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2017 zero8hundred's Continuing the Promise of a New Day: Support for Service Members Transitioning to Civilian Life in San Diego

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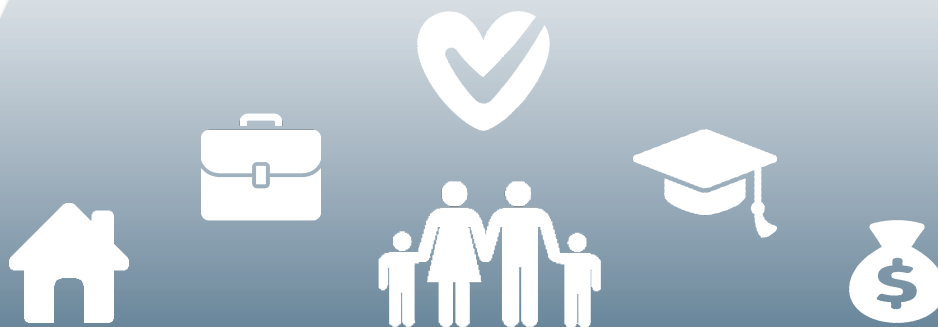
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Continuing the Promise of a New Day: Support for Service Members Transitioning to Civilian Life in San Diego

The First Two Years



University of San Diego
SCHOOL OF LEADERSHIP
AND EDUCATION SCIENCES

Prepared by: Caster Family Center for Nonprofit
and Philanthropic Research
University of San Diego – April 2017



About the Caster Family Center for Nonprofit and Philanthropic Research

The mission of the Caster Center is to provide research, evaluation, and consulting services that build the leadership and strategic- and evaluative-thinking capacity of local nonprofits, as well as to be the leading source of information, data, and research on the local nonprofit sector.

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Rancho Santa Fe Foundation

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Development Foundation

San Diego Workforce Partnership

SDG&E

United Way of San Diego County

University Club Atop Symphony Towers

USS Midway Foundation

Walmart Foundation

WebMD Health Foundation

Wells Fargo

zero8hundred Advisory Board and Executive Committee*
(Cumulative list from January 2015 through January 2017)

A true collaborative effort that engages many sectors, organizations, and experienced subject matter experts throughout the greater San Diego region.

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EXECUTIVE SUMMARY

In 2014, the Military Transition Support Project (MTSP), a cross-sector collaborative in San Diego County, formed **zero8hundred**, a fiscally sponsored nonprofit organization whose mission is to proactively link transitioning military families to a broad range of resources and opportunities, helping them successfully transition to civilian life in San Diego. San Diego is home to the largest concentration of military in the world and more than 20,000 service members stationed in San Diego transition to civilian life each year.

The **zero8hundred** program is a resource hub that utilizes both a website and Peer Navigators to connect transitioning service members and their families to services and resources available in 2-1-1 San Diego's comprehensive database of existing social service agencies and employment opportunities. **zero8hundred** emphasizes a holistic veteran's wellness model approach that focuses on employment, education, basic needs, physical and mental health, and social/personal connections. Peer Navigators are Masters of Social Work (MSW) students or graduates with lived experience in the military who provide individual and personal guidance to transitioning service members and their families. Thus, a unique feature of this support model is that **zero8hundred** Peer Navigators are both trained professionals, as well as peers.

Another unique distinction of **zero8hundred** is that it provides support for transitioning military families up to nine months prior to leaving the military until 12 months post-separation through an unprecedented Memorandum of Understanding (MOU) with the United States Navy. This is in contrast to military programs that only focus on supporting service members and their families *before* they separate from the military, and nonprofit and community programs that only focus on supporting service members and their families *after* they separate from the military.

In January 2015, MTSP commissioned the Caster Family Center for Nonprofit and Philanthropic Research (Caster Center) at the University of San Diego to conduct a formal evaluation of the processes and outcomes of the **zero8hundred** two-year beta program. This report summarizes the findings from the first two years of the program (January 2015 through January 2017). Between January 2015 and January 2017 the Caster Center evaluation team collected and analyzed data from: 1) surveys with transitioning service members before, during, and after their separation; 2) an internal **zero8hundred** database; 3) observations of **zero8hundred** activities and meetings; and 4) web analytics.

In the first two years, **zero8hundred** far exceeded its goals for the number of transitioning service members it hoped to reach. Nearly 14,000 transitioning service members have been exposed to **zero8hundred** and 1,414 have opted in to the program. There is also promising evidence that Veterans or Spouses in Process (VIPs) who opted in to **zero8hundred** have benefited from the resources they received from Peer Navigators and the website. More specifically, at the end of Year 2:

- **Satisfaction with Peer Navigators was very high.** Overall, VIPs were very satisfied with the Peer Navigators' professionalism, flexibility, knowledge of military culture, and understanding of VIPs' needs.
- **The resource referral model appeared to be working.** VIPs were very satisfied with the number and types of resources, the responsiveness of the resources, and the ability of the resources to meet their needs.
- **The most prevalent needs of VIPs were education and employment.** Data revealed that **zero8hundred** helped VIPs meet their education and employment needs and goals.
- **zero8hundred filled a gap by supporting service members before, during, and after their transition.** Survey data confirmed that the time of separation from the military was the most stressful time in the VIPs' transition process.

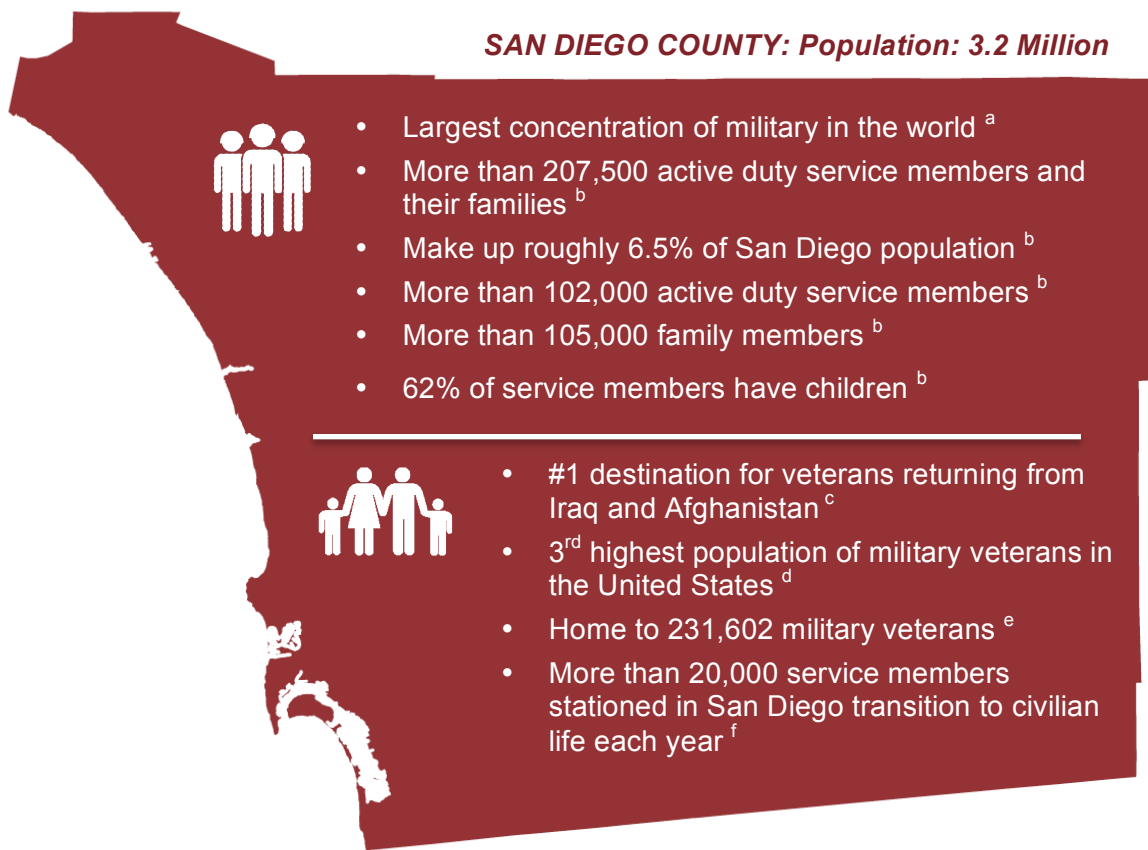
Now that time has elapsed and some VIPs have transitioned out of active duty service, a meaningful picture of how **zero8hundred** has influenced their transition is beginning to emerge. This research confirms that service members in San Diego County who are approaching separation from the military take advantage of the **zero8hundred** program and its offerings.

In sum, **zero8hundred** has accomplished a great deal in its first two years. By providing transitioning service members with ongoing personal attention, professional support and access to resources aimed at addressing all aspects of transition into civilian life, **zero8hundred** is filling a critical gap for the military community in San Diego County.

MILITARY PRESENCE IN SAN DIEGO COUNTY

San Diego County has a long history of military presence, beginning in 1846 when the first American flag was raised to establish Fort Stockton on Presidio Hill.¹ Since those early days, San Diego County's military population has grown and continues to have a major presence in the region, with more than 102,000 active duty service members, more than 105,000 military dependents (i.e., spouses and children), 230,000 military veterans, and 20,000 service members who transition out of the military and into the civilian community each year.

Figure 1. Military Presence in San Diego County



¹ <https://www.sandiego.gov/humanresources/programs/assistance/factshistory/events#sthash.tmJQ6D5r.dpuf>

a. <http://www.militarypress.com/about-military-press/> (2016)

b. <http://download.militaryonesource.mil/12038/MOS/Reports/2015-Demographics-Report.pdf> (2015)

c. http://sdchamber.org/wp-content/uploads/2015/09/44_Military-Employment-in-San-Diego-Press-Release_FINAL.pdf
d. *Military Employment in San Diego: A look at military veterans in San Diego's labor force.* San Diego Regional Chamber of Commerce (2013)

e. <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk> (2014)

f. Data collected from San Diego Military Commands (2015-2016) (see Appendix A)

BACKGROUND

In 2013, the Military Family Support Working Group (MFSWG) funders collaborative at San Diego Grantmakers coordinated multiple meetings with stakeholders throughout San Diego County to develop a comprehensive community plan to support transitioning military families. Blue Shield of California Foundation, with additional support from WebMD Healthcare and the Rancho Santa Fe Foundation, funded a one-year planning grant to MFSWG. The planning meetings and processes convened multiple sectors of the community including military, social services and nonprofits, public officials, businesses, higher education, and philanthropy. The culmination of this collaborative and cross-sector planning project was the Military Transition Support Project (MTSP) 2014 Community Plan.²

“Studies show that the post 9/11 transitioning population is one of great promise. Individuals are well-trained, team-oriented, and hardworking, but also in need of support.”

- Military Transition Support Project Community Plan 2014

Subsequently in 2014, MTSP formed **zero8hundred**, a fiscally sponsored nonprofit organization that focuses on easing the transition process to civilian life for active duty service members and their families who are separating from the military and plan to live in San Diego County.

MTSP commissioned the Caster Family Center for Nonprofit and Philanthropic Research (Caster Center) at the University of San Diego (USD) to conduct a formal process and outcome evaluation of the first two years of the **zero8hundred** program.³

This report summarizes the first two years of the **zero8hundred** program from January 2015 through January 2017. It includes an overview of **zero8hundred**, the key elements, how the program is implemented, the evaluation approach and logic model, cumulative findings, and overarching observations.

² *Military Transition Support Project (MTSP): A community plan for transforming the transition experience of San Diego's military families. (2014). www.hardco.com*

³ *There are references to Year 3 and beyond throughout the report because the program evaluation will be continuing in 2017-2018 for Years 3 and 4.*

OVERVIEW OF zero8hundred

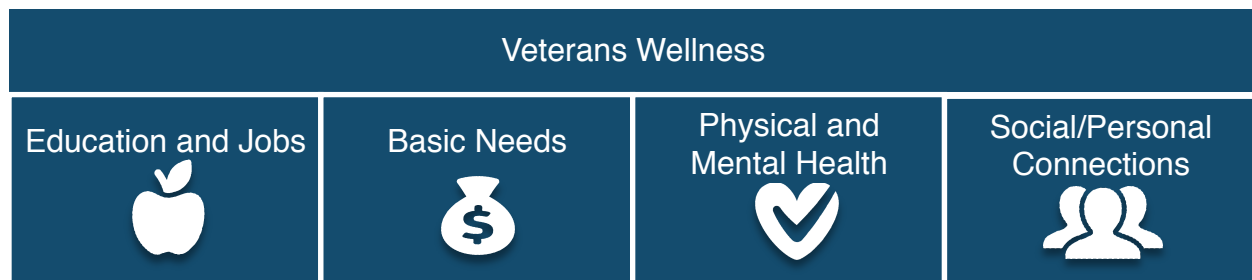
Mission

To proactively link transitioning military families to a broad range of resources and opportunities in the community, helping them successfully transition to civilian life.

The **zero8hundred** program is a unique resource hub, which utilizes both a web portal and Peer Navigators to refer transitioning service members and their families to services and resources available from existing social service agencies and coalition partners. The **zero8hundred** framework consists of four core elements:

- Utilization of a holistic wellness model
- Linkage to community-based supports prior to leaving the military
- Access to a comprehensive resource directory of social services and employment opportunities
- Improved connections to resources and the civilian community

The holistic wellness model focuses on four main pillars of veteran needs:



zero8hundred derives its name from the daily military ritual of raising the American flag at 0800 hours (8:00 am). This ritual is a signal to the military community that a new day has begun. For those transitioning to civilian life, the zero8hundred program serves as a signal that the promise of a new day has begun.

In sum, **zero8hundred** proactively links transitioning, active-duty military members and their families in San Diego to employment, education, basic needs, health and wellness, and social connection resources to ensure veteran self-sufficiency. It accomplishes this by providing referrals to existing resources available through numerous coalition partners and social service agencies; it is not a job placement service, nor does it focus on providing direct services for employment, education, health and wellness, or social connections.

Onboarding Process

Since inception in January 2015, the **zero8hundred** program has been presented in the Navy's mandated Transition Goals, Plans, Success (TGPS) courses, where active duty service members are given the opportunity to "opt in" (i.e., register) to **zero8hundred** up to nine months prior to leaving the military through 12 months post-military service. This early intervention and continuous support is made possible through a formal Memorandum of Understanding (MOU) between MTSP and the US Navy. This is the first MOU of its kind in the nation (for this purpose) that allows a nonprofit organization into the Navy's transition course.

TGPS Courses

The mandated TGPS courses are held at Naval Base San Diego and Naval Base Coronado. TGPS is designed to ensure that service members are better prepared to transition from military to civilian life. It is a five-day program that provides service members with information about post-military benefits, certification and training, program resources, financial planning, and job search techniques.⁴

Three sites were chosen for the initial two years of the **zero8hundred** program:

- Anchor's Catering and Conference Center, Naval Base San Diego
- Bowling Alley, Naval Base San Diego
- Naval Base Coronado

Instructors who are contracted through Fleet and Family Support Center (FFSC) facilitate the TGPS course and present the **zero8hundred** program during the morning on the first day of TGPS.

⁴http://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/transition_assistance/transition-gps-for-service-members.html

Additional Onboarding Options

Throughout the first two years, more onboarding options have become available beyond the original Navy TGPS classes. These supplemental onboarding options are summarized in Table 1.

