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2018 Navigating the Future: Transforming the Transition Experience for Service Members and their Families

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Navigating the Future: Transforming the Transition Experience for Service Members and their Families

Year 3 Report
2017



zero8hundred
Navigate Your Future





About zero8hundred

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

Acknowledgements:

The Caster Center would like to acknowledge:

- The **zero8hundred** Advisory Board and staff who are truly committed to the success of this important program
- The many dedicated service members and their families who show determination and resilience in navigating their future



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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***“zero8hundred is an invaluable asset
to the growing community of veterans here in San Diego.
Navigating the difficulties of leaving the military can be very daunting...
in my case I returned to San Diego to leave the military
after being overseas for several months on deployment.
The majority of my friends and support groups were not here for immediate guidance.
Whatever issues or questions I had,
I was able to ask my peer navigator without judgment.
I took all of her advice and used all the references given to gain stability.
**I can't really imagine how much more difficult things would have been
had my peer navigator or zero8hundred not been present to assist me.**
Today when I speak to friends who are close to leaving the military
and full of doubts about the future, I always mention this organization
as one of the first points of contact as they have set me up for success.
Many, many thanks to [my peer navigator]
and the rest of the great team at zero8hundred for doing what they do...
they're awesome!”***

- zero8hundred VIP

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EXECUTIVE SUMMARY

zero8hundred was created in 2014 as a result of the Military Transition Support Project (MTSP), a cross-sector collaborative focused on proactively linking transitioning military families to a broad range of resources and opportunities, helping them successfully transition to civilian life in San Diego County. During the first 2-year pilot (January 2015 – December 2016), **zero8hundred** supported more than 1,400 transitioning Veterans or Spouses in Process (VIPs), exceeding its goal by 371%. Using a holistic veteran's wellness model that focuses on employment, education, basic needs, physical and mental health, and social/personal connections, as well as supportive Peer Navigators with mental health training *and* lived military experience -- **zero8hundred** proved to be very successful and filled a gap for service members and their families *before, during, and after* their transition into the San Diego civilian community.

In 2017, **zero8hundred** contracted with the Caster Family Center for Nonprofit and Philanthropic Research (Caster Center) at the University of San Diego to:

- Continue the evaluation of the **zero8hundred** program in Years 3 and 4 (January 2017 – December 2018)
- Expand Midpoint and Post survey data collection to:
 - Continue tracking key metrics, and at various points in time of the transition process
 - Allow for more rigorous analysis and reporting
 - Continue capturing VIP feedback and testimonials
- Conduct a Partner Survey in Year 3 to explore the effects of collaboration among **zero8hundred** and partner organizations working to support VIPs
- Better understand and communicate **zero8hundred** social return on investment

There is evidence that **zero8hundred** is contributing to the overall economic health of the San Diego Region by proactively addressing unemployment, homelessness, and overall health and well-being for veterans in San Diego County. Given the estimated costs of unemployment and homelessness for veterans in San Diego (\$24,960 per year for unemployment and \$41,000 per year for homelessness), this research reveals that **zero8hundred** directly or indirectly contributes to a \$2.2M annual savings in veteran unemployment and a \$3.7M annual savings in veteran homelessness in the San Diego region.

"[Peer Navigator] really helped me out with the resources in finding a job."
– VIP

*"I enjoy the partnership, the relationship and the trust and honesty I have with **zero8hundred**. They are a very well-respected organization and I routinely recommend them to transitioning members." – Partner*

In addition, results from the 2017 **zero8hundred** Partner Survey showed that partner relationships are strong, mutually supportive, and leverage the ability to collectively support VIPs better than any one organization can do on its own. Partners also reiterated how invaluable **zero8hundred**'s unique Memorandum of Understanding (MOU) with the United States Navy is because it allows access to service members while they are still on active duty. The benefits of this proactive and longer-range planning for service members, their families, service providers, employers, and the San Diego community can not be understated.

BACKGROUND AND EVALUATION

In 2014, the Military Transition Support Project (MTSP), a cross-sector collaborative in San Diego County, formed **zero8hundred**. **zero8hundred**'s 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. The **zero8hundred** program utilizes both a website and Peer Navigators to connect transitioning service members and their families to services and resources. **zero8hundred** emphasizes a holistic veteran's wellness model approach that focuses on the following four pillars:



The First Two Years January 2015 – December 2016

During its first 2-year pilot phase, **zero8hundred** proved to be a very successful program:

- The number of transitioning service members who opted in to **zero8hundred** exceeded the goal by 371%
- The most prevalent needs of Veterans or Spouses in Process (VIPs) were education and employment
- The **zero8hundred** model was unique and valuable because Peer Navigators had both mental health training and lived military experience
- Satisfaction with Peer Navigators was very high
- The resource referral model was working well
- **zero8hundred** filled a gap by supporting service members and families before, during, and after their transition from active duty service

"Thank you for reaching out to me and my family. We highly appreciate your support for this transition." – VIP

Changes in Year 3

Many changes occurred during Year 3 (January – December 2017):

- **Expanded** into Imperial and Riverside Counties adding Air Force, Army, and reservists to the growing number of VIPs
- **Updated Logic Model** to reflect additional focus on partner network and military family ecosystem
- **Conducted Partner Survey** to gain a better understanding of collaboration between zero8hundred and partner organizations
- **Included Staff** changes such as the departure of the executive director, addition of new full time Peer Navigators for the new counties, and promotion of staff members
- **Moved** into new office space
- **Joined SD United*** in partnership with 2-1-1 San Diego and Courage to Call as a sub-hub for the military network in San Diego

Purpose of Evaluation

Following the successful evaluation of the 2-year pilot program, zero8hundred contracted with the Caster Center for an additional two years (through March 2019) to provide the following:

- Track and report on project success, challenges, and recommendations during Year 3 (2017) and Year 4 (2018)
- Create, disseminate, and report on a Partnership Survey
- Expand reporting to include Imperial and Riverside Counties in Year 4
- Assess:
 - Web-based portal
 - Peer navigation services
 - Activities, consequences and effects of program
 - Growth and strength of partnerships, collaborations, and networking within the military-connected community in the San Diego region

The following pages present the logic model (Figure 1) and an overview of the process and activities that guide the zero8hundred evaluation (Figure 2).

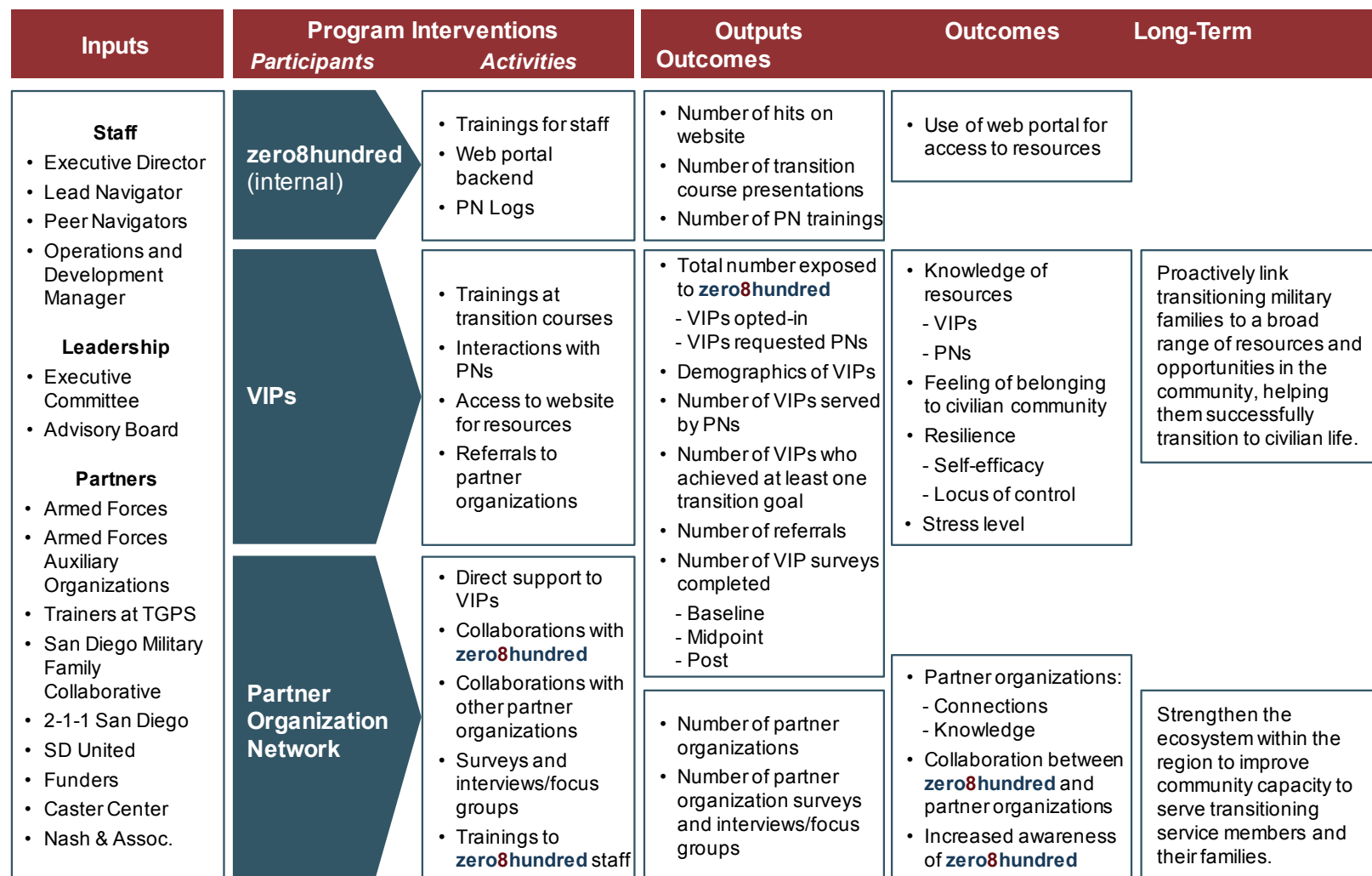
**SD United is a care coordination technology specifically built for the veteran and military community. It is a collective of established community partners, this network is not a new program or service, but a new coordinated way of serving the veteran and military community in San Diego (<https://sandiegounited.org>)*

