



Yellow Ribbon  
Reintegration Program

Annual Advisory Board Report to Congress  
Fiscal Year 2014 • March 2015

Keeping pace with the  
**changing**  
face of today's National Guard and Reserve





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# changing



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

## Message from the Yellow Ribbon Reintegration Program Advisory Board Chair

It is my privilege, as the Department of Defense Yellow Ribbon Reintegration Program Advisory Board Chair, to present the Fiscal Year 2014 Annual Report to Congress, required by Section 582-e(4), Public Law 110-181.

Our Nation has continued to rely heavily on Reserve Component Service members over the past 13 years to support worldwide operations of all types. The Yellow Ribbon Reintegration Program is a key program in supporting those Citizen Warriors and their families. This program, formally launched in early 2008, has supported more than 1.4 million Service members and their families by providing vital information and resources assisting with readiness, resilience, and reintegration throughout and beyond the deployment cycle.

I am particularly proud of our program's long-term strategy to evolve and reform itself as the nature of deployments change. Several initiatives came to fruition this year, creating greater collaboration among the Services, the Departments of Veterans Affairs and Labor, non-profit organizations, universities, and other public and private organizations.

The Yellow Ribbon Reintegration Program's accomplishments align with the Department of Defense's mission to sustain the ability of Service members and their family members to withstand, recover, and grow in the face of stressors and changing demands. The program develops resiliency, directly contributes to the successful reintegration of our Reserve Component Service members, and is vital to the long-term stability of the All-Volunteer Force and our Nation's security interests.

We have made remarkable progress since we first laid the foundation of our program six years ago, and through a variety of partnerships and sustained Congressional support, we will continue to make a difference by offering quality and timely resources to our National Guard and Reserve Forces and their families.



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## Executive Summary

The Department of Defense Office for Reintegration Programs (ORP) administers the Yellow Ribbon Reintegration Program (YRRP) – the Department’s premier deployment-cycle support program. ORP has achieved important accomplishments each year since 2008, and participants reported an all-time-high of 86 percent satisfaction with YRRP events. This year, the program made significant progress in achieving several important key goals.

### Flexible Program Delivery Approach

ORP recognizes the importance of promoting YRRP and ensuring events and activities are made available to our Service members and families whenever and wherever they need them. The flexible program delivery approach offers multiple access points for a transitional environment. Service members and their families can easily obtain relevant information and resources by effectively using technology. The flexibility of having in-person events combined with distance learning gives Commanders the tools to tailor events to their units’ specific needs.

### Curricula

The YRRP website hosts the Center for Excellence resources, including 55 standardized, in-person deployment-cycle courses for use during all phases of YRRP events. These course packages provide relevant, evidence-based curricula for a wide variety of deployment and reintegration subjects. The program’s Cadre of Speakers frequently present this course material at YRRP events, supporting 219 events and receiving high satisfaction ratings of over 90 percent. ORP has also developed extensive online, interactive classes to supplement in-person events, provide a low-cost means of transferring knowledge and skills to users, and allow maximum flexibility to Commanders to tailor the delivery of information.

### Data Collection and Analysis

The YRRP Working Group, consisting of representatives of all Reserve Components (RCs), agreed to several initiatives to measure the impacts of YRRP, including:

- **Service Delivery Assessment** - The Working Group agreed to support a process for evaluating the effectiveness of YRRP in supporting the health and well-being of RC members and their families and build a baseline data set on program effectiveness.
- **Retrospective Survey** - ORP made a survey available to all RCs to measure a participant’s use of skills and resources 180 days after attending an event. The effort includes surveying YRRP attendees and non-attendees (those who registered for, but did not attend events) about long-term YRRP impacts.
- **Pre-/Post-Resource Survey** - ORP made a resource survey available for all RCs using technology that enables attendees to complete surveys via their smart phones or the Internet while at the YRRP event. This survey measures respondents’ knowledge of available support resources.

## Overview: About the Yellow Ribbon Reintegration Program

Congress directed the Secretary of Defense to establish YRRP in 2008 in Section 582 as part of Public Law (PL) 110-181 in direct response to the Nation’s recognition of the unique challenges facing the RC 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 RC 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 (as of September 30, 2014, there are approximately 33,000 members currently activated, and more than 900,000 have been activated since 9/11)
- Unemployment and underemployment of returning National Guard and Reserve members (addressed in PL 111-383)

### Section 582 of PL 110-181 also directs YRRP to:

- Provide education and ensure the readiness of members of the unit, their families, and affected communities for the rigors of deployment
- Implement reintegration curriculum throughout the deployment cycle that builds resilience for current and future deployments
- Educate Service members and their families about the resources available and connect members to service providers who can assist them in overcoming the challenges of reintegration

This year, YRRP surpassed 1.4 million Service members and families supported since the program’s inception, and the RCs conducted more than 1,200 YRRP events, directly affecting more than 116,000 Service members and their families. Based on responses received, event satisfaction reached an all-time high of 86 percent, up from Fiscal Year (FY) 2013’s 78 percent satisfaction rate. 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 developed and implemented through coordination with each of the RCs as they support Service members and their loved ones throughout and beyond the deployment cycle.

