



# YELLOW RIBBON REINTEGRATION PROGRAM

®

*For Those Who Serve and Those Who Support<sup>SM</sup>*

FY 2019 ANNUAL REPORT

CLEARED  
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Yellow Ribbon Reintegration Program (YRRP) has crossed over into its second decade of supporting the Reserve Components, Service members, and their families. We accomplished amazing things while growing the program in the first 10 years and continued that theme again this year. As world conditions continue to be volatile and uncertain, our priority at YRRP will grow and evolve with Service and family member needs while supporting and providing resources throughout the entire mobilization cycle.

The Center for Excellence (CfE) really stepped it up this past year, developing and launching a number of new capabilities to the field. With the help and collaboration of the Air National Guard and the Army Reserve, the Topic of Interest Survey was made available late summer. This enables the Services to determine the immediate needs of participants attending events and offer classes based on actual interests, as well as identify long-term trends. YRRP has shifted the focus to what the Service and family member feels is important to their personal reintegration process. The CfE also launched curriculum with a whole new look and feel, taking our in-person and virtual curriculum to a whole new level.

The way ahead for the program continues to look promising. We continue to develop tools to ensure our heroes have what is needed prior to leaving, and upon return. The return is multi-faceted and includes community, family, employment, unit, and most importantly, internal resiliency. Our program addresses each of those in very unique ways through in-person and online platforms. We will continue to develop the tools needed for successful reintegration as long as our nation continues to call upon the men and women serving our country.

I am honored to be a part of this program each day and look forward to what the future holds.

A handwritten signature in black ink, appearing to read 'P. Toelle', with a long horizontal line extending from the top left.

Peter W. Toelle  
Executive Director

# Overview

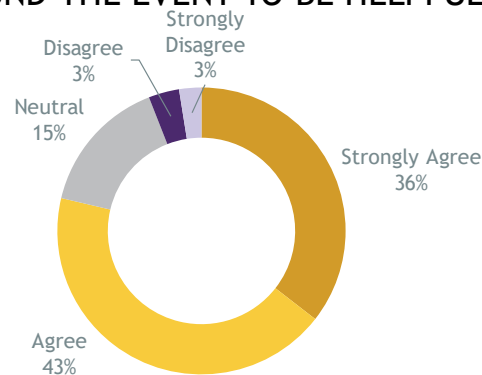
The Yellow Ribbon Reintegration Program (YRRP) is a joint-Service effort, led by the Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs, to promote the health and well-being of the Reserve Component (RC) community and is administered by the Office for Reintegration Programs (ORP). In 2008, Congress directed the Secretary of Defense to establish YRRP in Section 582 of Public Law 110-181 in direct response to the Nation's recognition of the unique challenges facing the RC community.

In Fiscal Year (FY) 2019, the RCs conducted over 900 YRRP events, directly affecting nearly 95,000 Service members and their loved ones. YRRP has supported more than 1.9 million Service members and

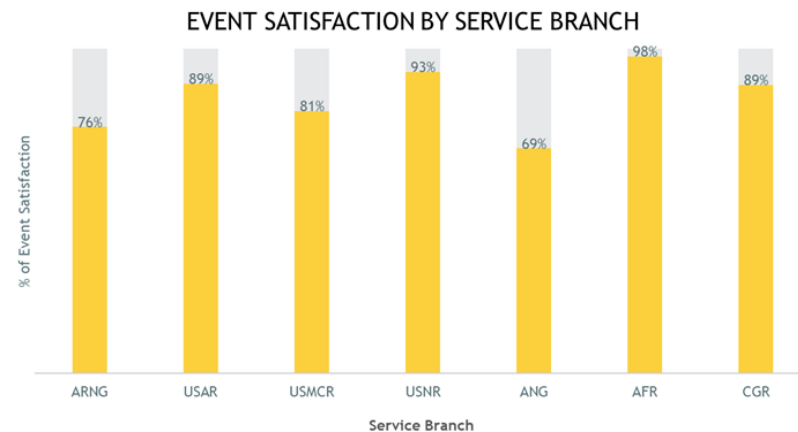
guests since the program's inception in 2008.

The YRRP Center for Excellence (CfE) has continued to share and evaluate resources, tools, and best practices in coordination with each of the seven RCs. Based on data collected from the Post-Event Survey (PES), Figure 1 shows more than three quarters of survey respondents reported overall event satisfaction. A breakdown of the satisfaction rating within each individual Service is provided in Figure 2. The YRRP CfE continues to coordinate with the RCs to develop and implement a variety of initiatives to support Service members and their loved ones throughout and beyond the deployment cycle.