zero8hundred Evaluation Logic Model

Figure 1. Years 3-4 Logic Model

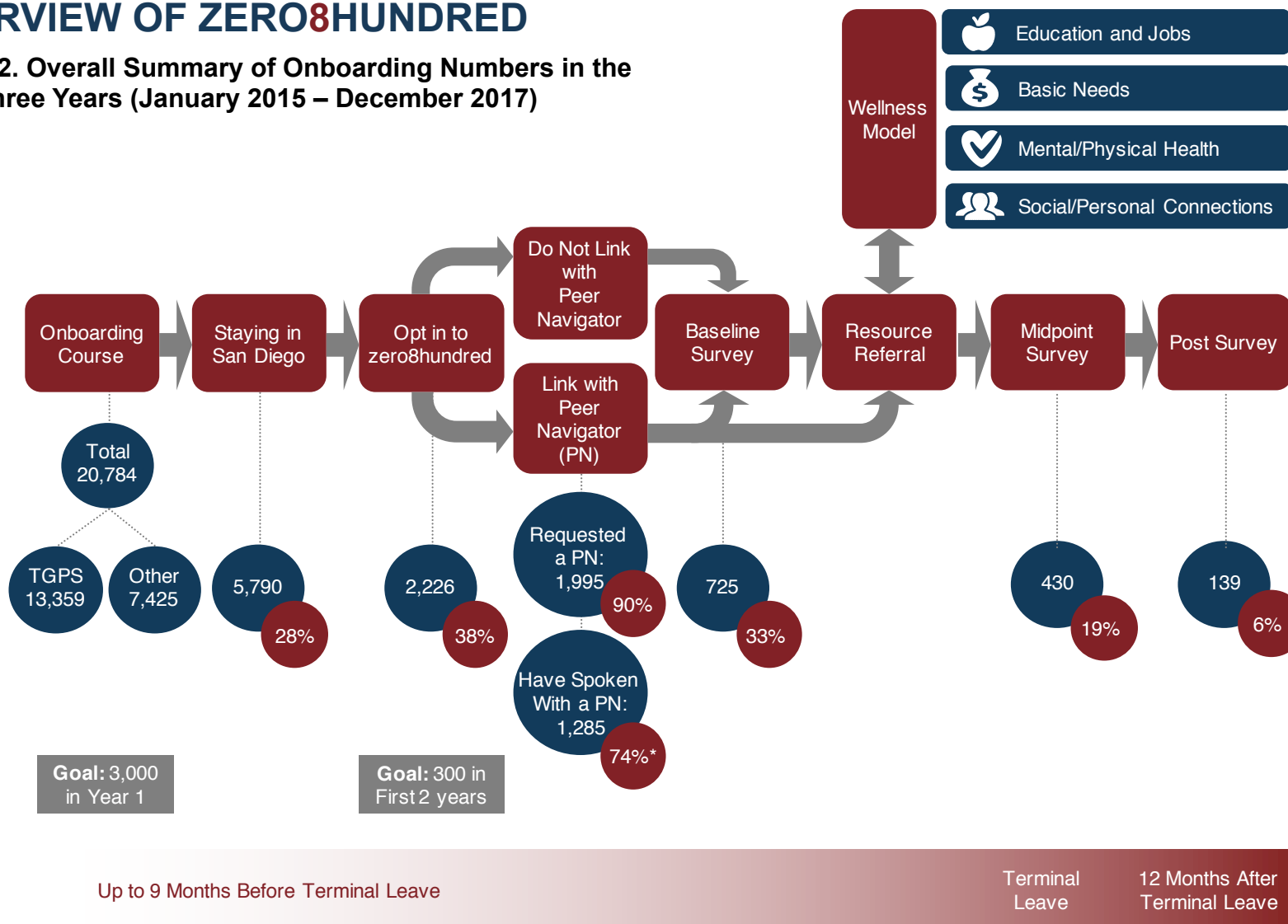
LEGEND

Partner Organizations = Service providers and resources
PN = Peer Navigator
LN = Lead Navigator
VIP = Veteran in Process



OVERVIEW OF ZERO8HUNDRED

Figure 2. Overall Summary of Onboarding Numbers in the First Three Years (January 2015 – December 2017)



* Excludes missing data from calculation

Data Sources

Table 1 summarizes the different data sources designed and used by the evaluation team. This report presents cumulative data from the first three years of the **zero8hundred** program, from January 1, 2017 - December 31, 2017.

Table 1. 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 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), etc.
Observations	The evaluation team observes transition presentations for the zero8hundred program, operations and staff meetings at zero8hundred , and Advisory Board meetings.
Web Analytics	Number of “hits” on zero8hundred ’s website (www.zero8hundred.org) is tracked through Google Analytics.
Peer Navigator Focus Group	The evaluation team conducted a focus group with Peer Navigators to gain insight into their observations and experiences with VIPs.
Baseline Survey (n=725)	A 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=430)	A zero8hundred 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=139)	A zero8hundred 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 zero8hundred ’s impact on the VIP’s transition (including employment) and recommendations for the zero8hundred program.
Partner Survey (n=40)	An online survey was emailed to 86 identified partners of zero8hundred in December 2017 to gain a better understanding of the effects of collaboration among zero8hundred and partner organizations working to support transitioning service members and their families.

Growth and Needs of VIPs Who Opted In

The number of VIPs opting in to **zero8hundred** continues to grow steadily, with a 65% increase in Year 3 (Figure 3).

Employment and education continue to be the top needs expressed by VIPs (Figure 4).

Figure 4. Top VIP Needs

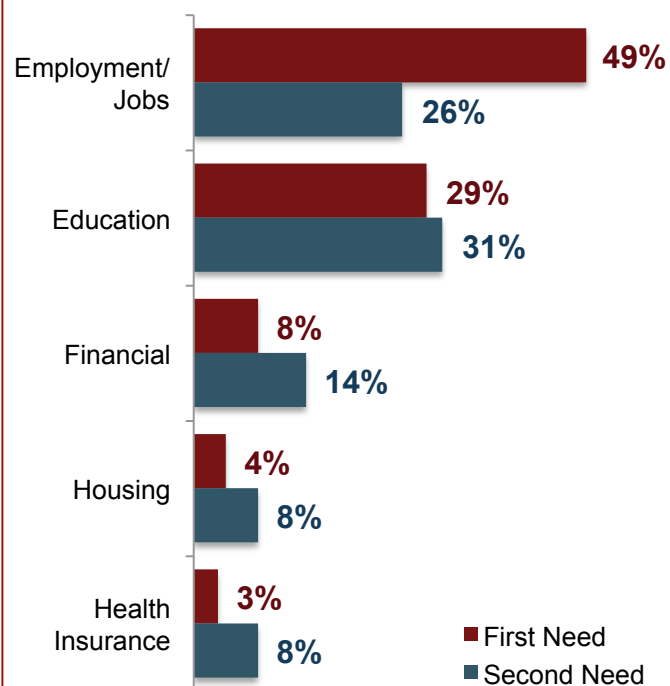
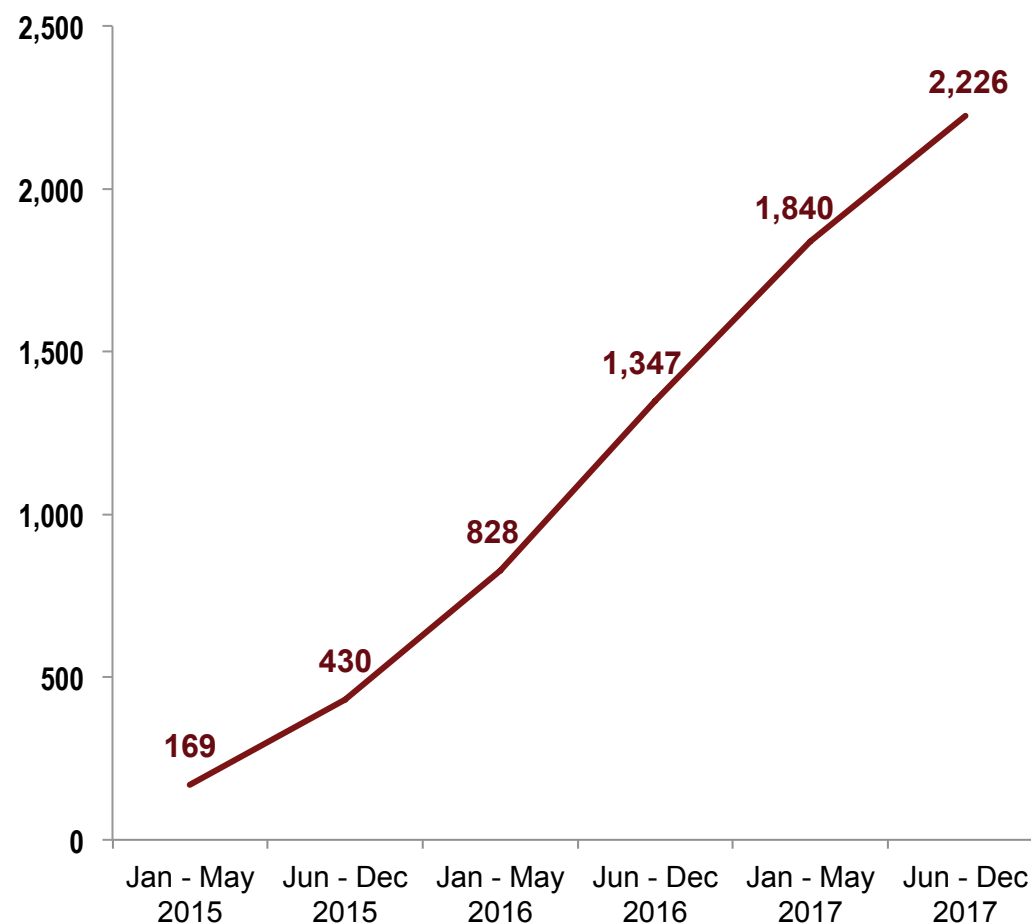


