



Annual Advisory Board Report to Congress

Fiscal Year 2012
February 2013



**Yellow Ribbon
Reintegration Program**

For Those Who Serve and Those Who Support™





The estimated cost of report or study for the Department of Defense (DoD) is approximately \$38,000 in Fiscal Years 2012-2013. This includes \$9,650 in expenses and \$28,000 in DoD labor.

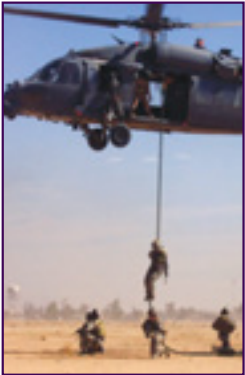
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Yellow Ribbon Reintegration Program

For Those Who Serve and Those Who SupportSM



Mission

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

Vision

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

Objective

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

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Message from the Yellow Ribbon Reintegration Program Advisory Board Chair

It is my distinct pleasure to present the Yellow Ribbon Reintegration Program Advisory Board Fiscal Year 2012 Annual Report to Congress. As we enter Fiscal Year 2013, we move forward as an essential readiness and resilience program for National Guard and Reserve units, Service members, their families and friends, and their supporting communities.

Three highlights top the Yellow Ribbon Reintegration Program Fiscal Year 2012 accomplishments:

- The enhancement of the Employment Initiative Program through the portfolio of services offered by Hero2Hired, addressing the critical problems of unemployment and underemployment among our National Guard and Reserve Service members.
- The development of significant resources in support of suicide prevention efforts.
- The launch of an improved, online Yellow Ribbon Reintegration Program event support tool, EventPLUS.

These accomplishments were due, in part, to the sustained collaboration and dedication of the Reserve Component Chiefs, Yellow Ribbon Reintegration Program Service Program Managers, staff, and supporting agencies and organizations.

We are proud of all the Yellow Ribbon Reintegration Program has achieved, but also recognize the continued challenges ahead, including fiscal constraints and a planned, large-scale return of forces from theater operations. In many respects, reunion and reintegration activities are just beginning, as the

medium- and long-term effects of the past decade's numerous deployments start to surface. Significant deployment and reintegration activities continue throughout the Reserve Components. This report details the Yellow Ribbon Reintegration Program's accomplishments and plans for the future.

The Reserve Components are an operational force integral to our Nation's defense, and the Yellow Ribbon Reintegration Program is committed to providing premier support to Service members, their families, and their communities. As deployments continue in support of ongoing operations, I thank Congress for recognizing the importance of ensuring stable, steady support for Service members and their families before, during, and after such deployments.



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

Executive Summary

During Fiscal Year (FY) 2012, the Yellow Ribbon Reintegration Program (YRRP) made significant progress in addressing the challenges facing deploying Reserve Component (RC) members and their families. In addition, YRRP developed the tools and resources necessary for the Services to address current challenges, as well as those stemming from the evolving nature of military operations. YRRP events in FY 2012 provided vital information and resources to 248,252 Service members and family or designated representatives (see Figure 7). The Services conducted 2,028 YRRP events across the country in FY 2012.

Program Highlights:

- Continued high level of satisfaction with YRRP events (80% overall satisfaction).
- Augmentation of the Employment Initiative Program (EIP) through the career and employment services offered by Hero2Hired (H2H) to connect employers with job-seeking RC Service members and veterans.
- Collaboration with the RC Suicide Prevention Stakeholder Group to expand suicide prevention resources and community healing opportunities.
- Implementation of an improved event-planning tool to enhance coordination and increase efficiency in management of YRRP events.

- Improved YRRP outreach efforts, including expanded website content, functionality, and security, as well as increased interagency relationships.

With the expected return of a significant number of RC Service members in FY 2013 and FY 2014, the efforts to reintegrate RC members with their families, employers, and communities are continuing at a high tempo. The historic increase in the utilization of National Guard and Reserve forces, combined with the geographic isolation of many Service members and their families, has resulted in the need for consistent deployment cycle support and a sustainable structure in order to most effectively meet the needs of the present and future operational force. Looking ahead, we envision a long-term need for YRRP to continue serving Service members and families as they continue supporting operational requirements at home and around the globe.

Reintegration challenges loom large in the lives of all Service members, but especially for those who serve in the National Guard and RCs. In comments made during this year's joint Department of Defense (DoD)/Department of Veterans Affairs (VA) Suicide Prevention Conference, Secretary of Defense Leon Panetta reminded attendees of the unique situation they face:

“Guardsmen and Reservists often do not have ready access to the same support network as the Active Duty force. We’ve got to do what we can to increase initiatives like the Yellow Ribbon Reintegration Program that’s working to address this kind of problem.” **Leon E. Panetta, Secretary of Defense**



Overview: About the Yellow Ribbon Reintegration Program

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

- Geographic isolation from other members of National Guard and Reserve units, as well as from Active Component military and support networks.
- Disparate or lack of access to military family support groups in local communities as families experience the increased stress of deployments.
- Continued and repeated deployments (approximately 64,000 members were activated, and almost 860,000 had been activated since 9/11, as of October 1, 2012).

- Unemployment and underemployment of returning National Guard and Reserve members (addressed in Public Law 111-383).