Table 1. Additional Onboarding Options

Name	Description	Date Started
Coast Guard	zero8hundred staff presents at the transition courses on the Coast Guard base in San Diego.	March 2015
SDMFC Spouse Class	San Diego Military Family Collaborative (SDMFC) offers transition courses to spouses in San Diego. zero8hundred staff presents in both daytime and evening classes.	July 2015
Miramar STARS⁵ Class	zero8hundred staff presents at spouse transition courses.	July 2015
Veteran's Association of North County CTAP⁶ courses	zero8hundred staff presented the program on last night of the course.	Aug 2015 ⁷
Camp Pendleton TRS⁸ Mini-Career Fair/Capstone	Mini-Career Fair occurs every Friday at the end of TRS. The capstone course occurs a few times a year. zero8hundred staff hosts a table at each of these events.	Nov 2015
Miramar TRS	zero8hundred staff presents at TRS courses.	April 2016
Marine Corps Recruit Depot (MCRD) TRS	zero8hundred staff presents at TRS courses.	April 2016
Camp Pendleton STARS Class	zero8hundred staff presents at spouse transition courses.	July 2016
Camp Pendleton TRS Class	zero8hundred staff presents at TRS courses.	Aug 2016

⁵ *Spouse Transition and Readiness Seminar*

⁶ *Career Transition Assistance Program*

⁷ *Suspended in Fall 2016 because of limited staff time*

⁸ *Transition Readiness Seminar*

Peer Navigation

When active duty service members (or spouses) who are transitioning out of the military in the near future (up to 9 months prior to separation) opt in to the **zero8hundred** program, they are labeled “VIPs” (Veterans or Spouses in Process). Each VIP is then linked to a **zero8hundred** “Peer Navigator” who is a Masters of Social Work (MSW) student intern (or recent MSW graduate). Peer Navigators are the face of **zero8hundred** and are instrumental in providing VIPs with the necessary support for their transition. A “Lead Navigator” oversees, provides training, and acts as the intern field supervisor for the Peer Navigators. Key responsibilities of peer navigation are to:

- Have direct contact with VIPs and provide moral support and ongoing assistance
- Administer a Baseline Survey over the phone
- Input and update VIP information in the case management system (Network of Care) and internal database
- Review results from Baseline Surveys and case management notes to prepare for follow-up calls
- Provide periodic feedback to the evaluation team
- Attend trainings and learn about local resources for VIPs (a list of trainings in Year 1 and Year 2 is provided in Appendix B)
- Refer VIPs to appropriate resources

Web Portal

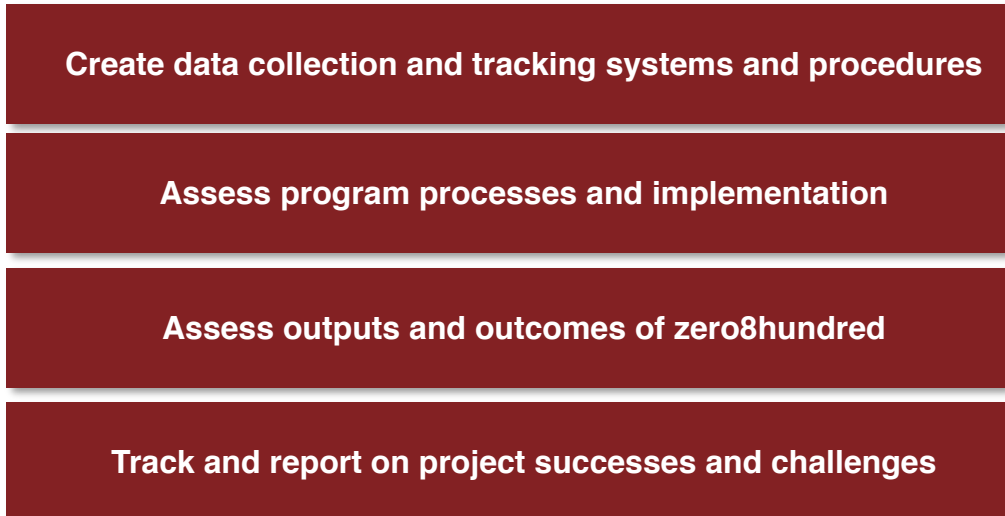
The web portal provides access to the existing 2-1-1 San Diego database, which is a comprehensive and centralized resource directory and taxonomy of social services and employment support. The web portal contains both an internal case management function and a public access website.

The internal case management function (Network of Care) is used by **zero8hundred** staff. VIPs who opt in to the program are uploaded into the system along with all of their registration information. The Lead Navigator uses this system to assign VIPs to Peer Navigators, track contact with VIPs, and monitor other pertinent information. Peer Navigators use the system to log field notes, manage new and existing data, and access resources.

The public access website (www.zero8hundred.org) allows the public to self-navigate resources in San Diego County (and some national resources) and sign up to receive emails and updates from **zero8hundred**. The website also provides an overview of the **zero8hundred** program and staff.

EVALUATION PLAN

The Caster Center scoped a formal evaluation plan and logic model for **zero8hundred**'s first two years to address the following evaluation objectives:



The complete **zero8hundred** evaluation logic model is provided in Appendix C.

Data Sources

Table 2 summarizes the different data sources designed by the evaluation team and used throughout the two-year evaluation process. This report presents cumulative data from the first two years of the **zero8hundred** program, collected between January 26, 2015 and January 31, 2017.⁹

⁹ Note the sections that summarize data from the Midpoint and Post Surveys extend another month to include January 26, 2015 through February 28, 2017.

Table 2. Evaluation Data Sources

Data Source	Description
Registration/Intake Demographics	Each VIP completes a registration form with background and demographic information when he/she opts in to zero8hundred .
Database of VIPs	An internal database is maintained by the zero8hundred staff, which includes the basic intake data and any data the Peer Navigators collect when contact is made with the VIP, such as VIP contact status, which goals have been met, status of the VIP (i.e., active, self-navigating, moved), and other intake information.
Observations	The evaluation team observes transition presentations for the zero8hundred program, operations and staff meetings at the zero8hundred office, and Advisory Board meetings.
Monthly Logs	Peer Navigators complete monthly logs about their interactions with VIPs and transition resources, and their perceptions and experiences with the zero8hundred process and program.
Web Analytics	Number of “hits” on zero8hundred’s website (www.zero8hundred.org) is tracked through Google Analytics.
Baseline Survey (n=466)	The Peer Navigator administers a Baseline Survey to the VIP during the first phone call before he/she transitions out of the military. The survey includes questions about the VIP’s level of stress, confidence, locus of control, and comfort level navigating his/her future in the civilian community.
Midpoint Survey* (n=185)	A zero8hundred volunteer or contracted trained interviewer administers a Midpoint Survey by telephone to the VIP when he/she begins or is past terminal leave (i.e., final separation from the military). This survey includes the same questions asked in the Baseline Survey, as well as questions about goal attainment, status with the Veteran’s Administration (VA), employment, current place of residence, and experiences and satisfaction with the zero8hundred program.
Post-Transition (“Post”) Survey* (n=39)	A zero8hundred volunteer or contracted trained interviewer administers a Post-Transition Survey either online or by telephone to the VIP approximately 12 months after terminal leave begins. It mirrors the Midpoint Survey and includes additional questions about the zero8hundred program’s impact on the VIP’s transition (including employment) and recommendations for the zero8hundred program.

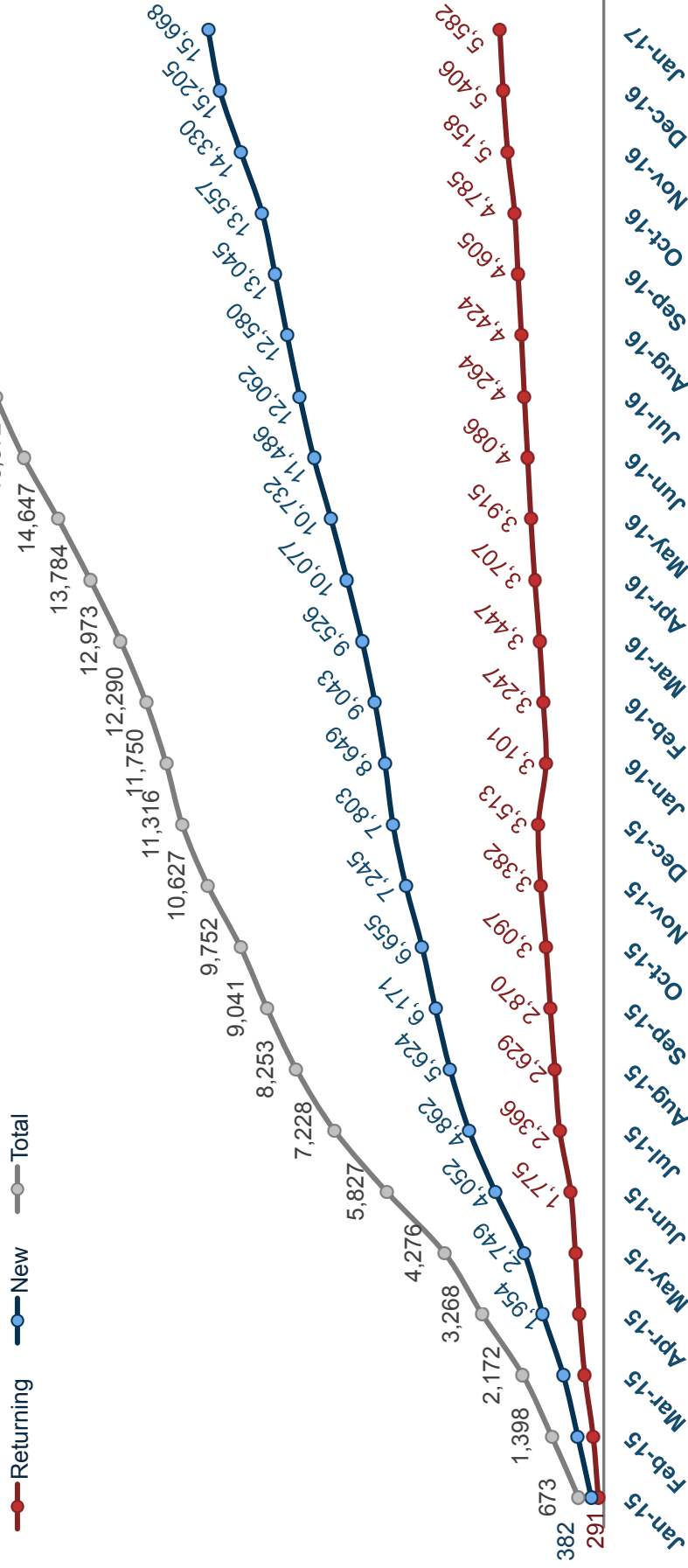
**As an incentive to increase participation, VIPs receive a \$20 gift card upon completion of the Midpoint Survey and Post Survey.*

YEAR 2 FINDINGS

Exposure to zero8hundred through Website

Figure 2 shows a steady growth in visits to the website since its inception. The number of visits to the website has almost doubled between the end of Year 1 in December 2015 (11,316) and the beginning of Year 2 in January 2017 (21,250).

Figure 2: Cumulative Visitors to Website Throughout Year 1 and Year 2



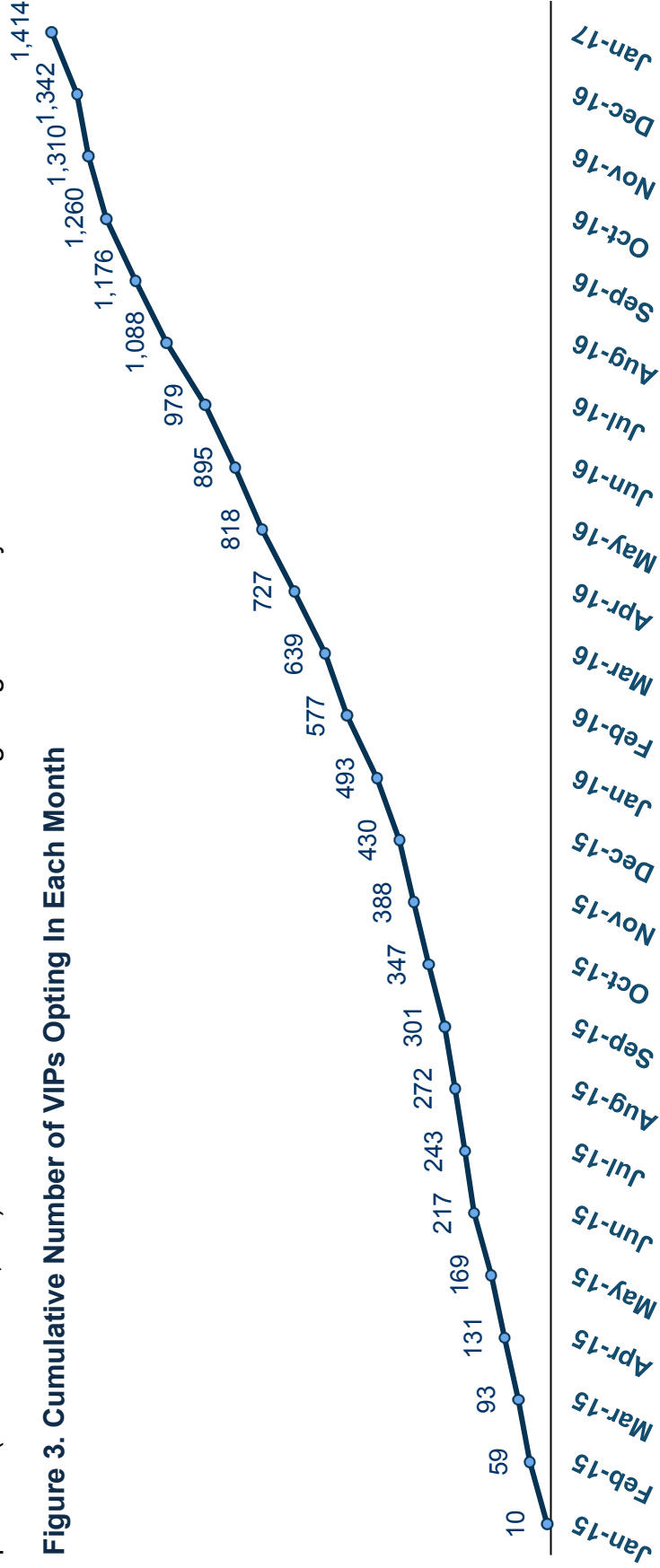
Exposure to zero8hundred through Onsite Courses and Presentations

As of January 30, 2017, at least 13,992 transitioning service members and their spouses have been introduced to the zero8hundred program during 228 TGPS courses and 19 other onboarding options.

Opt In Rates

As Figure 3 shows, the number of participants steadily increased with a total of 1,414 VIPs opting in to the zero8hundred program in the first two years. Figures 4 and 5 provide an overall summary of onboarding in the first 12 months and 24 months of the program, respectively. In comparing data between Year 1 and Year 2, exposure to zero8hundred through an onboarding course increased 192 percent (from 4,787 to 13,992) and the number of VIPs who opted in increased 187 percent (from 493 to 1,414). These numbers far exceed the original goals set by MTSP.