## I FOUND THE EVENT TO BE HELPFUL




**Figure 1: FY 2019 YRRP Event Satisfaction**



**Figure 2: FY 2019 YRRP Event Satisfaction by Service Branch**





Ms. Julie Luckey and Ms. Cheryl Jones, senior Family Readiness volunteers, address family members of deploying and returning soldiers during a Family Members Panel at an 81st Readiness Division Yellow Ribbon Program event. Family panels allow families to address concerns with chaplains, deployment managers, senior soldiers and family volunteers that have experienced multiple deployments. (U.S. Army Photo by Capt. Daniel Brown)

# PROGRAM HIGHLIGHTS

YRRP strives to provide attendees with an outstanding and informative experience that offers opportunities to not only engage with resource providers and facilitators, but also with each other. The program also continues to explore ways of incorporating the use of technology to improve the YRRP experience for attendees and staff. The YRRP CfE is continuously seeking efficiencies and collaborating with the RCs to identify innovative solutions.

## EventPLUS

EventPLUS is YRRP's event management, tracking, automation, and reporting system. It is now utilized by all seven RCs to help plan, execute, and report on program events and activities across 54 states and territories and abroad. Key EventPLUS updates include:

- **Centralized Management of Event Classes and Instructors:** EventPLUS now supports a centralized repository for each Service to maintain and organize their inventory of standardized classes. In addition, the repository also contains a pool of instructors and subject matter experts who deliver the classes. This capability aids consolidated reporting and reduces data entry errors, ultimately driving efficiencies through automation.
- **Data Integration Pilot Project:** The goal of the data integration effort is to reduce burden on YRRP attendees, increasing the program's ability to connect previously disparate data sources, which allows for data-driven approaches to programmatic analyses and reporting. For example, analysts will be able to connect attendee interests

and needs with intended outcomes and impacts (e.g., satisfaction, learning gains) based on attendance and resource utilization. The conceptual data integration design was completed in FY 2018, and the Air National Guard (ANG) successfully completed a pilot of the new capabilities in FY 2019.

- **Web-Based Pre-Event Survey:** EventPLUS enables the RCs to send YRRP event registrants an electronic survey to assess needs and current functioning across multiple domains (e.g., finance, stress, communication, resource utilization) prior to event attendance. The goal of the survey is to better understand event attendee needs, providing event planners the opportunity to tailor the event experience and potentially improve event delivery outcomes.
- **Web-Based Post-Event Evaluation:** EventPLUS now offers the opportunity for RCs to transition from a paper-based evaluation to an electronic evaluation, which attendees complete at the conclusion of events. Electronic evaluations anonymously capture results of event participation directly from the attendees. In addition, electronic evaluations reduce data entry burden by intelligently limiting questions that pertain to user demographics.
- **Service-Specific Business Process Automation Tools:** EventPLUS also introduced automation and reporting tools for all RC system stakeholders. Such tools aid in unique business process tracking and reporting requirements.



## Beyond the Yellow Ribbon

Beyond the Yellow Ribbon (BYR) supports programs designed to provide critical outreach and reintegration services to the RC community. Funding for this effort is provided through a year-to-year appropriation approved by Congress. BYR is essential for assembling and maintaining a myriad of locally-based programs focused on building sustainable community support networks and connecting and coordinating organizations, agencies, and companies to provide resources and support to RC Service members and their families.

In FY 2019, BYR was appropriated \$20M for programs supporting RC members returning from deployment through a variety of much-needed services, such as employment counseling, behavioral health counseling, and suicide prevention. These services were developed and implemented across 16 states, including California, Colorado, Florida, Georgia, Idaho, Indiana, Kansas, Nevada, New Hampshire, North Carolina, Ohio, Oregon, South Carolina, Tennessee, Vermont, and Washington.



U.S. Air Force Reserve Citizen Airman Tech. Sgt. Tiana Corpuz gives Tech. Sgt. Casey Goodaker, both 932nd Civil Engineer Squadron technicians, instructions on where to dig during field training. (U.S. Air Force photo by Master Sgt. Christopher Parr)



## Reserve Family Readiness Award

The Outreach team supported continual YRRP enhancements in FY 2019, coordinating with the YRRP CfE, Joint Working Group, program managers, event planners, and others to identify and promote outreach opportunities, lessons learned, and best practices.


One significant accomplishment includes increasing YRRP's social media platforms and presence. Another significant accomplishment involves strengthening relationships with key resource providers serving RC members and their families. As an example, Outreach continues to work with the Office of Military Family Readiness Policy within the Military Community and Family Policy office to establish the Office of the Secretary of Defense (OSD) Family Programs Certification Management System to ensure each Service member or their designated representative has access to the same family program service providers across the country.

In addition, Outreach planned and conducted the 19th Annual Reserve Family Readiness Awards Program and Ceremony on March 29, 2019. This Pentagon Hall of Heroes ceremony, which was hosted by then Acting Under Secretary of Defense for Personnel and Readiness James Stewart, with participation by the Military Officer's Association of America (MOAA), promotes family readiness as an essential element of unit mission readiness. The annual ceremony recognized the most exceptional Family Support Program in each of the RCs, and was attended by senior leaders and representatives from each of the recipient units.



