



Annual Advisory Board Report to Congress

Fiscal Year 2013
March 2014



**Yellow Ribbon
Reintegration Program**

For Those Who Serve and Those Who SupportSM





The estimated cost of report or study for the Department of Defense (DoD) is approximately \$21,000 in Fiscal Years 2013-2014. This includes \$7,800 in expenses and \$13,000 in DoD labor.

Generated on 2013Nov06
RefID: 6-36C59AE





Yellow Ribbon Reintegration Program

For Those Who Serve and Those Who SupportSM



Mission

Promote the well-being of National Guard and Reserve Service members, their families and communities, by connecting them with resources throughout and beyond the deployment cycle.

Vision

A ready and resilient National Guard and Reserve Force successfully navigating the challenges of deployments.

Objective

Ensure the readiness and well-being of National Guard and Reserve Service members and their families.

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Message from the Yellow Ribbon Reintegration Program Advisory Board Chair

It is an honor to present the Yellow Ribbon Reintegration Program Advisory Board Fiscal Year 2013 Annual Report to Congress, as required by Section 582e(4), Public Law 110-181. I am proud of the positive impact the program continues to have on the readiness of our National Guard and Reserve Force. This year, the Yellow Ribbon Reintegration Program celebrated its fifth anniversary and surpassed 1.3 million Service members and families supported since the program's inception.

As the Department of Defense looks ahead to the 2014 transition in Afghanistan, the Yellow Ribbon Reintegration Program is also looking ahead, reflecting on prior accomplishments, adopting best practices, and planning for a different, but no less challenging, future operating environment.

Despite funding challenges, we have learned over the past decade that family readiness is a vital element of unit readiness that must be preserved. The next five years will present significant challenges for the Yellow Ribbon Reintegration Program, including funding cuts and evolving demands on our Service members and their families.

The Yellow Ribbon Reintegration Program is committed to remaining a key element of the Operational Reserve Force and providing support to Service members, their families, and local communities. I greatly appreciate the ongoing Congressional support for the Yellow Ribbon Reintegration Program. Your strong commitment ensures our readiness.



*Jessica L. Wright, Chair
Acting Under Secretary of Defense for
Personnel and Readiness*



Executive Summary

In Fiscal Year (FY) 2013, Yellow Ribbon Reintegration Program (YRRP) events provided vital information and resources to more than 192,000 Service members and family or designated representatives (see Figure 5). The Services, each responsible for executing program events, conducted 1,674 YRRP activities across the Nation to address the readiness challenges of mobilization, deployment, and reintegration.

This year, as the pace and number of Reserve Component (RC) deployments began to taper, the Office for Reintegration Programs focused on integrating sustainable mobilization, deployment, and reintegration readiness into our culture – even in peacetime.

Service members' reintegration into their families, communities, and jobs continues well beyond the time when they return home, requiring an enduring program that is reliable, agile, and committed.

Reliable: Ready in peace or war – meeting unit readiness needs by providing resources and training for mobilization, deployment, and reintegration. FY 2013 program achievements include:

- Development of evidence-based, standardized course curricula for YRRP events
- Development of online training for Event Planners, Service members, and families
- Distribution of resources through efficient and effective local and national resource networks
- Implementation of a single, online portal to manage YRRP events across all seven RCs

Agile: Adapting to tomorrow's needs – transforming based on best practices and changes in mission or environment by adjusting program content, scale, and delivery methods. FY 2013 program achievements include:

- A cross-Service Working Group to chart future strategy and operations for YRRP

A continued high level of satisfaction with YRRP events among attendees (78 percent overall satisfaction among those who responded).

Committed: Dedicated to those who serve and those who support – championing the best interests of National Guard and Reserve Service members and their families. FY 2013 program achievements include:

- More than 11,500 direct hires and ongoing effective collaboration with state and local partners through the Hero2Hired (H2H) Employment Transition Coordinators (ETCs) located across the country
- Broader outreach means and methods using social media, including Facebook, LinkedIn, and YouTube, to meet the needs of a new generation

The reintegration process for Service members and their families requires many steps over an extended period; actions taken today influence the ability to support Service members and their families for years to come. Looking ahead, there is an ongoing need for YRRP to serve Service members and families as they continue supporting operational requirements at home and around the globe.

YRRP celebrated its fifth anniversary on January 28, 2013 and surpassed 1.3 million Service members and families supported since the program's inception.



Overview: About the Yellow Ribbon Reintegration Program

In 2008, Congress mandated YRRP as part of Public Law 110-181 in direct response to the Nation's recognition of the unique challenges facing the National Guard and Reserve community. These challenges include:

- Understanding the benefits earned as a result of mobilization or deployment and how to access those benefits in local communities
- Geographic isolation from other members of National Guard and Reserve units, as well as from Active Component military and support networks
- Disparate or sparse access to military family support groups in local communities as families experience the increased stress of deployments

- Continued and repeated deployments (approximately 50,000 members are currently activated, and almost 884,000 have been activated since 9/11, as of October 1, 2013)
- Unemployment and underemployment of returning National Guard and Reserve Service members (addressed in Public Law 111-383)

This year, YRRP celebrated its fifth anniversary on January 28, 2013, and surpassed 1.3 million Service members and families supported since the program's inception. YRRP continues to evaluate and share resources, tools, and best practices across the seven RCs in support of Service member and family readiness and resiliency. All YRRP initiatives are based on feedback from the seven RCs as they support Service members and their loved ones throughout and beyond the deployment cycle.