Figure 3. Cumulative Number of VIPs Opting In Each Month



**Figure 4. Overall Summary of Onboarding Numbers in Year 1
(January 2015 through January 2016)**

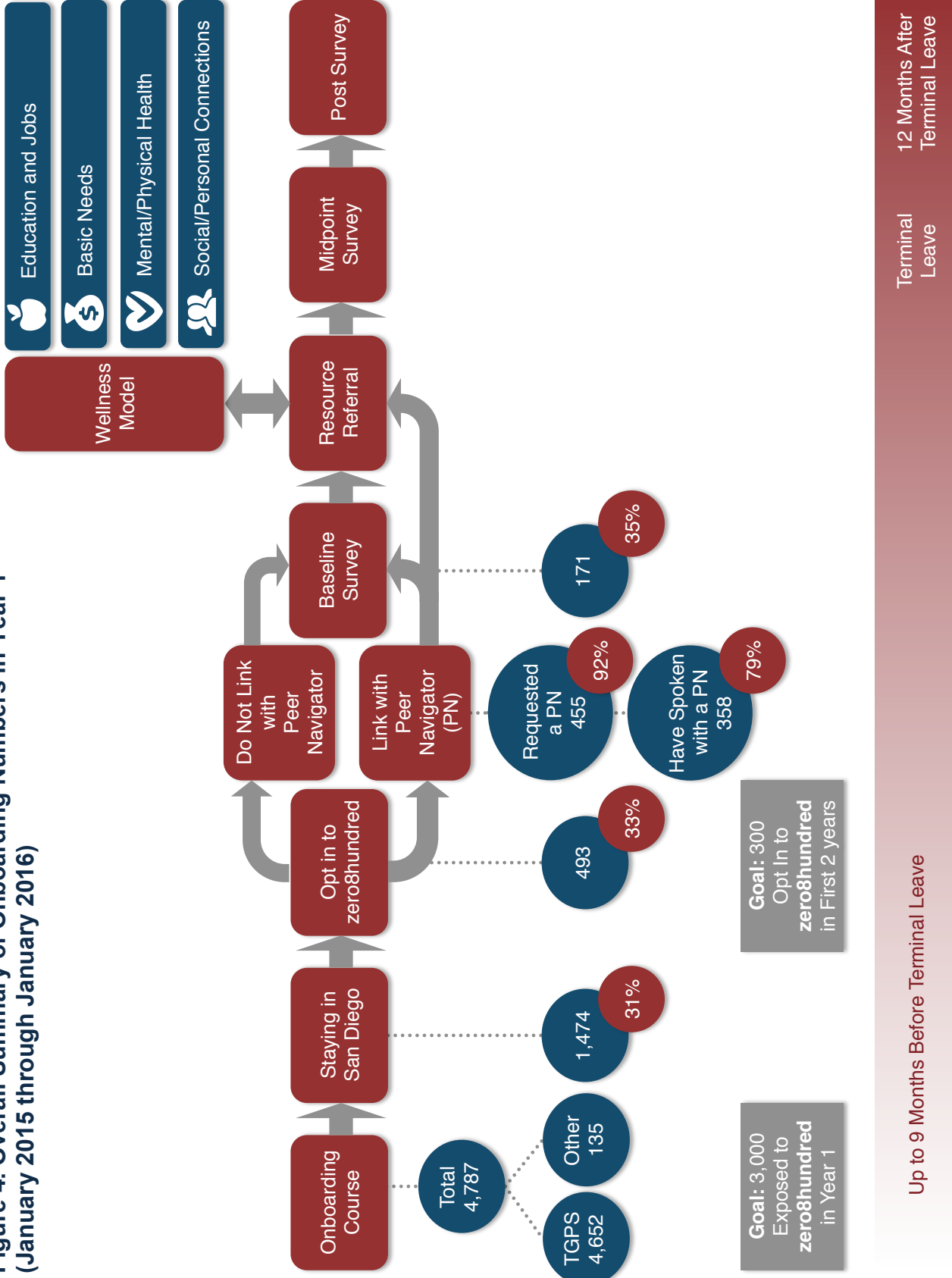
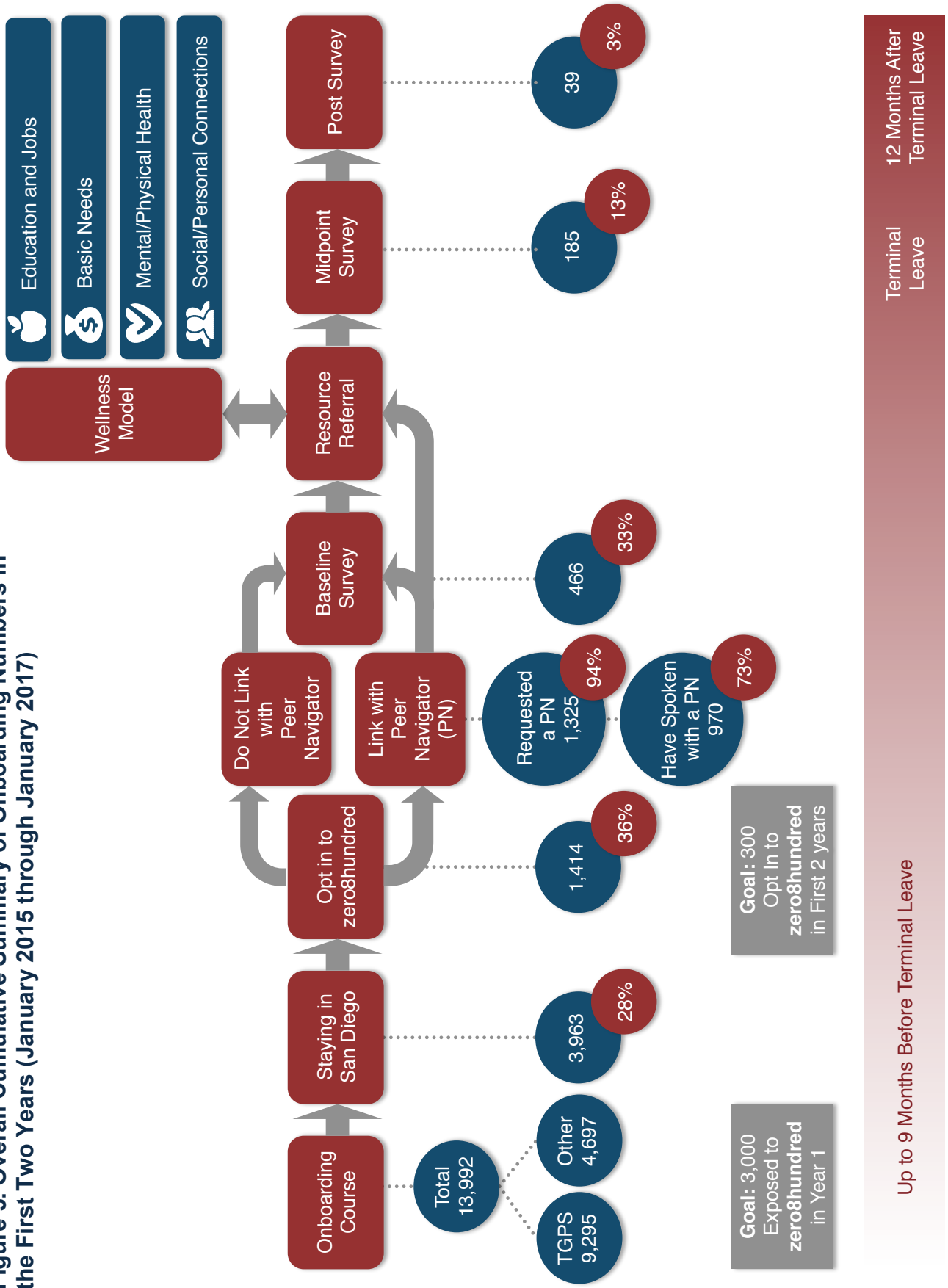


Figure 5. Overall Cumulative Summary of Onboarding Numbers in the First Two Years (January 2015 through January 2017)



Demographic Profile of Service Members Who Opted In to zero8hundred

The service branch profile of service members who opted in to the program during the first two years is illustrated in Figure 6. The majority of service members who opted in were Navy (70%), which is not surprising given that the original MOU was exclusively with the Navy. The percentage of Marines (29%) increased as onboarding options were expanded to include Marine bases. It is anticipated the distribution will continue to change in the future, as additional onboarding options to zero8hundred are made available to other service branches.

Figure 6: Branch of VIPs Who Opted In to zero8hundred

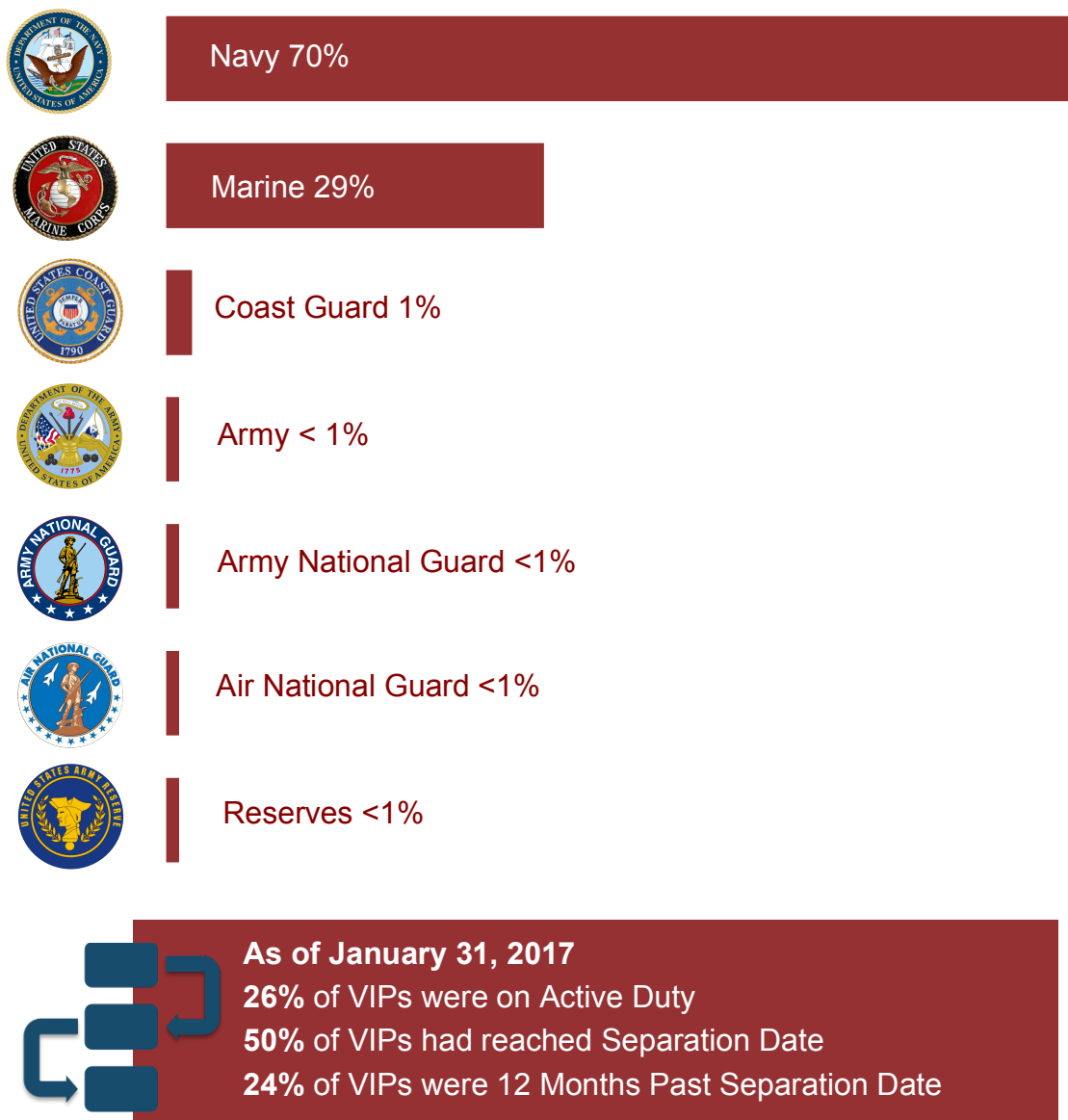


Figure 7a summarizes the characteristics of service members who opted in to **zero8hundred** in the first two years. Figure 7b summarizes additional characteristics of VIPs who completed the Midpoint Survey. More specific findings for ethnicity and pay grade are presented in Appendices D and E, respectively. A full list of cities and states represented can be found in Appendix F.

Figure 7a. Characteristics of VIPs Who Opted In to zero8hundred

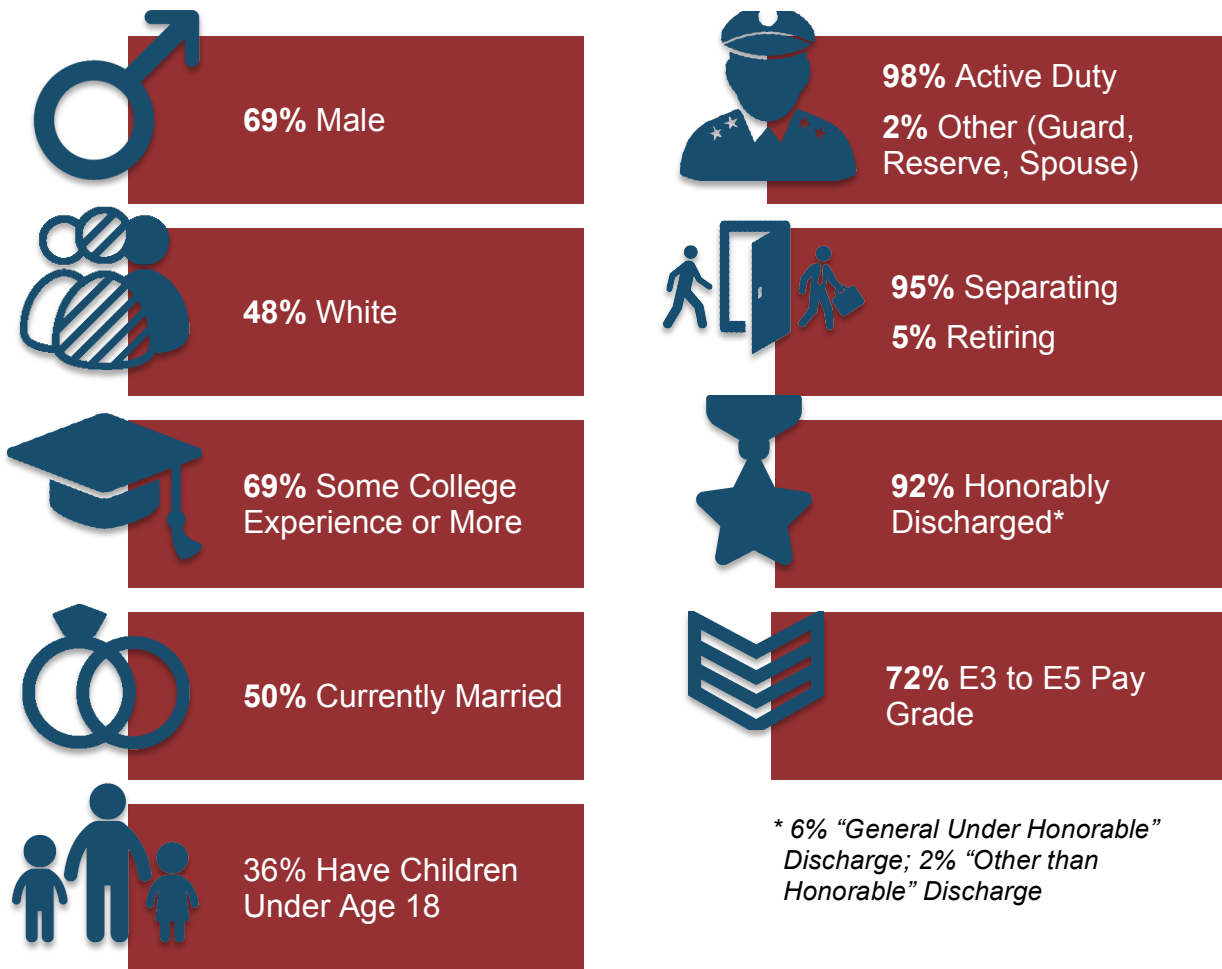


Figure 7b. Additional Characteristics of VIPs Who Completed Midpoint Survey



** Some addresses may be home of record and not reflective of current residence of VIP

Assessing Needs of VIPs Who Opted In to zero8hundred

Figure 8 summarizes VIPs' top stated needs and top goals met based on information collected during the VIPs intake process and through interactions with their Peer Navigators. Jobs and education were identified as the VIPs' top needs prior to separation and were likewise identified as the top goals met during their transition (i.e., at Midpoint Survey).¹⁰ A complete list of VIP-stated primary and secondary needs are summarized in Table 3.

Figure 8. Priority Needs and Goals of VIPs



¹⁰ In the Post Survey, VIPs were asked if they have any unmet needs. There were six VIPs (15% of 39) who said they still have needs that have not been met.