The Honorable James Stewart speaks to a gathering of Service members from each military branch about the importance of family readiness at the 2018 Department of Defense Family Readiness Award ceremony, at the Pentagon's Hall of Heroes, Arlington, Virginia on Mar. 29, 2019.



A close-up, over-the-shoulder view of a Marine in white digital camouflage gear, aiming a black M4-style rifle with a scope. The Marine is wearing a camouflage helmet and goggles. In the background, other Marines in similar gear are visible in a snowy, open field. A helicopter is flying in the sky above them. The scene is set in a cold, mountainous area.

Lance Cpl. Andrew Z. Munoz, right, a motor vehicle operator with 7th Engineer Support Battalion, 1st Marine Logistic Group, provides security at Fort Greely, Alaska. (U.S. Marine Corps photo by Lance Cpl. Jose Gonzalez)



## Project YES

Project Youth Extension Service (YES) is a national program engaging college students in service to meet the needs of military families facing deployment. Project YES's overarching mission is two-fold and includes the following: 1) to provide military youth, ages 6-17, participating in YRRP events with evidence-based, fun activities that promote leadership development, resiliency, life skills, and reflective thinking to help cope with of military deployment, and 2) to equip college interns with competencies that support enhanced career planning and college-to-work opportunities. In FY 2019, Project YES interns supported 148 YRRP events supporting 3,411 military children and youth. To date, Project YES has employed 167 interns and supported 28,873 military youth at more than 900 events in 49 states, 4 U.S. territories, and Germany.

### ANNUAL ATTENDANCE AND ANNUAL EVENTS

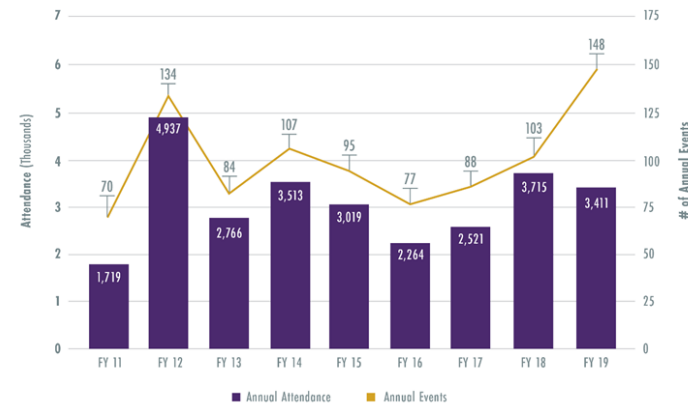


Figure 3: Annual Attendance and Annual Events, Project YES.

### YOUTH EVALUATION



### YOUTH SATISFACTION

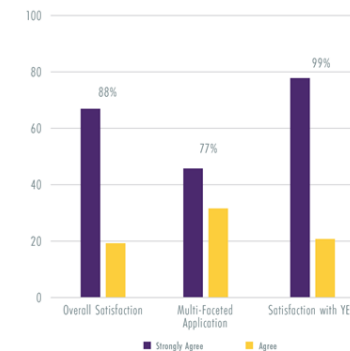


Figure 4: Youth Evaluation/Youth Satisfaction, Project YES.

## Cadre of Speakers

The Cadre of Speakers (Cadre) is comprised of highly effective and qualified presenters and facilitators who deliver Department of Defense (DoD) YRRP standardized curriculum at YRRP events. The Cadre began in FY 2010 in order to assist RC training, event planning, and curriculum requirements. In FY 2019 alone, the Cadre supported 471 YRRP events, providing attendees with the opportunity to engage with research-informed courseware and skill practice activities.

Members of the Cadre undergo training in how to best facilitate DoD-approved curricula throughout the deployment cycle. Topics include mental and physical health, finances, social relationships and communication, and employment. The Cadre assists YRRP with curriculum development, delivers break-out session surveys for program enhancement, and participates in Event Planner Training events to standardize and improve YRRP program delivery across the RCs.

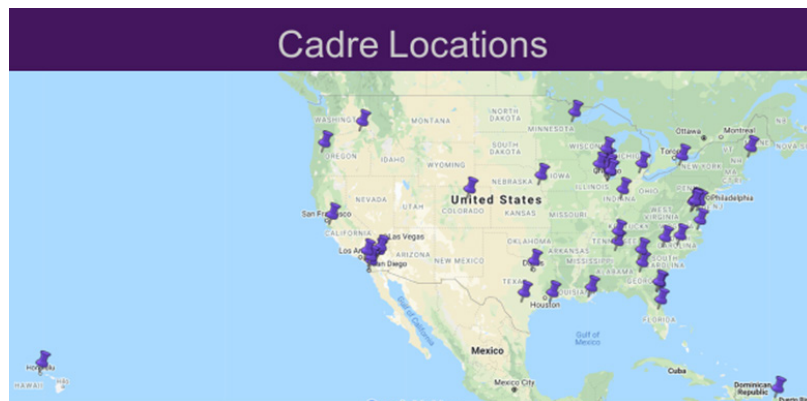


Figure 5: FY 2019 YRRP Cadre of Speakers Locations

## Event Planner Training

YRRP hosted an Event Planner Training in January 2019 for more than 100 event planners and program managers from across the RCs. YRRP conducts annual training events to demonstrate and promote resources and capabilities, share tools and best practices, and encourage standardization of program delivery. Courses offered at previous training events have included Developing and Understanding a Needs Assessment, Addressing Crisis in a Unit, Cadre as Consultants, EventPLUS Capabilities, Curriculum Familiarization, Agenda Development, and Understanding Department of Defense Instruction (DoDI) requirements.

