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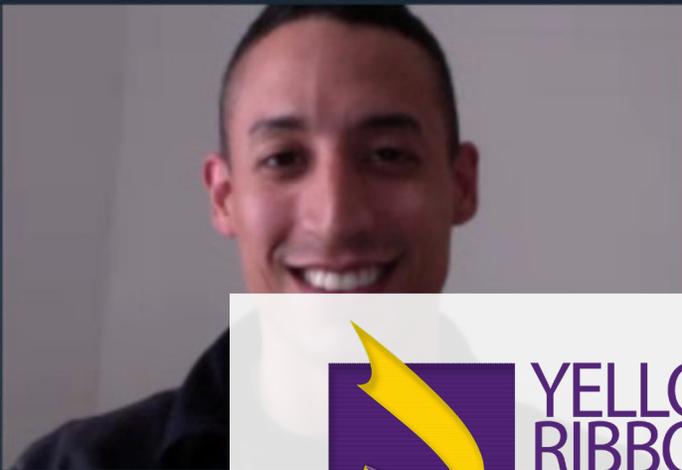


Keypad



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DOPSR Case 21-S-1468




**YELLOW  
RIBBON  
REINTEGRATION  
PROGRAM**

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

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**FY 2020 ANNUAL REPORT**

**CLEARED  
For Open Publication**

Mar 26, 2021

Department of Defense  
OFFICE OF PREPUBLICATION AND SECURITY REVIEW



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## MESSAGE FROM THE DIRECTOR, MCTO

2020 brought changes to the policy and program office for the Yellow Ribbon Reintegration and the Transition Assistance Programs. Since YRRP and TAP missions prepare the Service member, families, and communities for the return to civilian life, both programs were merged in fiscal year (FY) 2020 under the DoD Military-Civilian Transition Office to provide policy and program oversight.

The MCTO team is continually improving the delivery of resources, information, and assistance provided, promoting effective and efficient support of transitioning Service members and members of the National Guard and Reserve, their families, and communities worldwide.

The office ensures transitioning Service members are able to successfully return to their civilian life while also addressing the challenges National Guard and Reserve Service members and their families face as they prepare

for and return from deployment or mobilization. The expansion of a joint platform for all curriculum, synchronized outreach and communication, as well as the development of a combined strategy for evaluation and assessment, ensures the Service member who is separating, retiring, or being released from Active Duty, has a successful transition.

MCTO is excited to share a summary of FY 2020 happenings within the Yellow Ribbon Reintegration Program.

Tamre H Newton  
Director, MCTO

# MESSAGE FROM THE CHIEF, YRRP

This past year presented us with historic circumstances we neither predicted nor imagined. It presented challenges that required us to re-envision how we do business. It forced us to look at how we could continue to deliver Yellow Ribbon in a world thrust into virtual meeting spaces, teleconferences, webcams, and microphones. And it compelled us to develop and implement innovative solutions to ensure our National Guard and Reserve Service members and their families would continue to receive information and resources necessary for a successful deployment and reintegration.

While much of the country was locked down owing to the COVID-19 pandemic, front-line and other essential workers kept our country delivering goods and services necessary to keep America functioning. National Guard and Reserve Service members embraced this challenge and mobilized to support the efforts combating a deadly and highly contagious virus amidst a rising death toll.

As of January 2021, more than 68,000 National Guard and Reserve activations have occurred as a direct response to COVID-19.

In an effort to ensure support of National Guard and Reserve Service members and their families, we quickly responded to pandemic restrictions through the development and implementation of online tools to ensure continuity of services. At the same time, the Office for Reintegration Programs underwent a merger with the Transition to Veterans Program Office, aligning our two missions under the Military-Civilian Transition Office.

Despite all the curve balls thrown this past year, the National Guard and Reserve Components stood at the plate and hit a homerun by adapting to a “new normal” and guaranteeing support of our Soldiers, Airmen, Marines, and Sailors as they continue to mobilize in support of a variety of missions here and abroad.

I was amazed and beyond proud at the collaboration between all the Reserve Component Yellow Ribbon Program Managers as they worked together to implement and improve the DoD EventPLUS Online Event Tool. Additionally, the Reserve Components shared best practices and engaged in ongoing conversations to seamlessly transition the in-person events to a virtual platform while paying special attention to attendee impact and engagement.

Together with our partners, we reviewed and improved online courseware by adjusting content and activities to virtual events, as well as incorporated DoD-approved teleconference tools into our online event platform to allow for greater interactions among attendees. Without the support of our partners and incredible staff in the field, we would never have been able to deploy these tools and resources for our National Guard and Reserve community as we continued to implement a variety of enhancements across the program.

In a short period we changed just about everything we knew about executing Yellow Ribbon events. We did it together as one team with the same mission and same goal: to provide National Guard and Reserve Service members and their families with the tools, information, and resources they need in order to stay ready and resilient.

Indeed, 2020 will be a year most of us won't forget. I am proud to work with all of you, and I am excited to see what 2021 has in store for our incredible program. Thank you for all you do!