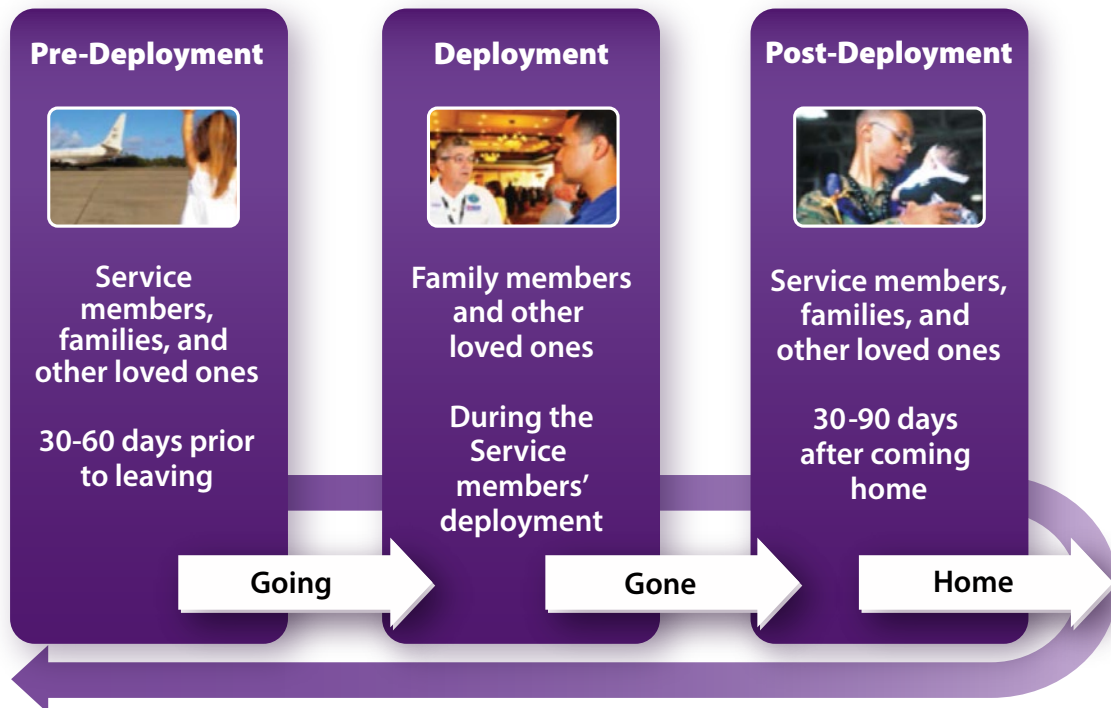


Figure 1: YRRP events and services are available during all phases of deployment and beyond to support Service members and their loved ones

Service Programs

The RCs are responsible for implementing YRRP. The Office for Reintegration Programs publishes Department of Defense (DoD) guidelines which maintain program consistency while addressing the unique missions and challenges of each Service. The following table provides highlights of each Service's implementation of YRRP for FY 2013.

FY 2013 RC YRRP Implementation

ARMY NATIONAL GUARD (ARNG)



- The ARNG YRRP conducted approximately 780 events, serving 111,131 attendees, while staying within program budget guidance
- A recent study on the National Guard YRRP, conducted by Dare Mighty Things, indicated there has been a significant increase in Soldier and family member awareness and knowledge of available supportive services and resources since the inception of YRRP
- The ARNG maximized the use of funding by developing ways to conduct events targeting multiple-deployment-cycle audiences at one venue location while continuing to maintain a high level of education about information and resources available to Soldiers and their family members
- The ARNG YRRP worked with the National Guard Bureau (NGB) and the Air National Guard to overcome challenges associated with the implementation of the EventPLUS portal

ARMY RESERVE



- The Army Reserve conducted many more "combined-command," multi-tracked events (pre- and during-deployment events by Operational, Functional, Training, and Supporting Commands) at venues where Regional Support Commands carried out post-deployment events; assessment of the feasibility and utility of this type of execution is ongoing
- The Army Reserve reviewed and revised curriculum, based on attendee feedback and Penn State University Clearinghouse for Military Family Readiness assessments, to include more interactive and facilitator-led discussion sessions about resiliency, suicide prevention/intervention, and sexual harassment/sexual assault response and prevention
- After realizing positive results happen through change, the Army Reserve has experienced a growing use of barcode scanners for various aspects of event operations; this allows Commands to gather attendance data more effectively and more efficiently
- The Army Reserve sent personnel to Germany to conduct two YRRP events for more than 400 attendees from five different countries; they were able to perform on-site EventPLUS portal and scanner training to help make those sessions successful

MARINE CORPS RESERVE



- The Marine Forces Reserve (MARFORRES) published Force Policy 11-02, Execution of the Yellow Ribbon Reintegration Program. Policy further refines procedures already established by Force Order 7300.1B, which ensure all requested expenditures are integral to training and all efforts are made to be good stewards of taxpayer dollar; the policy also expands on Marine Corps Order 1754.9, Chapter 7, which outlines YRRP for Commanders and directs its execution as a part of the Unit, Personal, and Family Readiness Program



FY 2013 RC YRRP Implementation (continued from page 4)

MARINE CORPS RESERVE (CONTINUED)



- Final YRRP event approval authority continues to reside with Commander, MARFORRES, in order to ensure all requests are prudent and within the limitations of the law
- The responsibility of executing YRRP in accordance with legislation, and further defined by Force Policy, resides with the individual unit Commander; this supports Force Preservation efforts and ensures MARFORRES Commanders remain engaged with the challenges and issues facing their Marines, Sailors, and families
- In light of future budgetary concerns, MARFORRES worked internally through FY 2013 with its Marine Corps Family Team Building staff and Family Readiness Officers (FROs) to develop alternative methods of delivery for YRRP training in order to ensure the YRRP mission can be accomplished regardless of funding levels; this includes developing webinars, coordinating mailings, and working with the FROs to leverage local resources at no cost to the Service

NAVY RESERVE



- The Navy Reserve consolidated Deployment Readiness Training (DRT) events to include Navy Reserve Air Forces and Construction Battalions at the regional level for increased efficiency and standardization
- The Navy Reserve added DRT to the mobilization checklist to ensure 100 percent completion
- YRRP is now included on the list of items reviewed for compliance by the Navy's Inspector General
- The Navy Reserve implemented a new mobilization information package that includes a schedule and locations for all DRTs and Returning Warrior Workshops; it also provides access to an electronic version of the "Deployment Transition Book," which supports families with resources, checklists, and contacts needed throughout the deployment cycle; the package is accompanied by a letter from the Reserve Component Commander explaining the contents, inviting families to participate in events, and encouraging them to take advantage of all of the Navy's support resources

AIR NATIONAL GUARD (ANG)