YRRP ensures the 1.1 million members of the National Guard and Reserve, and those who support them, are prepared, educated, and equipped to manage all aspects of the deployment cycle. YRRP evaluates and shares resources, tools, and promising practices across the seven RCs in support of Service member and family readiness and resiliency. YRRP designs all of its initiatives based on feedback from the seven RCs as they support Service members and their loved ones throughout the entire deployment cycle and beyond. Per DoD Instruction (DoDI) 1342.22, "Military family readiness," YRRP is a premier Family Readiness access point for the RC throughout the deployment cycle.

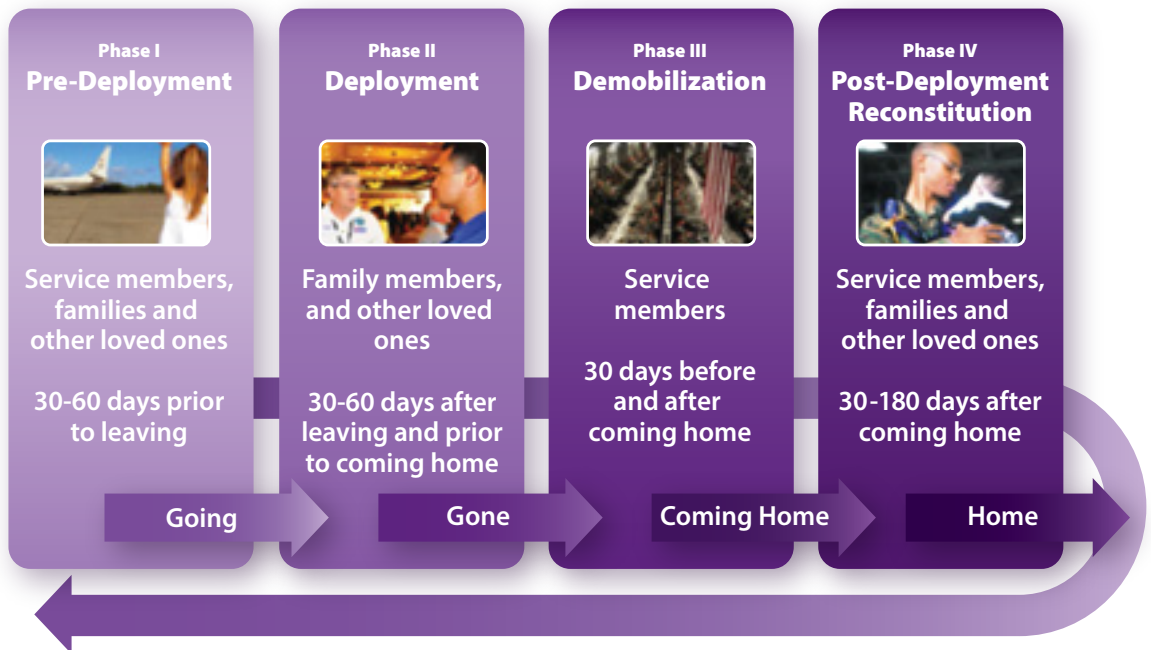


Figure 1: YRRP events and services are available during all phases of deployment and beyond to support Service members and their loved ones.

YRRP Advisory Board

The YRRP Advisory Board benefits from the active involvement of its senior leader members from across the RCs who provide strategic direction for the program. At the FY 2012 Board meeting, the RC Chiefs reaffirmed their full support of an enduring requirement for YRRP. The Board recommended that YRRP leverage efficiencies; strengthen and expand curriculum to address the needs of Service members who have deployed multiple times; and continue to collect metrics measuring the short- and long-term effectiveness of the program.

Service Programs

The RCs are responsible for implementing YRRP for their members and families, using DoD guidelines which maintain program consistency, while addressing each Service's unique missions and challenges. The following table provides highlights of each Service's implementation of YRRP for FY 2012:

FY 2012 RC YRRP Implementation (cont'd on page 5)

ARMY NATIONAL GUARD (ARNG)



- The ARNG assigned a Senior Family Readiness Assistant and 363 Service members in an Active Duty Operational Support (ADOS) status to the 54 states and territories to support execution of YRRP.
- The ARNG YRRP collaborated with full-time resources within the National Guard (Family Programs, Employer Support, Transition Support, Sexual Assault Prevention & Response and Psychological Health) and other organizations across the Service components.
- The ARNG addressed issues and implemented new aspects of the program, including adding job fairs, employment assistance curriculum, and resilience classes.

ARMY RESERVE



- Army Reserve YRRP events provided a platform for and relied on the energy, enthusiasm, and impact of local, regional, and national community leaders, civic organizations, and businesses (e.g., educational institutions, veterans' organizations, community health care) who continue to rally to support our commands and those individual Soldiers who deploy.
- Army Reserve YRRP initiatives connected Soldiers and families and kept them connected despite their geographical isolation. Both the tangible and intangible benefits derived from the program for our Soldiers and their families are immeasurable.
- Based on feedback and lessons learned through the initial three years of implementation, the Army Reserve staffed and published a new Operations Order, which eliminated one pre-deployment event and encouraged combining events between commands and with the other Services. This guidance is currently in effect and will be the mainstay for program execution through FY 2013.



FY 2012 RC YRRP Implementation

MARINE CORPS RESERVE



- During FY 2012, the Marine Corps continued to leverage local government facilities to conduct YRRP training in an effort to minimize costs and maximize participation.
- The Marine Corps put procedures in place for review and oversight of all YRRP funding requests, in accordance with Force Order 7300.1B, to ensure requested expenditures were integral to the training and all efforts were made to be good stewards of the taxpayer dollar.
- Final approval authority of all YRRP requests remains with Commander, Marine Corps Reserve, in order to ensure all requests are prudent and within the limitations of the law.