## Joint Working Group

The YRRP CfE hosted the Joint Working Group in September 2019 at the Mark Center in Alexandria, VA. During this two day meeting, YRRP RC Program Managers and Reserve Component Coordinators collaborated and shared Service-level updates and best practices.

In addition, members of the EventPLUS team, the Cadre Program Manager, and researchers from the Clearinghouse for Military Family Readiness at Penn State (Clearinghouse) presented updates and key data findings. The location of the event also provided the Employer Support of the Guard and Reserve (ESGR), Federal Voting Assistance Program, and the Transition to Veterans Program Office an opportunity to interact with YRRP personnel and share information that may be provided to the RC community at YRRP events.

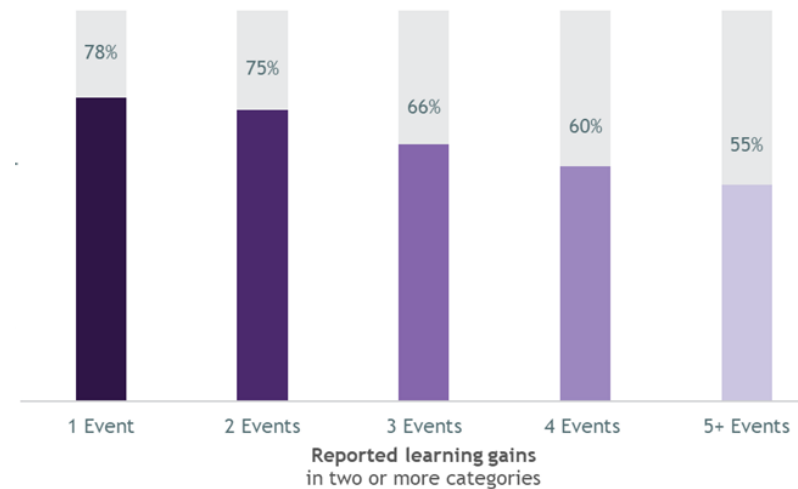
# IMPACT

The collaborative relationships that have developed between YRRP and the Office of People Analytics, the EventPLUS team, the RCs, and the Clearinghouse sustains continued growth and development in the area of evaluation efforts. Opportunities to reduce attendee burden while balancing scientific rigor are continually explored and inform programmatic decisions.

## Post-Event Survey Results & Update

To help analyze the impact of YRRP on RC Service members and their families, the PES is distributed to event participants immediately following events. Data, such as overall satisfaction with events, provide an initial assessment of successful efforts and inform program changes to sustain YRRP's ongoing impact. In addition, the measurement of perceived learning gains allows for the examination of whether the information and resources presented at YRRP events are relevant and useful to attendees. More importantly, measuring the learning gains of Service members and their guests who attend multiple YRRP events is one way of determining programmatic benefits over time. Of first-time YRRP event attendees, 78% reported learning something useful in at least two of the following categories: finance, employment, legal, medical, mental health, communication, and Veterans Affairs. Of repeat attendees who have attended five or more events, 55% reported learning something useful in at least two categories (see Figure 6).

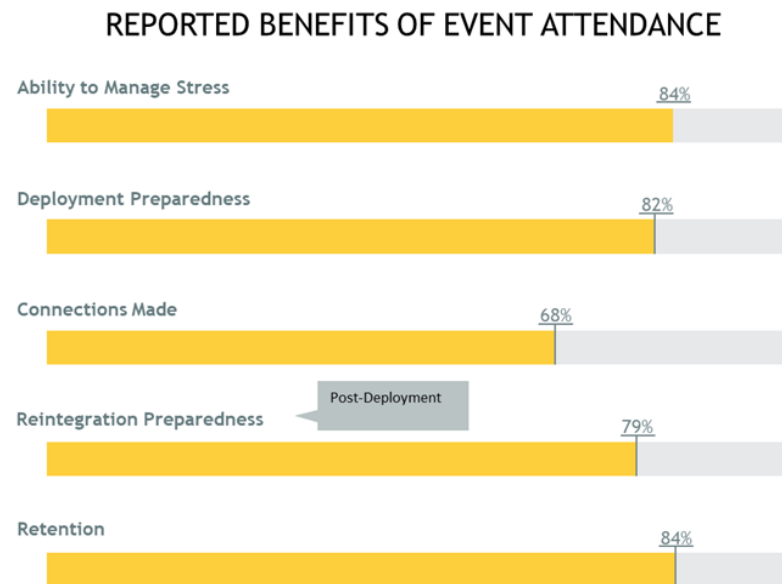
### CONTINUOUS LEARNING ACROSS MULTIPLE EVENTS



**Figure 6:** FY 2019 YRRP Reported Learning Gains



The PES also has the ability to measure the benefits RC Service members and their guests report from attending YRRP events (see Figure 7). These outcomes are essential to measuring YRRP's impact on retention, stress management, networking, communication, and deployment and reintegration preparedness. Such data are useful for informing continual quality improvement efforts related to program offerings, curriculum, and resources.