“If it weren’t for the Yellow Ribbon events, I wouldn’t have the support network that I do. Our Soldiers were pulled from all across the country for this deployment. I was able to meet everyone in our group during the first event. We do a weekly check-in that I really look forward to. I can discuss issues that arise, and I always get a great response. Through Yellow Ribbon, I realized that I am not alone, and it helps.”  
**Jessica Garza, Spouse of an Army Reserve Soldier on his first deployment**



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# readiness

# Program Highlights

## Flexible Program Delivery

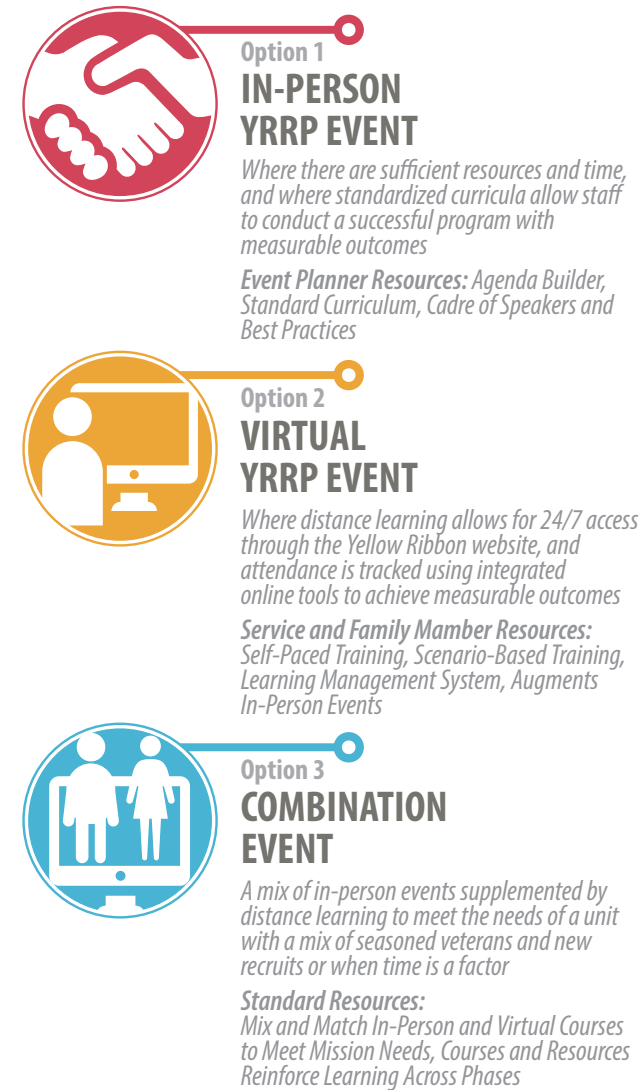
ORP worked with the RC YRRP Program Managers in FY 2014 to develop the flexible program delivery approach. The concept accommodates different service modalities that deliver quality information and resources to Service members and their families where they reside and whenever it is most appropriate.

The RCs now have a range of options to use based on their requirements. This flexibility gives Commanders the tools to tailor events specific to their needs. Several options are available (see figure 1):

- **Option 1:** An in-person event, where there are sufficient resources and time, and where standardized curricula allow staff to conduct a successful program with measurable outcomes
- **Option 2:** A virtual event, where distance learning allows for 24/7 access through the YRRP website with measurable outcomes
- **Option 3:** A mix of in-person events supplemented by distance learning to meet the needs of a unit with a mix of seasoned veterans and new recruits or when time is a factor

ORP will continue developing this delivery model, enabling Commanders to provide appropriate levels of deployment and reintegration support for Service members and their families.

Figure 1



## In-Person YRRP Event

In-person YRRP events are the most effective means of communicating deployment and reintegration information and are preferred when time and resources permit. Recent feedback gathered through the ORP Center for Excellence revealed the need to make some adjustments in how events and activities are executed and information is provided. Responses to post-event surveys reflected that members attending their first YRRP event report greater satisfaction than those who have attended multiple YRRP events (see Figure 2 right).