NAVY RESERVE



- The Navy Reserve's Educational Child Development Program made a real difference in the lives of Sailors' families. On multiple occasions, children of Sailors used the information and resources provided to them to help during personal crises.
- The Navy Reserve restructured its 60-day post-deployment reintegration event, a DoD promising practice, to provide the same enriching experience to all Sailors who want to attend, while reducing the overall number of events. This resulted in a significant savings in cost, but maintained the amazing quality of our Returning Warrior Workshops that has made them the signature event for the Navy's YRRP.
- The Navy Reserve developed a formal training course to give commands the support needed to execute YRRP events, incorporating years of lessons learned to best prepare Sailors and their families for the challenges of deployment. The course provides guidance on budgeting, agendas, event planning timelines, venues, contracting, speakers, and more to assist every command in ensuring their event is successful.
- The Command Individual Augmentee Coordinator (CIAC) supports the YRRP as part of the during-deployment support structure provided for all mobilized Sailors. In FY 2012, the CIAC program saw enormous success in maintaining this critical lifeline from the Sailors' Joint assignment back to the home unit, improving the rate of consistent contact from less than 52% to more than 90%.

FY 2012 RC YRRP Implementation

AIR NATIONAL GUARD (ANG)



- The ANG has 53 contract Yellow Ribbon Support Specialists, one in each state, Guam, the District of Columbia, and Puerto Rico/Virgin Islands, plus two contract Program Managers.
- The ANG YRRP staff consists of a military (O-5) Program Manager, one Federal employee, two ADOS personnel, and one contractor to assist with financial management and execution.
- The ANG YRRP collaborated with full-time resources within the National Guard (Family Programs, Employer Support, Transition Support, Sexual Assault Prevention & Response and Psychological Health) and other organizations across the Service components.
- The ANG addressed issues and implemented new aspects of the program, including adding job fairs, employment assistance curriculum, and resilience classes.

AIR FORCE RESERVE



- The Air Force Reserve developed and implemented an accountability system for YRRP events that uses name badges and bar code scanners to help improve the accuracy and speed of data collection; perform safety/well checks on attendees; and generate standard reports on event attendance, demographics of the attendees, and popularity of each session.
- The Air Force Reserve achieved a satisfaction score of 91% from over 7,000 members and their families who attended YRRP events.
- The Air Force Reserve YRRP continued to focus on child and youth programs, partnering with the Youth Extension Service (Project YES!) to plan interactive agendas with age-appropriate activities, and inviting the Teen Leadership Council to participate as mentors for the youth.

COAST GUARD RESERVE



- In FY 2012, the second year of the Coast Guard YRRP, the Coast Guard saw the program develop and grow. It identified and implemented several best practices and used innovative means to present material and information.
- The Coast Guard Reserve conducted 21 events reaching almost 2,200 members and families. These events represent a 57% growth over FY 2011.
- The Coast Guard YRRP greatly reduced the personal financial impact on family members and friends who attended events by establishing a procedure that authorized participants to purchase commercial air reservations charged directly to the Coast Guard, eliminating or reducing the need for the families to expend any personal funds. This procedure, coupled with all meals and lodging contracted by YRRP, eliminated most of the need for a family member or Service member to use personal funds to attend an event.



Center for Excellence

The DoD YRRP Center for Excellence (CfE) compiles, assesses, and provides the following support: event measurement and analysis, policy, guidance, event support, and promising practices. YRRP incorporates CfE resources into YRRP's Outreach initiatives targeted to Service YRRP staff, ensuring RC Service members and their loved ones timely and accurate information and resources to meet their deployment cycle support needs.

Event Measurement & Analysis

The CfE continues to benefit from the resources, research, and innovation of the Clearinghouse for Military Family Readiness (Clearinghouse) at Penn State University. In FY 2012, the Clearinghouse analyzed data collected from the following sources:

- Post-event surveys from YRRP event attendees
- After-action reports from YRRP Event Planners
- Reserve Affairs Readiness, Training, and Mobilization unit visit surveys

Program Statistics

The overall satisfaction at YRRP events remained high based on an analysis of 38,148 surveys collected from event attendees. Findings are as follows:

SATISFACTION: Respondents were asked if the YRRP event they attended was beneficial, resulting in an overall satisfaction rate of 80%:

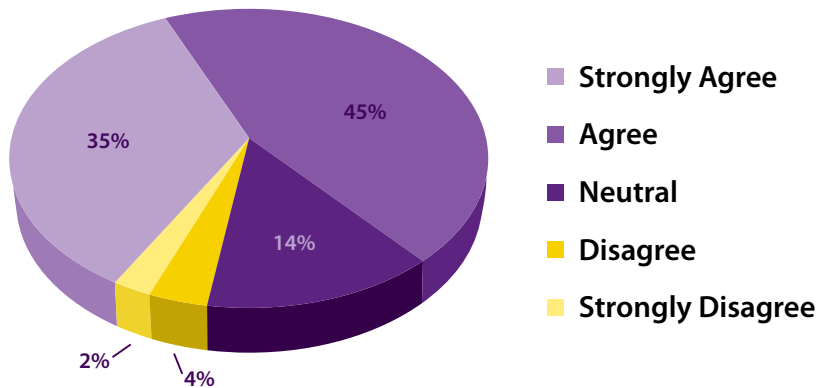


Figure 2

TRANSFER OF KNOWLEDGE: Aggregated results show that 91% of respondents agreed the YRRP event helped increase their awareness of available support programs and resources.