Peter W. Toelle  
Chief, YRRP

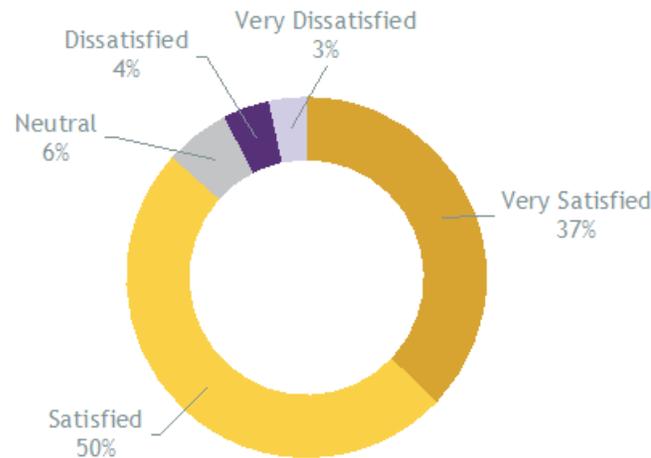
# OVERVIEW

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) within the newly formed Military-Civilian Transition Office (MCTO). 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 FY 2020, the RCs conducted over 650 YRRP events, directly affecting nearly 45,000 Service members and

their loved ones. YRRP has supported approximately 2 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. 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. A majority (87%) of YRRP participants who responded to the Post-Event Survey (PES) reported satisfaction with their overall event experience (see Figure 1).

## Event Satisfaction



**Figure 1:** FY 2020 YRRP Event Satisfaction

# PROGRAM HIGHLIGHTS

## Rapid Response to COVID-19

EventPLUS is YRRP's in-person and online 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 the United States and its territories and abroad. YRRP's EventPLUS system experienced significant growth in FY 2020, largely due to COVID-19, creating greater reliance on online program resources and delivery. EventPLUS logged 269,932 hits (or sessions) in FY 2019, which grew to 738,928 hits in FY 2020, a 174% increase.

COVID-19 introduced unprecedented challenges to the YRRP community, and all of the Services that rely on EventPLUS to plan, deliver, and report on in-person YRRP events. The YRRP program rapidly shifted priorities to expand EventPLUS's online Learning Management System (LMS), providing alternatives for Service members and their loved ones to virtually participate in program events and access resources and tools. YRRP now offers two unique ways to engage the RC community by enabling participation in program events online using a computer or mobile-device of their choice and in the safety of their homes.

The YRRP course catalog's just-in-time training was expanded from 26 online courses offered in FY 2019 to 37 course offerings in FY 2020. These courses cover a wide

variety of relevant topics related to deployment readiness and wellbeing.

Additionally, in direct response to COVID-19, YRRP utilized EventPLUS to begin offering online event capabilities. Unlike standalone online courses, online events offer a tailored curriculum to specific groups or units of Service members and their guests, creating an in-person-like learning experience.

## Data Integration Pilot & Rollout

The concept of data integration was envisioned and piloted with the Air National Guard (ANG) in FY 2019. This effort was intended to connect disparate data sources in EventPLUS and allow for data-driven approaches to programmatic analysis and reporting of data. After a successful pilot with the ANG, data integration was launched across all seven RCs nationwide.

## EventPLUS Expands to TAP

YRRP's EventPLUS technologies were extended and expanded within MCTO to support the Transition Assistance Program (TAP) and its online curriculum delivery requirements in FY 2020. With EventPLUS, TAP is now able to offer online support to approximately 200,000 eligible members' learning requirements annually.

**My Online Event Dashboard**

ARMY RESERVE Pre-Deployment

0/1 REQUIRED Courses

All Courses 0 Completed 0 In Progress

Event Courses

**REQUIRED**

**Address Your Stress**  
 This class discusses the basics of stress on the body and mind. Participant stress on the body and mind. Participant stress on the body and mind.

**NOT STARTED**

Tabitha Thompson  
4 days remaining to end of event

LIVE MEETING  
Live Web Meeting one  
Sunday, Dec 11 2020 at 10:00 am - 11:00 am EST

Transition Assistance Program

tapevents.org

Talent Management... Imported DHRA Training

**TRANSITION ASSISTANCE PROGRAM**

HOME ABOUT US EVENTS ONLINE COURSES GET HELP STAFF

**FIND TRANSITION ASSISTANCE PROGRAM CLASSES NEAR YOU**

Upcoming TAP classes are scheduled for all service components and locations.

Looking For: All TAP events

Taking Place on: Any time

**FIND NOW**

**BY SERVICE**  
 Filtered for your service component below. You can further refine your

**EXPLORE BY PARTNER**  
 View the TAP classes scheduled for the subjects you are looking for. You can further refine your search on the next screen.  
[View All](#)