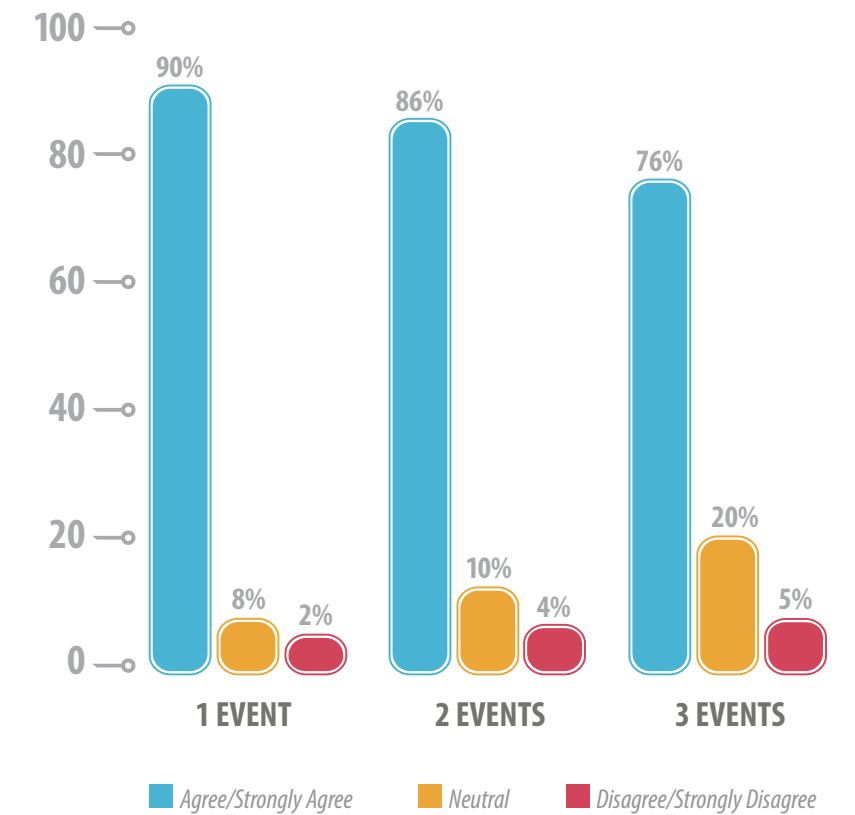
Attendees also noted content redundancy during events. In response, ORP developed and fielded 55 standardized deployment-cycle presentations for use at all phases of YRRP events. The ORP curriculum team carefully constructed each presentation to remove redundant topic areas, leaving sufficient connections to enable the material to build on itself. These presentation packages give Commanders, leaders, and facilitators access to relevant, evidence-based curricula for a wide variety of deployment and reintegration subjects.

The Department manages a skilled Speaker Cadre who deliver the presentations in a dynamic and thought-provoking manner. All of the RCs leveraged this Cadre expertise, employing them at 219 events in FY 2014, with an average satisfaction rating of over 90 percent reported by attendees and staff observers.

Taken collectively, these resources have enhanced the overall YRRP experience for attendees, resulting in increased material retention and event satisfaction.

Figure 2

## EVENT SATISFACTION BY NUMBER OF EVENTS ATTENDED



## Program Highlights Continued...

### Virtual YRRP Event

ORP sought new solutions to support the Operational Reserve Force in recognition of the transforming environment in which YRRP services must be delivered, while operating under the fiscal constraints embodied in the Budget Control Act of 2011 and addressing continuous short-notice deployments – the virtual YRRP event was born. ORP developed 44 self-paced, scenario-based presentations in collaboration with Joint Knowledge Online (JKO), the Department's unique and authoritative source for online training. These courses are available as stand-alone modules or as a pre-packaged virtual event.

### YRRP Website

The YRRP website provides a central repository for information and resources and a portal for leaders to access this information. The redesigned YRRP website launched on July 10, 2014, and includes improvements designed to provide a better YRRP experience. New additions to the website include landing pages for Service members, family members, YRRP professionals, and resource providers, providing tailored offerings for each type of user.

### Outreach Efforts

Outreach remains a vital component of ORP. This year, ORP launched several successful campaigns to promote readiness and resilience in military families, provide information on relevant resources, and encourage communication designed to lessen the challenges of reintegration.

- **Digital Media** - ORP launched three month-long media campaigns via Military.com and MilitaryTimes.com that included banner and text ads, as well as e-newsletter placements and targeted email messages directing readers to the YRRP website. The campaigns coincided with Military

Family Month (November), Month of the Military Child (April), and Military Spouse Month (May). This effort resulted in surges in overall visits to the site during campaign periods.

- **Radio Public Service Announcements (PSAs)** - During the Month of the Military Child (April), PSAs were developed and provided to radio stations nationwide. Of note:
  - More than 220 placements in 38 states
  - Stations found great value in the PSAs and continued to play them beyond the April-May timeframe
  - PSAs aired in several top radio markets (including New York, San Francisco, Philadelphia, and Chicago), as well as many rural markets
- **Social Media** - ORP developed and launched a year-long editorial plan for social media with special campaigns for Women's History Month, Veterans' Day, and Thanksgiving; these messages added new Facebook followers and increased the scope of YRRP's information campaign.

### Community Resources

ORP continued its collaboration with Project Youth Extension Service (Project Y.E.S!) to increase the number of college students completing internships and entering professional careers in childcare and youth development programs. Project Y.E.S! interns are trained, skilled, and experienced youth development leaders and facilitators provided for the military families. This collaboration reached more than 2,900 youth at YRRP events.

ORP collaborated with the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy to vet more than 8,000 community resources for inclusion in Military OneSource's (Department of Defense-funded and operated program providing comprehensive information on every aspect of military life) database of localized resources. ORP identified the resources as part of the overall Department

of Defense effort to build community capacity in support of Service members and families geographically isolated from military support networks.