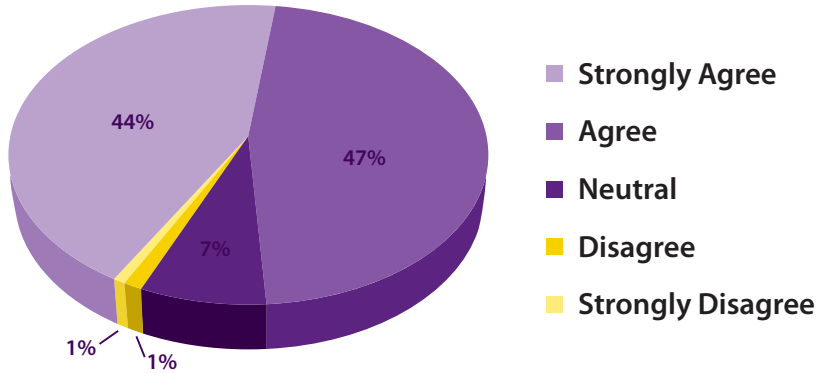


Figure 3

IMPACT: Nearly 80% of respondents reported an increase in: (1) their ability to communicate effectively as a family; (2) their ability to effectively manage stress and anxiety due to deployment; (3) their ability to deal with financial and employment issues; and (4) their preparedness for continued military service.

IMPACT: As a result of attendance at Yellow Ribbon events, participants were asked to self-report beneficial changes for themselves or their families in their life and personal skills in four areas:

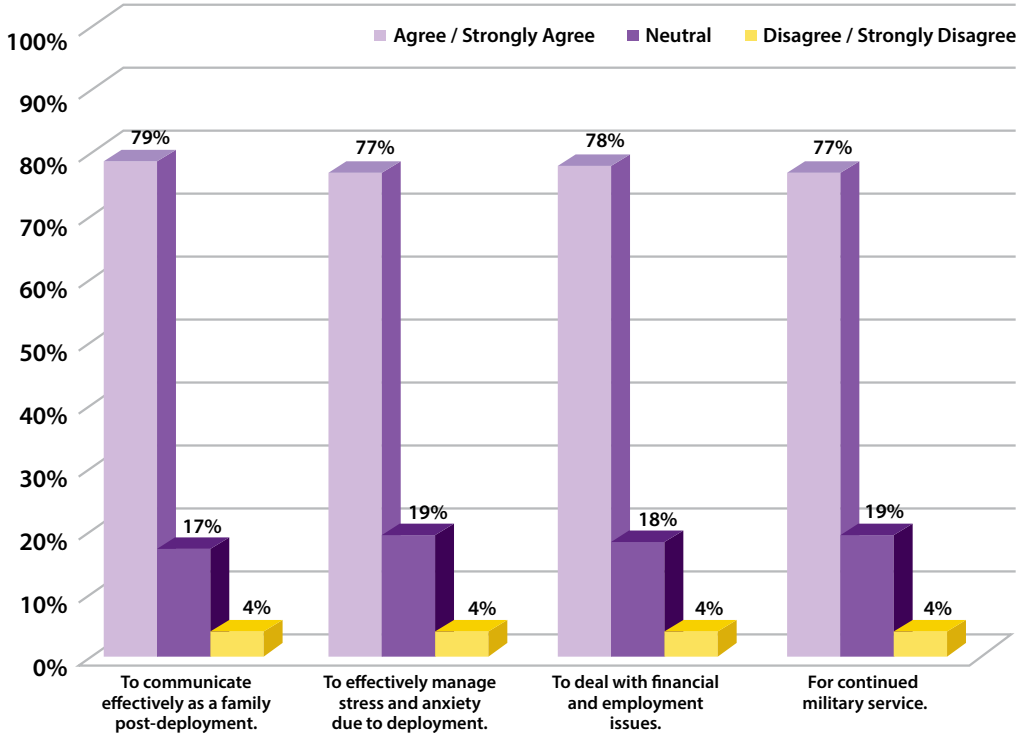


Figure 4



Event Support

YRRP implemented its improved event-planning tool, EventPLUS, to enhance each Service's ability to plan and execute events. EventPLUS:

- Includes improved layout and functionality, Service-specific customization, regularly scheduled enhancements, and robust technical support.
- Incorporates feedback from all Services based on experiences gained from using the original event-planning tool, which was developed by the National Guard and adapted by DoD.
- Has been implemented and is being used by all Services.

YRRP continues to develop and improve evidence-based curricula for YRRP events that utilize adult learning models and encourage changes in knowledge and behavior over time. The requirement for curricula is a result of requests from the Services for standardized materials relevant to the evolving needs of Service members and families. Additionally, YRRP is developing online training and self-paced courses designed to support distance learners through virtual education.

Employment Initiative Program

Over the last year, EIP introduced its portfolio of services offered by H2H to connect job-seeking RC Service members and veterans with potential employers. H2H is a comprehensive career services program containing the tools necessary for a job seeker to find a position, build a resume, and prepare for an interview. H2H uses web and mobile applications, and actively seeks out and works with employers who have committed to hiring National Guard and Reserve members and veterans. The website, H2H.jobs, offers a free, unique, online search engine that enables job seekers to search for jobs using already familiar military specialties, which are then matched to current private industry needs. Additionally, individuals can take an assessment to match their skills and interests with potential careers, learn about different industries, and find training and informational resources to assist them in seeking employment based on location, salary, and other criteria.