**Address Your Stress**  
Pre-Course Quiz

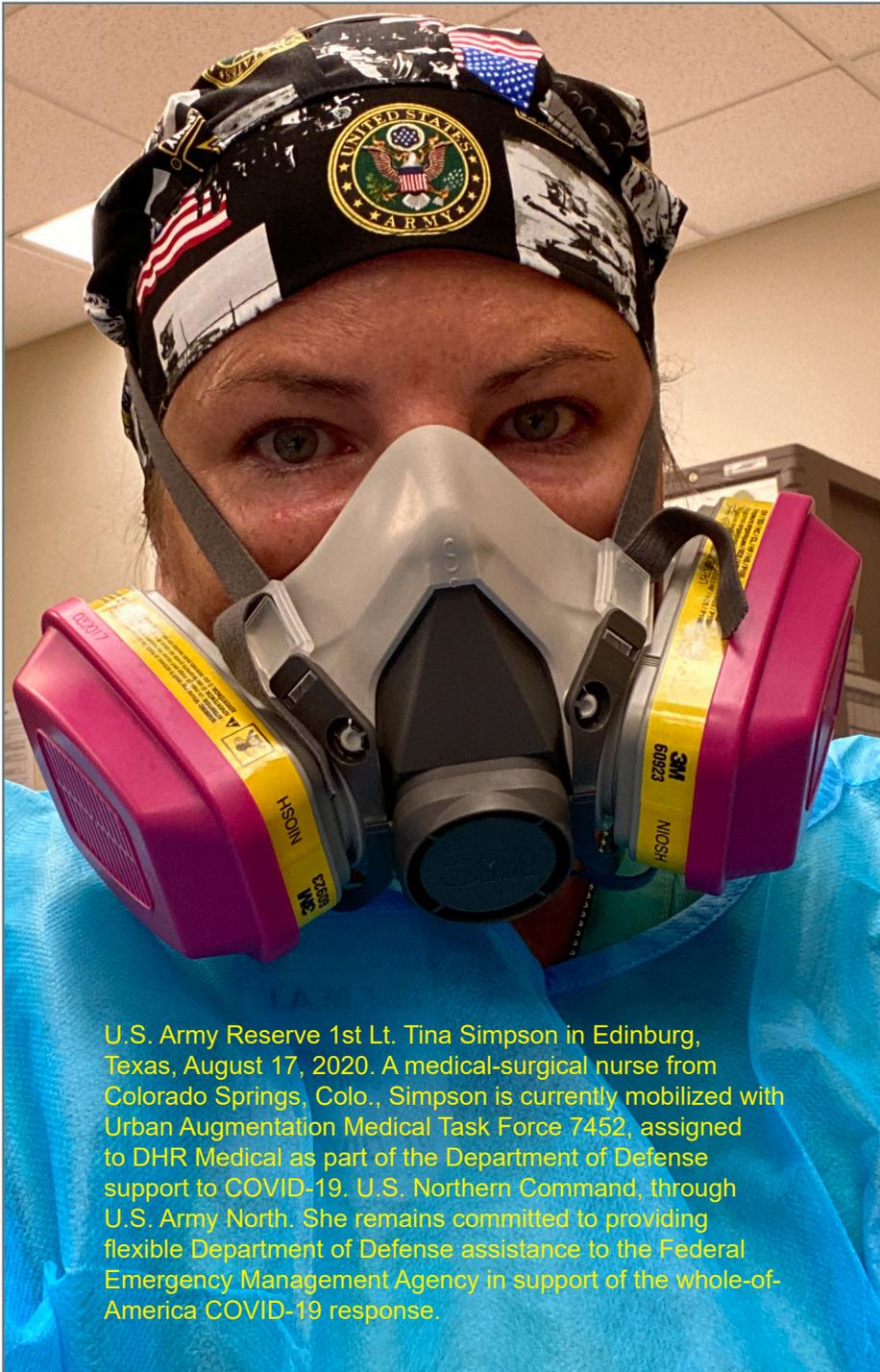
START QUIZ

Welcome to Address Your Stress!

This course begins with a short quiz to assess your preliminary knowledge of stress.

Read each question carefully and select the best answer. Don't worry about your score on this quiz! You don't need correct answers to continue. You will have an opportunity to retake this quiz at the end of the course.

Click the START QUIZ button to begin.



U.S. Army Reserve 1st Lt. Tina Simpson in Edinburg, Texas, August 17, 2020. A medical-surgical nurse from Colorado Springs, Colo., Simpson is currently mobilized with Urban Augmentation Medical Task Force 7452, assigned to DHR Medical as part of the Department of Defense support to COVID-19. U.S. Northern Command, through U.S. Army North. She remains committed to providing flexible Department of Defense assistance to the Federal Emergency Management Agency in support of the whole-of-America COVID-19 response.

## 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 to provide resources and support to RC Service members and their families.

In FY 2020, 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 by 20 recipients across 19 states, including Arizona, California, Colorado, Florida, Georgia, Hawaii, Idaho, Indiana, Kansas, Mississippi, Nevada, New Hampshire, North Carolina, Ohio, Oregon, South Carolina, Tennessee, Vermont, and Washington.

## Reserve Family Readiness Award

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

Due to COVID-19, the FY 2019 Reserve Family Readiness Award (RFRA) ceremony was cancelled, and the Services were provided the opportunity to recognize their units as they deemed appropriate. The FY 2019 RFRA recipients are recognized as the following:

### Army National Guard

#### **631st Engineer Support Company**

Sparta, IL

Unit Commander: CPT Kenneth Ferguson

### U.S. Army Reserve

#### **Headquarters and Headquarters Company**

#### **7th Mission Support Command**

Kaiserslautern, GE

Unit Commander: CPT Brian Estes

### U.S. Marine Corps Reserve

#### **Marine Wing Communications Squadron 48**

#### **Marine Air Control Group 48**

4th Marine Aircraft Wing

Great Lakes, IL

Unit Commander: Col Brian Pate

### U.S. Navy Reserve

#### **Navy Operational Support Center Charlotte**

Charlotte, NC

Unit Commander: CDR Gary Blumberg

### U.S. Air Force Reserve

#### **914th Air Refueling Wing**

Niagara Falls Air Reserve Base, NY

Unit Commander: Col Mark Larson

### Air National Guard

#### **111th Attack Wing**

Horsham, PA

Unit Commander: Col William Griffin

### U.S. Coast Guard Reserve

#### **Port Security Unit 301**

Buzzards Bay, MA

Unit Commander: CDR Shawn Nesser



NAVAL BASE GUAM, Guam (April 22, 2020) Hospitalman Karlie Doll, assigned to U.S. Naval Hospital Guam (NHG), from Wasilla, Alaska, sorts patient samples, collected from Sailors assigned to aircraft carrier USS Theodore Roosevelt (CVN 71), at the specimen processing center. (U.S. Navy photo by Mass Communication Specialist 2nd Class Kelsey J. Hockenberger)

### ANNUAL ATTENDANCE AND ANNUAL EVENTS



Figure 2: Annual Attendance and Annual Events, Project YES.