Military and Family Life Counseling (MFLC) delivered non-medical counseling and program briefings to Service members and their families, building awareness of resources and support available throughout the deployment cycle. In addition, Child and Youth Behavioral MFLCs provided non-medical counseling, pre-deployment, and communication skills briefings to address many of the most prevalent issues facing the Force. For example, more than 2,400 sessions at YRRP events focused on supporting families, addressing relationship distress, and individual concerns related to deployment, stress, parent-child relationships, and employment. This powerful synergy among life skills and resiliency resources delivered preventative mental and emotional fitness support to RC members and their families.

### Data Analysis and Decision Making:

#### Service Delivery Assessment

The National Defense Authorization Act of 2012 authorized the ORP Center for Excellence to develop and implement a process for evaluating the effectiveness of YRRP in supporting the health and well-being of members of the Armed Forces and their families throughout the deployment cycle. ORP began a year-long Service Delivery Assessment to meet this goal. ORP expects results will be available to Congress and key stakeholders by the end of FY 2015.

### Retrospective Survey

ORP is also conducting a retrospective study by collecting data about past events via a standardized survey. This survey measures changes in a participant's use of skills and resources 180 days after attending an event. The effort includes surveying YRRP attendees and non-attendees (those who registered for, but did not attend events) about long-term program impacts. ORP expects results for Congress and key stakeholders by the end of FY 2015.

### Pre-/Post-Resource Survey

ORP used technology to pulse (survey) participants during YRRP events of their knowledge about high-priority support resources, including the Department of Veterans Affairs (VA), Hero2Hired, Employer Support of the Guard and Reserve, TRICARE, and GI Bill. The Air Force Reserve has led this effort, implementing surveys at five events. Attendees demonstrated learning gains from pre-survey to post-survey in four of the five events. Additionally, the Army Reserve, Navy Reserve, and Coast Guard Reserve have begun implementation of the Pre-/Post-Resource Survey.



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# resilience

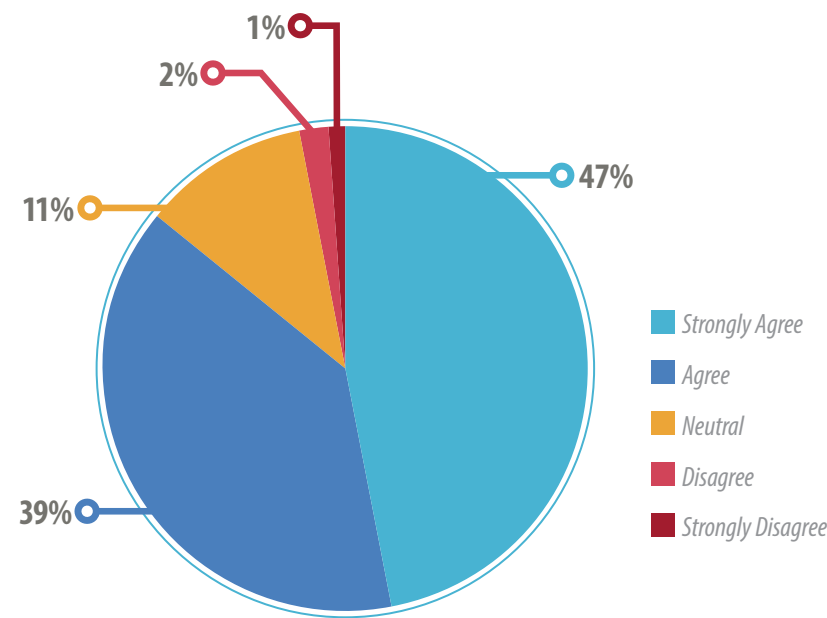
## Program Highlights Continued...

### Post-Event Survey Results

ORP has developed and provided to the Services a one-page, post-event survey (found on the YRRP website) as a means of ensuring consistent, comparable information across the program. The use of the survey varies by Service. The data set reflects feedback obtained from completed surveys. ORP is working to improve response rates.

The results indicated event satisfaction remained high throughout FY 2014, with 86 percent of respondents indicating satisfaction with YRRP events (see Figure 3). ORP will continue to collaborate with the Services, encouraging the use of the standard one-page survey as a means of ensuring consistent, comparable information across the program.

