



Reserve Affairs

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
1500 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1500

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MEMORANDUM FOR MILITARY IRT APPLICANTS

SUBJECT: IRT Application Instructions and Guiding Principles

1. This memorandum is intended to supplement guidance contained in DoDD 1100.20, *Support and Services for Eligible Organizations and Activities Outside the Department of Defense*, dated April 12, 2004. Applicants should familiarize themselves with the DoDD prior to reading this letter. In the event of conflicting information, the DoDD takes precedence.
2. IRT Program Principles:
 - a. First and foremost, IRT is a training program intended to increase unit or individual deployment readiness. Units should only apply to projects that directly relate to their mission and established training and readiness requirements.
 - b. IRT projects are based on community needs. Units and individuals approved for IRT programs should take a cooperative approach with communities as they plan and execute projects. Ensure community inputs are taken early in event planning and deliberately considered during the project.
 - c. The program is an excellent opportunity for the DoD and units to showcase its capabilities and provide positive impacts on communities. Participating personnel must be mindful at all times that their actions will be judged at local, state and national levels. Professionalism and sound military judgment in all decisions and actions is paramount.
3. Application and Funding Response Timelines:
 - a. General Guidance: Units are not authorized to validate the eligibility of community applications or self-approve support to a project. Reference paragraphs 4.4 and 5.6 of the DoDD for specific approval authorities.
 - b. Community Application: Communities submit their applications no later than 1 May, two fiscal years prior to fiscal year of desired execution. Example: Community submits application no later than 1 May 13 for an FY 15 project.
 - c. Unit/Component Application Response: Units or Components submit their applications to the OSD IRT office via their component Program Manager (PM) and Service Manpower and Reserve Affairs (M&RA) Office no later than 28 Feb, one fiscal year prior to the fiscal year of desired execution. Example: Unit/Component submits response to community application no later than 28 Feb 14 for an FY 15 project. Responses are not required for

applications that the unit/component believes do not meet a training or readiness requirement. Submission of an application to the OSD IRT Office does not guarantee award of funds from OSD. Units may contact communities for clarification of project details in order to craft their response, but should take great care not to create the impression that the community's project has been selected as a training venue. Additionally, a community application will often receive multiple service applications. When this occurs, a lead service will be appointed during the annual IRT Program Review. It is important for units to understand that any funds expended during the development of an Application Response or prior to the OSD Funding Decision are not eligible for reimbursement from OSD. Finally, if a unit/component intends to entirely self-fund a project then the response does not have to be coordinated with the OSD IRT Office; however, PM and M&RA approval is still required.

d. Application Review and Validation: Unit/component applications are sent to their respective PMs, who review for completeness and accuracy of data. PMs will work with applying units to resolve application discrepancies and coordinate finalized applications across their headquarters, paying special attention to legal and financial coordination comments. A general officer signs the application, after which it is sent to the service's M&RA office for final approval recommendation. Endorsed applications are sent to the OSD IRT Office for the IRT Program Review.

e. IRT Program Review: Occurs Jul/Aug prior to the FY of execution. The OSD IRT Office hosts a meeting with the Component PMs to review all validated service applications. The master list of funding candidates is compiled and lead components/units are determined.

f. IRT Funding Decision: Occurs Sep prior to the FY of execution. The IRT office briefs the Assistant Secretary of Defense for Reserve Affairs (ASD/RA) with the recommended list of projects and their associated funding levels. Upon receipt of ASD/RA endorsement, the OSD IRT Office notifies the IRT Component PMs of projects that will receive funds. Funding letters are sent to OSD Comptroller (O&M expenses) and the Office of Management and Budget (OMB, P&A expenses). Funds are disbursed incrementally throughout the year, and funding levels may adjust significantly due to factors such as continuing resolutions, approved defense budget levels, OSD bills, etc.

g. Execution: Planning workshops for events should begin as soon as possible after the IRT Funding Decision. Units and Components should note that processing of funding letters through OSD Comptroller and OMB can take as much as 90 days. Units will likely have a requirement to fund and execute planning workshops from unit accounts before IRT funding accounts are loaded.