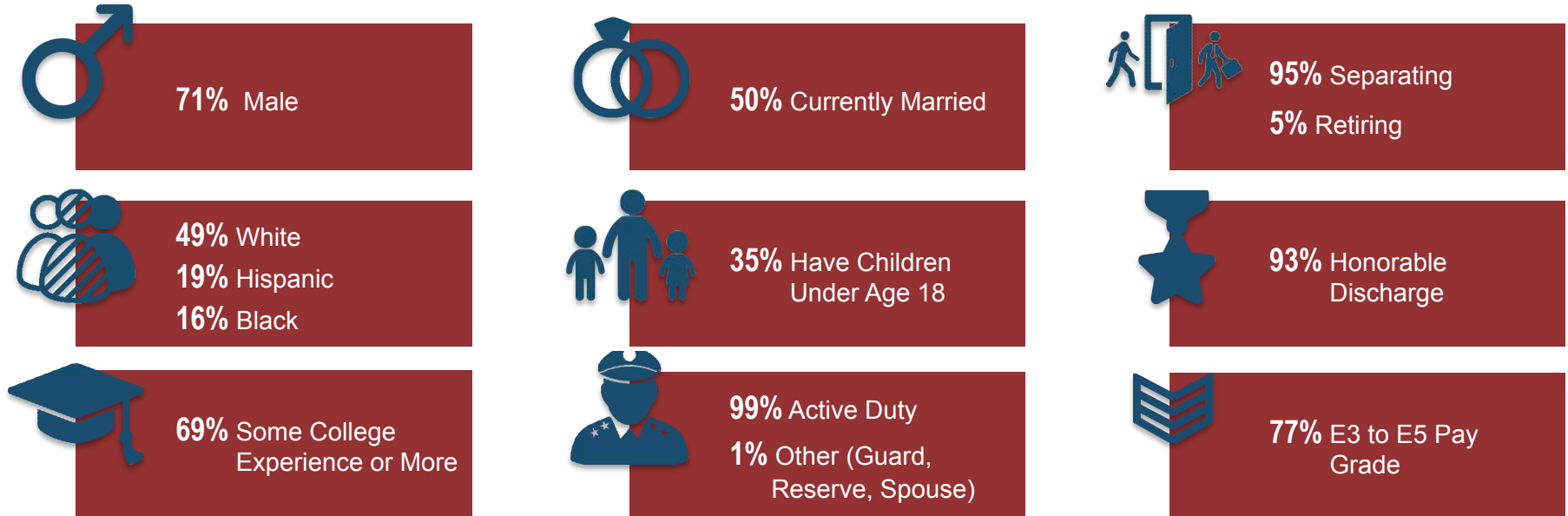
Figure 3. Number of VIPs Who Opted In to zero8hundred



Demographic Profile of VIPs Who Opted In

The demographic profile of VIPs who opted in during the first three years remained fairly consistent with those from the first two years (Figures 5-6).

Figure 5. Demographic Profile of VIPs Who Opted In*



**Appendix A includes a breakdown of ethnicity and pay grade*

Figure 6. Branch of VIPs Who Opted In to zero8hundred



WEBSITE AND OUTREACH

Website Analytics and Outreach

zero8hundred continues to experience strong growth in number of website visitors (Figure 7).

The percentage of visitors to website resources for Education and Jobs remains the highest of the four veteran wellness pillars (Figure 8).

In 2017, zero8hundred focused efforts on increasing the frequency of e-blasts and growing their social media outreach (Figure 9).

Figure 7. Cumulative Website Visitors

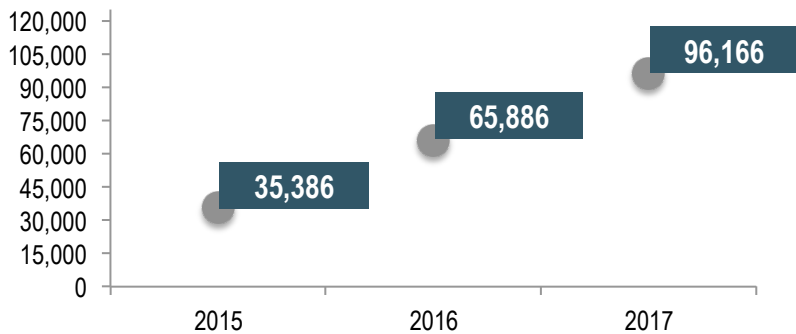


Figure 8. Hits on Four Veteran Wellness Pillars

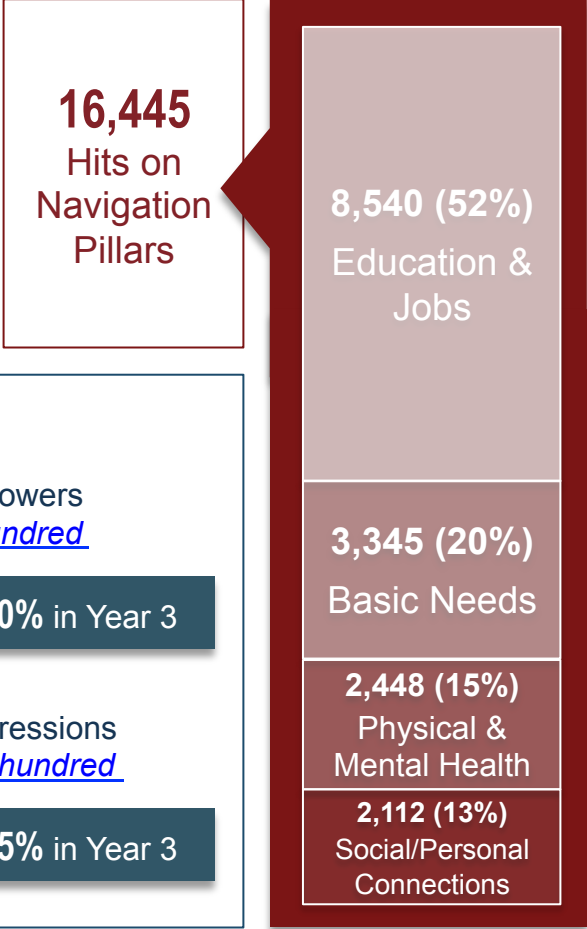
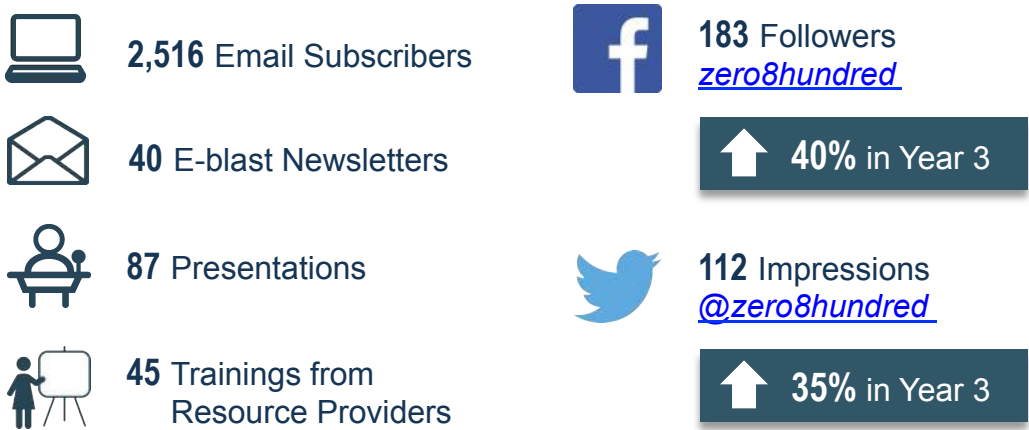


Figure 9. Outreach



Satisfaction with Website Overall

The **zero8hundred** website was used by over 40% of Midpoint and Post Survey respondents. The majority of these VIP website users are satisfied with the website throughout their transition (Figures 10-11).