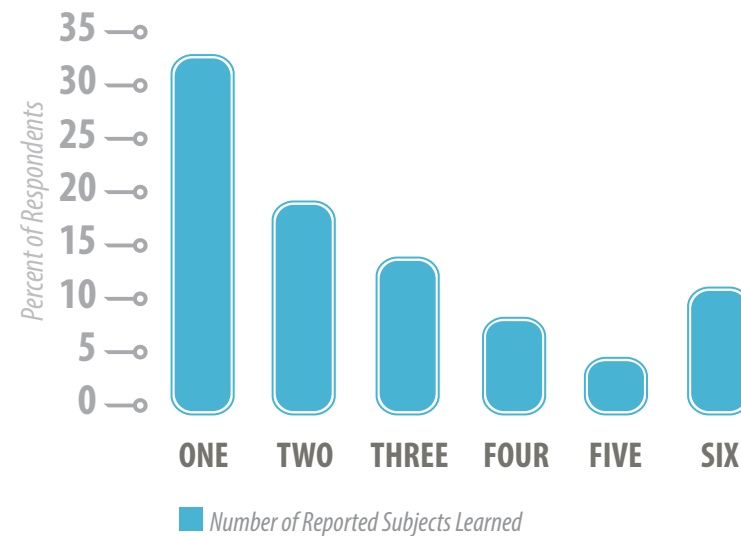
Figure 3



An overwhelming majority of FY 2014 event attendees (90%) report gaining knowledge in one of these subject areas: Finance, Employment, Legal, Medical, Mental Health, and Education (see Figure 4). Approximately 40 percent of respondents who attended five or more YRRP events indicated that they still learned useful information from two or more of the following: Finance, Employment, Legal, Medical, Mental Health, and Education (see Figure 5).

Figure 4

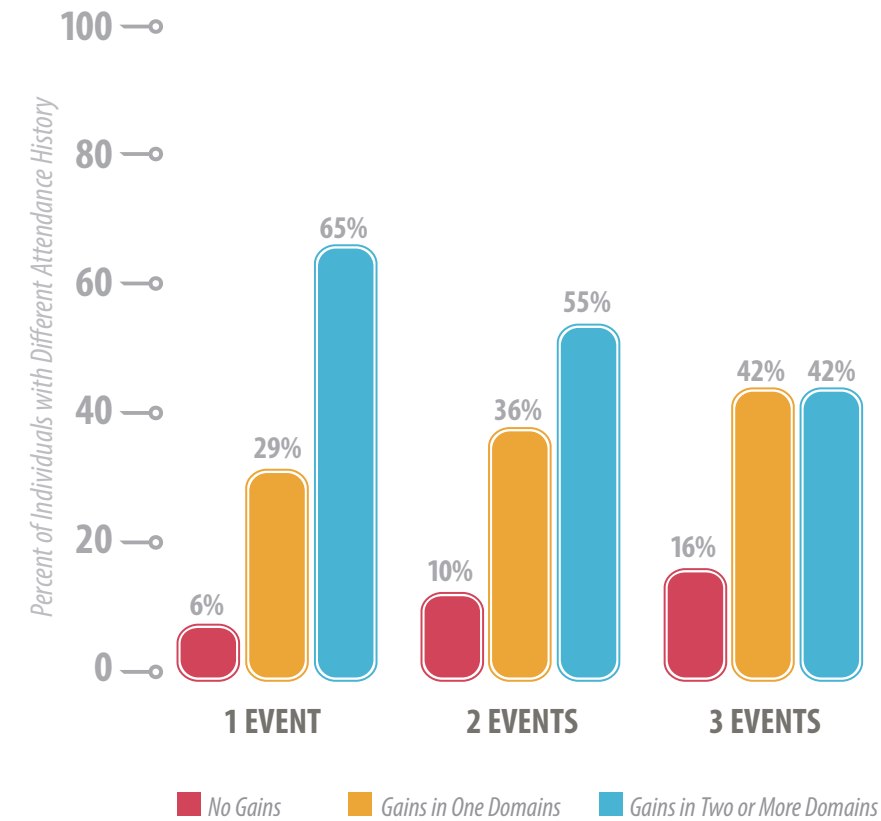
### LEARNING ACROSS SUBJECTS



These findings corroborate that YRRP is accomplishing its mission to conduct events and activities that provide RC members and their families with resources to access information on healthcare, education, employment and training opportunities, financial readiness, and legal benefits.

Figure 5

### LEARNING GAINS BY NUMBER OF EVENTS ATTENDED



### Senate Report 113-176

The Senate Committee on Armed Services Report 113-176 requested ORP to evaluate the feasibility and advisability of adding additional YRRP programming 180 days after deployment and throughout the deployment cycle. The evaluation included an assessment of possible means to provide more efficient delivery of services, as well as to leverage the value of state-based outreach programs. Research supports the addition of supplemental information and activities, as well as further

development of ORP's flexible delivery model (e.g., virtual YRRP events). This includes continued work with state-based outreach programs to improve existing programs and share best practices. Additionally, state-based outreach programs that provide needed services and are knowledgeable of the challenges faced by deployments and reintegration continue to be developed and leveraged.

### Employment Initiative Program (EIP)

In September 2014, Hero2Hired (H2H) transitioned its online capabilities to the VA eBenefits Employment Center ([www.ebenefits.va.gov/ebenefits/jobs](http://www.ebenefits.va.gov/ebenefits/jobs)). VA's eBenefits Employment Center, along with VA's Veterans Employment Services Office, works with Service members to help them use the Skills Translator, Profile and Resume Builder, Training and Vocational Resources, Education and Counseling, and Disability & Assistive Technology to help them seek employment. This transition supports the White House initiative to combine Federal efforts to hire veterans under one web portal and strengthens interagency collaboration among the VA, Department of Defense, and Department of Labor.