## Project YES

Project Youth Extension Service (YES) is a national service program engaging college students to meet the needs of military families experiencing 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 fun, evidence-based activities that promote leadership development, resiliency, life skills, and reflective thinking to help cope with military deployment; and 2) to equip college interns with competencies supporting enhanced career planning and college-to-work opportunities. In FY 2020, Project YES interns supported 28 YRRP events, which served 944 military children and youth. To date, 175 Project YES interns representing 40 states, Washington DC, and Puerto Rico have served over 28,800 military youth at more than 943 events in 49 states, four U.S. territories, and Germany.

### YOUTH EVALUATION

#### Overall Satisfaction

Enjoyed YES Activities

#### Multi-Faceted Application

Can use info in other stages of life

#### Satisfaction with YES Staff

Facilitation and Interaction

### YOUTH SATISFACTION

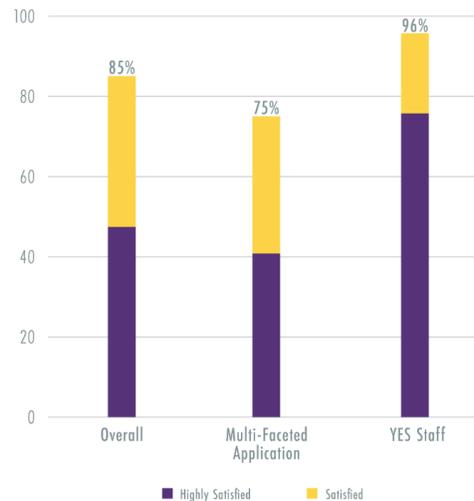


Figure 3: Youth Evaluation/Youth Satisfaction, Project YES.

## Cadre of Speakers

The Cadre of Speakers (Cadre) encompasses highly skilled, impactful, and relatable presenters and facilitators who deliver 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 2020, the Cadre supported 126 YRRP events through early March. Due to the COVID-19 outbreak, 87 events scheduled between April and July were cancelled.

With new safety measurements in place, as well as the rise of online YRRP events, a slight increase in event requests occurred. A total of 41 events took place from June to September 2020, including 12 online events. During the pandemic, Cadre members have remained flexible 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 each stage of deployment. Topics include communication methods, financial planning, mental and physical well-being, and employment. The Cadre assists YRRP with curriculum development, delivers break-out session surveys for program enhancement, and participates in continual education.

During the lull in events due to COVID-19, Cadre members have been busy on several special projects such as the Spanish translation of course materials for eight of the top requested courses, special involvement with the Clearinghouse for Military Family Readiness at Penn State (Clearinghouse) to make edits and enhancements to existing courses, and knowledge input for the development of a new YRRP course for disaster response.

## Event Planner Training

YRRP hosted an Event Planner Training in New Orleans, LA in December 2019 for more than 100 event planners from across the RCs. YRRP organizes annual training events to share, educate, and promote available resources and capabilities of tools to ensure methods are standardized and each event planner is equipped for a successful event. Courses offered at the training event included the following: EventPLUS capabilities, curriculum enhancements, After Action Reports, agenda planning, evaluation of case studies, and Service-level event planner breakouts to facilitate discussion and address specific needs and challenges

During FY 2020, the COVID-19 pandemic greatly impacted events and allowed the Cadre to support YRRP events in a new way—virtually.

## Joint Working Group

The YRRP CfE collaborated with the ANG YRRP team to schedule the February 2020 JWG meeting in Nashville, TN. The JWG took place following an ANG YRRP event, allowing the Services and speakers to experience the ANG's regional model. During the two-day meeting, YRRP RC Program Managers and RC 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 presented updates and key data findings. The MCTO Director and TAP personnel attended the meeting to provide awareness of the merger and collaborating opportunities to provide the best support for the RC. Other presenters included the Department of Veterans Affairs (VA), the Securities and Exchange Commission, and the Department of Justice.