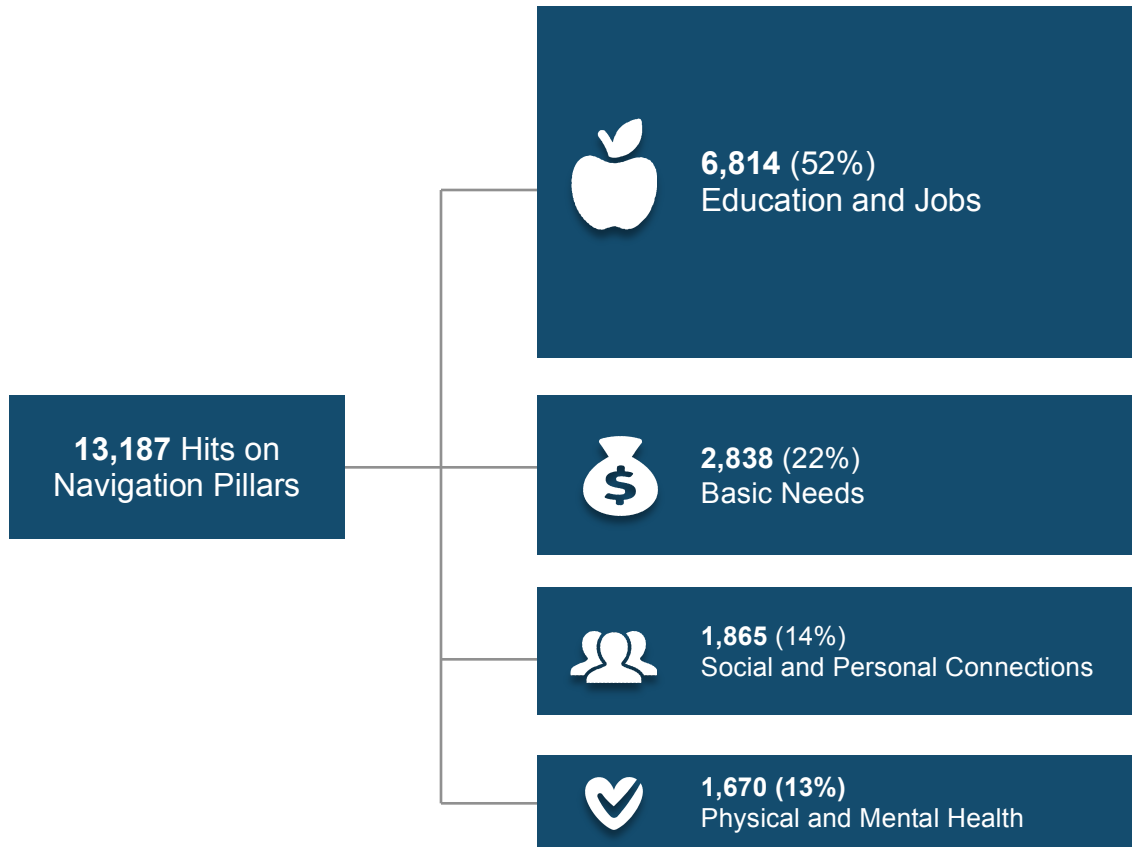
Table 3. VIP's Primary and Secondary Needs

Need	Primary	Secondary
Jobs and employment	48%	22%
Education for self	18%	18%
GI Bill	10%	11%
Financial	9%	14%
Housing	5%	7%
Health insurance	3%	8%
Networking	3%	7%
Employment mentoring	1%	4%
Other	1%	2%
Physical health	<1%	1%
Mental health	<1%	1%
Education for family	<1%	2%
Social/Community connections	<1%	2%
Food	<1%	<1%

Assessing Needs of Website Visitors

Figure 9 illustrates the number of hits on each pillar of the veteran's wellness model displayed on the website. Overall, there were more than 13,000 visits to the navigation pillars by the end of Year 2. Over half of those visitors (6,814) were searching the education and jobs pillar.

Figure 9: Website Analytics for Each Pillar



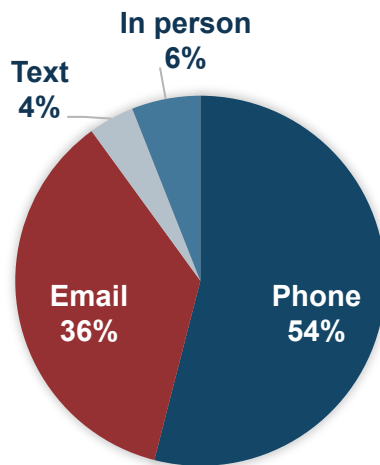
**Percentages add to more than 100% because of rounding*

Peer Navigation

Satisfaction and Evaluation

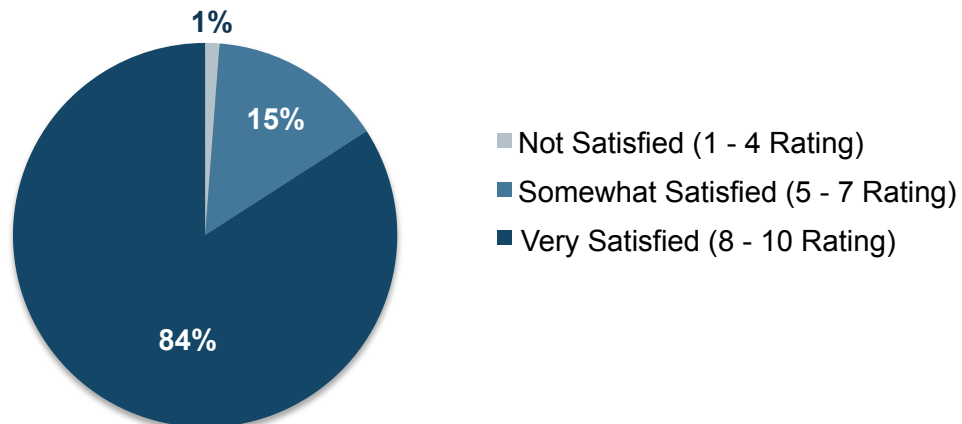
Based on responses to the Midpoint and Post Surveys,¹¹ over half of the interactions between VIPs and Peer Navigators was by phone and roughly one-third was via email (see Figure 10). As Figures 11 and 12 show, the majority of VIPs were very satisfied with their Peer Navigators.

Figure 10. Contact with VIP



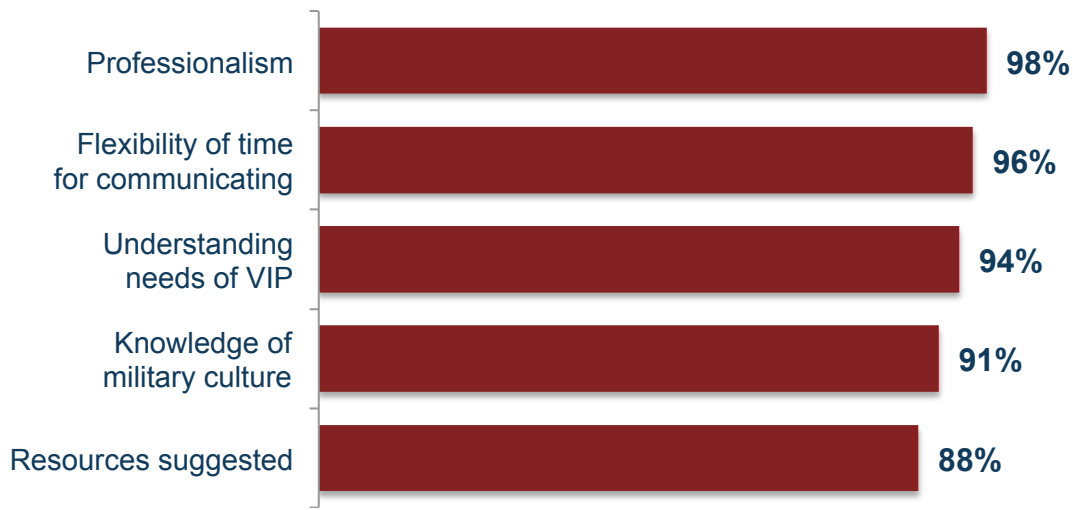
27% of VIPs in both surveys had been in contact with a Peer Navigator 8 or more times.

Figure 11. VIP Satisfaction with Peer Navigators Overall on a 1 (“not at all satisfied”) to 10 (“extremely satisfied”) Scale



¹¹ A total of 468 VIPs completed the Baseline Survey, 185 completed the Midpoint Survey, and 39 completed the Post Survey by the end of Year 2. The number of completed Post Surveys is low because the majority of VIPs had not yet been separated for 12 months at the end of Year 2. Moreover, the Post Survey respondents represents only 3% of the VIPs who were separated for 12 months. Thus, the data on the post-separation experience must be interpreted with caution. More about the transitioning experience 12 months post-separation will be learned in Year 3 and beyond.

Figure 12. Percent of VIPs “Satisfied” or “Extremely Satisfied” with Peer Navigators



Below (and throughout this report), verbatim comments from VIPs are highlighted in italics.¹²

“He set up a schedule and gave me a countdown to transition. He followed up and was very knowledgeable. He actually seemed concerned about my success outside the military. He also helped my wife out at the same time, since we both left on the same date.”

“She helped and guided me through the entire transition process.”

“Not sure if the navigator was in the military, I think he was because he understood what I was going through. I was having some mental health issues. He was kind and understanding and took his time to guide me through my ordeal.”

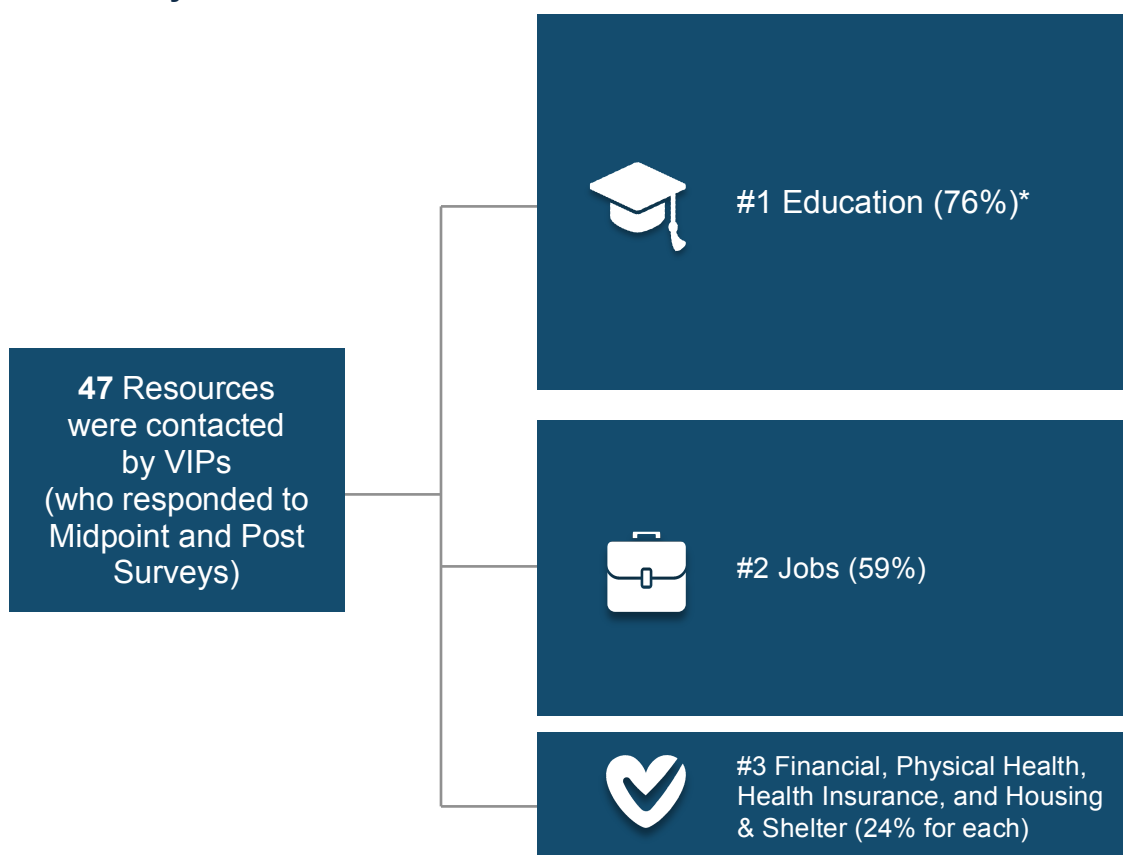
“Bobby actually set me up for my first job interview and provided quality advice. He knew the company intimately. He completely set me up for success and my very first interview. He was a great help all of the way through!”

¹² Some quotes have been modified for readability.

Evaluation of Resources Through Peer Navigators

Nine out of ten (89%) VIPs who responded to the Midpoint and Post Survey said Peer Navigators referred them to resources.¹³ As shown in Figure 13, Peer Navigators most commonly referred VIPs to resources for education and jobs, which makes sense given that these were the highest stated needs. Another quarter of referrals were made for all other needs such as financial, health-related, and housing. Figure 14 shows the resources that were referred to VIPs collapsed into the four pillars of **zero8hundred's** Veterans Wellness Model. Figure 15 shows the satisfaction of VIPs with the resources provided by Peer Navigators.

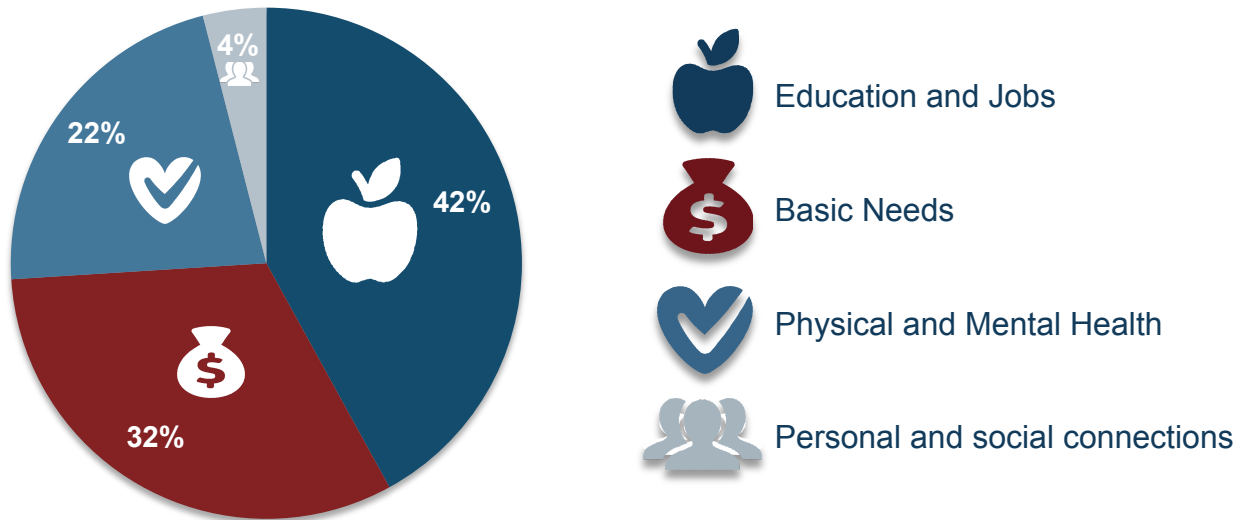
Figure 13. The Number and Type of Resources Referred by Peer Navigators and Contacted by VIPs



* Percentages add to more than 100% because VIPs could contact more than one resource

¹³ Resources refer to organizations, individuals, and/or information that provides support for the VIP.

Figure 14. Resources Referred to VIPs Based on Veterans Wellness Model

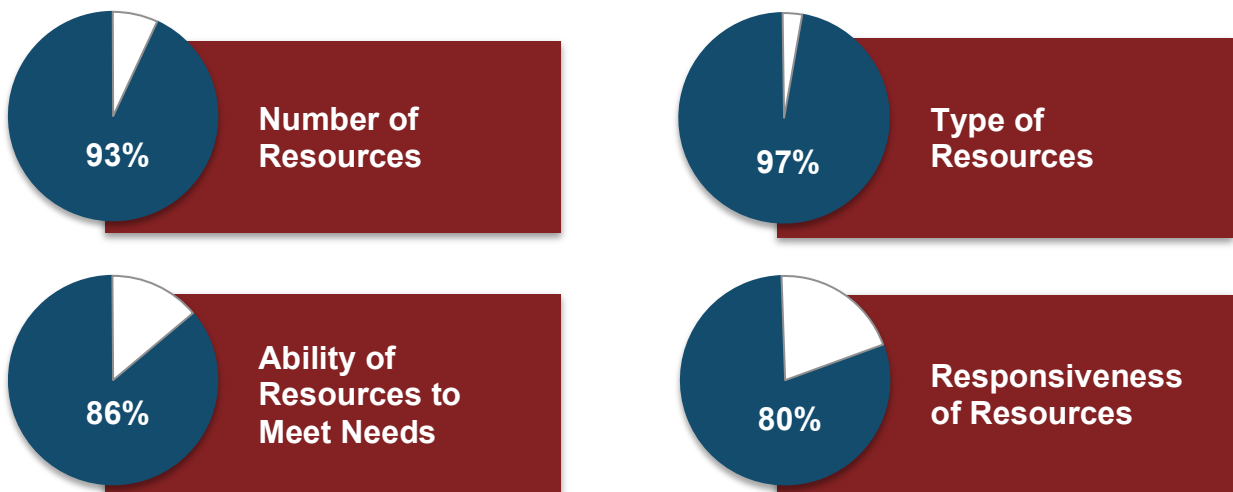


“I was very satisfied with all the services that I was referred to.”

“[zero8hundred] put me into direct contact with some of the resources which was incredibly helpful.”

“They were able to give me a certification within three to four weeks, and I was able to secure a job.”

Figure 15. Percent of VIPs “Satisfied” or “Extremely Satisfied” with Resources Referred by Peer Navigators



Website

Satisfaction and Evaluation

Six out of ten VIPs reported they had used the website (57%), and had used it 2-4 times (60%). The majority of those VIPs were very satisfied with the website overall (see Figure 16). As illustrated in Figure 17, eight out of ten VIPs agreed that the website was easy to use, easy to find resources, has sufficient resources, and would recommend it to others.