H2H Employment Coordinators based in each state, territory, and the District of Columbia are knowledgeable of the state-wide industries that are available to address the employment challenges and needs of RC members. H2H Employment Coordinators also provide RC Service members with quality career-readiness assistance (e.g., resume assistance, interviewing skills), eBenefits enrollment support, and assistance in finding local employment resources.

To support the employment challenges of the RCs, EIP refined and enhanced a case management system for the 56 H2H Employment Coordinators. The system provides ongoing support for Service members and spouses, ensuring they receive the services available to them and assisting them through the employment process. EIP continued to collaborate with H2H's state and local partners, resulting in more than 18,000 direct hires.



## Service Accomplishments

### National Guard Bureau

Chief, National Guard Bureau (CNGB), is fully engaged with the NGB J1 in working with the White House and Office of the Secretary of Defense (OSD) to implement the National Guard's Joining Community Forces (JCF). The intent is to create a single personnel support delivery system for the 50 states, the territories, and the District of Columbia. The program will combine YRRP, employment support, Transition Assistance Advisors, family, and other personnel programs under a single umbrella to provide an over-arching, enduring program that ensures the efficient use of resources at the local level.

### Army National Guard

The National Guard published a CNGB, Instruction supplemented with a manual that outlines Service-specific requirements for YRRP. This manual provides Army and Air National Guard state program managers with the most up-to-date guidance on YRRP. Both Components worked with all RCs to fill the needs of Service members and their families requiring YRRP support, while encouraging Joint (multi-Service/multi-track) events.

- Worked to establish an enduring line of funding to continue to support mobilized Soldiers
- Continued to build and maintain partnerships with civilian and governmental agencies supporting YRRP, as well as developing new partnerships with civilian and governmental agencies that support YRRP
- Planned pre-mobilization events in conjunction with Pre-YRRP events in order to meet Career Readiness Standards (CRS)

### Army Reserve

The Army Reserve views YRRP as an enduring program, not just a by-product addressing deployment issues resulting from Overseas Contingency Operations. YRRP will continue to provide vital support long after combat operations in Iraq and Afghanistan cease. The Army Reserve's YRRP is part of the Army's Deployment Cycle Support program, and it will undoubtedly change in intensity and magnitude because of the drawdown of forces in the Middle East. However, the Army Reserve plans

to mobilize and deploy around 7,500 Soldiers during FY 2015 around the world.

- Conducted 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
- Reviewed and revised curriculum based on attendee feedback and ORP's assessments, to include more interactive and facilitator-led discussion sessions. Assured inclusion of sessions for resiliency, employment, suicide prevention/intervention, and sexual harassment/sexual assault response and prevention
- Increased efficiency in collecting attendance data through the use of barcode scanners
- Implemented a pilot survey program using commercial off-the-shelf software. This was very successful and will be integrated into the EventPLUS portal for use by all units
- Piloted a YRRP program in the Army Reserve Training Commands to provide assistance to instructors deployed for a year away from home station to meet collective and individual training missions

### Marine Corps Forces Reserve

The Marine Corps worked diligently to provide access to resources and vital information to Marines, Sailors, family members, and designated persons serving within Marine Corps Forces Reserve. Marine Corps Forces Reserve addressed a need to provide more-detailed guidance to those responsible for the execution of YRRP. Marine Corps Forces Reserve also significantly reduced communication challenges by establishing a clear pathway for feedback, leading to an opportunity for the immediate implementation of lessons learned.

Marine Corps Forces Reserve increased focus on stress management, suicide prevention, and employment support over the past FY while maintaining consistency in addressing the wide range of topics directed in the current Department of Defense Instruction (DoDI) 1342.28.

Marine Corps Forces Reserve continued to be fiscally prudent with public funds. Efforts included leveraging technology in support of the YRRP mission, utilizing local unit resources at no cost, and experimenting with regional events to provide maximum impact. Remaining fiscally responsible will help to ensure that the budgetary challenges will not impact the program.

- Developed a YRRP reference manual which complements existing guiding documents. This manual includes guidance for standard procedures, timelines, event coordination, and answers to commonly asked questions. Screenshots of processes have also been included. The intent is to provide an impact tool for the uniformed Family Readiness Officer (FRO), whose responsibilities have increased significantly due to funded civilian FRO reductions experienced by the Force in FY 2014. The manual also provides examples of standardized common practices Force-wide
- Continued to leverage technology to support Marines, Sailors, family members, and designated persons when event attendance is not possible. Added instructor-led virtual training provided by Marine Corps Forces Reserve Marine Corps Family Team Building
- Added the Personal Deployment Brief to the program execution options to better support small detachment and Individual Augmentee deployments. This allows for one-on-one resource and education that specifically addresses the needs of the Marine, Sailor, family member, or designee when event attendance is not possible
- Experimented with regional deployment-based training that transcended traditional Major Subordinate Command boundaries to maximize efforts and expand YRRP services. The effort generated more national resource and services involvement. Local resources and services specific to the attendee were discussed at the unit level