4. Fiscal Responsibility:

a. Participating units and members have a fundamental obligation to control expenses, regardless of source, during IRT projects. DoD policy authorizes audits of all IRT project expenditures.

b. Annual Tour (AT) funds are the primary means by which units and members are expected to participate in IRT projects. IRT will not pay for travel, billeting, and food costs for members participating in AT status as these costs are covered under the member's existing appropriated AT funds. Supplemental Pay and Allowances (P&A) and Operations and Maintenance funds (O&M) from OASD/RA will be based on project requirements that exceed AT resources.

c. IRT is intended to provide deployment readiness training. Consequently, lodging and meals should mimic deployment/field conditions to the extent practical. Regardless of availability of AT funds planners should first look to lodge personnel in field conditions, or at schools, armories, community centers, etc., before resorting to hotels. When hotels are used, personnel should be two to a room. Individual rental cars should be minimized with group transportation as the primary means. Use of mobile field kitchens, school kitchens, MREs, etc. should be used to the extent practical. Project OICs will ensure that participants' orders properly reflect meal, lodging and per diem conditions so that travel reimbursements are accurately calculated.

d. Only a certified contracting official can obligate a DoD organization to a contract or significant purchase. Units or personnel who fail to use contracting officials risk exposing themselves to significant financial liability.

e. An accounting of all purchases and other project expenses should be maintained in such a way to facilitate project audits.

5. Materials Purchases and Accountability

a. IRT has a limited stock of equipment available for projects. Participants are expected to use organic equipment to meet project requirements. When organic equipment is not available, participants must clearly indicate equipment requirements and cost estimates on their applications.

b. When organic equipment is not available, participants should utilize the Defense Logistics Agency's Disposition Services (DLA/DS, formerly DRMO) to use excess military equipment. Equipment acquired through DLA on behalf of an IRT project becomes the property of IRT, not the unit acquiring the property on behalf of IRT.

c. Equipment and supplies purchased with IRT funds are the property of IRT, not the unit making the purchase. All equipment and supplies purchased with Government Purchase Cards (GPC) must be fully accounted for. Project OICs will ensure equipment and supply logs are maintained and that IRT contracting agents are informed when equipment and supplies are purchased. Ensure adequate controls are established for expendable or easily pilfered material.

d. When equipment and/or facilities are rented or loaned, the OIC must thoroughly document the condition of the item prior to taking possession. Item condition must also be thoroughly documented prior to turn-in.

e. Project personnel are not authorized to donate, give, sell, or otherwise transfer ownership of IRT material and equipment. Disposal of material and equipment will occur through DLA/DS or other approved methods.

6. Community Expectations

a. Most communities have limited exposure to working with the military or IRT. Community participants will often have preconceptions about military capabilities that are unrealistic and may also not have considered the full impact on local resources (police, fire, sanitation, etc.) caused by an IRT project. Collaboration with community leaders during event planning is key to mission success. In addition, it is important for military members to not be over-bearing, or create an “our plan is the only plan” impression.

b. Many communities will have cultural nuances or local sensitive issues unfamiliar to military participants from other areas of the country. Project leaders are encouraged to include a Civil Affairs representative on their duration staff and include cultural awareness as part of their in-brief items.

7. Safety

a. Personnel safety and Operational Risk Management shall be a critical concern for project leaders, and a key component of event planning, arrival, and departure briefings.

b. All participating personnel are expected to adhere to service, state and local occupational safety requirements. Use of personal protective equipment is required.

c. Coordinate with law enforcement to assess safety risks from local criminal activity.

d. Threats or actual acts of violence, harassment, and sexual misconduct by military members will not be tolerated and will result in civil and/or UCMJ punishment.

8. Line of Duty Determinations (LODs)

a. OICs will ensure LODs are initiated for events or injuries that results in a member being seen at a civilian care facility. The OIC will notify the appropriate service IRT PM, who in turn must ensure the affected member has appropriate access to follow-on care. Example: USAR is lead for a project and a USAFR member is injured. OIC notifies their PM and USAFR PM of the incident and provides necessary details. USAFR PM ensures LOD is complete and is responsible for ensuring injured member has access to follow-up care.

b. LOD summaries will be included in event After Action Reports (AARs).