Figure 16: VIP Satisfaction with the Website Overall on a 1 (“not at all satisfied”) to 10 (“extremely satisfied”) Scale

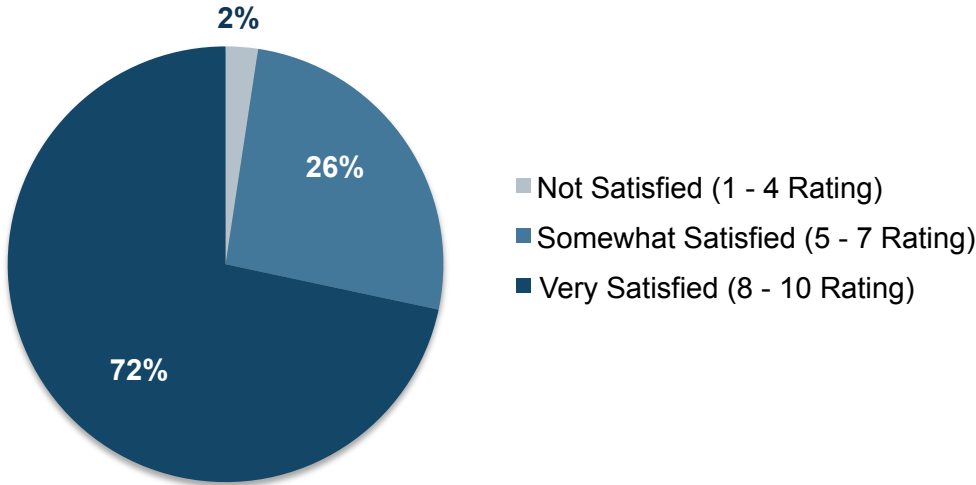
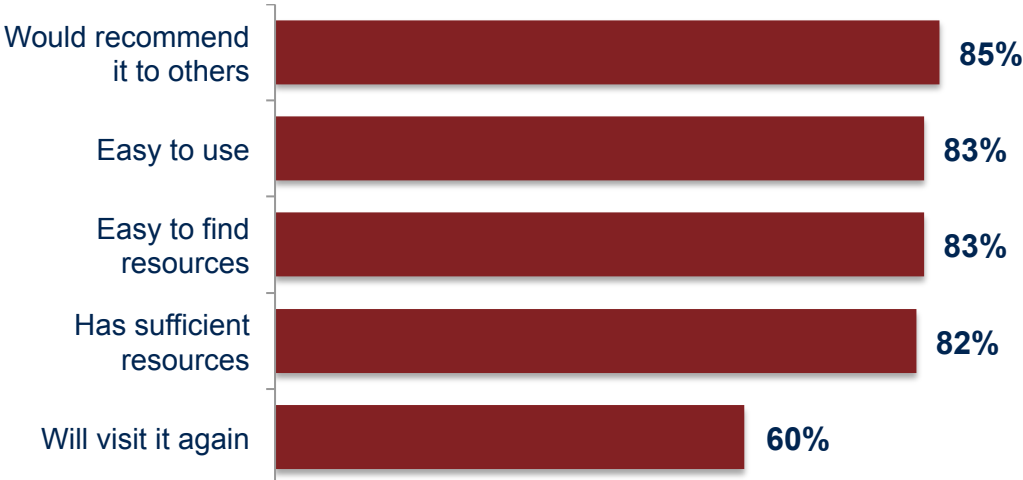


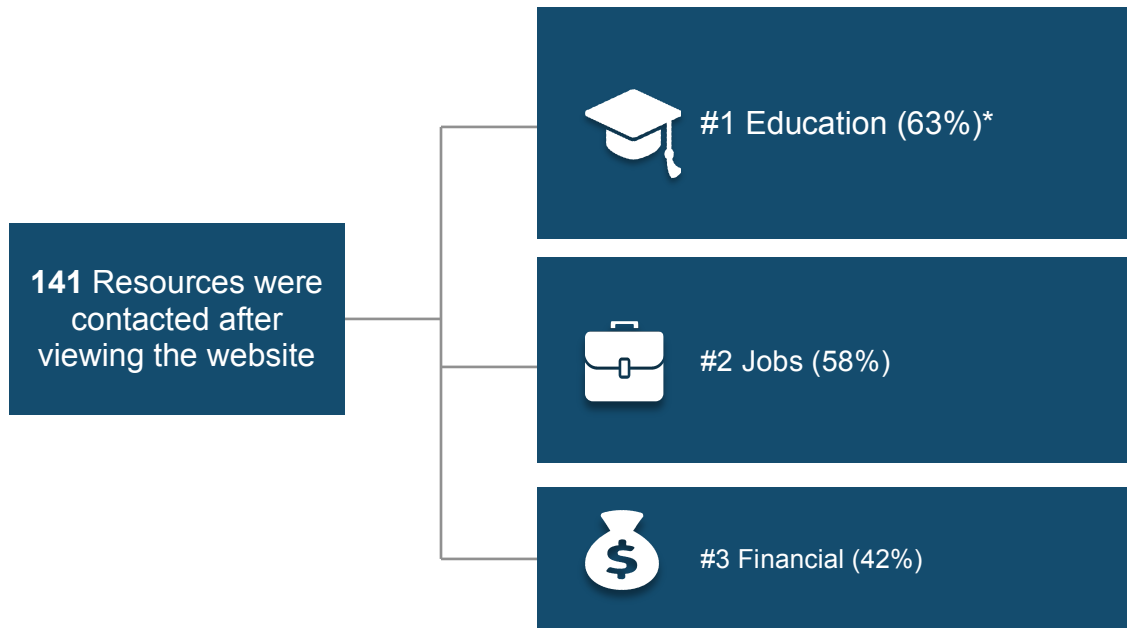
Figure 17: Percent of VIPs Who “Agree” or “Strongly Agree” with Quality of the Website



Evaluation of Resources Through Website

As shown in Figure 18, VIPs who responded to the Midpoint and Post Surveys reported contacting 141 resources they found on the website. The resources most commonly contacted included those that provided support with education, jobs, and financial support. Figure 19 shows the satisfaction of VIPs with the resources found on the website.

Figure 18. Resources Found on the Website and Contacted Most by VIPs

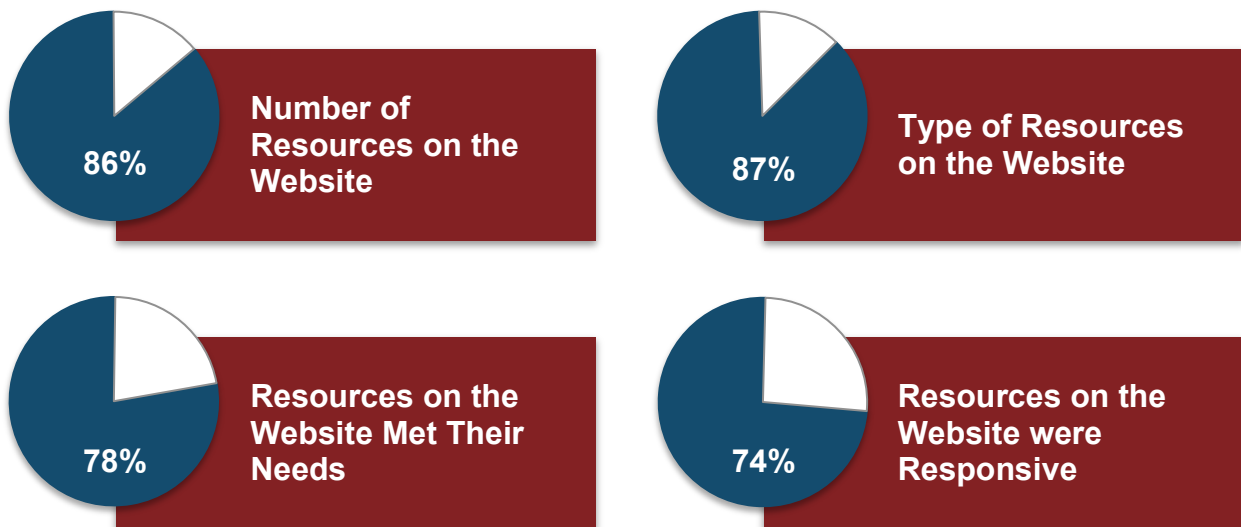


** Percentages add to more than 100% because VIPs could contact more than one resource*

One out of four (23%) VIPs did not contact any resources on the website. The most common reasons for not contacting the resources included:

- Already had a plan in place
- Preferred to work through a Peer Navigator
- Moving out of area

Figure 19. Percent of VIPs “Satisfied” or “Extremely Satisfied” with Resources Found on the Website



*“I like how **zero8hundred** had the connections for what I was looking for.”*

“I was kept well-informed by the employment resources. They always called me to see how I was doing and helped me through the process.”

A Closer Look at Employment

In the Midpoint and Post Surveys, VIPs were asked questions related to employment. Figure 20 shows that the percent of VIPs who were at least somewhat concerned about finding employment increased from the time they were initially separated (Midpoint Survey) to 12 months after separation (Post Survey). As illustrated in Figure 21, most VIPs who were employed found employment within three months of separation and the number of VIPs who became employed continued to grow during the 12 months past the separation date. About one-quarter of VIPs were not employed, yet not actively looking for a job. The most common reason for not looking for a job was a return to education.

Figure 20. Concern about Employment

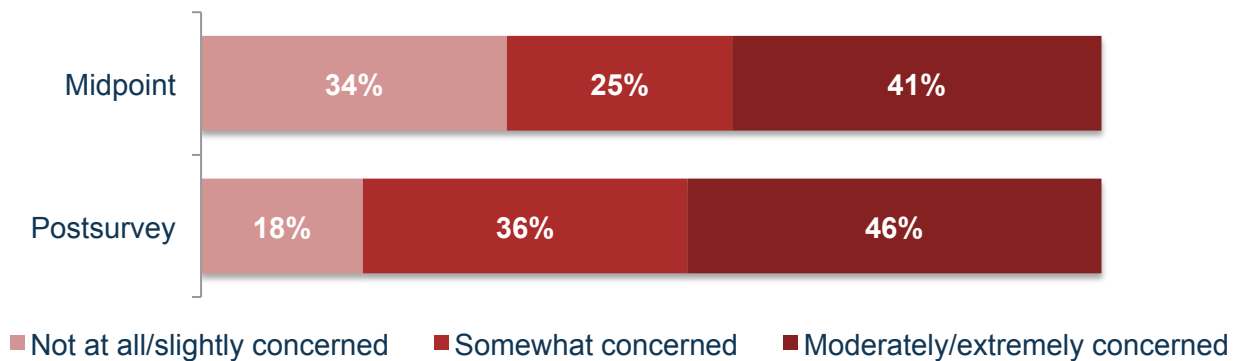
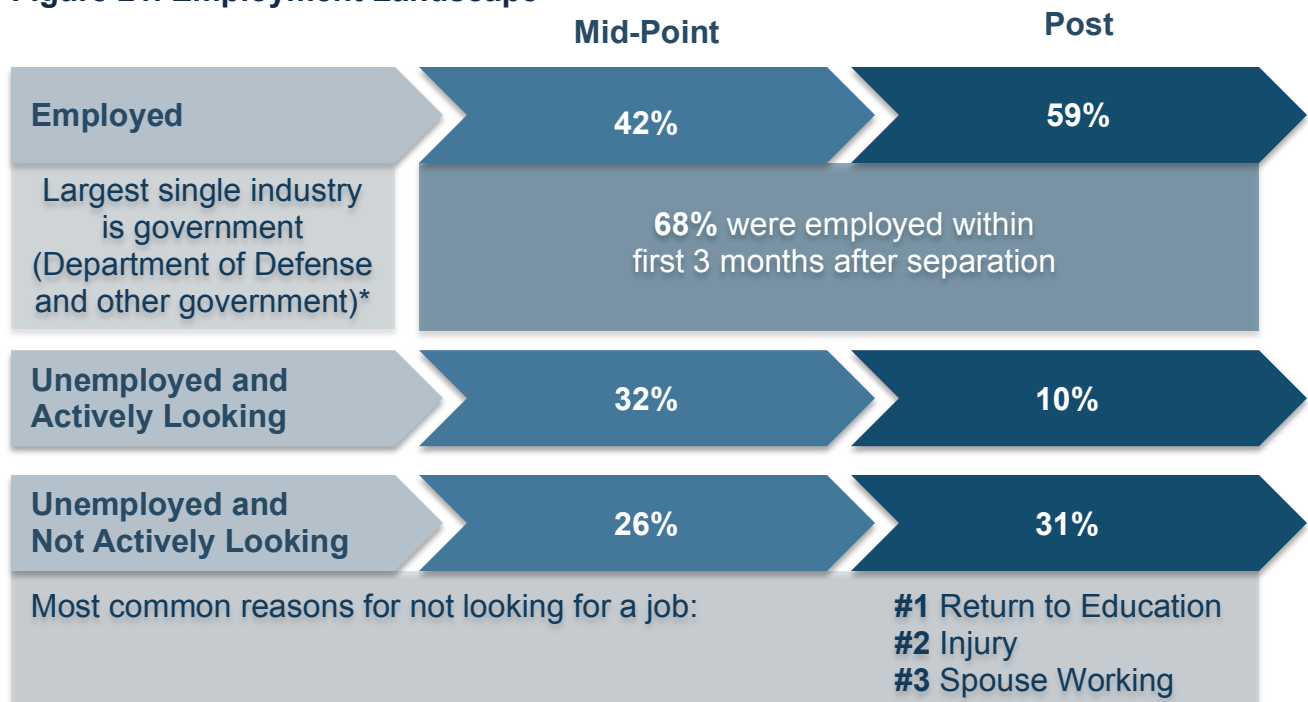


Figure 21. Employment Landscape

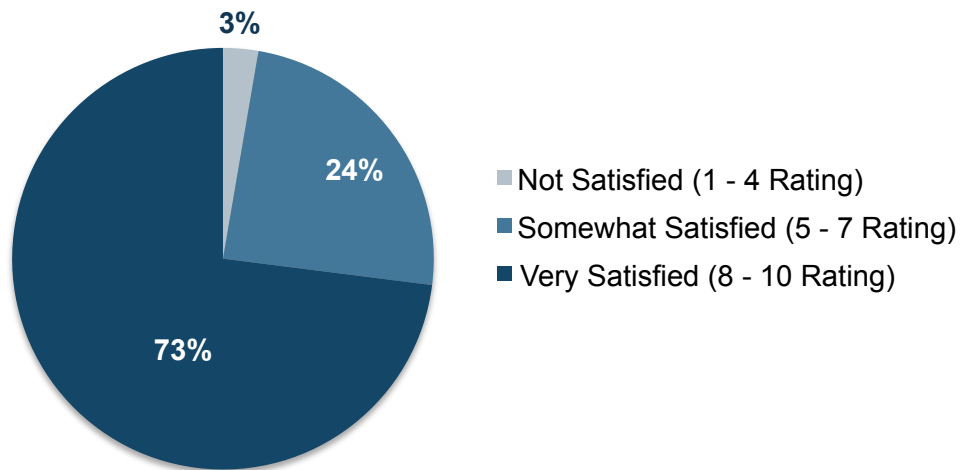


* A complete list of industries can be found in Appendix G

Evaluation of zero8hundred Overall

As shown in Figure 22, nearly three-quarters of VIPs reported they were very satisfied with the zero8hundred program overall.

Figure 22. VIP Satisfaction with zero8hundred Overall on a 1 (“not at all satisfied”) to 10 (“extremely satisfied”) Scale



“zero8hundred was the only resource I had that met my needs and made my transition much better.”

“They look after the transition members, it's hard for a person to transition because all you know is the military and the program gives you a place to start.”