"It's awesome that [the website] is offered to us. It is extremely easy to use, not complex at all." – VIP

Figure 10. Overall Satisfaction with Website
(rating on a 1 to 10 scale)

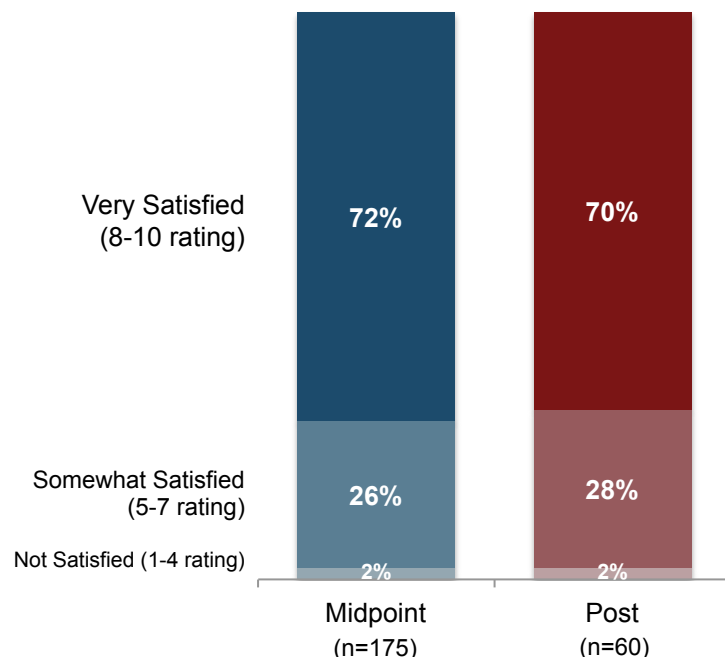
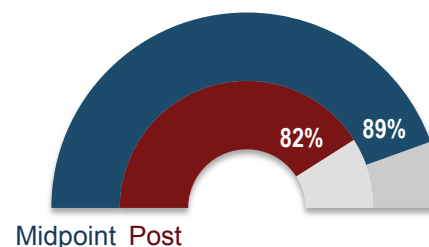
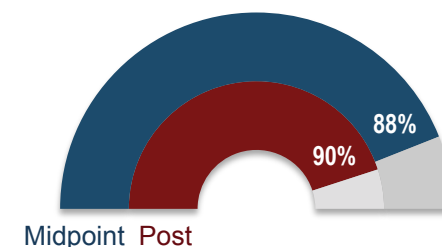


Figure 11. Satisfaction with Website Features
Percent who Agreed (4-5 rating on a 1 to 5 scale)

Website is easy to use

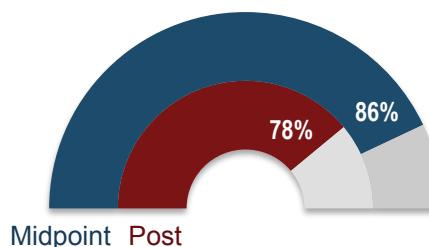


Would recommend the website to others

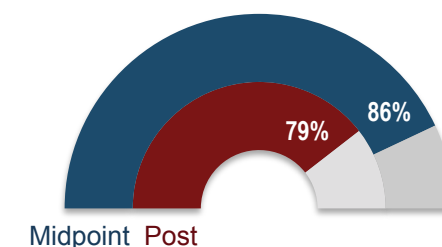


"Everything was really easy to find and navigate. [The website] was easy to understand and simple." – VIP

Has sufficient number of resources on website



Resources are easy to find on website

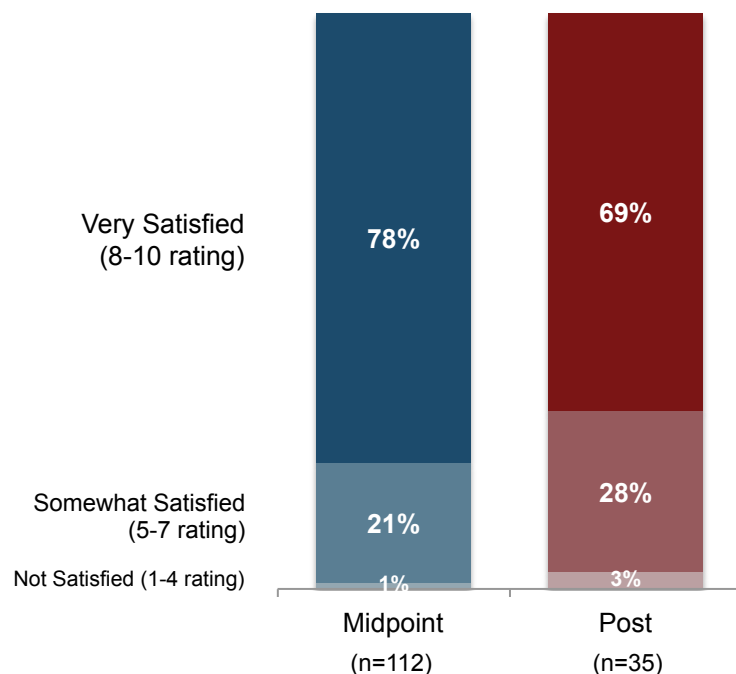


Satisfaction with Resources Contacted from Website

VIPs who contacted a resource after using the website reported high satisfaction with the resources (Figures 12-13).

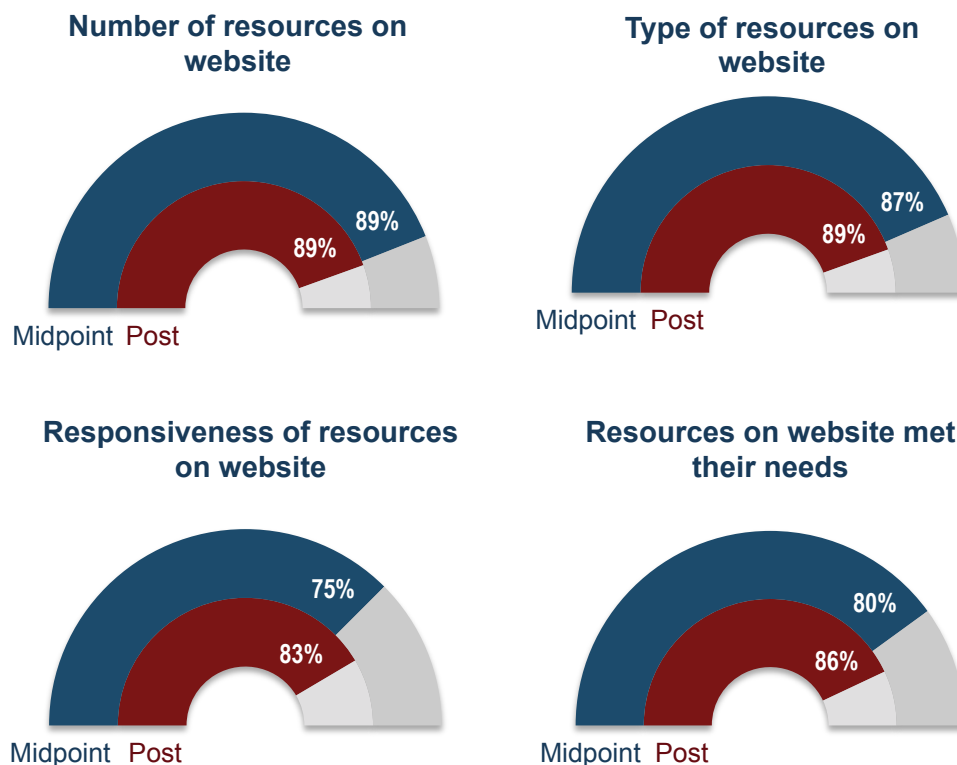
"The resources were very helpful and the support gave me peace of mind." – VIP

Figure 12. Overall Satisfaction with Resources Contacted (rating on a 1 to 10 scale)



64% of Midpoint and 58% of Post Survey respondents said they contacted resources found on the website

Figure 13. Satisfaction with Resources Contacted
Percent who were Satisfied (4-5 rating on a 1 to 5 scale)



NAVIGATING THE FUTURE

Overall, VIPs experienced an increase in positive feelings about their transition over time and a decrease in negative feelings from the Baseline to the Midpoint surveys (Figure 14).