Figure 5: H2H Mobile Job Store at a multi-Service YRRP event in Orlando, FL.

Program Highlights:

- Formed multiple strategic relationships with the VA, Department of Labor, Employer Support of the Guard and Reserve (ESGR) State Committees, National Guard State Adjutants General, United States Chamber of Commerce, and the Army Reserve Employer Partnership Office to assist DoD in reducing unemployment and underemployment of Service members and veterans.
- Deployed H2H, offering free, online tools to Service members and veterans, including a military skills translator; resume assistance; job listings; career exploration; education and training resources; live and virtual career fairs; and a variety of networking opportunities.
- Provided employment assistance via a self-contained Mobile Job Store (see Figure 5) at YRRP and employment events around the country, focusing on geographic areas of need.



- Coordinated nationwide support through more than 4,900 ESGR volunteers and established 55 contracted Employment Transition Coordinators (see Figure 10).
- Launched H2H.jobs apps for iOS, Android, and Windows phones; communicated program resources and activities through social media websites, including Facebook, Twitter, and LinkedIn.



Figure 6: H2H FY 2012 Statistics



Suicide Prevention

The RC Suicide Prevention Stakeholder Group expanded suicide prevention resources and community healing opportunities via monthly meetings in FY 2012.

Program Highlights:

- Analyzed suicide data from the Services to provide trend analysis and insight to DoD senior leadership.
- Coordinated with the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury to review existing suicide assessment tools in order to identify effective clinical and non-clinical tools for use within the RC.



- Published the Suicide Prevention and Resilience Resource Inventory, which gathers information on programs and services delivered by Federal, state, and local organizations, measures the satisfaction rates, and identifies relevant gaps.

- Created the “RC Suicide Prevention Plan: A Toolkit for Commanders,” published in May 2012 and distributed to National Guard and Reserve units worldwide.
- Delivered a postvention plans workshop leading up to the annual DoD/VA Suicide Prevention Conference.
- Distributed approximately 50,000 gunlocks to YRRP event attendees.

Outreach & Collaboration

YRRP enhanced outreach efforts across multiple channels to support National Guard and Reserve Commanders, Family Support staff, Event Planners, and Program Managers who plan and execute YRRP events.

Program Highlights:

- Improved YRRP website content, functionality, and security to support the over 65,000 unique visits throughout FY 2012.
- Redesigned CfE portion of the website to provide more efficient access to the policy and resource information essential for Public Law and DoDI compliance.
- Engaged Service YRRP staff to contribute to the content of “The Ribbon,” YRRP’s blog and quarterly newsletter containing program news, resources, and helpful tips, thereby increasing interest and quality content.
- Launched YRRP LinkedIn group to increase collaboration amongst YRRP staff, and leveraged findings to identify program trends and influence the development of future outreach initiatives.

- Established a distinct identity among the plethora of “Yellow Ribbon” programs and organizations via distribution to the Services of an updated style guide and newly trademarked graphics.

Additionally, YRRP continued its efforts to build and maintain an innovative, collaborative network of organizations dedicated to addressing the deployment challenges faced by National Guard and Reserve Service members and those who support

them. Membership in the network grows, and existing members remain active in a collaborative effort, which includes the VA and other Federal and civilian agencies, community leaders, advocacy groups, clinical experts and academic institutions. The following table provides highlights of some collaborative relationships built or improved upon during FY 2012:

YRRP Collaborative Network Highlights (cont'd on page 13)

DEPARTMENT OF VETERANS AFFAIRS



- In a growing trend, the Services held 10 YRRP activities in VA medical facilities, allowing over 650 Service members and their families to develop familiarity with VA facilities, schedule appointments for on-site VA care, and, in some cases, receive same-day appointments.
- Many post-deployment YRRP events included VA Mobile Vet Centers, providing Service members with on-site counseling.
- Recognizing the inherent inter-Departmental value added, VA provided DoD YRRP with a full-time Liaison Officer, to ensure critical expertise and guidance regarding VA benefits, services, and programs are included throughout YRRP’s catalogue of vast resources.
- YRRP facilitated the implementation of VA programs, resources, and VA health and benefits outreach opportunities, including programs such as Coaching into Care, VA for Vets, Mobile Vet Centers, and VA mental health services through face-to-face briefings, personal encounters, and broad-based media tools.

TRANSITION TO VETERANS PROGRAM OFFICE



- YRRP Service Liaison Officers served as members and team leaders of the Transition Goals Plans Success (GPS) RC “Tiger Team,” chartered to adapt the updated transition curriculum and model to the National Guard and Reserve deployment cycle.
- YRRP staff and Service Liaison Officers developed course curricula and training materials in support of the Transition GPS initiative.



YRRP Collaborative Network Highlights

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION (SAMHSA)



- YRRP continued to collaborate with SAMHSA in expanding state Policy Academies, and helping states evaluate existing policies, resources, and infrastructure to develop a practical and sustainable strategic action plan to improve the delivery and accessibility of services for their unique state populations.
- Nine states participated in the FY 2012 Policy Academy, bringing the total to 32 Policy Academy “graduate” states, two territories, and the District of Columbia. Eighteen additional states and two territories will be invited in the FY 2013 sessions.