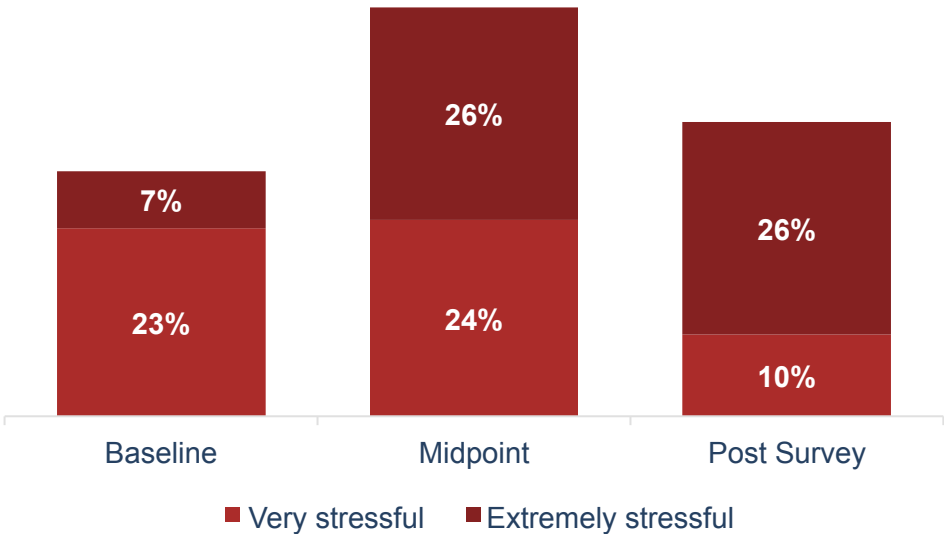
VIP Feelings About the Transition Process

Figures 23-27 summarize and compare the results of the Baseline Survey to the Midpoint Survey and Post Survey. These questions measured VIP’s self-reported stress levels, social support, locus of control, and confidence with the transition process.

Stress Levels

As can be seen in Figure 23, at the time VIPs completed the Baseline Survey, three out of ten (30%) reported that leaving active duty was “very” or “extremely” stressful. That number increased to five out of ten (50%) in the Midpoint Survey and then dropped to roughly four out of ten (36%) in the Post Survey. These preliminary findings confirm that VIPs experienced the highest stress related to the transition process at the time of separation. Before separation, when VIPs were still employed, they experienced the least amount of stress and by the time they reach 12 months post-separation, the stress levels declined as goals were met.

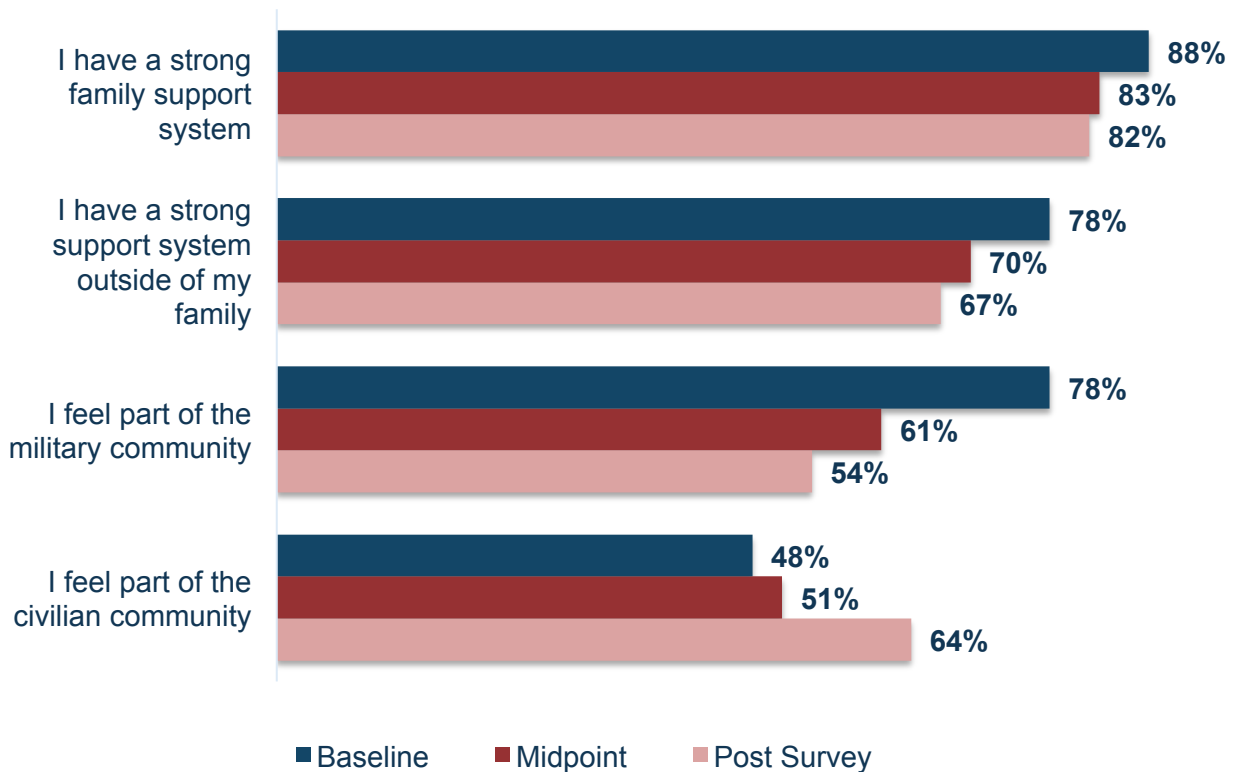
Figure 23. Percent of VIPs who Rate Transition from Active Duty as “Very” or “Extremely” Stressful



Social Support and Connectedness

Figure 24 illustrates that as time passed after separation from the military, more VIPs felt connected to the civilian community and fewer VIPs felt connected to the military community. The VIPs' perceptions of their social support system from both within the family and outside of the family dropped as time passed. This may be because while active duty, the support outside the family often comes from within the military community; but as VIPs transition and time passes, those connections often weaken.

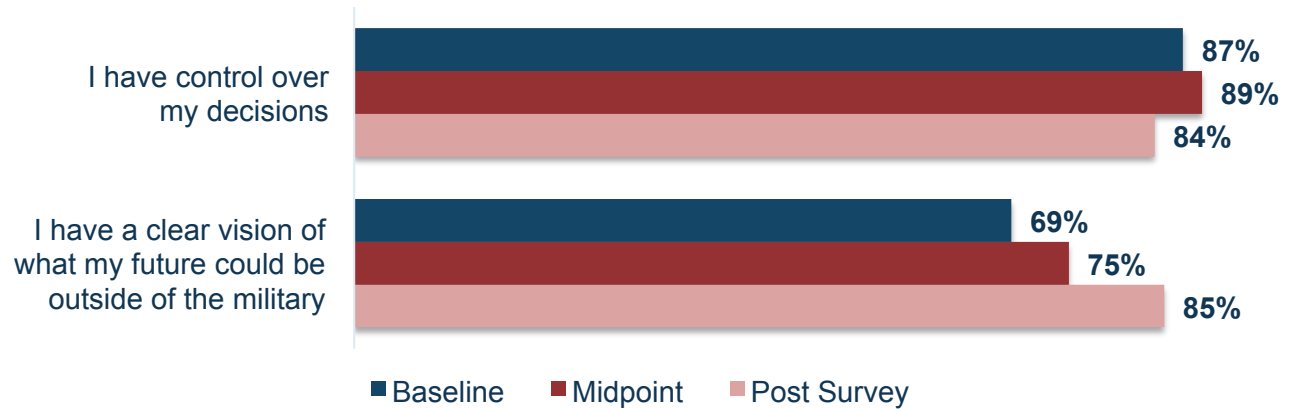
Figure 24. Percent of VIPs who “Agree” or “Strongly Agree” with Social Support and Connectedness Measures



Locus of Control

The percent of VIPs who felt they had a clear vision of their future steadily increased over time. Feelings of control over decisions remained high despite a slight drop from the Midpoint Survey to the Post Survey.

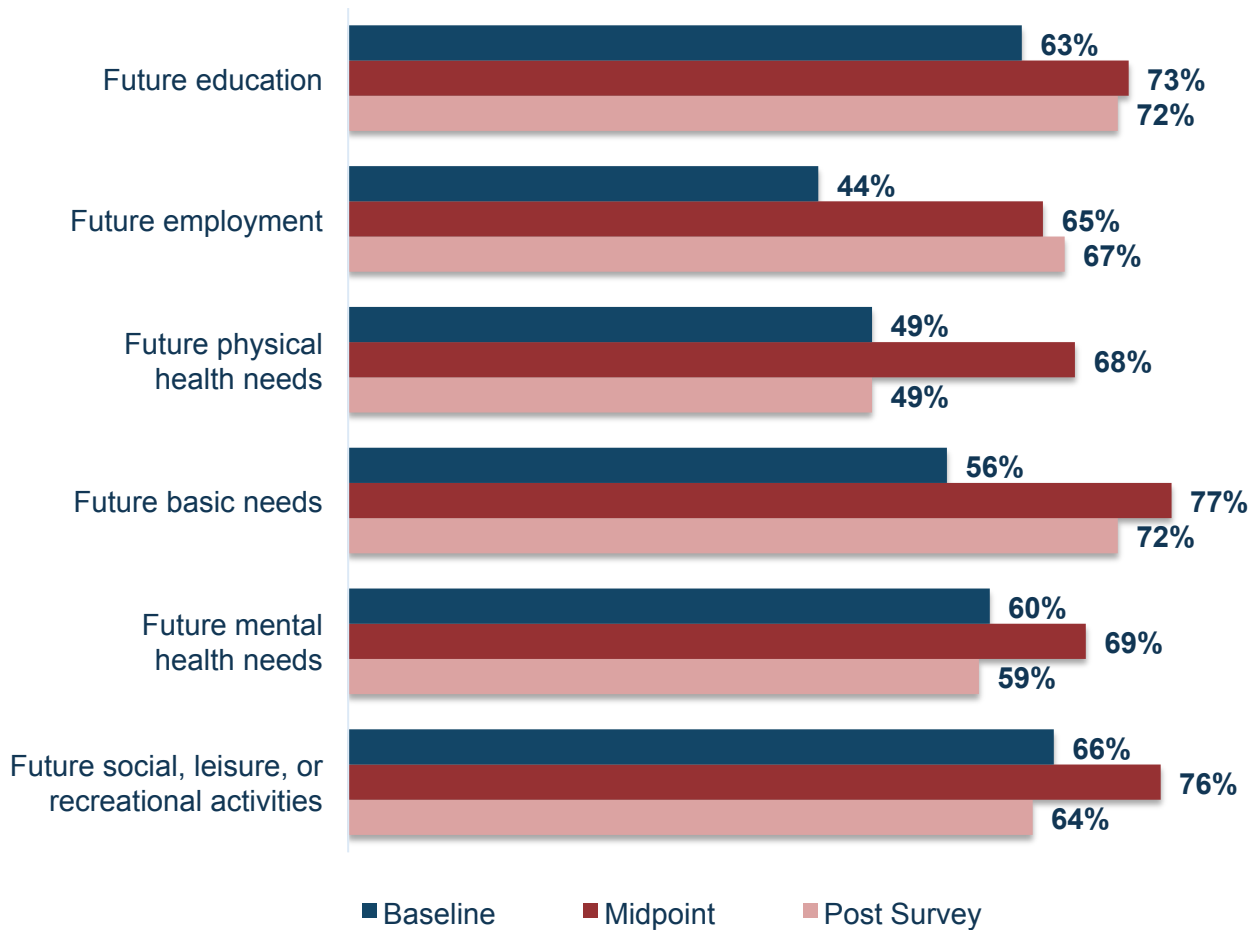
Figure 25. Percent of VIPs who “Agree” or “Strongly Agree” with Locus of Control Measures



Confidence Navigating Resources

The majority of VIPs gained confidence in navigating resources for their future from the Baseline Survey to the Midpoint Survey.

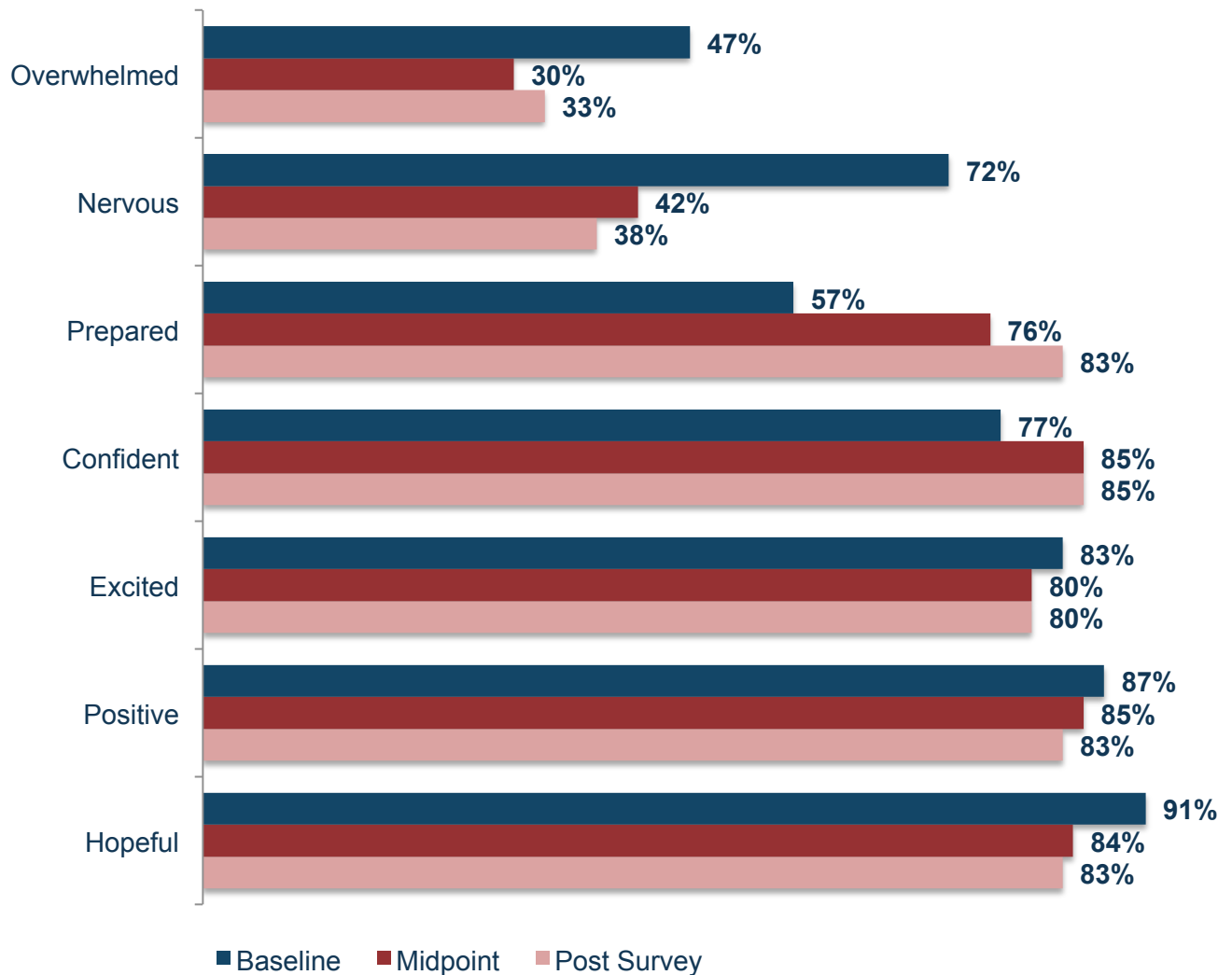
Figure 26. Percent of VIPs who are “Very” or “Extremely” Confident Navigating Resources for Self and Family



Feelings About Navigating Future In Civilian Community

As shown in Figure 27, most VIPs were optimistic about navigating their future in the civilian community, with increases in positive affect and feelings of being prepared and confident. Conversely, the percentage of VIPs feeling overwhelmed and nervous decreased as they progressed through the transition process.

Figure 27: Percent of VIPs who “Agree” or “Strongly Agree” that when Navigating their Future in the Civilian Community they feel...



PRACTICES AND INSIGHTS: CONTINUING THE PROMISE OF A NEW DAY

In addition to the aforementioned findings, this section summarizes some overall observations of the first two years of the **zero8hundred** program that are important to highlight.

Timeframe

A unique distinction of **zero8hundred** is that it provides support for transitioning military families up to nine months prior to leaving the military through 12 months post-separation. This is in contrast to: 1) military programs that only focus on supporting service members and their families before they separate from the military and 2) nonprofit and community programs that only focus on supporting service members and their families after they separate from the military.

This research provides further validation that transitioning to the civilian community is a difficult time for military service members. Stress, uncertainty, and loss of identity are all realities that transitioning service members and their families have to face, and it is critical to address these issues in a preventative manner so that they stay on a positive, healthy, and productive path.