- The ANG hosted 291 events that provided vital information to 9,612 Service members, 4,680 family members, and 609 designated representatives, improving wellness, resiliency, and family readiness; in addition, ANG participated in 157 joint events hosted by other Services
- The Oregon ANG hosted the first-ever YRRP event specifically for women veterans
- The ANG continued to build and maintain partnerships with civilian and governmental agencies
- The ANG held several YRRP events in collaboration with the Department of Veterans Affairs (VA) and Transition Goals, Plans, Success (GPS) requirements

FY 2013 RC YRRP Implementation (continued from page 5)

AIR FORCE RESERVE



- The Air Force Reserve developed and coordinated the Yellow Ribbon Air Force Reserve Command Instruction 36-2641 for publishing
- The Air Force Reserve successfully used the contracted YRRP Program Specialists in assisting with identifying resource providers for YRRP events
- The Air Force Reserve is currently analyzing data from a recently implemented six-month retrospective survey to determine the residual use and knowledge gained from training and resources provided at YRRP events
- The Air Force Reserve successfully completed implementation of a hand-held barcode scanner system for 100 percent accountability and faster generation of data collection and reporting on attendance, demographics, and approval ratings of each YRRP breakout session

COAST GUARD RESERVE



- The Coast Guard Reserve YRRP conducted 24 events and briefings, reaching almost 1,500 Service members, families, and designated representatives. This represented a 13 percent increase over FY 2012
- The Coast Guard Reserve YRRP remained a vital component of the Coast Guard Family Campaign
- The Coast Guard Reserve launched a long-term survey to measure the effectiveness of its YRRP training beyond the current deployment cycle
- The Coast Guard Reserve YRRP began development of an e-learning initiative which will allow delivery of a pre-deployment event "virtually" to members who are mobilized quickly to support Overseas Contingency Operations; this initiative will also provide a cost-saving method of delivering YRRP resources and information

Office for Reintegration Programs Center for Excellence

The Center for Excellence (CfE) continues to perform and improve on its core functions:

- Collect and analyze "lessons learned" and make them available to the RCs
- Develop training aids and briefing materials
- Develop and implement a process for evaluating the effectiveness of YRRP in supporting the health and well-being of members of the RCs and their families throughout the deployment cycle
- Develop and implement a process for identifying best practices in the delivery of information and services in programs of outreach

Event Measurement & Analysis

The CfE analyzed data collected from the following primary sources:

- Post-Event Surveys: Completed by attendees to measure satisfaction with the YRRP event, satisfaction with the resource providers present at the event (e.g., VA, Employer Support of the Guard and Reserve (ESGR), TRICARE), and the use of resources resulting from previous YRRP event attendance; these surveys are administered in-person and online (through the Defense Information Services Agency's Interactive Customer Evaluation (ICE) system) to maximize participation (see Figure 2)



- **Attendance Data:** All RCs report YRRP event attendance and demographic data to the CfE for consolidation and distribution; these data allow the CfE to conduct a state-by-state analysis and correlate the attendance data with the post-event surveys to gauge survey-participation rates (see Figures 5 & 7)

SATISFACTION: The overall satisfaction with YRRP events remained high based on an analysis of surveys collected from event attendees who completed the surveys. Respondents were asked if the YRRP event they attended was beneficial, resulting in an overall satisfaction rate of 78 percent (Figure 2).

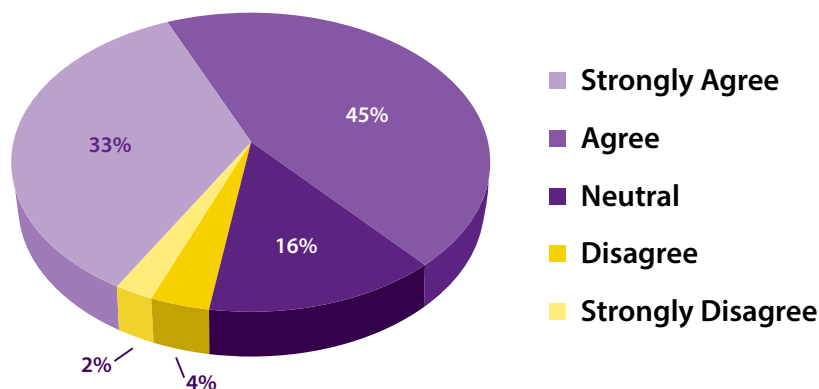


Figure 2: Overall attendee satisfaction with YRRP events

RESOURCE AWARENESS: Aggregated results show that 88 percent of respondents agreed the YRRP event helped increase their awareness of available support programs and resources (Figure 3).

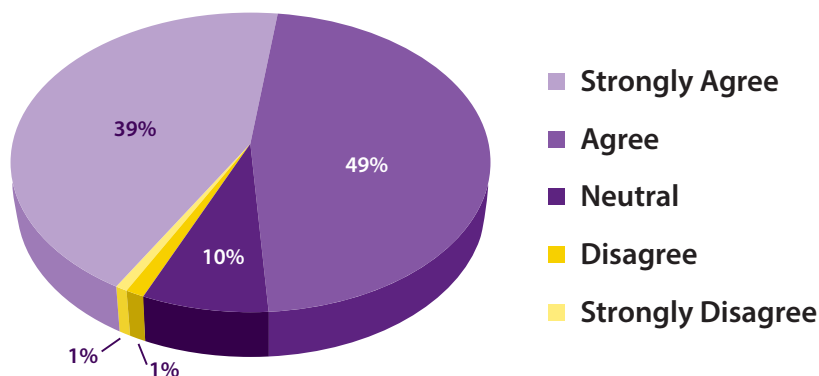


Figure 3: Increased awareness of available support programs and resources through event attendance

ADDITIONAL DATA GATHERING TOOLS: The CfE also developed new data sources and expanded analysis to provide a more accurate evaluation of YRRP's effectiveness. Examples of those efforts include:

- **Pre- and Post-Event Tests:** The CfE is piloting a pre- and post-event test with the Air Force Reserve to measure the transfer of knowledge to YRRP event attendees