JOINING FORCES & PRESIDENT’S COUNCIL ON FITNESS, SPORTS AND NUTRITION (PCFSN)



JOINING FORCES



- YRRP continued its collaboration with PCFSN’s Joining Forces Fitness Initiative to promote opportunities for National Guard and Reserve Service members and their families to become more physically active and increase resiliency through free fitness benefits.
- The initiative provides 1,000,000 hours of free fitness training through the American Council on Exercise and, 100,000 free health club memberships through the International Health, Racquetball and Sportsclub Association.
- YRRP promoted the initiative through their website, blog and at various events across the country.

OPERATION MILITARY KIDS (OMK)



- YRRP created and distributed online educational vignettes featuring OMK curriculum contained in Tech Discovery Tool Kits for use at YRRP events throughout the country. The videos exhibited the ease of use and the flexibility of the OMK Tech Discovery Tool Kits available through OMK state headquarters’ offices.
- OMK demonstrated how the curriculum successfully supports kids in opening up about the issues they face during a parent’s deployment, and how the curriculum teaches teamwork, problem-solving, communication, decision-making, self-reliance and responsibility.

TUTOR.COM



- YRRP provided access to 24/7 academic support for children and adults in National Guard and Reserve families, no matter their duty status, through Tutor.com
- In FY 2012, Tutor.com provided 47,985 sessions to K-12 and adult students for help with homework, studying, test preparation, college coursework, proofreading, and more.

YRRP Collaborative Network Highlights

MILITARY COMMUNITY COVENANT (MCC) & JOINING COMMUNITY FORCES (JCF)



- YRRP joined with MCC and JCF to build community-based resources for long-term deployment and reintegration support to develop a greater understanding of each organization's respective strengths and challenges.
- Through MCC, YRRP engaged state and local leaders in Utah and Oregon to gather information on promising practices and determine alternate methods of service delivery for the future.

FEDERAL VOTING ASSISTANCE PROGRAM (FVAP)



- YRRP staff coordinated efforts with DoD's FVAP toward informing Service members and their families at YRRP events about voting practices and procedures during times of deployment.
- FVAP will incorporate the YRRP event schedule into briefings and communications with the Chief Election Offices in each state to ensure Service members and their families are provided information and resources to cast absentee ballots when necessary.

PROJECT Y.E.S!



- YRRP supported Project Y.E.S! efforts to engage college students in service to meet the needs of military families. Project Y.E.S! expands the resources of YRRP and other youth and teen oriented programs by giving staff interns the opportunity to give back to their communities and country through a year of service.
- Project Y.E.S! partnered with the General H. Hugh Shelton Leadership Center to provide staff interns with first-class youth development skills in the areas of education and facilitation. In turn, the interns travel the nation delivering youth programs at YRRP events and other family-oriented programs.

VETS4WARRIORS



- YRRP collaborated with the National Guard to support the Vets4Warriors peer support program for Service members and families. Vets4Warriors provides supportive, non-attributional conversations with trained veteran peers representing all branches of the military.
- In FY 2012, Vets4Warriors received 15,102 incoming calls and communicated with 477 Inactive National Guard Service members.
- Vets4Warriors has immediate access to mental health clinicians to respond to potentially emergent issues and can offer referrals to local community services, military veteran centers, and military healthcare providers based upon the needs of the individual.



Way Ahead

As we mark the fifth anniversary of YRRP (January 28, 2013), the Advisory Board looks forward to continuing to build on the program's successes, and will continue to make recommendations that position YRRP as a premier deployment cycle support program for our Service members, families, and communities. Specifically, we will:

- Refine metrics collection and analysis to continually measure and improve the long-term effectiveness and efficiency of the program.
- Evaluate the number and effectiveness of community-based affiliations with entities providing key resources, support, and sustainability required by legislation and the YRRP DoDI.
- Assess the effectiveness of the 27 Program Specialists assigned across the country to support YRRP.
- Develop collaborative goals and objectives among the Services and the YRRP Office designed to address the concerns of Service members with multiple deployments, redundancy in curricula, and the evolving deployment environment.
- Build on the Services' promising practices, leveraging technology to facilitate collaboration among the RCs.
- Develop and refine standardized curricula and alternate delivery methods, including implementation of curricula for each subject required by Public Law, and regularly scheduled roll-out of new or updated curricula.
- Build on the National Guard's online "toolkit" successes to provide a "one-stop solution" for YRRP Event Planners' requirements, and include sample agendas, document plans, and course content.
- Continue to provide career and employment services offered by EIP's H2H program to connect job-seeking RC Service members and veterans with employers, and provide metrics to measure the program's effectiveness.
- Maintain strong collaboration with the Defense Suicide Prevention Office.
- Participate with SAMHSA to conduct an additional two or three SAMHSA Policy Academies, involving up to 30 states and territories, and begin a mentoring process to pair experienced states with newer, more challenged states.