There was a marked increase in:

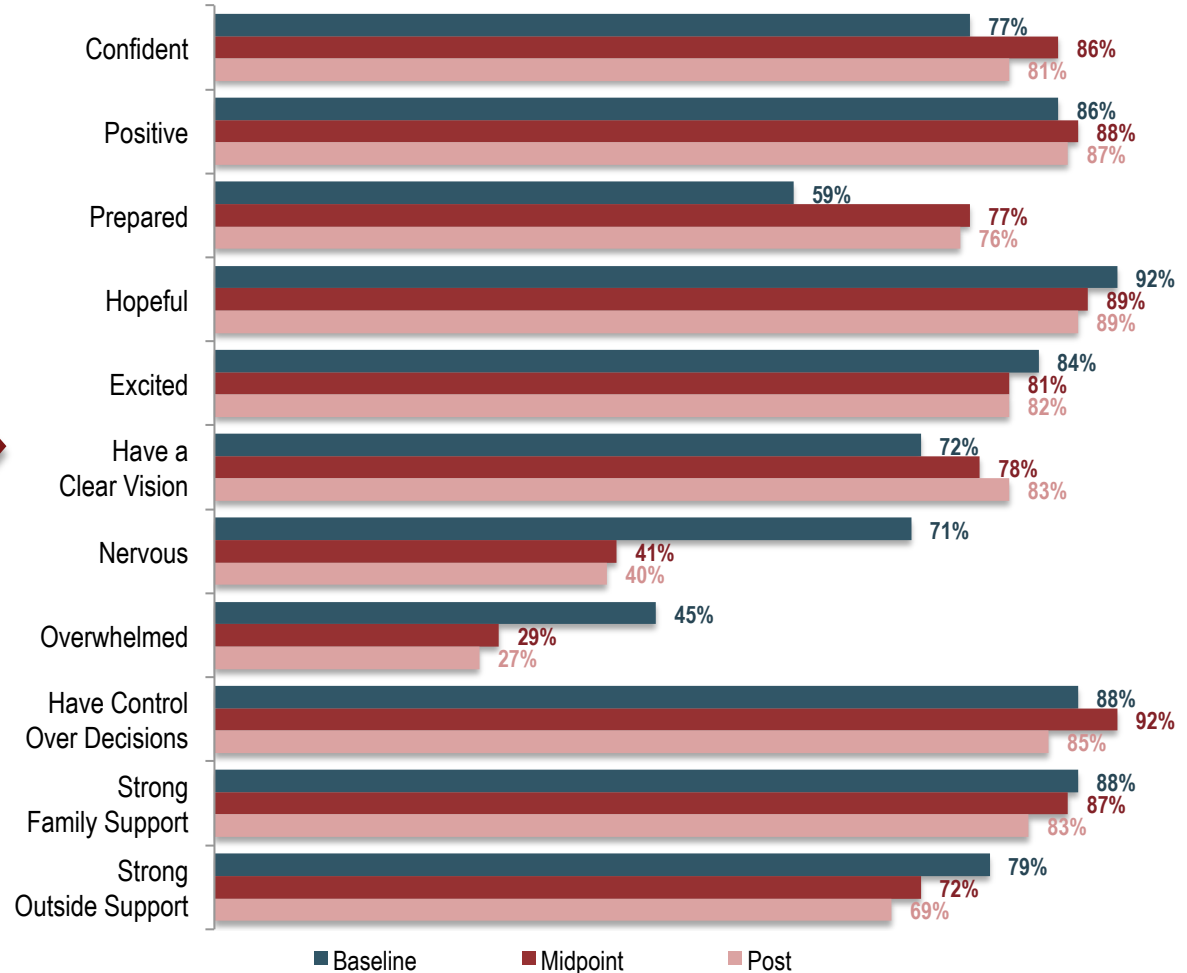
- Having a clear vision of the future
- Preparedness

And a marked decrease in:

- Nervousness
- Feeling overwhelmed
- Feelings of support within and outside of the family

As the number of Post surveys increases, a clearer picture of post-separation changes will emerge.

Figure 14. Percent of VIPs who Agree (4-5 on 1 to 5 scale) they have the following feelings about the transition process



Feelings of Connectedness and Overall Military Experience

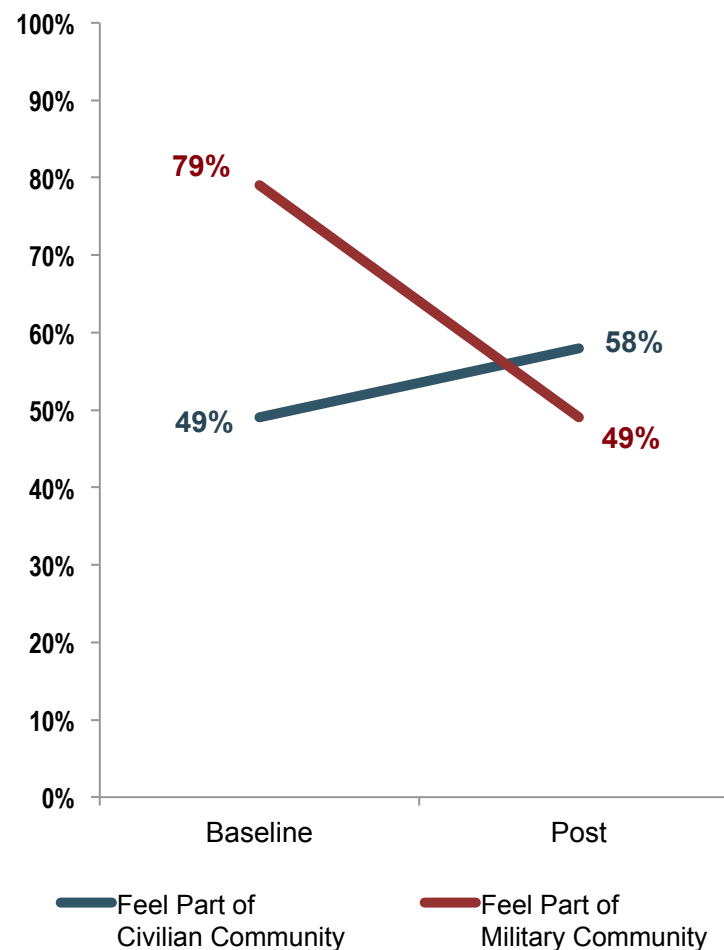
VIPs noted a decrease in their feelings of connectedness to the military community and an increase in feelings of connectedness to the civilian community (Figure 15).

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

Feelings about military experience remained

Over 70% Positive
from Baseline to Post

Figure 15. Feelings of Connectedness

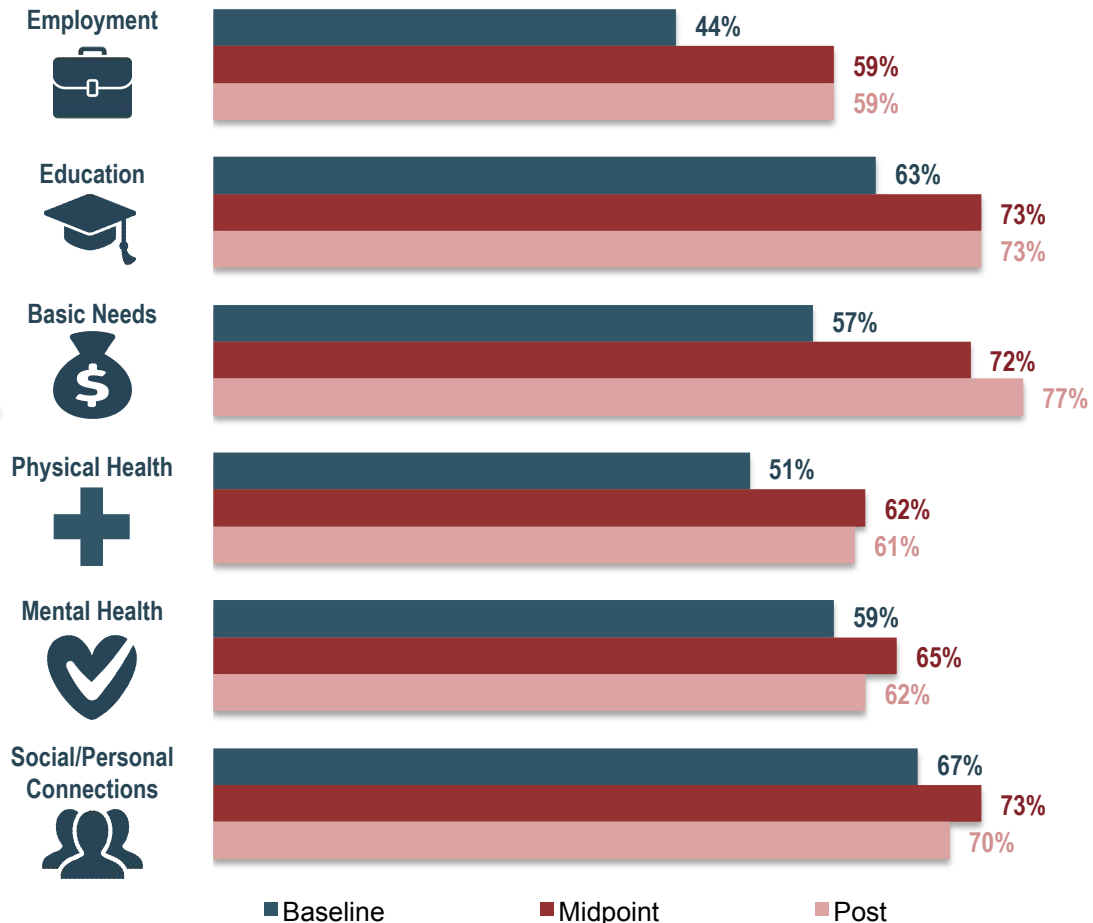


Confidence Navigating Resources

VIPs increased their confidence to navigate resources for their transition from the Baseline to the Post Survey (Figure 16).