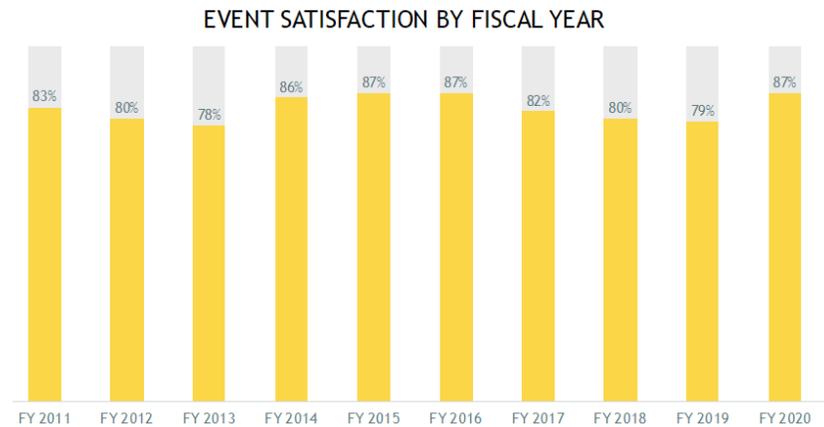
# IMPACT

## Post-Event Survey Results & Update

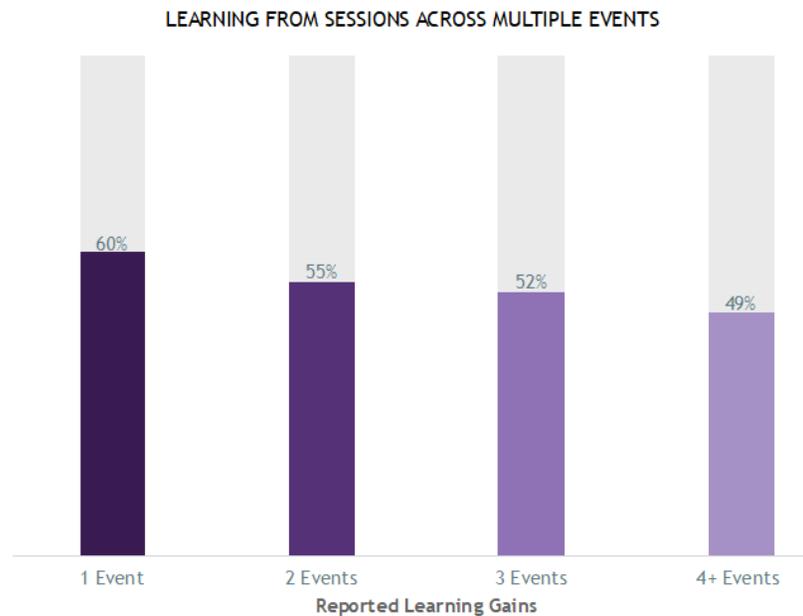
To help analyze the impact of the YRRP on RC Service members and their families, the PES is distributed to event participants immediately following events. Data collected, such as overall satisfaction with events, provide an initial assessment of successful efforts and inform program changes to sustain YRRP's ongoing impact.

As a result of the implementation of data integration efforts, event satisfaction data are being collected from two surveys: 1) the traditional, paper-based PES, and 2) the newer, online PES. Satisfaction rates across fiscal years, beginning in FY 2011, is provided in Figure 5. Overall, event satisfaction has remained high when examining a variety of indicators, such as time, Service component, event type, and attendee affiliation.

In addition, the measurement of perceived learning gains allows for the examination of whether information and resources presented at YRRP events are relevant and useful to attendees. More importantly, measuring Service member and guest learning gains is one way of determining programmatic benefits over time. Of first-time YRRP event attendees,



**Figure 5:** FY 2011 to FY 2020 YRRP Event Satisfaction



**Figure 6:** FY 2020 YRRP Continuous Learning at Multiple Events

60% reported learning something useful in at least one of the following categories: general benefits and entitlements, finance, health, relationships and communication, and vocation/employment. Of repeat attendees who have attended four or more events, 49% reported learning something useful in at least one category (see Figure 6).

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

### REPORTED BENEFITS OF EVENT ATTENDANCE

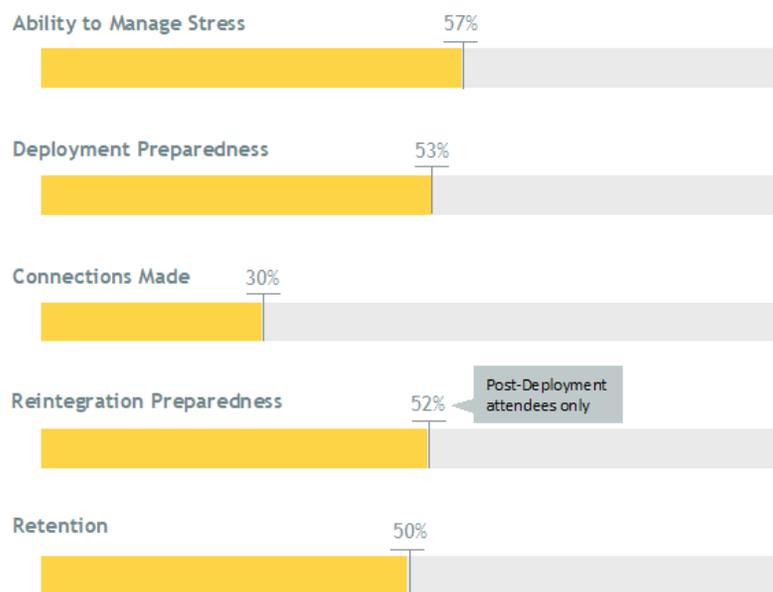


Figure 7: FY 2020 Reported Benefits of YRRP Event Attendance

measuring YRRP’s impact on stress management, deployment preparedness, networking, reintegration preparedness, and continued military service. Such data are useful for informing continual quality-improvement efforts related to program offerings, curriculum, and resources.

## Longitudinal Study

The United States Navy Reserve (USNR) Individual Augmentee (IA) Longitudinal Study continued during FY 2020 and is designed to assess a number of Service member outcomes during a deployment cycle. These outcomes include awareness and utilization of resources and IA and guest welfare in the following areas: coping, financial well-being, relationship/communication, resilience, social support, and transitional stress. Data gathered from the study will inform the YRRP and impact future programming. Throughout the study, each participant has the opportunity to complete a survey at the following four points in time:

1. prior to the Deployment Readiness Training (DRT-pre-deployment) event,
2. halfway through deployment
3. 6 months post return from deployment, and
4. 1 year post return from deployment.