Attendance Data from Services

| | Army National Guard | Army Reserve | Marine Corps Reserve | Navy Reserve | Air National Guard | Air Force Reserve | Coast Guard Reserve | Total |
|---|---------------------|--------------|----------------------|--------------|--------------------|-------------------|---------------------|---------|
| Total Number of Attendees | 141,852 | 46,515 | 9,750 | 19,281 | 21,408 | 7,301 | 2,145 | 248,252 |
| Service Members | 70,879 | 20,323 | 5,984 | 13,448 | 12,327 | 2,640 | 1,092 | 126,693 |
| Family Members | 64,830 | 19,360 | 3,204 | 5,304 | 8,481 | 4,437 | 852 | 106,468 |
| Designated Representatives | 6,143 | 6,832 | 562 | 529 | 600 | 224 | 201 | 15,091 |
| Total Number Activated (as of October 2, 2012) | 30,197 | 15,531 | 3,127 | 4,464 | 6,404 | 3,450 | 564 | 63,737 |
| Total Number of YRRP Events | 859 | 399 | 209 | 91 | 371 | 78 | 21 | 2,028 |
| Projected Events for FY 2013 | 800 | 350 | 42 | 89 | 325 | 72 | 13 | 1,691 |

Figure 7: Statistics by Service

Funding

Assessment of Resource Requirements

The table below details the FY 2012 expenditures and FY 2013 planned resources for the RC YRRPs with Overseas Contingency Operations funds in the RC Military Personnel and Operations and Maintenance

accounts. The YRRP Office at the headquarters level is resourced with baseline Operations and Maintenance, Defense-Wide funding. The FY 2011 YRRP Advisory Board Annual Report to Congress estimated FY 2012 expenditures of \$240.7 million. However, changes in projected deployments resulted in fewer than expected YRRP events and a total expenditure of \$220.2 million.

| Department of Defense Yellow Ribbon Reintegration Program (\$ Millions) | FY 12 Actual | FY 13 Requested |
|--|-----------------|--------------------|
| MILPERS, Army National Guard | \$52.8 | \$57.6 |
| MILPERS, Army Reserve | \$20.4 | \$15.6 |
| MILPERS, Air National Guard | \$9.8 | \$10.5 |
| MILPERS, Air Force Reserve | \$10.9 | \$15.0 |
| MILPERS, Navy Reserve | \$1.4 | \$1.6 |
| MILPERS, Marine Corps Reserve | \$0.4 | \$2.3 |
| Total MILPERS Support - funding for pay costs, travel for military | \$95.7 | \$102.6 |
| O&M, Army National Guard | \$31.7 | \$28.6 |
| O&M, Army Reserve | \$35.0 | \$30.9 |
| O&M, Air National Guard | \$24.5 | \$12.3 |
| O&M, Air Force Reserve | \$6.5 | \$6.3 |
| O&M, Navy Reserve | \$2.7 | \$2.7 |
| O&M, Marine Corps Reserve | \$0.4 | \$2.8 |
| Total O&M, Guard and Reserve Support - funding for YRRP event space, facility rentals, military and designated representative travel | \$100.8 | \$83.6 |
| Total O&M, Defense-wide support - funding to support state specialist coordination, outreach services through the Office of the Assistant Secretary of Defense for Reserve Affairs regarding deployment cycle and reintegration events at 30-60-90 days, Center for Excellence assesment of best practices. (1) | \$23.7 | \$21.6 |
| TOTAL SUPPORT | \$220.2 | \$207.8 |

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

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

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

Figure 8: Assessment of Resource Requirements

YRRP Support Services Maps

Figure 9: YRRP Events by State/Territory & Location of Program Specialists.