9. Mission Planning and Execution

a. Units should not request communities hold planning workshops until the units have been informed by their IRT PM they have been selected the lead organization for the project. This is necessary to ensure unrealistic expectations regarding project funding and manpower support are not created with community leaders.

b. No more than three face-to-face (F2F) planning workshops should be necessary for most projects. The event/project OIC and NCOIC should be present at all F2F workshops. Keep manpower levels for planning workshops to the minimum level necessary and use teleconference capabilities to the maximum extent practical. Lead units are responsible for organizing planning workshops and teleconferences, as well as informing other participating units, their IRT PM, and OSD/RA of planning workshops and teleconferences.

c. Objectives for planning workshops will vary depending on project scope and amount of advanced coordination with community leaders. Nonetheless, all projects and planning workshops have common requirements that planners should consider. These include, but are not limited to:

i. Personnel: bed-down, food, sanitation (water, showers, toilets), laundry; cold/hot weather safety; passenger in/out-flow; specialty uniforms that may not be a regular part of a member's personal gear (i.e., cold weather gear)

ii. Logistics: Personnel and equipment reception, staging, onward movement, and integration (RSOI), storage and protection of equipment and supplies; equipment repair; equipment pack-out and shipping

iii. Contracted Services and Equipment: equipment and facilities requirements; acquisition; equipment and facilities receipt and return processes

iv. Medical Projects: credentialing (a critical requirement for medical projects); daily work flow and patient sequencing; crowd and waiting room control; equipment requirements and sourcing; biohazard management and disposal; recording of daily patient census, procedures and costs

v. Civil Engineering Projects: equipment requirements and sourcing; POL storage; environmental protection;

vi. Command and Control: organization, public and civil affairs, crowd and traffic control; community involvement opportunities, comm architecture and systems requirements; disaster response and emergency planning; retrograde, demobilization and travel voucher completion

vii. Official Correspondence: Operations orders; Letters of Instruction; Reporting Instructions, etc.

- d. Participating units and members are reminded that IRT is a voluntary program. Units and members are not tasked by OSD and multi-component projects are not organized into Task Forces with a single unified commander. Interactions between the lead organization and other participants are therefore collaborative in nature, rather than directive. Participants are reminded that the project OIC is responsible for mission success and as such has final authority on planning and execution decisions.
- e. The OIC should ensure all participating personnel receive a standardized mission in-brief and departure out-brief. Content and format are at the discretion of the OIC with the following exceptions: safety; local threats and risks; ethics & fiscal responsibilities; sexual assault and prevention; travel voucher processing.
- f. The OIC should ensure that a daily log is maintained for the event. In addition, event metrics should also be tracked. An example of desired metrics is included in the After Action Report (AAR) template on the IRT website.
- g. The OIC should ensure that a process is in place to track and document accomplishment of participant's training requirements. The process should include a method that allows the participant to take proof of tasks completed back to his/her unit.
- h. Critical Information Requirements: The OIC will immediately notify OSD/RA, through their component IRT PM when any of the following occur during the event:
- i. Hospitalization or death of a military member
 - ii. Arrest of a military member
 - iii. Unrestricted Report of sexual assault of or by a military member
 - iv. Hospitalization or death of a civilian as result of military member action
 - v. Event with significant environmental impact
 - vi. Damage, loss, or theft of IRT-owned or leased equipment, or pieces of equipment, where the estimated repair/replacement cost is \$500 or greater;
 - vii. Damage to leased facilities where the estimated repair cost is greater than \$500
 - viii. Military member returned to home unit due to misconduct during event
 - ix. Any event the OIC believes merits the attention of OSD/RA
- i. The OIC will ensure AARs are submitted to their IRT PM within 45 days of event conclusion. AARs are required of all IRT projects, regardless of the project receiving OSD funding. Participating units will fully support the OIC in completing this requirement. PMs

will forward the AAR to OASD/RA within 60 days of event conclusion. Failure to submit AARs on time may result in withholding of IRT funds.

10. Direct all questions to the Deputy Director for Innovative Readiness Training at 703-693-8618

A handwritten signature in black ink that reads "Paul Patrick" with a horizontal line extending from the end of the name.

Paul D. Patrick

Deputy Assistant Secretary of Defense for Reserve
Affairs (Readiness, Training and Mobilization)