*“I felt like I was in a black abyss...[I was] so frightened...
That abyss became a cliff. Then [because of Peer Navigator] it was different.
[It was] a cliff with no bottom. Then it was different.
[It was] a cliff with a bottom that I could see. Then it had a pathway.”*

- zero8hundred VIP

“Who WOULDN’T want a navigator?”

“Transitioning out of the military is difficult.”

“I was overwhelmed...I needed that reinforcement.”

“That was one of the most stressful times in my life – hands down.”

“I didn’t know what I was going to do.”

“[I needed] to hear it’s going to be OK.”

Lived Experience, Personal Touch, and Professional Training

All Peer Navigators and staff at **zero8hundred** have lived experience with the military culture and the transition process. This enables **zero8hundred** staff, who understand the transition landscape and can use first-hand knowledge, to help service members and their families navigate the large number of resources and potential pitfalls during active duty and after separation. A complete list of **zero8hundred** staff is provided in Appendix H.

Moreover, the one-on-one personal relationship with a Peer Navigator is vital and the benefits are multi-faceted. Not only do the Peer Navigators help service members navigate available resources -- which are often unknown or overwhelming -- they provide a safe and trusted sounding board for service members to process and work through their challenges, which is vital in this precarious time.

“zero8hundred is like having a Battle Buddy.”

- zero8hundred VIP

Although peer-to-peer support programs are not uncommon, what is unique about **zero8hundred**'s Peer Navigation is the combination of the support of a peer with shared military experience *and* the skills that come with training in an accredited Master's of Social Work degree. This unique combination of personal and professional knowledge sets **zero8hundred** apart from many other similar programs serving the military community throughout the country.¹⁴

“Somebody actually cares about me...[vs.] being a number.”

“I never would have gotten there without Becky... and it was the personal touch.”

“[Peer Navigators provide] after hours and personal touch [instead of] only business hours in military.”

“Damian was there...to talk me through it...to give me resources... he was there...so for that I am eternally grateful.”

*“It means a lot when I get calls from **zero8hundred**... the fact that you called to check on the status of my interview... it means a lot to me. I was not expecting that...pretty cool!”*

“You helped me a lot...you were really patient with me. You were really helpful.”

“[zero8hundred] legitimately cares for us.”

¹⁴ M-SPAN Conference Nov 2016

Referrals and Navigating the System

Through the first-hand knowledge of **zero8hundred**'s Peer Navigators, VIPs are connected to the right resources that can help them with their individual situation. Navigating the plethora of resources on their own can be very challenging and often overwhelming, resulting in service members not reaching out at all. The trainings and personal connections Peer Navigators have with the resource providers create the opportunity for warm handoffs between VIPs and the resources they need, as well as a more cohesive San Diego veteran ecosystem. The value of this personal connection with resources can be seen in VIPs' responses in the Midpoint and Post Surveys. More VIPs were satisfied with resources provided by Peer Navigators than with resources found on the website. Thus, the referrals offered by **zero8hundred** Peer Navigators have helped enhance resource navigation.

*"It's all about networking. **zero8hundred** is first step in that process."*

"Thank you for that lead – it definitely put me over the top. At first it seemed that [the company] wanted to hire me but realistically couldn't hire me because they didn't have the money at that time. But with half of my wage being reimbursed they decided that this was beneficial enough to give me a chance. It definitely put me over the top. Thank you for that."

Communications and Social Media

The total outreach in Year 1 and Year 2 went far beyond the 13,992 transitioning service members exposed to it and the 21,250 hits on the website, given that **zero8hundred** had significant reach and recognition in the media, testimonials to Congress, and other venues within and beyond San Diego.

The staff contributes to communication, improving connections, and increasing awareness of the **zero8hundred** program. Appendix I contains a full list of communications and presentations in the first two years of the **zero8hundred** program. Among the most notable are the testimony of Executive Director Sean Mahoney to the US Congress's House Armed Forces Committee and the presentation at the M-SPAN National Summit on Military and Veteran Peer Programs. Additionally, the staff at **zero8hundred** sends out weekly email *Transition Bulletins* to hundreds of people. The Executive Director's Quarterly updates are also posted on the **zero8hundred** website. The more recently hired Development and Marketing Manager is focused on improving communications and enhancing social media outreach.

Collaboration and Collective Impact

The **zero8hundred** program was created through the collaborative efforts of the community, including the military, public officials, businesses, higher education, and nonprofit and philanthropic organizations. The Advisory Board and Executive Committee continue to mirror this cross-sector approach, coalescing a multitude of voices and resources throughout San Diego County for greater collective impact in helping transitioning service members and their families. The collaborative effort of San Diego also extends to the resource providers who are invited to provide training to **zero8hundred** Peer Navigators to expand the knowledge of available resources in the community and facilitate warm hand-offs to VIPs. San Diego has a national reputation and is a model for the rest of the country in terms of collaboration, given that many cross-sectoral partners truly work together to support military members, veterans, and their families.¹⁵ The **zero8hundred** program exemplifies this spirit of collaboration.

Model for Scalability and Replication

*"I would like for the zero8hundred program to expand out of San Diego."
- zero8hundred VIP*

zero8hundred has the potential to provide a successful model for scalability and replication of a transition navigation program. Rather than “starting from scratch,” the lessons learned, best practices defined, and processes documented throughout the building of **zero8hundred**’s infrastructure and the program evaluation can provide invaluable guidance to scale up and replicate potential future programs throughout Southern California and across the country. In Year 3, **zero8hundred** will expand into Orange County as part of a strategic effort to scale up to regions bordering San Diego County.

Vision
zero8hundred will become a national model for effectively connecting transitioning service members and their families to comprehensive resources to support employment, education, health, and personal connections, easing their transition into the community.

¹⁵ Speech by Bob McDonald, former Secretary of the VA at 2-1-1 San Diego’s First Annual Vets’ Community Connections Appreciation Event on April 5, 2017.

CONCLUSION

This report summarizes the first two years of the **zero8hundred** program when most VIPs had not yet reached 12 months post-separation. Therefore, more time is still needed to assess the longer-term effects and what transpires for these transitioning service members and their families as a result of their exposure to, and experience with, **zero8hundred**.

However, after the first two years of the program, it is clear that **zero8hundred** has done an excellent job of creating infrastructure and systems to position itself as a strong support to transitioning military families in San Diego. Survey data and comments from VIPs confirm that waiting to provide community support until after separating from the military is not the most effective solution, and that **zero8hundred**'s support spans a critical and vital time for service members and their families. At the end of Year 2, there is evidence that **zero8hundred** helps relieve VIPs' stress by helping them understand what lies ahead, identify goals and available resources, and take proactive steps and action at a critical time in their transition. The data from the first two years suggest the following:

- VIPs were very satisfied with the **zero8hundred** services they received through the Peer Navigators and the website.
- Employment and education consistently emerged as VIPs' primary needs, and **zero8hundred** was able to address these needs by referring VIPs to appropriate resources.
- Employment among VIPs rose over time as they worked with their Peer Navigators.
- The point of separation was the most stressful period for VIPs, but after working with their Peer Navigators, stress decreased and the vision of their post-military future became more clear, inviting, and comfortable.

By providing transitioning service members with ongoing personal attention and professional support through the Peer Navigators along with access to resources aimed at addressing all aspects of transition into civilian life, **zero8hundred** is filling a critical gap for the military community in San Diego County. As more time passes, it will be important to monitor and assess VIPs and over longer periods of time as their transition to civilian life evolves.

"It's an amazing program, and I'm so glad that I chose to be a part of it."

- zero8hundred VIP

Appendix A: Number of Transitioning Service Members in San Diego ¹⁶

Military Base	Annual Classes	Students per Class	Annual Students	Percent of Annual Students*
Naval Base San Diego	76	40	3,059	15%
Naval Base Coronado	38	39	1,482	7%
Coast Guard	2	11	22	<1%
MCRD	8	14	112	<1%
MCAS Miramar	38	69	2,622	13%
Camp Pendleton	38	270	10,260	50%
Naval Base Point Loma (Retirees)	76	41	3,116	15%
Total			20,673	

*Percent of Annual Students was rounded to the nearest whole number

¹⁶ Data provided by Sean Mahoney, **zero8hundred** Executive Director, per reports from key military leaders in San Diego County, 2017.

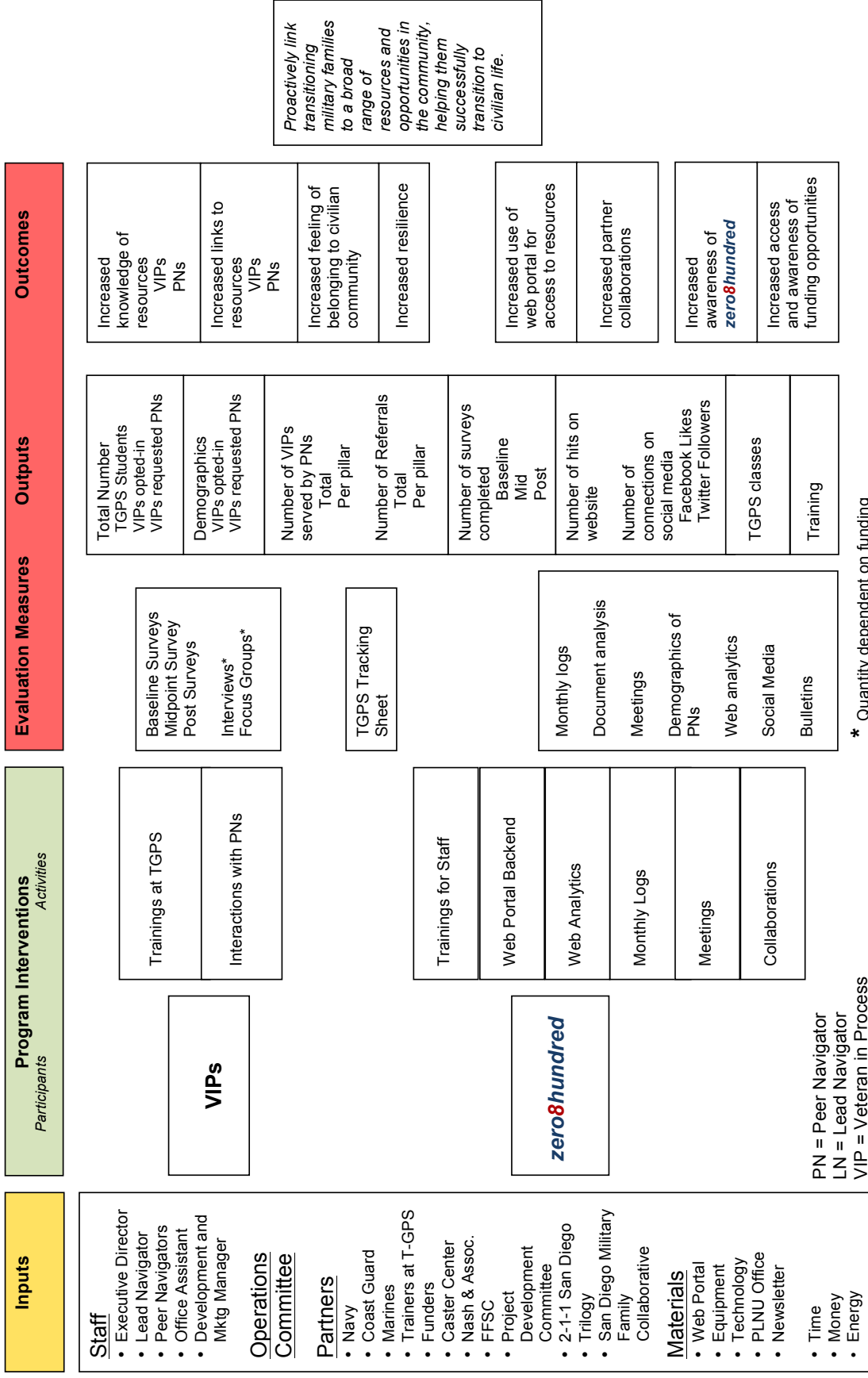
Appendix B: Peer Navigator Training

The list below summarizes the trainings provided to Peer Navigators during Year 1 and Year 2 (January 2015 through January 2017). Multiple trainings from the same organization occur to provide information to incoming Peer Navigator interns throughout the year. Resource trainings cover diverse topics from employment support, financial literacy, family strengthening, available veteran benefits, and many more.

- Lead Navigator weekly trainings
- 2-1-1 San Diego Courage to Call training
- Trilogy web portal training
- Caster Center program evaluation trainings
- Resource trainings by nonprofit agency partners:

Able-Disabled Veterans	Onward to Opportunity
Accion	Physicians Advocates for Veterans (PAVE)
Business Recruiting Allies for Veteran Employment (BRAVE)	PsychArmor Institute
California Conservation Corps	The Rosie Network
Crisis House, Volunteers of America	San Diego Financial Literacy Center
Career Transition Assistance Program (CTAP)	San Diego YMCA
Cyber Center of Excellence	SDSU
Easter Seals (3 times)	Support the Enlisted Project (STEP)
Families Overcoming Stress (FOCUS)	Target CW
Family Health Centers of San Diego	Tricare
Field Trip to the VA San Diego Healthcare System facility in La Jolla	US Chamber of Commerce Foundation (Hiring our Heroes)
Goodwill	US Department of Labor (DOL) and California Employment Development Department (EDD)
The Headstrong Program	VA Benefits
Hero to Hired	VetBiz Community
Kids' Turn	The Veteran Asset
Manpower	US Chamber of Commerce Foundation (2 times)
The Mission Continues	Veteran and Spouse eMentor
MVP Vets	Work First (2 times)
National University	Work for Warriors
North County Health Services	Workshop for Warriors – fieldtrip to their facility
Novato	

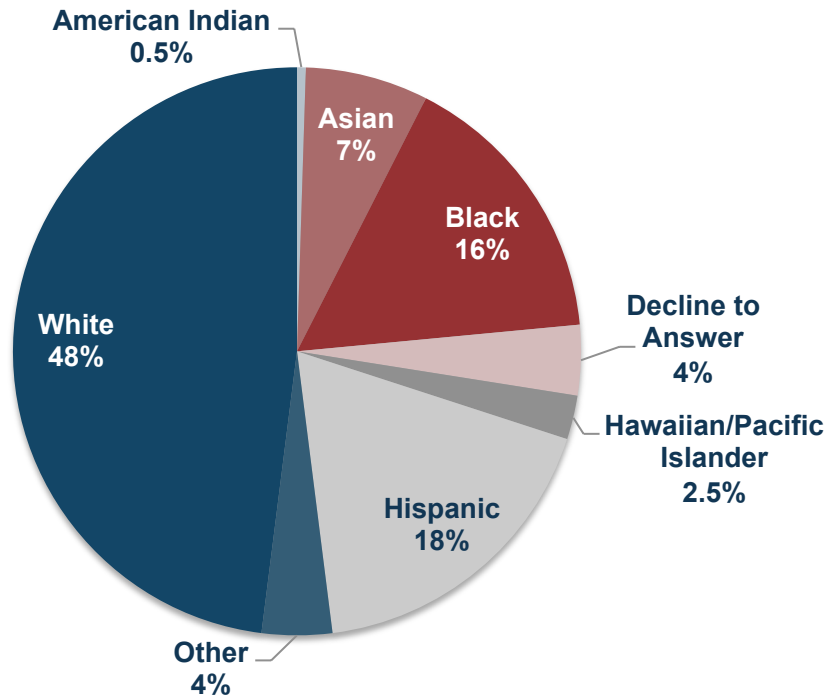
Appendix C: zero8hundred Logic Model



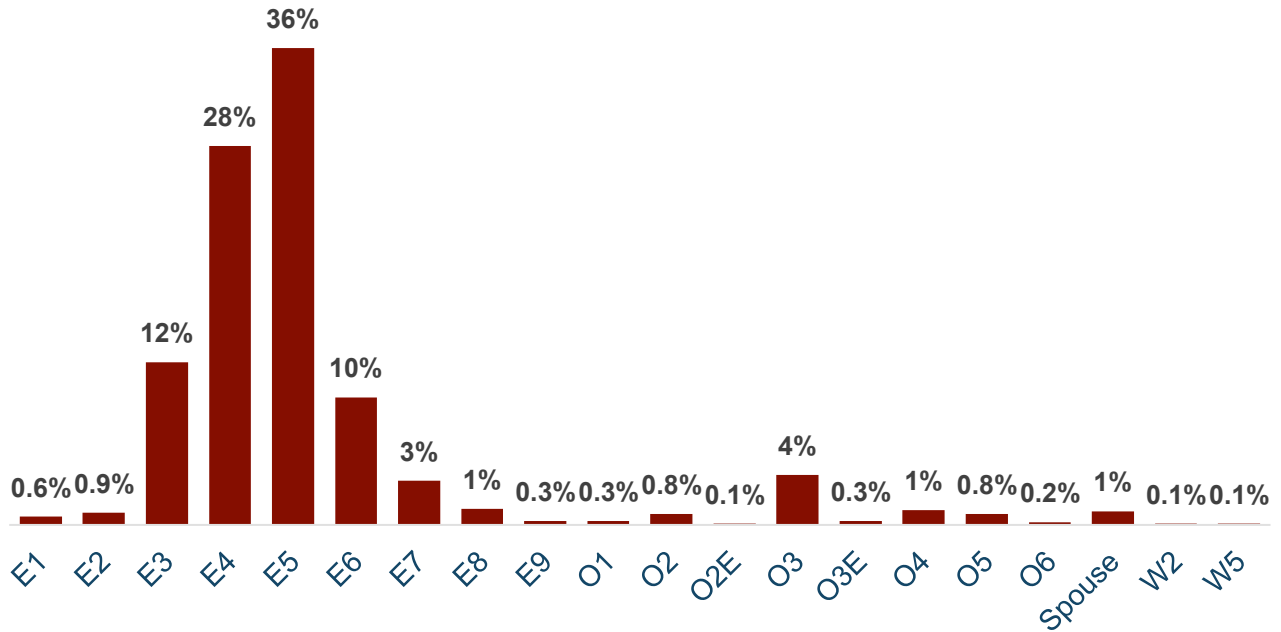
* Quantity dependent on funding

PN = Peer Navigator
 LN = Lead Navigator
 VIP = Veteran in Process

Appendix D: Ethnicity of Service Members who Opted In to zero8hundred



Appendix E: Pay Grade¹⁷ of Service Members who Opted In to zero8hundred



¹⁷ E-1 is the lowest pay grade in the military. “Pay grades are administrative classifications used primarily to standardize compensation across the military services. The “E” in E-1 stands for “enlisted” while the “1” indicates the pay grade for that position. The other pay categories are “W” for warrant officers and “O” for commissioned officers.” <http://www.defense.gov/About-DoD/insignias>