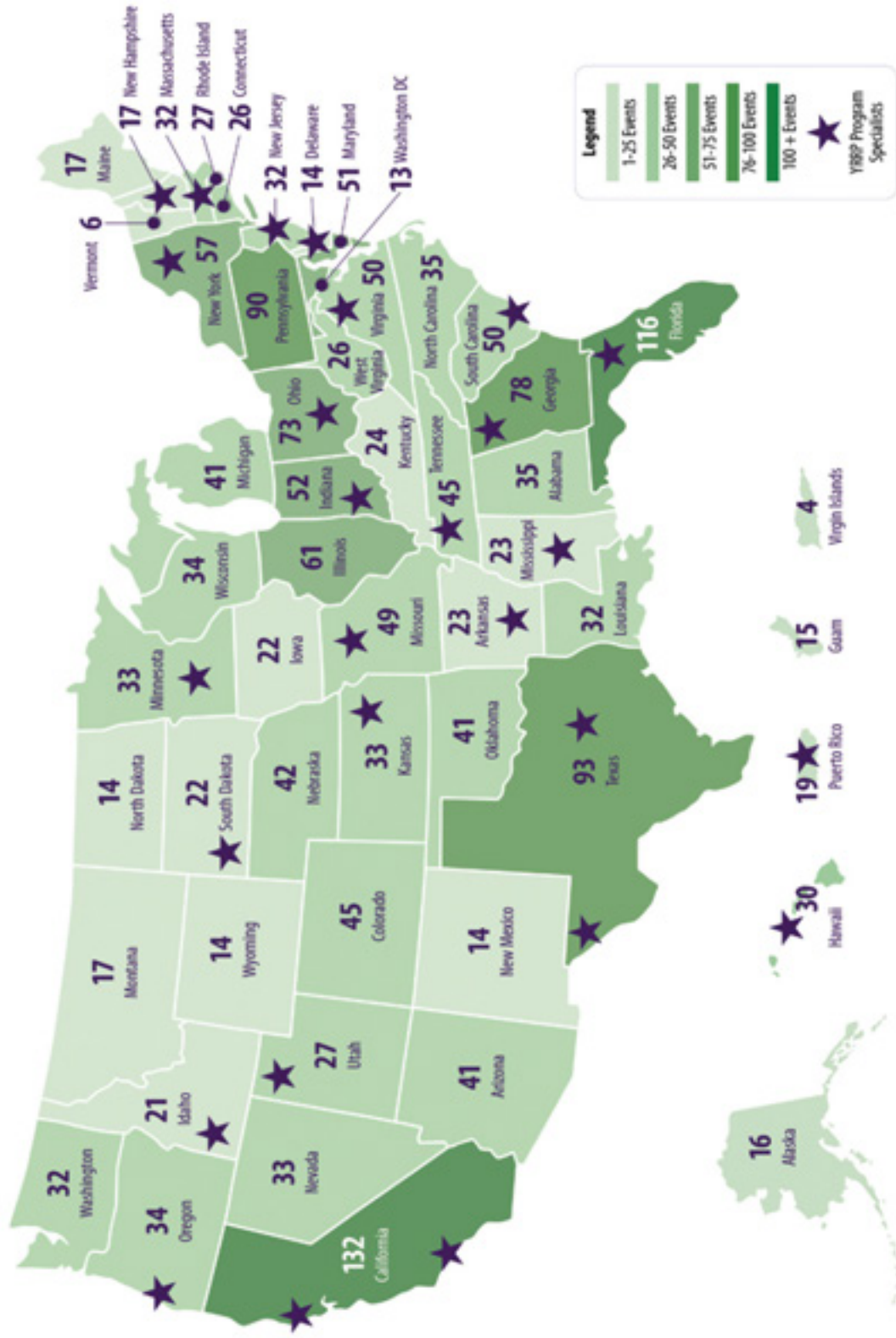
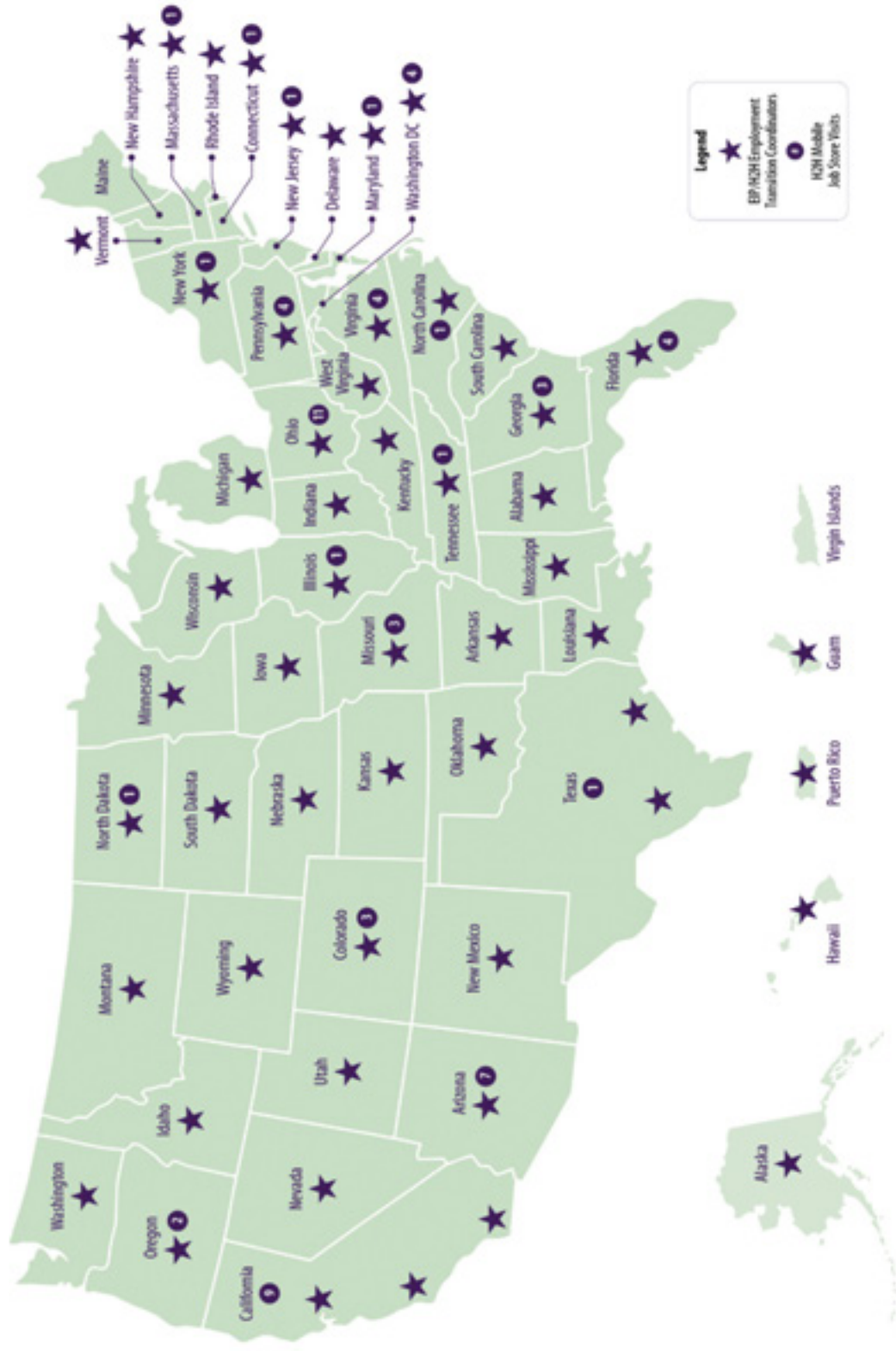


Figure 10: EIP/H2H Employment Transition Coordinators & H2H Mobile Job Store Visits.





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



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