeployers to begin to exercise choice in how they spend their time	Allow Redeployers time to begin to think about reintegration with family, friends, and coworkers; healthy use of free time	Rest, Reflect, Recreate, Reintegrate
One-on-One Consultations	MH and Chaplain Corps available for consultation	Redeployers able to schedule or contact on-call DTC staff for consultation	Reflect, Reintegrate, Resources
Offsite Event/Outing	DTC Staff and Redeployers travel offsite	Staff discuss and process reactions to novel stimuli	Reflect, Reintegrate
Deployment and Reintegration	MH, Chaplain Corps and CFF cover deployment Lessons Learned	Redeployers have an opportunity to discuss operational lessons such as equipment, training, and TTPs	Reflect, Reintegrate, Recapture, Resources
Telling Your Story	Discussion format offered by MH, Chaplain Corps, and CFFs	Redeployers will participate in a group discussion providing reintegration information with family, friends, and coworkers	Reflect, Reintegrate, Recapture, Resources
Surveys	DTC Staff provide pre/post survey	Survey to provide outcomes and lessons learned for future DTCs	Resources

Attachment 3 – Sample Schedule

Time	Activity
Day 1	Arrival Day
TBD by flight	Aircraft Reception (OPR: DTC CC)
	Customs and baggage handling (OPR: DTC CC)
	Welcome by the DTC CC, Program Manager, Superintendent, and MSM Pick up Welcome Packages, Sign ROE's, Receive room assignment and keys (OPR: DTC Staff)
	Transport to DTC (OPR: DTC Staff)
	DTC Pre-survey, bags to room by DTC staff while survey completed (OPR: DTC Staff)
	Rest and relaxation, meals as required, remain on base
2300	Curfew
Day 2	Event Day
0800-0900	Breakfast (all meals are at the expense of the redeployers)
0830-0900	DTC Staff Meeting
0900-1200	Deployment and Reintegration; Lessons Learned (OPR: DTC Staff)
1000-1010, 1100-1110	Break (as needed)
1200- 1330	Transportation to Cultural Outing (OPR: DTC Staff)
1330-1700	Lunch and Cultural Outing (OPR: DTC Staff)
1700-1830	Transportation Back to DTC (OPR: DTC Staff)
1830-2300	Dinner, rest and relaxation; free time with option to go into local region
2300	Curfew
Day 3	Event Day
0800-0900	Breakfast (all meals are at the expense of the redeployers)
0830-0900	DTC Staff Meeting
0900-1200	Telling Your Story (OPR: DTC Staff)
1000-1010, 1100-1110	Break (as needed)
1200-1330	Lunch
1330-1600	Combat Bridge (OPR: DTC Staff)
1600-1630	Post-Survey (OPR: DTC Staff)
1600-2300	Dinner, free time or activities available locally (optional)
2300	Curfew
Day 4	Departure Day
0500	Check-out (OPR: DTC Staff)
0530	Transport to Frankfurt Int'l Airport (OPR: DTC Staff)
0700	Check in for Flights
TBD post-departure	Return to DTC
TBD post-departure	DTC Staff Hotwash

Attachment 4 – Medical OPORD Example

CLASS 13-MED-9 OPORD											
DAY 1 (Wednesday) 13 Mar 2013											
DTC DATES					# OF PASSENGERS	1 Medic,					
MISSION NUMBER					A/C ARRIVAL TIME	13 Mar 2013@_____ Local					
MSM					CFF(S)						
FACILITATOR(S)					PRE-ARRIVAL DTC MEETING TIME (1/2 HR PRIOR TO ARRIVAL TIME)	13 Mar 2013@_____ Local					
PASSENGER TERMINAL ATTENDEES					BAGGAGE TRUCK DRIVER/SUPPORT						
BAGGAGE TO ROOMS DETAIL REPORT TIME					LODGING KEYS PICKUP TIME	12 Mar 2013@1400hrs					
IN-PROCESSING BRIEFING LOCATION					IN-PROCESSING BRIEFER(S)						
LRS SHUTTLE BUS HOURS OF OPERATION					DTC STAFF TRANS HOURS OF OPERATION						
DAY 2 (Thursday) 14 Mar 2013											
LESSONS LEARNED LOCATION					OUTING LOCATION						
TRANSPORTATION	SHUTTLE BUS	YES	X	DTC VEH REG(S) #							
		NO									
	# REDEPLOYERS				# DTC STAFF						
LRS SHUTTLE BUS OPERATIONAL TIMES					DTC STAFF TRANS HOURS OF OPERATION						
DAY 3 (Friday) 15 Mar 2013											
COMBAT BRIDGE LOCATION											
LRS SHUTTLE BUS HOURS OF OPERATION					DTC STAFF TRANS HOURS OF OPERATION						
DAY 4 (Saturday) 16 Mar 2013											
AIRPORT SHOWTIME					FIRST FLIGHT DEPARTURE TIME						
TRANSPORTATION	SHUTTLE BUS	YES		DTC VEH REG(S) #							
		NO									
	# REDEPLOYERS				# DTC STAFF						
TERMINAL 1 # PAX					TERMINAL 2 # PAX						
REDEPLOYER CELL NUMBERS											
CELL #:					CELL #:						
CELL #:					CELL #:						
CELL #:					CELL #:						
CELL #:					CELL #:						
ADDITIONAL REMARKS											
MSM USE ONLY											
POCKET LIST	X	DOOR LIST	X	SHUTTLE BUS SCHEDULE	X	WEATHER	X	DOC SCHEDULE	X	DOC WHITEBOARD	X
REDEPLOYER FOLDER(S)	X	CAMPUS WALKAROUND		DTC VEH CLEAN/FUELED		NOT USED		NOT USED		NOT USED	