The study was initiated in FY 2017 by the Navy Reserve Mid-Atlantic Region in the following five cities: Pittsburgh, Madison, Indianapolis, Chicago, and Detroit. By the end of FY 2020, the Pittsburgh, Madison, and Indianapolis groups had completed all four time points; the Chicago and Detroit groups had completed three of the four time points. The study will 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 held to support the ever-growing operational commitment to our Service members and the families who support them. FY 2020 was a challenging year for all those within our country, especially our National Guard members, who answered the call of duty during our nation's most critical moments. With the challenges that COVID-19 presented, the ARNG quickly adjusted to prioritize the safety, health, and general well-being of the Service members and their families. One of the key changes made by the ARNG was the addition of online YRRP events, taking the events once delivered exclusively in-person into the virtual realm. This new tool allowed Soldiers to remain in compliance with DoDI 1342.28, while still maintaining access to the dozens of resources available at traditional, in-person YRRP events.

In FY 2020, the ARNG YRRP held over 400 events, including the newly-formed virtual events, across 54 states and territories that served over 25,000 ARNG Soldiers and family

members. Compliance and process improvement are a continuous goal of the ARNG YRRP. In recent years, a performance metrics initiative to achieve the goal of enforcing and encouraging compliance of standard operating procedures was established by the YRRP ARNG Program Manager. With this implementation, observed growth was noted in positive feedback from attendees, as well as an increase of state compliance in several graded areas. This same feedback is reported to each state, and each state had the opportunity to track successes and focus on sections of the state's YRRP that could use more attention or further development. With the interest of YRRP event attendees in mind, the ARNG consistently worked with EventPLUS developers to improve the method of registering Service members and their families, as well as refining the user interface to provide a more efficient experience when navigating the YRRP website. As always, the priority was meeting the needs of citizen Soldiers and their families. This will continue to be the purpose driving the ARNG YRRP.

## Army Reserve

The pursuit of the U.S. Army Reserve (USAR) YRRP to establish the most impactful and accessible delivery of services for its Soldiers and families continued throughout FY 2020. The second half of FY 2020, however, brought about a whole new set of challenges in program execution. As one of the many strategies deployed by the USAR to help restrict the spread of COVID-19, all in-person YRRP events were cancelled after March 2020. The USAR YRRP revised its traditional, in-person event model and moved to an all virtual program delivery model.

With the help of some fast-tracked enhancements to the EventPLUS portal, USAR YRRP was able to offer online events, presenting participants with a number of self-paced, interactive online courses. Throughout FY 2020, USAR YRRP event coordinators began transitioning to a combination of online courses and live web meetings, through which participants were able to connect with event coordinators, as well as a select group of community partners and subject matter experts, through Microsoft Teams. These live web meetings allowed participants to receive virtual presentations across a variety of topics and classes typically only delivered at in-person events. By the end of FY 2020, all virtual YRRP events hosted by the USAR incorporated a combination of online courses and live web meetings delivered via Microsoft Teams. From April 2020 through the end of FY 2020, the USAR YRRP recorded the completion of over 25,800 individual online courses by Army Reserve members and family members.

In May of 2020, the USAR YRRP coordinated with the DoD YRRP team and the Clearinghouse to develop a new version of the standardized course entitled “Understanding Moral Injury.” This new version was developed to offer medical-related scenarios and content relevant to those Service members serving in support of COVID-19.

In September of FY 2020, the USAR YRRP, in partnership with Army Reserve Family Programs (ARFP) and Give an

Hour (GAH), conducted an interactive, virtual discussion entitled “Staying Emotionally Healthy.” This discussion was facilitated by GAH, a national nonprofit that provides free mental health services to Service members, veterans, and their loved ones. The discussion focused on the Healthy Habits of Emotional Well-being and How to Recognize the Five Signs of Emotional Suffering. This event was presented as part of the ARFP’s effort to support Suicide Awareness Month amidst the COVID-19 pandemic.

Additionally, the USAR YRRP also began a partnership with Building Healthy Military Communities (BHMC), a DoD pilot program and multi-year initiative that aims to better understand unique challenges faced by geographically dispersed Service members and their families that may impact their readiness, resiliency, and well-being.

The Army Reserve HOMEFRONT magazine provides relevant information, resources, and articles for Service members and their families in the During Deployment phase of YRRP. In response to the thousands of USAR troops that were activated this past year for COVID-19 medical support missions, the USAR YRRP updated the HOMEFRONT magazine with new articles and resources related to moral injury as it pertains to the medical support field. General information related to COVID-19 was also included. In FY 2020, over 4,000 copies of HOMEFRONT were requested and shipped to Service members and families. In addition, over 3,200 copies of a Ready and Resilient activity booklet were included with all the COVID-19 updated HOMEFRONT magazines that were mailed out.

The USAR YRRP will continue to produce and deliver the most effective and meaningful content and resources throughout all phases of deployment. The implementation of the new in-person and virtual efforts, tools, and partnerships are just a few of the ways the USAR YRRP will continue to serve its Soldiers and families with the best possible YRRP events and activities.



**Brig. Gen. Clint E. Walker, commanding general of the 184th Sustainment Command, addresses 859th Engineer Company Soldiers during a Yellow Ribbon Program in Biloxi, Mississippi, on Aug. 8, 2020. Yellow Ribbon programs help Soldiers and families learn of resources to help them prepare for and during deployment, as well as reintegration after. (U.S. National Guard photo by Staff Sgt. Veronica McNabb)**

## Marine Corps Reserve

The United States Marine Corps Reserve (USMCR) YRRP started FY 2020 with quality in-person events. Based on the attendee feedback, these events registered a high satisfaction rate well over 90%. At the end of the second quarter, the USMCR was forced to cancel all in-person YRRP events for the remainder of the calendar year due to COVID-19.

The USMCR was able to quickly and successfully transition to conducting online YRRP events beginning in April 2020 utilizing EventPLUS. EventPLUS was a valuable asset during this transition, and use of the system led to dynamic change by simplifying a number of administrative aspects, including managing registration, tracking course completion, and providing accountability.