**Figure 7:** FY 2019 Reported Benefits of YRRP Event Attendance

## Longitudinal Study

The United States Navy Reserve (USNR) Individual Augmentee (IA) Longitudinal Study is designed to assess awareness and utilization of resources, along with IA and guest welfare throughout the deployment cycle. Data gathered from the study inform the YRRP and will serve to potentially impact future programming. Throughout the duration of the study each participant will have the opportunity to complete a survey at the following four time points:

- 1) Prior to the Deployment Readiness Training (DRT) pre-deployment event;
- 2) Halfway through deployment;
- 3) Six months after the end of deployment; and
- 4) One year after the end of deployment.

This study was initiated in FY 2017 by the Mid-Atlantic Region in the following five cities: Pittsburgh, Madison, Indianapolis, Chicago, and Detroit. By the end of FY 2019, the Pittsburgh group had completed all four time points; the Madison group had completed three of the four time points; and the Indianapolis, Chicago, and Detroit groups had completed two of the four time points. The study is expected to conclude in early FY 2021.

# Service Updates

## Army National Guard

The Army National Guard (ARNG) has continued to focus on the development, implementation, and execution of YRRP events to support the ever growing operational commitment of Service members and their families, who sustain the household while their Service member is deployed. In FY 2019, there were 470 events hosted across 54 states and territories, in support of approximately 33,000 Service members and 21,000 family members, which was the highest number of attendees ARNG has served in recent years. In FY 2018, the ARNG introduced a performance metrics initiative to achieve the goal of encouraging and enforcing compliance of standard operating procedures established by ARNG's YRRP program manager. This metrics initiative has been updated and the ARNG is working with the EventPLUS team to build a self-reporting matrix that aggregates event data and generates a summary housed within the information system. This update is significant to the program and the continued search for varying methods of process improvement and efficiencies to facilitate progressive impact on event attendees, as well as effective management of resources.

With the implementation of this initiative, growth in positive feedback and a measurable increase in states' compliance in several graded areas has been observed. Feedback is reported to each state so that successes can be tracked and areas of improvement and further development can be explored. With the interest of YRRP event attendees in mind, ARNG has consistently worked with the EventPLUS team to improve the method of registering Service members and guests for events. In addition, emphasis has been placed on refining the user interface to provide a more efficient experience when navigating the YRRP website. As always, the priority has been meeting the needs of our Citizen-Soldiers and their families, and this will continue to be the purpose driving our program.

## Army Reserve

The pursuit of the United States Army Reserve (USAR), to establish an impactful and cost-efficient delivery of services to its Soldiers and family members, continued throughout FY 2019. During FY 2018, a new event structure for the USAR YRRP was implemented, and this new structure continued into FY 2019. USAR YRRP conducts in-person events for the pre- and post- deployment phases, including mailing a YRRP resource magazine to families as part of the during-deployment phase of support. The during-deployment magazine, HOMEFRONT, was distributed to 978 families of deployed Soldiers in FY 2019. HOMEFRONT is sent around the time of mid-deployment, and it contains custom articles, information, and resources set forth in the YRRP DoDI. All USAR YRRP events and activities have all been designed with the same purpose in mind - to connect our Soldiers and families with the most relevant and valuable resources.

In addition to the continued execution of the YRRP event phase changes, USAR introduced several new program efforts in FY 2019. One notable effort was the development of a partnership with ESGR to present an award to a Service Member's employer at each YRRP event. Prior to each YRRP event, with the assistance of ESGR, a Service member attendee is identified, along with his or her employer. During the General Session time at the YRRP event, ESGR staff and the Service member are given time to officially recognize the Service member's employer and present the ESGR's Employer Award. Another notable effort in FY 2019 was the acquisition of Audio/Visual (AV) support packages for USAR YRRP event planner teams. By purchasing these AV equipment packages, and issuing them to our event planner teams, the USAR was able to reduce venue contracting costs. Throughout the year, members from each of the USAR's YRRP event planner teams were trained in how to set-up, operate, and utilize the AV equipment.

In FY 2019, YRRP continued to improve and refine the Family Member Panel course offered at our YRRP events. This unique class, which is a custom breakout session affording family members and loved ones the opportunity to ask questions and have open dialogue in a town hall style forum, separate from the Service members, continues to be one of most popular and well received classes ever offered at USAR YRRP events.