- Service Provider Interaction Logs: The CfE created log sheets for service providers to complete at YRRP events to measure how often attendees visit service providers, the category of issues discussed, and the type of support provided
- Military and Family Life Counselor (MFLC) Monthly Utilization Reports: The MFLC data provides a state-by-state analysis of the number of events supported by Joint Family Support Assistance Program (JFSAP) counselors and the types of non-medical counseling provided, as well as briefings, referrals, and demographics
- Retrospective Surveys: The Air Force Reserve and Coast Guard Reserve have recently implemented surveys to measure the long-term effectiveness of YRRP; the CfE is also working to obtain approval for a retrospective survey for use by all seven RCs (expected in early Calendar Year 14)
- Status of Forces Survey–Reserve Component: The CfE is working closely with the Defense Manpower Data Center to refine the questions used in the FY 2014 survey to better measure program effectiveness

STUDY OF YRRP PROGRAM SPECIALIST EFFECTIVENESS: As the program entered its fifth year, the CfE commissioned a study of the YRRP Program Specialists and their continued effectiveness to:

- Implement the reintegration curricula through the deployment lifecycle
- Obtain necessary service providers
- Educate service providers and community-based organizations regarding the unique military nature of the reintegration program

The study's results indicated value in the Services provided by the YRRP Program Specialists. The Office for Reintegration Programs combined efforts with its partners in ESGR to gain efficiencies through the consolidation of certain duties.

Program Improvement

To ensure ongoing and collaborative program improvement, the Office for Reintegration Programs and the Service YRRP Program Managers established a cross-Service Working Group, which includes the Service Liaison Officers, members of the Joint Staff, and Navy Manpower and Reserve Affairs. The Working Group is tasked to:

- Develop the future vision for the program (FY 2015 and beyond)
- Develop a program model that is scalable
- Determine if program recommendations require changes to statute and Department of Defense Instruction (DoDI) 1342.28
- Agree on a DoD-wide program performance measurement system

Feedback from Commanders, Event Planners, and Service YRRP Program Managers strongly indicates a need for more program flexibility and scalability to meet a variety of mission requirements. Providing the Services with increased flexibility in terms of program applicability and execution while continuing to meet the original Congressional intent is the Working Group's goal.



The Office for Reintegration Programs addressed another legislative action by responding to House Report 112-479. The House Armed Services Committee requested DoD's review of the feasibility of expanding YRRP access and outreach to transitioning Active Component Service members. The resulting brief reflected DoD's opinion that expanding YRRP access and outreach to transitioning Active Component Service members would duplicate existing Transition GPS efforts. Transition GPS is the evidence-based curriculum of the re-designed Transition Assistance Program that prepares all eligible Service members for transition into civilian life. Transition GPS is mandated by Title 10 and DoD policy and is provided to demobilizing members of the RC after they have performed more than 180 days of active duty service. DoD will continue using Transition GPS for all eligible transitioning Service members.

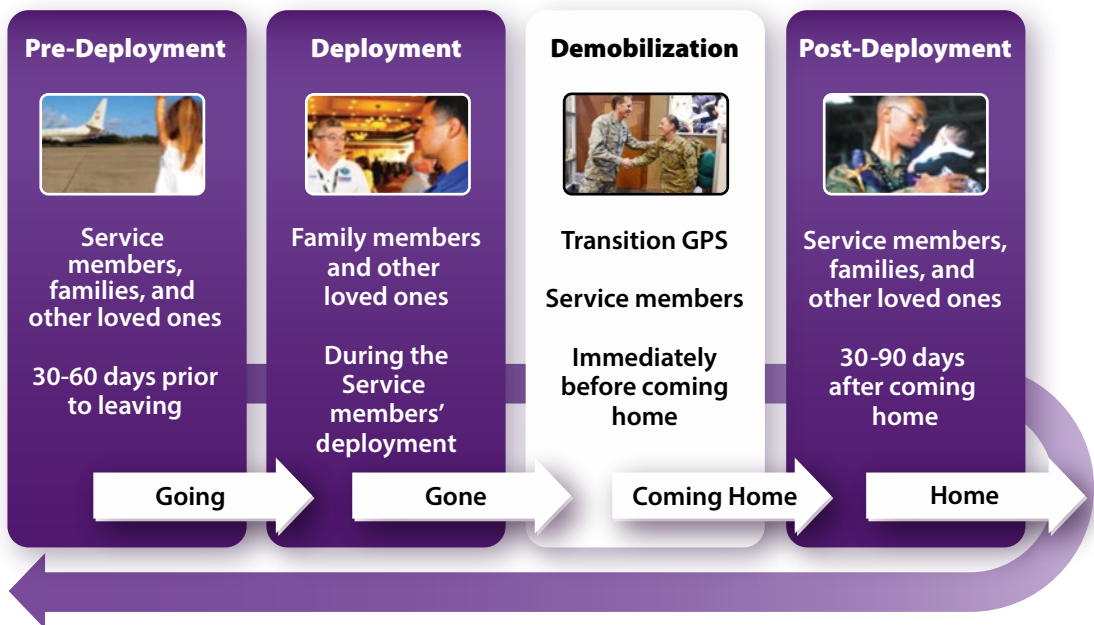


Figure 4: YRRP and Transition GPS work together to provide information and resources to Service members and families at key points in the deployment cycle and beyond

The Office for Reintegration Programs also worked closely with the Transition to Veterans Program Office to ensure the efforts of Transition GPS during the Demobilization Phase are complemented and reinforced through YRRP. The Office for Reintegration Programs staff and YRRP Service Liaison Officers participated in the Transition GPS Reserve Component Tiger Team and Program Managers' Task Force. These efforts provided a framework for the Services to work with their RCs without duplication of effort.

Event Support

The Office for Reintegration Programs made great strides in developing evidence-based curricula for YRRP events that use adult-learning models to encourage changes in knowledge and behavior over time. The requirement for curricula is a result of requests from the Services for standardized materials relevant to the evolving needs of Service members and their families. To date, the Office for Reintegration Programs has developed 47 standardized courses for use at YRRP events. Additionally, the Office for Reintegration Programs is leveraging these new curricula in the development of engaging, interactive, online training, and self-paced courses designed to support distance learners through virtual education.