"It would have been a lot harder for people like me to transition if it wasn't for this program." – VIP

Figure 16. Percent of VIPs who are Confident (4-5 on a 1 to 5 scale) Navigating Resources for Self and Family



VIPs' Feelings of Stress

Feelings of stress increased from Baseline to Midpoint survey and begin to decline from Midpoint to Post. The time of the Midpoint survey continues to be the most stressful time for VIPs as they separate from active duty (Figures 17-18).

Figure 17. VIPs' Feelings of Stress

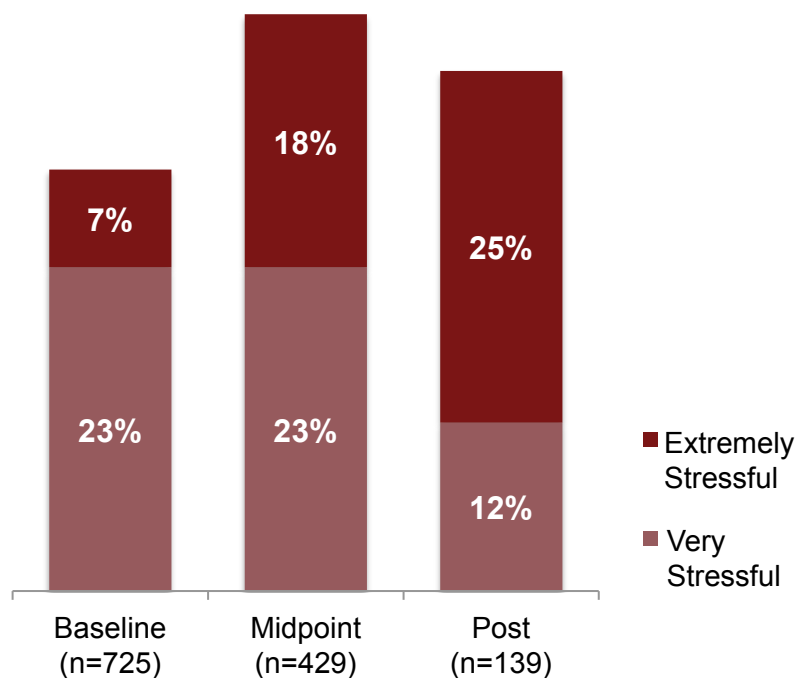
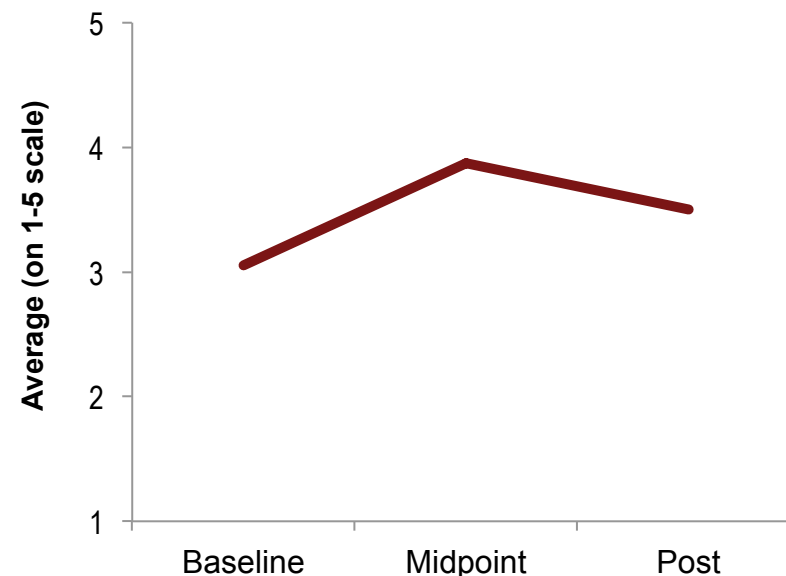


Figure 18. Feelings of Stress Over Time

(n=40)



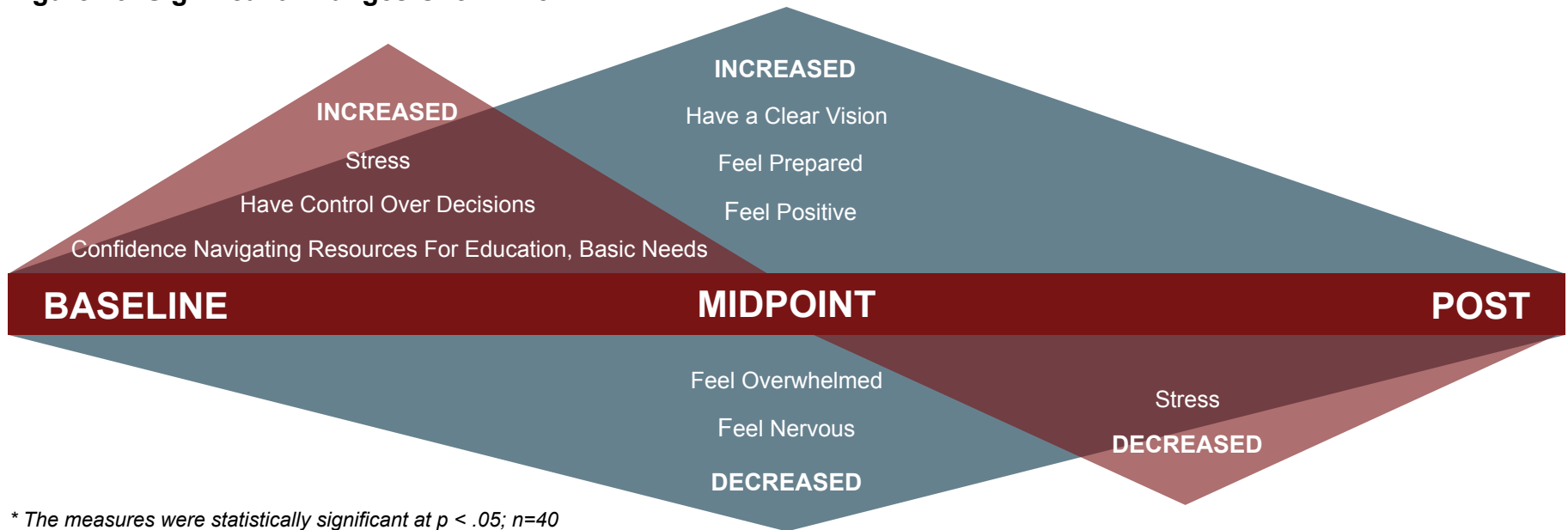
"Nothing happens in the universe without a reason. I feel blessed. Thank you for guiding me through a dark time in my life." – VIP

Significant Changes in Feelings About Transition Over Time*

Figure 19 illustrates the statistically significant changes in VIPs' feelings about transition from: 1) up to 9 months before to the time of their separation from active duty, and 2) the time of their separation to 12 months later as a civilian.

As VIPs move through the transition phase, they become more uncertain and stressed. Fortunately, some of this negative affect is reduced over time with the help of **zero8hundred**.

Figure 19. Significant Changes Over Time



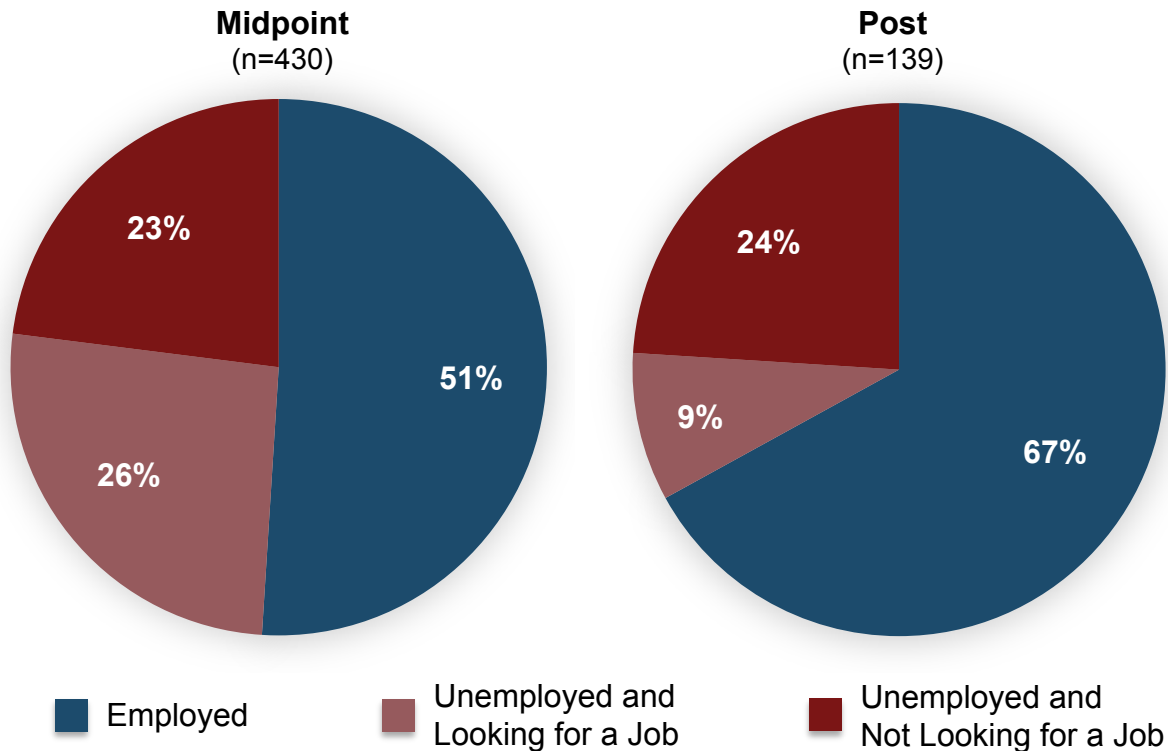
* The measures were statistically significant at $p < .05$; $n=40$

"[Peer Navigator] 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." – VIP

Employment

As expected, more VIPs were employed 12 months after separation from active duty than at the time of separation (Figure 20).