As we move forward into FY 2020, USAR YRRP will continue to produce and deliver meaningful content and resources throughout all phases of deployment. The implementation of new efforts, tools, and partnerships are just a few of the ways USAR YRRP event planners will continue to serve our Soldiers and family members with the best possible YRRP events and activities.

## Marine Corps Reserve

The United States Marine Corps Reserve (USMCR) continues to grow their YRRP program. The restructuring of the USMC family programs has now positioned the YRRP under Marine Corps Family Team Building. Despite the loss of the civilian Family Readiness Officers at the end of FY 2018, the USMCR YRRP had an 18% increase in total participation during FY 2019, seeing the largest increase in attendance by family members and guests.

The USMCR YRRP has standardized the use of EventPLUS for all its events and is conducting events mostly at commercial venues such as hotels, rather than venues utilized in the past such as gymnasiums at Reserve Training Centers. The change in venue type has been well received. The USMCR YRRP recently began using the Topic of Interests Survey, which is available on EventPLUS and provides valuable constructive insight into information most desired by Marines and their families. This allows the YRRP team to tailor events by scheduling classes based on relevance, leading to the Marines and family members receptivity to participation, YRRP credibility, and higher overall program satisfaction. The USMCR continues to facilitate events based on the requests of the units. However, the USMCR has also recently begun hosting regional YRRP events in order to capture as many IAs and small detachments as possible. Overall satisfaction of the USMCR YRRP and events remains extremely high based on attendee feedback. A high percentage of attendees indicate that events are helpful and report a willingness to recommend YRRP events to others.

## Navy Reserve

The USNR YRRP continued to provide outstanding support for Service members and families, throughout the deployment cycle, during FY 2019. Building upon previous years' successes, the Commander, Navy Reserve Forces Command continued with a centralized training model at the regional level, which provided the deploying Sailors and their families with a more standardized and enhanced training experience. This cost-effective model of DRT and Returning Warrior Workshop (RWW) events ensures all Service members preparing to mobilize, or returning from mobilization, receive quality training and support.

- DRT/RWW Attendance – The USNR YRRP provided DRT and RWW training and support services to approximately 5,900 warriors and guests in FY 2019. DRT attendance, in particular, saw an increase of 7% in FY 2019 at Reserve Component Command-hosted events. This increase is attributed to a steady demand for mobilizations and policy enforcement of mandatory DRT attendance for mobilizing personnel.

- EventPLUS – Continued use of the EventPLUS site during FY 2019 has resulted in enhanced registration, attendance data, and program visibility. Additionally, it allows for visibility of other Service-component events, which USNR members may leverage in completing pre-deployment training requirements and seeking post-deployment support services.





Meg Haycraft, suicide prevention coordinator, 63rd Readiness Division, stands on a chair while energetically engaging Army Reserve Soldiers at a behavioral health class, as part of YRRP event hosted by the 63rd RD. (U.S. Army Reserve Photo by Capt. Alun Thomas, 63rd Readiness Division Public Affairs)



During the YRRP event, family members were encouraged to ask questions during the family panel. Hosted by the 81st Readiness Division, the Yellow Ribbon Program provides Soldiers and Families classes, workshops, panels and presentations that highlight the numerous organizations and programs provided to support Soldiers and their Families throughout the deployment process and return to civilian life. (U.S. Army photo by 1st Lt. Jordan Allen)





Senior Coalition leadership walk past special operators on their way to advise their Afghan counterparts during an imminent siege in Kunduz.



## Air Force Reserve

The United States Air Force Reserve (AFR) YRRP continues to build resiliency skills focused on retaining combat-ready airmen to fly, fight, and win when our nation calls. During FY 2019, 16 multi-phase events (48 total events) were held, with 2,477 Service members and 4,480 guests attending. The program also conducted 15,271 personal touches, such as phone calls, emails, and face to face activities with family members while their Service member was deployed. Our Airmen and their family members reported overwhelmingly (94%) that the events they attended influenced them to continue their military service or to continue to support their Service member's service. Of the 2,301 adult multiple-event attendees, 77% reported learning gains in knowledge of resources and benefits available in areas such as building a budget and managing finances and communication skills. Both Service members and their guests reported overwhelmingly (90%) they are better prepared for the next phase of deployment.

The AFR's utility of text messaging feedback after breakout sessions was perfected, revealing the positive or negative impressions of individual breakout speakers. This feedback is now used to build agendas that meet the needs of our Airmen and their guests.

With regard to technology, the AFR YRRP continues to lead the way, and the program is now concentrating on process improvement initiatives. Members are able to scan a QR code if they misplace their agenda. This reduces printing costs significantly and also reduces attendee burden. Text messaging feedback was expanded to include leadership attendees, who are assigned different breakouts and serve as mentors. Leadership attendees are invited to participate in evaluations of breakout sessions, and is a crucial aspect of the quality improvement processes.