Building on the success of the National Guard's online event management tool, EventPLUS was implemented to provide a single online portal to manage YRRP events and is now being used across all seven RCs. This portal provides consolidated planning and execution of YRRP events and is one source for all users to access upcoming and completed events. EventPLUS also houses the YRRP post-event survey, making it a one-stop source for Event Planners.

Best Practices

To allow for more efficient tracking of attendees at YRRP events, the Services were provided with handheld barcode scanners. These scanners allow Event Planners to accurately record check-in of attendees upon arrival at YRRP events and enable an automated process to monitor attendance at specific breakout sessions during the event. In addition to providing accurate tracking data on attendees, these data will ultimately allow the RCs to customize future events.

Building on the National Guard's online "toolkit" successes, the Office for Reintegration Programs created the YRRP Agenda Builder. This provides an online, intuitive, and interactive capability for YRRP Event Planners to build and save YRRP event agendas that reflect RC priorities, specific attendee needs, and compliance with governing directives, and tie in directly with the standardized curricula. The Office for Reintegration Programs conducted training and published a tutorial through the YRRP website to guide new users through the process of creating and saving YRRP event agendas.

To provide standardized training materials, displays, branding, and accountability at events, the Office for Reintegration Programs created Event Loaner Kits (ELKs) for use in the field by YRRP Event Planners and Program Specialists. The ELKs minimize the time and effort Event Planners need to address logistical issues and allow for a standardized, professional appearance for attendees regardless of who hosts the event.

Figure 5: "ELKs" include banner stands, literature stands, wall banners, table throws, directional signs, balloons, and laser scanners used to read attendee barcodes to record attendance



Outreach & Collaboration

Outreach and collaboration are vital components of building a reliable, enduring resource network to assist National Guard and Reserve Commanders, YRRP staff, Event Planners, and YRRP Program Managers who plan and execute YRRP events. Through national, state, and local connections, the Office for Reintegration Programs ensures long-term support for geographically dispersed RC Service members and families.

Highlights:

- Commemorated YRRP's fifth anniversary on January 28, 2013, with outreach products highlighting program accomplishments and lessons learned
- Launched the YRRP Facebook site (www.facebook.com/dodyrrp) to coincide with the program's fifth anniversary; daily updates such as rotating Service content, military trivia, and links to informative program information enhanced community engagement.



- Continued to provide highly skilled Cadre of Speakers at YRRP events; these professional speakers present standardized YRRP curricula in a dynamic and thought-provoking manner
- Developed the YRRP LinkedIn site (www.linkedin.com/groups?gid=4563510), enabling YRRP Event Planners, Program Specialists, Cadre members, and Office staff to network with one another, share tips and advice, ask questions, and participate in online polls
- Identified new forums to raise awareness of readiness and resilience resources across the DoD (e.g., Reserve Affairs Senior Enlisted Advisory Council)
- Collaborated with Service YRRP staff to contribute to the content of "The Ribbon," YRRP's blog and quarterly newsletter containing program news, resources, and helpful tips for planning events and connecting with service providers

Additionally, the Office for Reintegration Programs continued its efforts to build and maintain a network of organizations dedicated to addressing the deployment challenges faced by National Guard and Reserve Service members and those who support them. The following table provides highlights of various relationships built or improved upon during FY 2013:

YRRP Collaborative Network Highlights

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION



- The Office for Reintegration Programs continued to collaborate with the Substance Abuse and Mental Health Services Administration (SAMHSA) in expanding state Policy Academies and helping states evaluate existing policies, resources, and infrastructure to develop a practical and sustainable strategic action plan to improve the delivery and accessibility of services for their unique state populations
- Twenty-two states and two territories participated in three FY 2013 Policy Academies, bringing the total number of "graduates" to 46 states, four territories, and the District of Columbia
- The Office for Reintegration Programs will continue to collaborate with SAMHSA on future Policy Academies which will focus on topic-specific areas of reintegration

DEPARTMENT OF VETERANS AFFAIRS



- The Office for Reintegration Programs and VA collaborated to ensure the VA Central Office, Veterans Health Administration, Veterans Benefits Administration, VA Medical Centers, Regional Offices, and Mobile Vet Centers receive timely schedules of YRRP events to provide myriad critical VA services throughout the deployment cycle
- The Office for Reintegration Programs established an alliance with the Veterans Benefits Administration's Office of Economic Opportunity, which consists of an interagency joint working group (VA, Department of Labor, Department of Education, and DoD) focused on improving veterans' success on college campuses and obtaining interagency benefits

YRRP Collaborative Network Highlights (continued from page 11)

MILITARY COMMUNITY AND FAMILY POLICY



- Military Community & Family Policy (MC&FP) provided support to Service members and their families within the deployment cycle (90 days prior to deployment through 180 days post-deployment), to include significant support through YRRP events
- MC&FP provided non-medical counseling to the National Guard and RCs through Military OneSource and provided access to local resources for geographically-dispersed Service members and families
- MC&FP partnered with the Armed Services Young Men's Christian Association (YMCA) on the Military Outreach Initiative. The initiative paid for YMCA memberships for deployed National Guard and Reserve personnel and their families at more than 1,400 YMCAs located throughout the United States, supporting thousands of family members facing the hardship and uncertainty of military deployment
- On-Demand Counselors provided 33,360 face-to-face sessions to 83,711 Service members and their families
- JFSAP Counselors provided 182,892 face-to-face sessions to 239,464 Service members and their families

DEFENSE CENTERS OF EXCELLENCE FOR PSYCHOLOGICAL HEALTH AND TRAUMATIC BRAIN INJURY



- The DoD Cost Assessment and Program Evaluation Office tasked the Defense Centers of Excellence (DCE), in support of a DoD FY 2013 Agency Priority Goal, to improve effectiveness of behavioral health programs in support of Service members and families and determine the impact and effectiveness of clinical and non-clinical psychological health programs across the DoD
- The Office for Reintegration Programs is leveraging its relationship with DCE and this tasking to help determine the cost-effectiveness of YRRP, identify best practices, and develop enduring program metrics for use in day-to-day operations and long-term strategy
- DCE conducted presentations at YRRP events on the DCE resources and tools that are available to Service members to assist them as they transition back from deployments; this resulted in the engagement of 9,000 Service members and family members to promote help-seeking behaviors and raise awareness of psychological health resources