### Navy Reserve

- Building upon previous years' successes, the Navy Reserve implemented a new, centralized, pre-deployment training model at the Regional level that provides deploying Sailors and their families a more standardized, enhanced training experience with Echelon IV oversight. This cost-effective model of Deployment Readiness Training (DRT) ensures all Service members and their families who have received mobilization notification receive quality training. Changes made to the Reserve Force Warrior and Family Support Instruction, COMNAVRESFORINST 1342.1B, allow the RC Commanders more freedom to determine the need for on-demand pre-deployment training events. These events will cater to surges in mobilizations should they occur in FY15 and beyond.
- The Navy Reserve conducted in-person training for the Regional Warrior and Family Support Program Specialists and Yellow Ribbon Reintegration Program Specialists. This training included guidance on budgeting, agendas, event planning timelines, venues, contracting, speakers, legal and ethical issues, and logistics support. The training highlighted the OSD-contracted EventPlus website to enhance Service and family member support.
- The Navy Reserve continues to emphasize its Women Warrior breakout sessions at post-deployment events (Returning Warrior Workshops). The customized workshop session provides a confidential venue for female warriors to express concerns related to their deployment and its processes. Warriors are able to share significant life events, including crisis-rendering moments with a chaplain and counselor present to assist in any way possible.
- The Navy Reserve implemented several marketing strategies to maintain and increase event attendance, including:
  - Social Media
  - Event Brochures
  - Use of the ia.navy.mil website
  - Article submissions in the "The Navy Reservist" magazine (May 2014)

# reintegration



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- Flag level briefings (NFOTS/RFOTS)
- Unit-level training (Navy Reserve Unit Management (NRUM)), NOSC Commanding Officer Course, and the Reserve Force Senior Enlisted Leadership Working Group and Training Continuum
- Communication between Service members' families and their unit Ombudsman and Command Individual Augmentee Coordinators (CIACs).

- Use of the EventsPlus website will allow the Navy Reserve to provide better support for its Service members and families by providing a complete Yellow Ribbon event management tool, as well as a central repository for data collection and analysis. It will also provide for better collection of attendance data at the events and breakout sessions through the use of bar code scanners. Most importantly, it will allow for the use of data from scanned evaluations, attendance rosters and logs to generate timely, informative reports for Regions, Commands, RESFOR, Congress, and OSD.

**Air National Guard**

Air National Guard deployment durations have increased, but with less frequency and smaller numbers, making it difficult to conduct large-scale YRRP events. Wing and state leadership support has improved attendance throughout all phases of the deployment cycle.

- Integrated additional support programs to include event planning for the Transition Assistance Program, Strong Bonds, and resilience training into YRRP events when possible, resulting in more pertinent information and cost-effective timeliness
- Identified and provided additional YRRP support to Air National Guard units located in remote locations and with unique missions (e.g., intelligence and unmanned aerial vehicles), ensuring benefit information, outreach, and community services were made available to all Service members and families

- Continued to build and maintain partnerships with civilian and governmental agencies supporting YRRP, as well as developing new partnerships with civilian and governmental agencies that support YRRP

**Air Force Reserve**

The Air Force Reserve hosted more than 7,000 members and families or designated individuals at YRRP events. All of the events included Pre-, Post-30, and Post-60 deployment phases occurring simultaneously. The Air Force Reserve also completed and distributed a five-minute video to every Wing publicizing YRRP for Commanders' Call or Wing events. Air Force Reserve leadership (Wing Commanders and Command Chiefs) attendance increased 30 percent over the past year.

- Streamlined registration and Service member real-time tracking by converting to the EventPLUS system, eliminating the process of converting E-Invite registrations into an Access database and saving many man-hours
- Developed surveys with the Clearinghouse for Military Family Readiness, Pennsylvania State University, gathering "knowledge gained" and "long-term usage" data from attendees:
  - Pre- and post-event data gathered using an SMS survey show a learning gain across events (55% of respondents show an increase)
  - Implemented a six-month, post-event survey (sent via email six months after attendance) to gather data on long-term benefits of information provided during YRRP events
  - Offered class options such as Resume Writing, Interviewing Skills, LinkedIn, and Professional Networking at every YRRP event

Figure 6: FY 2014 Statistics by Service

	Army National Guard	Army Reserve	Marine Corps Reserve	Navy Reserve	Air National Guard	Air Force Reserve	Coast Guard Reserve	Total
<b>Total Number of Attendees</b>	64,472	28,499	1,508	2,957	10,416	7,600	972	116,424
<b>Service Members</b>	33,706	12,673	1,030	1,701	6,253	3,894	539	59,796
<b>Family Members</b>	26,231	12,539	285	1,093	3,695	3,004	300	47,147
<b>Designated Representatives</b>	4,535	3,287	193	163	468	702	133	9,481
<b>Total Number of YRRP events</b>	538	329	60	38	235	68	13	1,281
<b>Total Number Activated (as of September 30, 2014)</b>	10,023	11,271	1,088	3,292	3,993	2,756	295	32,718
<b>Projected Events for FY 2015</b>	500	185	45	41	300	63	10	1,144
<b>Projected Total Attendees for FY 2015</b>	55,463	25,000	2,500	4,575	12,000	7,500	745	107,783

**Coast Guard Reserve**

The Coast Guard Reserve successfully adopted innovative strategies such as EventPLUS, retrospective surveys, and online registration tracking tools for event management and planning. Coast Guard Reserve YRRP staff will consist of a Program Manager and a Fund Manager recalled to active duty in FY 2015. As in previous years, the Coast Guard Reserve Program Manager will also serve as the Coast Guard Reserve Liaison Officer to ORP.