As part of the database applications available through EventPLUS, AFR gathered attendance numbers for each breakout session and then analyzed the information to determine the most popular breakout topics (e.g., financial skills, communication skills, benefits and referral information) or forums for each deployment phase.

During FY 2019, every AFR event was filled to capacity with deployers and their guests seeking information, voluntarily giving of their time to attend these events. The relevancy and timing of necessary information is essential to ensure a continued positive experience throughout the deployment cycle.

## Air National Guard

The ANG YRRP experienced exciting programmatic changes during FY 2019. Feedback provided from Service members, guests, and wing leadership throughout the past few years has overwhelmingly reported the desire to have YRRP mandatory only for first-time deployers, while offering optional attendance for those who have deployed multiple times. This led to changing the Chief of the National Guard Bureau Instruction 1801.01. As a result of this change, the decision was made to transition to a regional model for YRRP in order to meet the deployment needs of smaller groups of deployers from an individual wing. Local events are not viable if there are only a limited number of first-time deployers required to attend. Wings are still encouraged to hold resource fairs that provide local referral and networking opportunities.

Regional events allow for more class options, more ideal locations, and the opportunity for increased interaction and camaraderie in an alternate location from the local unit. Regional events draw larger family participation, and child and youth programming offered at larger events provide activities that focus on helping children and teens cope with a parent's departure or homecoming. Overall satisfaction with ANG YRRP was at 68% in FY 2019, while other RCs report around 90%. The first ANG regional event was held Dec. 13-15, 2019 in Dallas, TX, and the event had an overall satisfaction rate of 90%. This regional event had a family member participation rate of 62%, compared to a 35% family member participation rate for the local events in the FY 2019. The ANG YRRP will monitor regional event feedback closely as we develop this new model for our Service component.

## Coast Guard Reserve

During FY 2019, the United States Coast Guard Reserve (USCGR) YRRP executed five events that served four Port Security Units (PSU) and their families: PSU 309, PSU 311, PSU 301, and PSU 312. Key accomplishments during this period include a successful pre-deployment event during the government shutdown (January, 2019). YRRP events were deemed essential because the program is mandated by law, and OCONUS deployments continued throughout this period. Additionally, USCGR YRRP entered into an IDIQ 5-year, small business contract with Tom & Jerry, Inc., streamlining event planning and contracting process, which resulted in more efficient venue reservations, more reliable AV, and a reduction of frequent YRRP staff travel. Another success during FY 2019 included the inclusion of the Coast Guard-assigned USNR Chaplains into deployment events (September, 2019). This brought first-hand deployment experience to sessions, such as Suicide Prevention, Spiritual Fitness, Family Communication, Parenting, and the Family Panel. Staff changes during FY 2019 included a new Financial Manager (ENS Louis Carsia) and a new Program Manager (LCDR Veronica McCusker), both of whom are Reservists on ADOS orders. YRRP is focused on the transition of the Program Manager role to a civilian position.

## Way Ahead

### Data Integration

Results of the ANG data integration pilot were shared with the RCs at the YRRP Joint Working Group. Data integration capabilities will be implemented with the remainder of the RCs in FY 2020. Once fully implemented, this effort removes the need for paper-based feedback, as each effort relies on web links or SMS texting to participate.

### Curriculum Expansion

The YRRP continues to conduct annual, systematic reviews of in-person, standardized curriculum to ensure class content is based on current and best-available evidence. During FY 2019, in an effort to increase implementation fidelity, core material was identified within each class. Facilitators now have the ability to easily identify content, which is deemed essential to class learning objectives. In addition to core material identification for in-person classes, YRRP's web-based curriculum was expanded during FY 2019, and online class development began for each of the standardized in-person classes. This effort furthers the YRRP's goal of providing resources and information to support RC Service members and families by ensuring those who are unable to attend in-person events are offered a high-quality alternative. This effort of converting in-person curriculum will continue through FY 2020 until all standardized classes are available in both formats. In addition, through data integration efforts, the curriculum will be more robustly evaluated by analyzing breakout session feedback, learning gains, and facilitator feedback.