Online YRRP courses supply a wide variety of basic information on key topics like TRICARE, Employer Support of the Guard and Reserve (ESGR), finance, VA, and life skills. To enhance the learning experience and to provide personal interaction for Marines and their families, the USMCR YRRP continues to partner with Marine Corps Family Team Building (MCFTB) to provide relevant and comprehensive deployment support to Marines and their loved ones. Webinars are provided by MCFTB family readiness trainers and are kept small to provide a more personalized and specific experience.

The USMCR is committed to fostering a seamless transition for deployment and reintegration, and it continues to meet the needs of Marines and their families. The USMCR YRRP will continue to work on building enhancements to in-person and online event experiences.

## Navy Reserve

The USNR YRRP is committed to providing support to its Service members and families during the deployment cycle. In FY 2020, the USNR provided domestic military support, including assignments to the USNS Comfort and USNS Mercy hospital ships in the wake of COVID-19. As a result, the USNR adjusted its FY 2020 YRRP event schedule. Transitioning from in-person to virtual events, the Navy Reserve developed a unique learning environment for mobilizing Service members.

Provided with YRRP policy decision and outreach flexibilities, the standardized Deployment Readiness Training (DRT) model was modified at the regional level. Rigorous advertisement campaigns and EventPLUS collaboration played a vital role in program visibility, enhanced registration processes, and attendance data tracking.

The USNR hosted 764 Service members and 485 guests at eight DRT events in FY 2020. An additional 42 virtual DRT events were conducted, in which 1,787 Warriors and guests received training. With the use of live web technology, the USNR's Warrior and Family Support Offices provided access to resource providers, Cadre, and YRRP curriculum in real time. The information was related to family preparedness, financial planning, legal, and healthcare benefits. Mobilizing Service members also received ESGR Uniformed Services Employment and Reemployment Rights Act training.

During the deployment cycle, the USNR provides its Service members and guests with ongoing support at Returning Warrior Workshop (RWW) events. Attendees and guests share personal experiences and their main sources of support during mobilizations. The RWWs are voluntary and highly encouraged, and they offer invaluable resources for transitioning Service members and families. In FY

2020, the USNR held two RWWs for 95 Service members and 73 guests. Overall, the USNR conducted 52 pre- and post-deployment training events and served 3,204 Service members and families.

The USNR continues to focus on the overall welfare of Service members and families throughout the deployment cycle.

## Air Force Reserve

The Air Force Reserve (AFR) YRRP focuses on building resiliency skills to retain combat-ready Airmen to fly, fight, and win our nation's conflicts. During FY 2020, there were 18 multi-phase events contracted, 14 of which were cancelled due to the COVID-19 outbreak. A total of 902 Service members and 1,561 family members attended a combination of in-person and online YRRP events. The program also conducted 10,601 personal-touch activities with family members while their loved ones were deployed.

Multiple technology challenges were overcome to provide virtual events that were comparable to in-person events. Of note, various speakers provided information that incorporated live instruction in real time and some classes were provided through computer-based training.

The AFR YRRP focused on pre-deployers for the virtual events to account for first-time deployers and their subsequent information needs. As travel restrictions continue, virtual events will be expanded to offer returning Service members with training opportunities in the virtual environment. The AFR YRRP anticipates returning to in-person events in FY 2021, but it will continue to offer high-quality virtual training during the interim.

## Air National Guard

The ANG YRRP focuses on developing resiliency to challenges that may arise from living a military lifestyle and the stressors presented through deployment and reintegration. The ANG programmed and planned for 12 regional in-person, multi-phased events in FY 2020, of which three were successfully held prior to the implementation of COVID-19 restrictions. Nine events were cancelled. During FY 2020, 21 multi-phased events were held, including the following: three in-person regional events, three in-person local events, and 15 online events. A total of 4,021 Service members and 959 dependents (765 adults and 194 youth) attended in-person and online training events.

FY 2020 began with the ANG transitioning to a regional model, with the Chief of the National Guard Bureau Instruction 1801.01, designating mandatory attendance for first time deployers. The regional model for events provided more class choices, enhanced event locations, and the opportunity for increased Service member interaction and camaraderie away from the local unit. Regional events had larger family participation as child and youth programming offered at larger events provided activities that focused on

helping children and teens cope with a parent's departure or homecoming. The first regional event was held December 13-15, 2019 in Dallas, TX, with 540 attendees. The second regional event was held January 24-26, 2020 in San Jose, CA, with 605 attendees. The third regional event was held February 28 – March 1, 2020 in Nashville, TN and had 631 attendees. These initial three regional events reported an overall satisfaction rate of 90%, exceeding expectations and lending evidence to increased Service member and family impact. The ANG YRRP will monitor the regional event feedback closely as this new model continues to evolve for Service members and dependents in the wake of COVID-19.

In the interim, the ANG YRRP is using technology to host online events using the EventPLUS platform. The ANG YRRP plans to use live virtual events in conjunction with online courses until in-person events are safe for its attendees. Pre- and post-deployment online training events were successfully offered with an overall satisfaction rate of 76%. The ANG YRRP hopes to return to in-person events in FY 2021. In the interim, however, high-quality virtual training will continue to be offered.

## Coast Guard Reserve

In FY 2020, the Coast Guard (CG) YRRP expanded to include domestic deployments for the COVID-19 response. This nearly doubled the number of eligible participants nationwide. Ongoing COVID-19 mobilizations, subsequent domestic mobilizations, and continued outreach to field units and CG leaders will reinforce the program expectations and availability. The rapid nature of domestic contingency response reduces time between notification of activation and the beginning of a CG reservist's orders. To mitigate the delayed YRRP delivery, future plans include a pre-deployment preparedness guide for CG reservists and their families, as well as continued collaboration with local unit commanders and the Ombudsman Program.