DEFENSE SUICIDE PREVENTION OFFICE/ VETS4WARRIORS



- The Defense Suicide Prevention Office (DSPO) and the Office for Reintegration Programs collaborated to support ongoing peer-to-peer counseling offered through the Vets4Warriors program; Vets4Warriors has transitioned from NGB oversight to DSPO in FY 2013
- DSPO continued to collaborate with YRRP to promote the use of the Military Crisis Line, a toll-free, confidential resource that connects Service members in crisis and their families and friends with qualified, caring responders



YRRP Collaborative Network Highlights (continued from page 12)

NATIONAL CENTER FOR TELEHEALTH AND TECHNOLOGY



- The Office for Reintegration Programs and the National Center for Telehealth and Technology (NCT2) collaborated to share information about online tools and mobile applications designed to support psychological health and traumatic brain injury recovery and eradicate stigma that can deter Service members from seeking help
- Through this relationship, NCT2 staff shared their efforts and resources with the Reserve Affairs Senior Enlisted Advisory Council at a multi-Service YRRP event, ensuring effective information sharing through the noncommissioned officer communication chain

OFFICE OF THE SERGEANT MAJOR OF THE ARMY



- The Sergeant Major of the Army reached out to the Office for Reintegration Programs through the Reserve Affairs Senior Enlisted Advisor to help educate more than 400 researchers and service providers about the needs of RC families while attending the University of Michigan's National Research Summit on Reserve Component Military Families

OFFICE OF WARRIOR CARE POLICY



- The Office of Warrior Care Policy requested support from the Office for Reintegration Programs for their quarterly training events; the staff provided overviews and handouts to Recovery Care Coordinators tasked with supporting Wounded Warriors, their caregivers, and families across the Nation
- Recovery Care Coordinators used what they learned to contact local YRRP staff to expand their resource networks, offer YRRP event opportunities to Wounded Warriors, and inform the RCs about available services and resources

PROJECT Y.E.S! (YOUTH EXTENSION SERVICE)



- Working in coordination with MC&FP, the Office for Reintegration Programs increased support of Project Y.E.S! to meet the needs of military families in response to a request from the Navy Reserve to assist them in engaging their youth; Project Y.E.S! expands the resources of YRRP and other youth- and teen-oriented programs by giving staff interns the opportunity to give back to their communities and country through a year of service
- Project Y.E.S! continued its partnership with the General H. Hugh Shelton Leadership Center to provide staff interns with first-class youth development skills in the areas of education and facilitation; in turn, the interns travel the Nation to deliver youth programs at YRRP events and other family-oriented programs

ASSOCIATION OF THE UNITED STATES ARMY



- The Office for Reintegration Programs worked with the Association of the United States Army to publish the October 2012 "Torchbearer" periodical entitled "Yellow Ribbon Reintegration Program: Building Communities of Readiness," reaching an audience of 1.12 million Active, National Guard and Reserve Service members and their families with information about YRRP and its resources

YRRP Collaborative Network Highlights (continued from page 13)



- Working in coordination with MC&FP, the Office for Reintegration Programs continued to provide access to 24/7 personalized, on-demand academic support for children and adults in National Guard and Reserve families through Tutor.com for U.S. Military Families program
- In FY 2013, Tutor.com provided more than 72,000 tutoring sessions to K-12 and adult students for help with homework, studying, test preparation, college coursework, career transition, proofreading, and more

Employment Initiative Program

Since the Employment Initiative Program's (EIP) introduction in December 2011, EIP has introduced and expanded its portfolio of H2H services to connect thousands of job-seeking RC Service members, veterans, and spouses with potential employers. H2H is a comprehensive career-services program containing the tools necessary for a job seeker to find a position, build a resume, and prepare for an interview. H2H uses web and mobile applications and actively seeks and works with employers who have committed to hiring National Guard and Reserve Service members and veterans. The website, H2H.jobs, offers a free, unique, online search engine that enables job seekers to search for jobs using familiar military specialties, which are matched to current private industry needs. Additionally, individuals can use the assessment tool to match their skills and interests with potential careers, learn about different industries, and find training and informational resources to assist them in seeking employment based on location, salary, and other criteria.

Highlights:

- Coordinated nationwide support through more than 4,900 ESGR volunteers and 56 contracted ETCs
- Deployed H2H Case Management System to enhance the ETC's high-touch career counseling with a robust high-tech solution that includes job search tracking, analytics monitoring and reporting, mentoring, and all aspects of career management captured on a dashboard format to better serve RC members
- Collaborated effectively with state and local partners through the efforts of the H2H ETCs across the country, resulting in more than 11,500 direct hires
- Provided employment assistance via a self-contained H2H Mobile Job Store (see Figure 8) at more than 300 YRRP and employment events nationwide, focusing on geographic areas of high RC unemployment; more than 12,000 Service members, veterans, and spouses at these events were educated on the H2H employment assistance capabilities
- Provided tours of the Mobile Job Store for more than 130 Congressional members, staffers, employers, and Service members when it visited Capitol Hill in February 2013
- Improved H2H apps for iOS, Android, and Windows phones; communicated program resources and activities through social media websites, including Facebook, Twitter, and LinkedIn
- Initiated limited testing with DoD Office of Warrior Care Policy to assess the feasibility of using H2H's Case Management System to enhance career support services for recovering Service members enrolled in private-sector education and employment and federal Operation Warfighter programs who are seeking post-Service employment opportunities



Way Ahead

The YRRP Advisory Board looks forward to continuing to build on YRRP's successes and addressing the myriad challenges facing DoD and the RCs. The Advisory Board will continue to make recommendations that position YRRP as an enduring, premier deployment-cycle support program for our Service members, families, and communities. Specifically, the Office for Reintegration Programs, in coordination with the Services, will:

- Propose changes to Public Law 110-181 to provide the Services with more flexibility in executing their individual programs; based on these changes in the legislation, the Office for Reintegration Programs will work to update the YRRP DoDI (1342.28)
- Develop and refine various ways to measure the program's effectiveness, including an in-depth assessment of the program's effectiveness across all RCs, implementation of a standardized online retrospective survey, and pre- and post-event testing to determine transfer of knowledge at YRRP events
- Create interactive, online classes to allow for full scalability of the program, mitigate the anticipated decline in event attendance (see Figure 5), and provide flexibility to the RCs in the delivery of the required information to Service members and their families, whether in-person or through virtual events
- Build relationships to help raise awareness of YRRP's way ahead and its long-term commitment to strengthening deployment readiness; to achieve this mission, the program will continue to work diligently with resource providers across the Nation to ensure that collaborative synergies realized over the last five years continue to positively impact the RCs
- Launch a redesigned YRRP website with improved content, functionality, and security
- Provide career and employment services through EIP's H2H program, connecting job-seeking RC Service members and veterans with employers and providing metrics to measure the program's effectiveness

Attendance Data from Services

	Army National Guard	Army Reserve	Marine Corps Reserve	Navy Reserve	Air National Guard	Air Force Reserve	Coast Guard Reserve	Total
Total Number of Attendees	111,131	40,817	4,651	13,187	14,901	5,958	1,480	192,125
Service Members	56,399	18,130	3,205	8,980	9,612	2,273	918	99,517
Family Members	48,542	18,115	1,256	3,743	4,680	3,127	338	79,801
Designated Representatives	6,190	4,572	190	464	609	558	224	12,807
Total Number of YRRP Events	780	329	103	90	291	57	24	1,674
Total Number Activated (as of October 1, 2013)	20,447	14,381	2,168	4,509	4,986	3,064	148	49,703
Projected Events for FY 2014	600	350	40	40	250	52	11	1,343
Projected Total Attendees for FY 2014	98,000	42,000	3,771	5,500	12,500	6,000	1,560	169,331

Funding

Assessment of Resource Requirements

The table below details the FY 2013 expenditures and FY 2014 planned resources for the RC YRRPs with Overseas Contingency Operations funds in the RC Military Personnel and Operations and Maintenance

accounts. The Office for Reintegration Programs is resourced with baseline Operations and Maintenance, Defense-Wide funding. The FY 2012 YRRP Report to Congress estimated FY 2013 expenditures of \$207.8 million. However, changes in projected deployments resulted in fewer than expected YRRP events and a total expenditure of \$181.329 million.

Department of Defense Yellow Ribbon Reintegration Program (\$ Millions)	FY 13 Actual	FY 14 Requested
MILPERS, Army National Guard	\$44.680	\$45.900
MILPERS, Army Reserve	\$17.668	\$20.900
MILPERS, Air National Guard	\$6.419	\$6.900
MILPERS, Air Force Reserve	\$11.451	\$11.500
MILPERS, Navy Reserve	\$1.321	\$1.200
MILPERS, Marine Corps Reserve	\$0.466	\$1.000
Total MILPERS Support - funding for pay costs, travel for military	\$82.005	\$87.400
O&M, Army National Guard	\$19.900	\$15.800
O&M, Army Reserve	\$32.809	\$29.500
O&M, Air National Guard	\$18.269	\$19.800
O&M, Air Force Reserve	\$5.228	\$6.300
O&M, Navy Reserve	\$2.697	\$2.700
O&M, Marine Corps Reserve	\$0.512	\$1.400
Total O&M, Guard and Reserve Support - funding for YRRP event space, facility rentals, military and designated representative travel	\$79.415	\$75.500
Total O&M, Defense-wide support - funding to support state specialist coordination, outreach services through the Office of the Assistant Secretary of Defense for Reserve Affairs regarding deployment cycle and reintegration events at 30-60-90 days, Center for Excellence assesment of best practices. (1)	\$19.909	\$21.000
TOTAL SUPPORT	\$181.329	\$183.900

MILPERS = Military Personnel Appropriation - used to fund military personnel expenses

O&M = Operation and Maintenance Appropriation - used to fund YRRP administration and events

(1) Does not include Joint Family Support Assistance Program funding. Does not include the Coast Guard Reserve, who are part of the Department of Homeland Security.

Figure 6: Assessment of Resource Requirements

YRRP Support Services Maps

Figure 7: YRRP Events by State/Territory.