56th Stryker Brigade Combat Team, Decisive Strike  
2019, North Macedonia

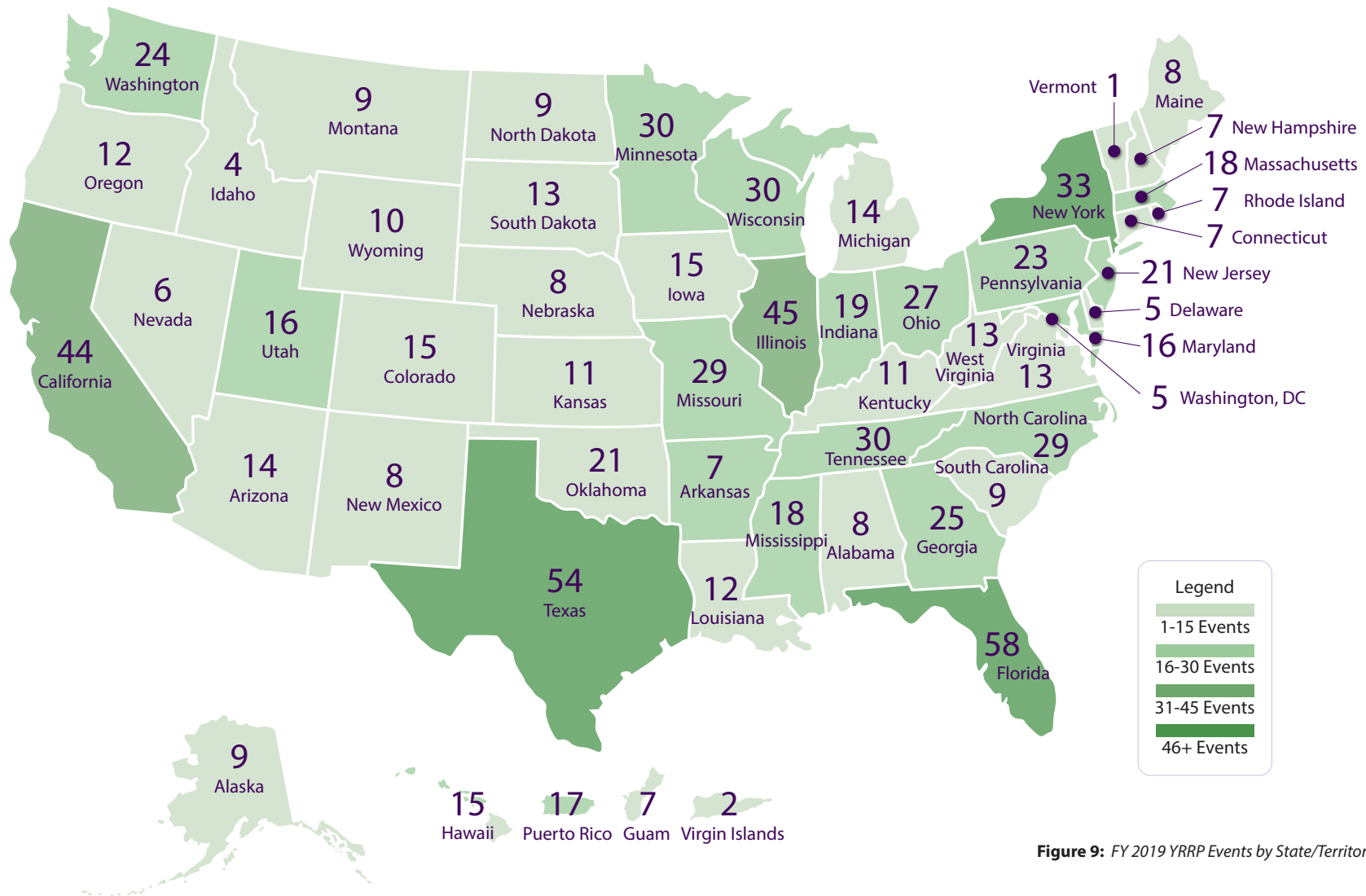


## YRRP by the Numbers

	ARNG	USAR	USMCR	USNR	ANG	AFR	USCGR	TOTAL
<b>Total Number of Attendees</b>	54,021	7,692	2,304	5,948	16,564	6,957	1,013	94,499
<b>Service Members</b>	32,988	4,755	1,145	2,252	15,326	2,477	398	59,341
<b>Additional Guests</b>	21,033	2,937	1,159	3,696	1,238	4,480	615	35,158
<b>Total Number of YRRP Events</b>	470	44	19	36	299	48	5	921
<b>Total Number Activated (August 2019)</b>	12,733	9,724	775	2,953	2,419	607	212	29,463
<b>Projected Events for FY 2019</b>	361	28	22	36	24	42	6	519
<b>Projected Total Attendees for FY 2019</b>	31,000	10,620	2,500	3,700	18,000	7,400	1,210	74,430

**Figure 8:** FY 2019 Statistics by Service

## FY 2018 YRRP Events



**Figure 9:** FY 2018 YRRP Events by State/Territory



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Sgt. 1st Class Dennis Harris, executive noncommissioned officer to the command sergeant major of the U.S. Army Reserve, stands in formation with command sergeants major from across the U.S. Army Reserve prior to performing a practice Army Combat Fitness Test (ACFT) at Fort Eustis, Virginia, during the Army Reserve Senior Enlisted Council. The council is a three-day event hosted by Command Sgt. Maj. Ted Copeland, the U.S. Army Reserve's senior enlisted leader. During the workshop the enlisted leaders tackled various topics that affect Soldiers' readiness, training and professional development. They conducted a practice ACFT as they lead the effort to implement the new test over the next 12 months before it becomes the official fitness test of record across the U.S. Army. (U.S. Army Reserve photo by Master Sgt. Michel Sauret)