The CG YRRP executed 10 YRRP events in FY 2020, serving 886 participants. Activations in response to COVID-19 were all Individual Augmentees. All training during the COVID-19 pandemic was delivered virtually. Online conferencing software ensured YRRP connected with participants in real time.

The switch to online delivery severely impacted family participation. CG legal's decision that appropriated funds could not be used for contracted childcare impacted caregiver participation at in-person events. Port Security Unit (PSU) 308's pre-deployment event best illustrates this combined challenges of the pandemic and lack of childcare. Prior to deployment and the global pandemic, PSU 308 planned to attend an in-person event. A total of 112 Service members and 137 designated individuals were on the event roster. As COVID-19 worsened and travel restrictions limited program execution, the unit adapted for

a hybrid event, combining virtual delivery for speakers and non-local participants, with the option for families local to the unit to participate at a venue conducive to social-distancing guidelines. This change reduced planned family participation by 59%. Subsequently, the CG YRRP received a CG legal determination stating that appropriated funds could not be spent on contracted childcare. As a result, the CG YRRP saw an additional 61% drop in in-person spouse participation. Spouses that were not able to attend in-person due to lack of childcare did not participate online as an alternative. Actual family participation for this event totaled 61 individuals (26 in-person and 33 online). This was 82% fewer than planned for the traditional conference-style, in-person event.

FY 2020 lessons learned reveal the importance of in-person training to meet the program purpose of "...minimize[ing] stress for Service members and their families..." (DoDI 1342.28). Data collected this year suggests when an event is held virtually participation rates are lower. Eligible individuals do not generally access information only available through online courses. Virtual delivery does not duplicate the family resiliency outcomes of an in-person experience, as reflected in event feedback and family participation. In its best state, the YRRP experience is a multifaceted immersion that combines hard knowledge about resources and benefits with soft-skill tools, such as family communication and stress management. While technically meeting the requirements of the DoDI, the virtual presentations of the COVID-19 environment lacked the personal connections, time for educational and informal interactions, and program immersion made possible during in-person events.

## WAY AHEAD

### Data Integration

Since the beginning of FY 2020, several data integration evaluation tools have been available for Service component use. While utilization varies among Service components, usage has been increasing. Data integration capabilities will continue to be enhanced as the development of an automation file continues to be refined. This will reduce the effort required to clean, analyze, visualize, and interpret the data that are collected.

### Curriculum Expansion

YRRP continues to conduct annual, systematic reviews of its standardized curriculum to ensure class content is informed by current and best-available evidence in each class topic area. During FY 2020, attendance at in-person events was greatly impacted by the COVID-19

pandemic, and it became necessary for face-to-face courses to be delivered virtually. In an effort to improve the accessibility of course materials for use in a virtual environment, revisions to the existing curriculum began, including conversion of handouts into fillable PDFs for participant use.

In addition, the YRRP's web-based curriculum continued to be expanded during FY 2020, and online class development of standardized, in-person classes will continue until all in-person classes have been converted into an online version. 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 or virtual events are offered a high-quality alternative.



U.S. Marines salute the unit colors during the opening ceremony of SPMAGTF-SC, June 26, 2020. (U.S. Marine Corps photo by Cpl. Benjamin)

## YRRP BY THE NUMBERS

	ARNG	USAR	USMCR	USNR	ANG	AFR	USCGR	TOTAL
<b>Total Number of Attendees</b>	<b>26,319</b>	<b>5,827</b>	<b>408</b>	<b>3,204</b>	<b>4,980</b>	<b>2,463</b>	<b>886</b>	<b>44,087</b>
Service Members	19,689	4,861	327	2,646	4,021	902	661	33,665
Additional Guests	6,630	966	81	558	959	1,561	225	10,422
<b>Total Number of YRRP Events</b>	<b>419</b>	<b>143</b>	<b>14</b>	<b>52</b>	<b>21</b>	<b>13</b>	<b>10</b>	<b>672</b>
In-Person Events	360	15	5	10	6	12	2	410
Online Events	59	128	9	42	15	1	8	262
<b>Projected FY21 Events</b>	<b>335</b>	<b>56</b>	<b>20</b>	<b>38</b>	<b>46</b>	<b>30</b>	<b>12</b>	<b>537</b>
<b>Projected FY21 Total Attendees</b>	<b>21,000</b>	<b>7,500</b>	<b>700</b>	<b>3,500</b>	<b>4,156</b>	<b>4,000</b>	<b>736</b>	<b>41,592</b>

Figure 8: FY 2020 Statistics by Service

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Army Capt. Kathleen Bates (left), an Intensive Care Unit nurse and native of Savannah, Ga., assigned to the 47th Combat Support Hospital, administers a test of a N95 protective mask to Sgt. Matthew Alexander, a respiratory therapist and native of Albany, Ore., assigned to Company B, 47th CSH, at the Army field hospital currently being set up at the CenturyLink Field Event Center in downtown Seattle, Wash., April 1. Approximately 500 Soldiers from Fort Carson, Co., and Joint Base Lewis-McChord, Wash. are setting up and running an Army field hospital at the center in support of the Department of Defense COVID-19 response. U.S. Northern Command, through U.S. Army North, is providing military support to the Federal Emergency Management Agency to help communities in need. (Official U.S. Army photos by Sgt. 1st Class Brent C. Powell)