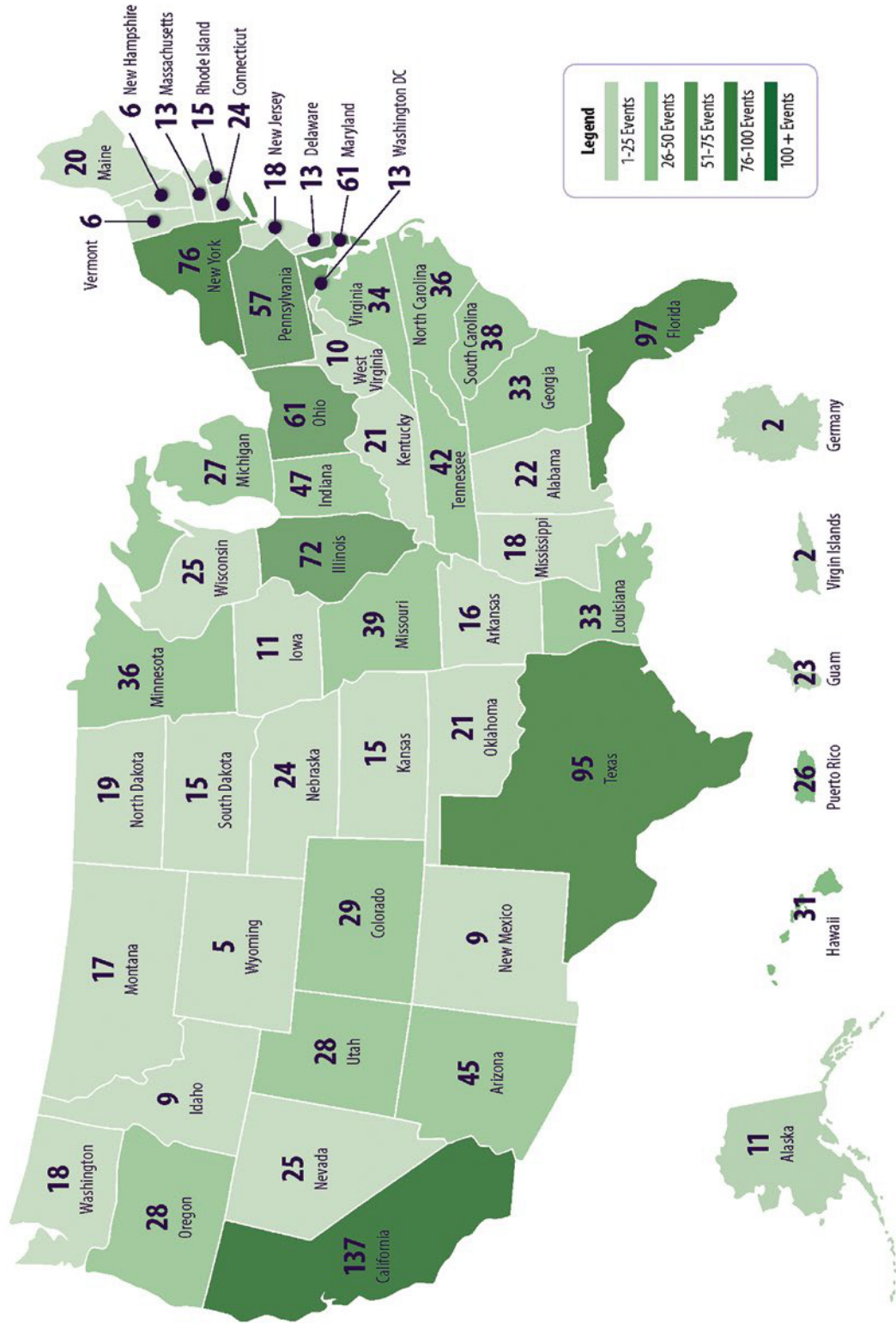
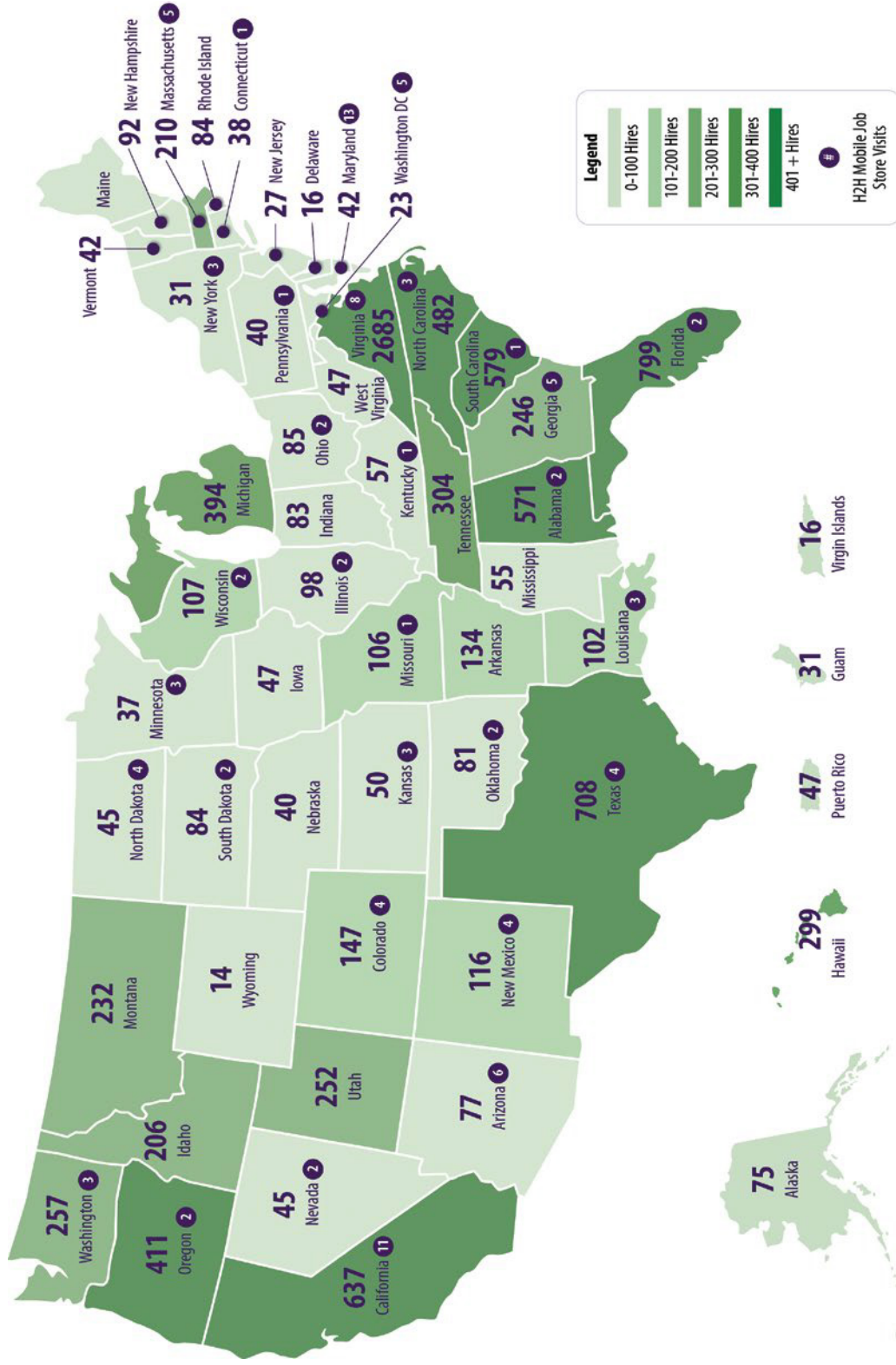


Figure 8: Location/number of Direct Hires & H2H Mobile Job Store Visits



**Yellow Ribbon
Reintegration Program**

For Those Who Serve and Those Who Support



Office of the Assistant Secretary of Defense for Reserve Affairs
 Office for Reintegration Programs
 1500 Defense Pentagon, Room 2D583
 Washington, DC 20301-1500



Department of Defense Partnership of Programs



Supporting Reserve Component Members, Families, and Employers

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