Figure 20. Employment



*"I think [zero8hundred] helps out way more than the military transition program because it was based on what I needed."
– VIP*

88%

of unemployed VIPs are not looking for a job because they returned to school*

**Only asked in Post Survey*

PEER NAVIGATORS

Satisfaction with Peer Navigators

Peer Navigators for **zero8hundred** are Master's of Social Work students or hold a Master's of Social Work degree who also have lived military experience. Satisfaction with Peer Navigators remains high (Figures 21-22).

"[Peer Navigator] showed me how to navigate and I will never forget all that she did for me. I'm very grateful." – VIP

Figure 21. Overall Satisfaction with Peer Navigators (rating on a 1 to 10 scale)

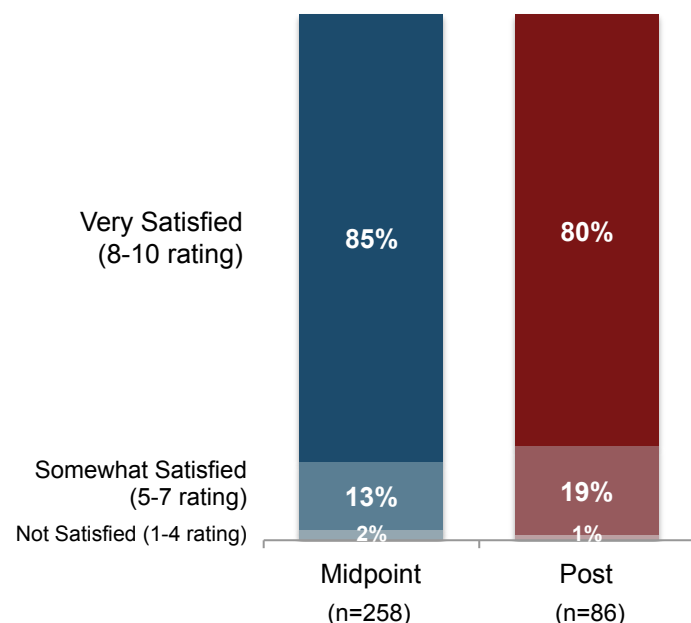
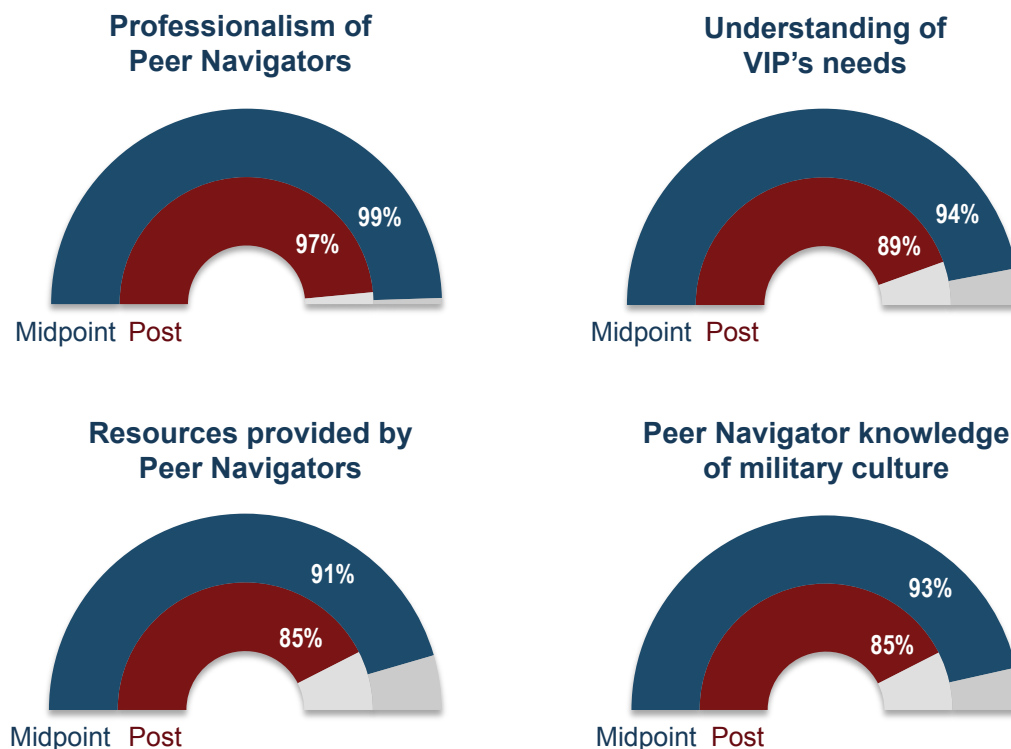


Figure 22. Satisfaction with Peer Navigators
Percent who were Satisfied (4-5 rating on a 1 to 5 scale)



Satisfaction with Peer Navigation Recommended Resources

Overall, VIPs who were referred to resources by Peer Navigators were more likely to contact them than those who found the resources on the website on their own.

Satisfaction with these resources was high among VIPs (Figures 23-24).

*"[Peer Navigator] provided the resources that helped me and put me in contact with people in my area."
– VIP*

Figure 23. Contacted a Recommended Resource

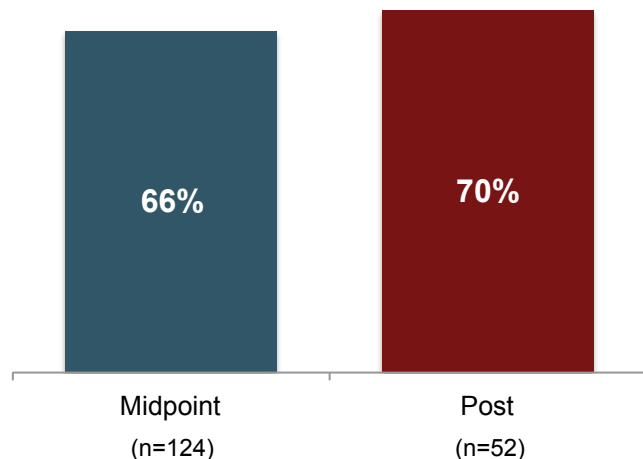
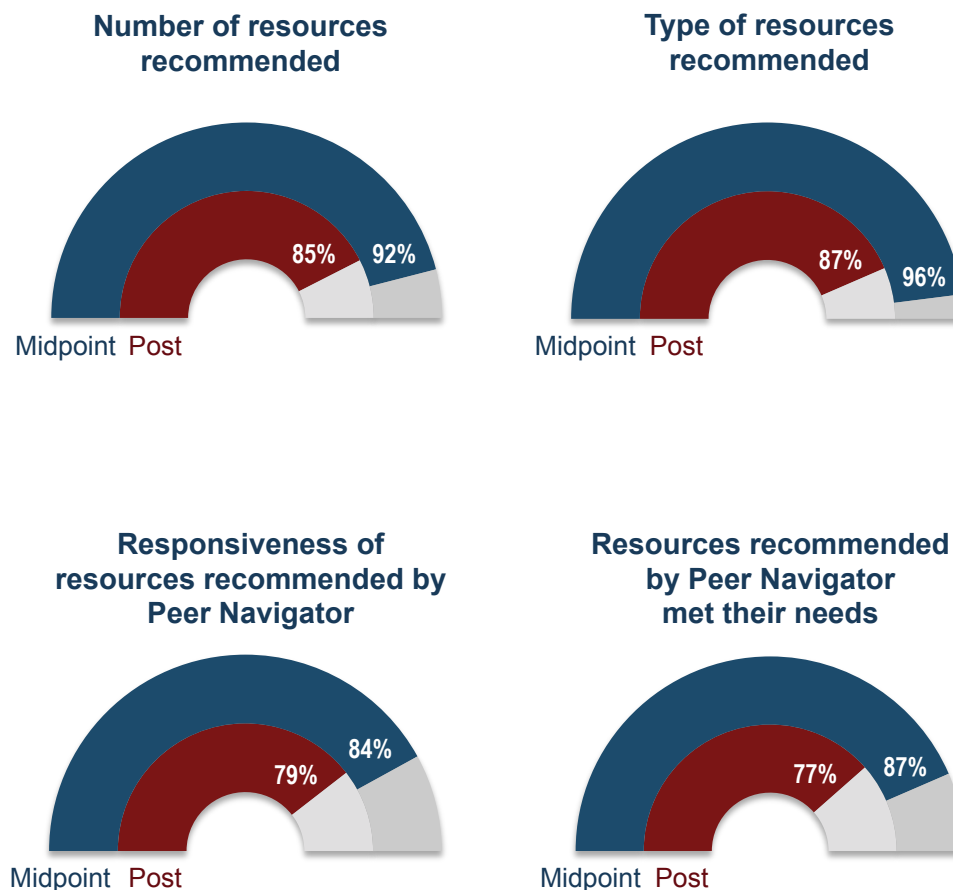


Figure 24. Satisfaction with Resources Recommended
Percent who were Satisfied (4-5 rating on a 1 to 5 scale)



Insights from Peer Navigators

Insights were based on a focus group and ongoing dialogue with the Peer Navigator team. Peer Navigators are very dedicated and highly motivated to help ease the stressors and break down transition barriers.