- Implemented online registration through ORP's EventPLUS to track attendee registration and generate real-time event planning reports

- Piloted pre-/post-resource surveys to measure knowledge transfer during YRRP events
- Piloted retrospective surveys to measure the long-term impact of YRRP
- Continued to collaborate with other RCs in support of multi-Service events
- Continued to exercise budgetary measures in support of austere spending requirements; FY 2014 cost savings were attained through personnel payroll reduction, government contracting, and Joint-Service event collaboration





## Way Ahead

World events remain unpredictable, and the requirement for deploying RC members worldwide will continue for the foreseeable future. The YRRP Advisory Board is confident that, through the ongoing use of research, assessments, evaluations, and evidence-based practices, the Department will positively affect the readiness, resiliency, and reintegration of National Guard and Reserve members and their families. ORP, in coordination with the Services, plans to:

- Provide in-person training for Program Managers, Service Liaison Officers, and Event Planners to demonstrate program changes, technological capabilities, curricula, and policy updates
- Research possible changes to program guidance based on current and future needs of the RCs
- Refine various ways to measure the program's effectiveness, including completion of the Service Delivery Assessment and analysis of the initial Retrospective Survey data

- Create interactive, online classes to allow for full scalability of the program and mitigate the anticipated decline in face-to-face event attendance in order to allow Service members and family members to participate in virtual events, take refresher training, or take required unit training as needed
- Build relationships with community resources to help raise awareness of YRRP's way ahead and its long-term commitment to strengthening readiness and resilience
- Review and revise the YRRP Strategic Plan to provide the framework for the program's direction over the next five years
- Compile and analyze reintegration studies for applicability to YRRP and to help shape the long-term way ahead
- Support the eBenefits Employment Center's employment capabilities by providing career and employment services through EIP's H2H program, connecting job-seeking RC Service members and veterans with employers
- Continue to build upon the high-touch efforts of the H2H Employment Coordinators and their ability to build local veteran employment networks

## Summary

YRRP continues to be an important, relevant, and valued program across the RCs. The benefits to readiness and contributions to resiliency YRRP offers continue to directly impact leaders, Service members, and their families. Continued support by the Department, Congress, and service providers makes this possible. Our Nation's Service members and their families benefit from that support, making this among the most highly regarded tools to help our families cope with the strains of deployment and reintegration. YRRP is a vital bridge to establish and maintain the strength of our most important resource – our people.



## Funding

### Assessment of Resource Requirements

The table below details the FY 2014 expenditures and FY 2015 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 at the headquarters level is resourced with baseline Operations and Maintenance, Defense-Wide funding.

Department of Defense Yellow Ribbon Reintegration Program (\$ Millions)		
	FY 2014 Actual	FY 2015 Requested
MILPERS, Army National Guard	\$26.4	\$17.3
MILPERS, Army Reserve	\$13.6	\$13.1
MILPERS, Air National Guard	\$3.0	\$4.9
MILPERS, Air Force Reserve	\$10.6	\$11.5
MILPERS, Navy Reserve	\$1.4	\$1.2
MILPERS, Marine Corps Reserve	\$0.7	\$0.4
<b>Total MILPERS Support—funding for pay costs, travel for military</b>	<b>\$55.7</b>	<b>\$48.4</b>
O&M, Army National Guard	\$11.3	\$8.3
O&M, Army Reserve	\$25.1	\$27.5
O&M, Air National Guard	\$17.6	\$20.3
O&M, Air Force Reserve	\$4.7	\$5.2
O&M, Navy Reserve	\$1.3	\$3.0
O&M, Marine Corps Reserve	\$0.5	\$0.8
<b>Total O&amp;M, Guard and Reserve Support—funding for YRRP event space, facility rentals, military and designated representative travel</b>	<b>\$60.5</b>	<b>\$65.1</b>
<b>Total O&amp;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 assessment of best practices. (1)</b>	<b>\$26.5</b>	<b>\$18.4</b>
<b>TOTAL SUPPORT</b>	<b>\$142.7</b>	<b>\$131.9</b>

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 Assistance Support Program funding. Does not include the Coast Guard Reserve, which is part of the Department of Homeland Security.



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## Mission

Promote the well-being of National Guard and Reserve 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.



**Yellow Ribbon  
Reintegration Program**

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