Appendix F: Geographic Distribution of VIPs who Completed Midpoint Survey

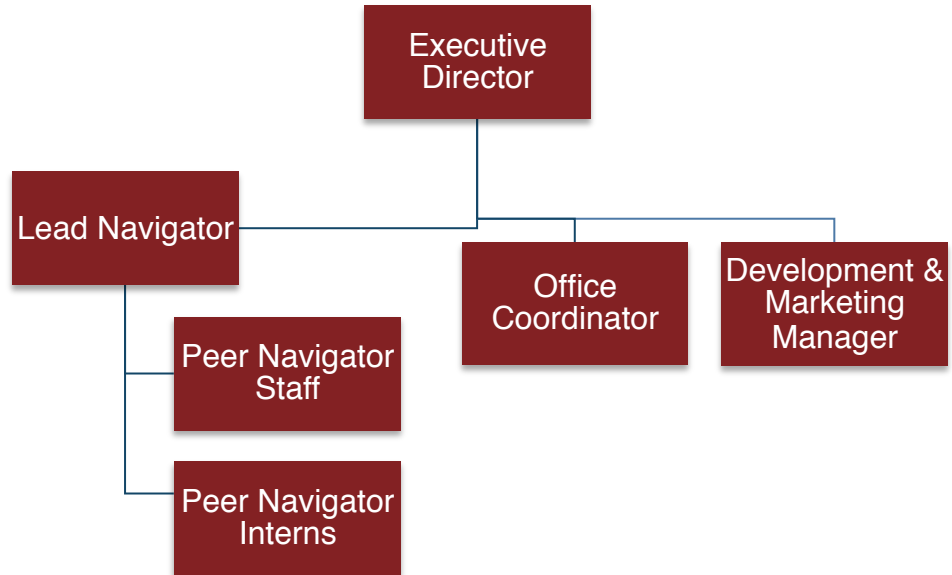
City	State	# of VIPs
Casa Grande	Arizona	1
Chandler	Arizona	1
Scottsdale	Arizona	2
Tucson	Arizona	1
Anaheim	California	1
Apple Valley	California	1
Banning	California	1
Carlsbad	California	2
Chula Vista	California	22
El Cajon	California	4
Hemet	California	1
Imperial Beach	California	4
La Jolla	California	1
La Mesa	California	3
Lake Elsinore	California	2
Lakeside	California	3
Lemon Grove	California	5
Lompoc	California	1
Los Angeles	California	2
Monterey Park	California	1
Murrieta	California	5
Oceanside	California	7
Ramona	California	1
Rancho Cucamonga	California	1
Rialto	California	1
San Clemente	California	1
San Diego	California	64
San Francisco	California	1
San Jacinto	California	1
San Marcos	California	2
Santee	California	3
Spring Valley	California	5

City	State	# of VIPs
Temecula	California	1
Van Nuys	California	1
Vista	California	2
Winchester	California	1
Woodland Hills	California	1
Yorba Linda	California	1
Greeley	Colorado	1
Hayden	Colorado	1
Groton	Connecticut	1
Apopka	Florida	1
Anderson	Indiana	1
Cedar Rapids	Iowa	1
McPherson	Kansas	1
Rockville	Maryland	1
North Las Vegas	Nevada	1
Chattanooga	Tennessee	1
Clarksville	Tennessee	1
Edinburg	Texas	1
El Paso	Texas	1
Fort Worth	Texas	1
Irving	Texas	1
Katy	Texas	1
Richardson	Texas	1
San Antonio	Texas	1
Spring	Texas	1
Tyler	Texas	1
Orem	Utah	1
Arlington	Virginia	1
Fairfax	Virginia	1
Bothell	Washington	1

Appendix G: VIP Employment by Industry

Industry	%
Government other	13%
Other (childcare, security, etc.)	13%
Government DOD	9%
Health Care and Social Assistance	9%
Information and Communications Technology	9%
Real Estate and Rental & Leasing	9%
Administrative and Support	4%
Arts, Entertainment, and Recreation	4%
Clean/Sustainably Energy	4%
Defense (civilian)	4%
Educational Services	4%
Food Services	4%
Manufacturing	4%
Professional, Scientific, and Technical Services	4%
Retail Trade	4%

Appendix H: zero8hundred Organizational Chart and Staff



Executive Director

Sean Mahoney is a 27-year veteran of the United States Coast Guard who retired in 2014 as a Captain.

Lead Navigator

Becky Sanford, MSW, the daughter of a WWII Air Force veteran, has previously worked in Los Angeles with homeless veterans and serves as the Field Instructor to the Peer Navigators.

Office Coordinator

Initial observations and recommendations from the evaluation team in Year 1 led to the hiring of a part-time paid office assistant to support the Executive Director and Lead Navigator with office management duties. Hallie Atengco, a Navy spouse and the daughter of a retired Navy Officer, joined **zero8hundred** in August 2015 in this capacity.

Development & Marketing Manager

As **zero8hundred** continued to grow, it was decided to add a member of staff who would be responsible for community and donor outreach and stewardship, communications and marketing, event planning, grant research and grant writing. Amy McDermott, a Navy spouse, was hired in September 2016 to fill this role.

Peer Navigators

Peer Navigators have lived experience in the military community and most were/are in a MSW program. Paid Peer Navigators were added to the staff to augment the program during school breaks. Table 4 summarizes the Peer Navigators in Year 1 and Year 2 (January 2015 through January 2017).

Table 4. Peer Navigators in Year 1 and Year 2

Peer Navigator	Lived Experience	MSW Affiliation	Timeframe
Damian Bates	Marine (Retired) and Army child	USC	Jan 2015 – Jun 2015
Michael Branch	Navy veteran	USC	Jan 2015 – Dec 2015
Matthew Lutz	National Guard	USC	Jan 2015 – Jul 2015
Jamie Schjolberg	Navy child	USC	Jan 2015 – May 2016
Kelsey Sigler	Marine spouse	USC	Jan 2015 – Dec 2015
Joe Becker	Marine veteran	USC	May 2015 – May 2016
Jorge Avalos*	Army veteran	USC	Sep 2015 – present
Bobby Borders*	Marine veteran	USC	Sep 2015 – present
James Blackwell*	Army veteran	USC	Sep 2015 – present
Lorre Brown	Navy veteran	USC	Sep 2015 – May 2016
Manny Mora	Marine veteran	USC	Sep 2015 – May 2016
Melissa Spaulding	Army veteran	USC	Sep 2015 – Aug 2016
Melissa Spense*	Navy spouse	SDSU	Sep 2015 – Jul 2016
Jo Pervervill	Navy veteran	USC	Jan 2016 – Dec 2016
Catherine Funderberg	Navy (Retired)	USC	May 2016 – Jan 2017
Zoe Miller*	Navy spouse	USC	May 2016 – present
Jon Biddle	Coast Guard veteran	USC	Aug 2016 – present
Joshua Pelfrey	Navy child	USC	Aug 2016 – present
Curtis Winfree	Marine (Retired)	USC	Aug 2016 – present
Lesley Adams-Williams	Navy Active Duty	USC	Jan 2017 – present
Jean Brunson	Army veteran	USC	Jan 2017 – present
Mark Goodwin	Army veteran	USC	Jan 2017 – present
Demetrius Anderson	Active Duty Army Reserves	Walden	Feb 2017 – present

* Paid navigators (most were previously MSW interns)

Appendix I: Communications and Public Relations Accomplishments

The list below summarizes presentations, public relations, outreach, recognitions, meetings, social media, and other communications accomplished during the first two years of the pilot program (January 2015 through January 2017).

Military Communications and Relationship Building

- Able-Disabled Advocacy (Leadership brief)
- Assistant Secretary of Defense Michael Lumpkin
- Commander, Coast Guard Sector San Diego
- Commanding Officer, Naval Base Coronado
- Commanding Officer, MCAS Miramar
- Marine Corps Recruit Depot, Marine Corps Community Services (MCCS) staff (**zero8hundred** Presentation)
- Navy Region SW, Fleet and Family Support Programs (**zero8hundred** update)
- Presentations on military installations throughout San Diego County
- San Diego Military Advisory Council (SDMAC) (Leadership brief to ED and Executive Board)
- San Diego Regional Chamber of Commerce Defense, Veterans, Military Affairs Committee (Presentation about **zero8hundred**)
- Testimony to the House Armed Services Military Personnel Subcommittee
- Transition and Financial Assistance Council (TFAC), Navy Region SW (**zero8hundred** presentation)
- US SOCOM Care Coalition (Staff brief)
- USN “Foundry” group of E6-E9 (**zero8hundred** presentation)

Meetings with Government Officials

- Assistant Secretary, US Department of Labor (explained **zero8hundred** model)
- California Senator Joel Anderson staff (Leadership brief)
- City of San Diego “Housing Our Heroes” program (Leadership brief)
- Congressman Scott Peters
- Deputy Secretary, US Department of Labor (explained **zero8hundred** model)

- LTC Robin Johnson, Regional Director-West, Office of the Joint Chiefs of Staff, Chairman's Office of Reintegration (**zero8hundred** Brief)
- Rosye B. Cloud, Senior Advisor for Veteran Employment, and Acting Director, Office of Transition, Employment, and Economic Impact for the Department of Veteran Affairs
- San Diego Regional Chamber of Commerce's Board (Presentation to Board)
- San Diego Regional Chamber of Commerce's Regional Job Strategy Partner Advisory Group (Presentation)
- Secretary of Labor, Deputy Secretary of Labor, and Assistant Secretary of Labor
- Senator Dianne Feinstein's Staff
- State of California Governor's Military Council (**zero8hundred** presentation to entire Council)
- State Speaker Toni Atkins' Staff

Media/Interviews

- Channel 7 TV (NBC)
- Cox Channel 4 "Operation American Dream" television program (interview)
- Cox Communications (Leadership brief)
- iHeart Radio (Leadership/staff brief)
- KCBQ's BRAVE Radio (radio interview)
- KCBQ Radio (2 times)
- KCRQ Radio
- San Diego Union Tribune
- Voice of San Diego
- Walmart Grant Announcement at Walmart, Shawline Drive with press interviews (Channel 6)
- wsRadio (2 times)
- wsRadio's "Go Navy Radio"
- wsRadio's "Supporting Our Military with SDMAC Radio Show" with Drew Schlosberg (radio interview)

Recognitions/Awards

- Able-Disabled Advocacy's Outstanding Community Partner Award
- Certificate of Congressional Recognition from Congressman Duncan Hunter
- Certificate of Recognition for Outstanding Community Service from State Senator Joel Anderson
- Certificate of Recognition from State Assembly Member Colonel Rocky Chavez
- Community Leadership Award from SDG&E (San Diego Gas & Electric)
- Congressional Proclamation from Congressman Scott Peters
- County of San Diego *Live Well* Partner
- "MTSP **zero8hundred** Day" Proclamation by San Diego County Board of Supervisors (2 awards)
- San Diego Regional Chamber of Commerce Hire-a-Veteran Honor Roll

Other

- 2-1-1 Orange County (Leadership brief)
- Accion (publicly funded small business loan organization) (Leadership/staff brief)
- American Society of Association Executives (ASAE) Conference in San Diego (Presentation to conference)
- ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) Conference in Washington, DC (Becky Sanford, Lead Navigator, represented **zero8hundred** and was panelist with USD Caster Center)
- Band of Hands (employment tech startup) (Leadership brief)
- Bay Alarm (briefed staff and employment recruiter)
- Blue Star Families (Leadership/staff brief)
- Bristol-Myers Squibb Foundation Grantee Summit (Panelist – presented **zero8hundred** model)
- Goodwill Industries of Orange County (Leadership brief)
- Hiring Our Heroes (**zero8hundred** brief to regional rep)
- Kids Included Together (Leadership brief to ED)
- Kids Turn San Diego (Leadership brief)
- Manpower San Diego (**zero8hundred** update)

- McCormick Foundation (briefed Director, Veterans Programs)
- Mira Costa College (Leadership brief)
- MOTIV (organization that connects teens to volunteer opportunities) (Leadership brief)
- M-SPAN National Summit on Military and Veteran Peer Programs (**zero8hundred** brief to conference attendees with USD Caster Center)
- Nordson Foundation (Leadership brief)
- Orange County Community Foundation – Orange County Real Estate Veterans Initiative Cohort (Brief to grantees)
- Orange County Veterans and Military Families Collaborative (Presentation to collaborative)
- PAVE (Physician Advocates for Veterans (Leadership brief)
- Rally Point 6 (RP6) (Leadership brief)
- The Rosie Network (Leadership brief)
- San Diego Building Trade Unions (Leadership brief)
- San Diego Downtown Rotary (**zero8hundred** presentation)
- San Diego Grantmakers in Health 2016 Conference (**zero8hundred** presentation) (see <http://www.gih.org/>)
- San Diego Economic Development Corporation Foundation’s Board
- San Diego Grantmakers Military Family Support Working Group (**zero8hundred** update)
- San Diego Military Family Collaborative Annual “State of the Collaborative” Conference
- San Diego Regional Chamber of Commerce’s Defense, Veterans and Military Subcommittee
- San Diego State University Veteran Center (Leadership brief)
- San Diego Unified School District (Presentations at Staff Meetings)
- San Diego Veteran’s Coalition
- San Diego Workforce Partnership (Leadership/staff brief)
- Schultz Family Foundation (**zero8hundred** update)
- State of the American Veteran in California event in Los Angeles (Co-Chair, Bill York explained **zero8hundred**)

- Unite US (Leadership brief)
- University Club Atop Symphony Towers “Happy Hour for Humanity” event (**zero8hundred** presentation)
- USC Day of Service Alumni Event (**zero8hundred** staff including Becky Sanford, Lead Navigator, participated in panel)
- USD Governance Symposium
- USD Professional Development Workshop
- USO San Diego (Leadership brief)
- USS Midway Foundation (Leadership brief)
- Veterans Community Connections (VCC) (Leadership brief)
- Veterans United Home Loans (Leadership/staff brief)
- “What Our Communities Are Teaching Us” Conference coordinated by IVMF in Dallas, TX (Panelist/presentation)
- Women in Defense – San Diego Chapter President (Leadership brief)

Social Media and Other Outreach

- Facebook account
- Twitter account
- Weekly email bulletin
- Executive Director Quarterly Reports



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