Voluntary vs. Involuntary Separation

Discharge status is not the primary indicator for determining if a service member's separation is involuntary. There are many different reasons service members stated for separating from the military involuntarily:

- ☐ Service member was passed over for promotion and would not reach an eligible rank for retirement
- ☐ The job field was impacted and service member was not selected to re-enlist (enlisted personnel) or offered a new set of orders (officers)
- ☐ Lack of command support for pregnancy and single parents
- ☐ Injury (invisible and visible wounds)
- ☐ Service member's spouse requested service member to separate from active duty

Expectations

- ☐ Expectations about transition need to be set from the beginning
- ☐ Many VIPs have unrealistic expectations of job opportunities and income potential
- ☐ Many VIPs leave the military not realizing the cost of basic needs such as health insurance or the process involved in obtaining them
- ☐ Some VIPs make a decision in the past few months of eligibility to connect with a Peer Navigator because "something did not go as they had expected"

Barriers

Some barriers to obtaining benefits such as unemployment or VA benefits included:

- ☐ Lack of knowledge
- ☐ Pride – many VIPs mentioned not wanting a "hand-out"
- ☐ Bitterness over involuntary separations
- ☐ Waiting period for Medical Board decisions

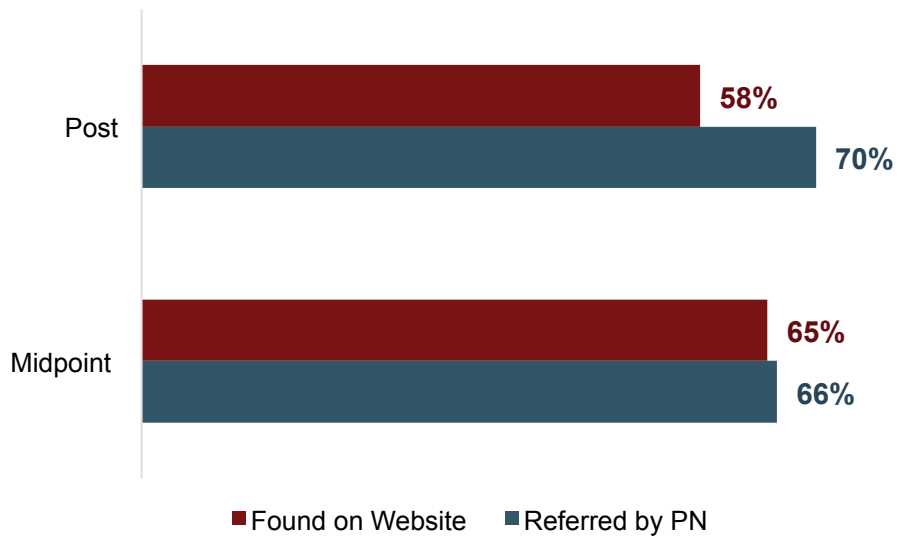
Gaps in Resources

- ☐ Childcare
- ☐ Legal (particularly divorce)
- ☐ Temporary housing for initial months immediately following separation
- ☐ For those at-risk of being homeless

PEER NAVIGATOR vs. NO PEER NAVIGATOR: CONTACTING RESOURCES

As time passes, VIPs who were referred to a resource by their Peer Navigator were more likely at the Post Survey to contact a resource than those who found resources on their own from the **zero8hundred** website (Figure 25).

Figure 25. VIPs who Contacted a Resource



*"I took all of [Peer Navigator's] advice and used all the references given to gain stability and I can't really imagine how much more difficult things would have been had my Peer Navigator or **zero8hundred** not been present to assist me." – VIP*

"A common history really helped with the connection, and the specific support for resources, guidance and feedback was exactly what I needed." – VIP

Peer Navigator vs. No Peer Navigator

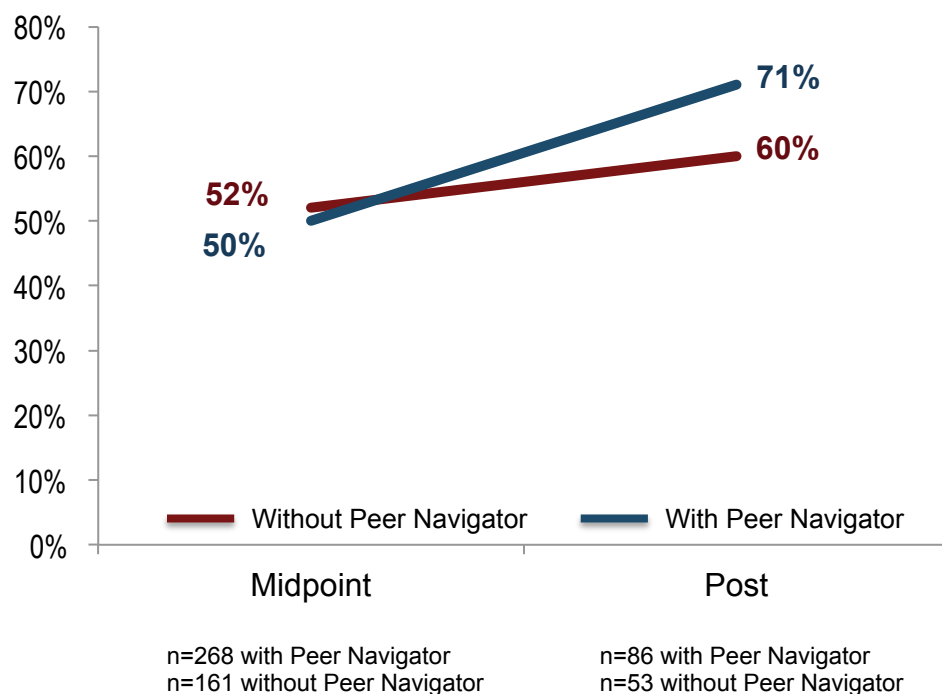
Preliminary findings show there was a positive effect on employment and some feelings about navigating the future for VIPs who chose to speak with and utilize the services of **zero8hundred** Peer Navigators compared to those who did not.



Percent Employed: Peer Navigator vs. No Peer Navigator

The data suggest that Peer Navigators have a positive impact on VIPs who are seeking employment resources (Figure 26).

Figure 26. Percent Employed at Midpoint and Post



"The responsiveness and professionalism of zero8hundred and the assistance they gave me with the referrals that landed me an internship with a firm, helped me open my own business as a consultant for other companies to teach them why they should hire veterans." – VIP

"I really liked the job resources and I was able to find a job. Finding a job made it easier for me to transition into the civilian life." – VIP

Confidence and Positive Feelings: Peer Navigator vs. No Peer Navigator



40 VIPs Completed all three surveys
(Baseline, Midpoint, and Post)*

For VIPs who completed all three surveys, confidence and positive feelings for those who connected to a Peer Navigator increased over time, whereas confidence for those without a Peer Navigator decreased from the Midpoint to the Post Survey (Figures 27-28).

Figure 27. VIPs' Feelings of Confidence
(n=40)

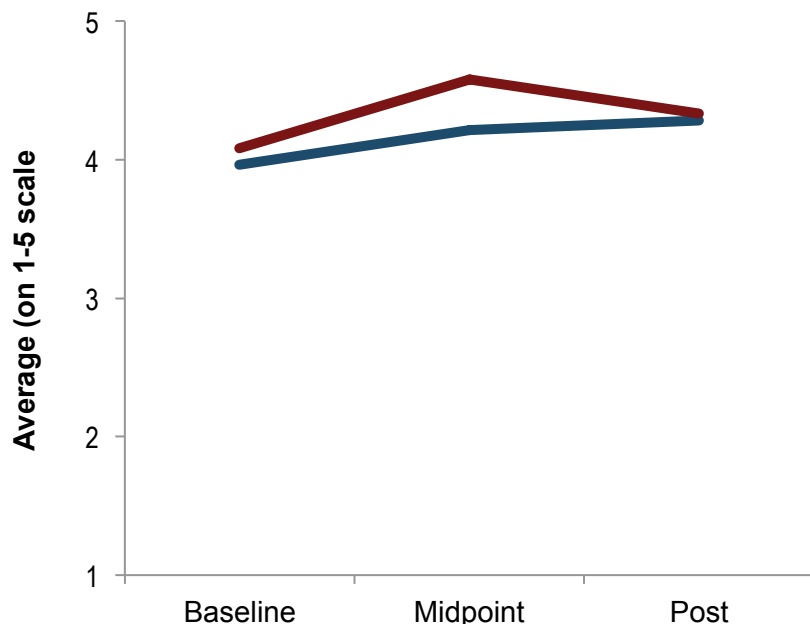
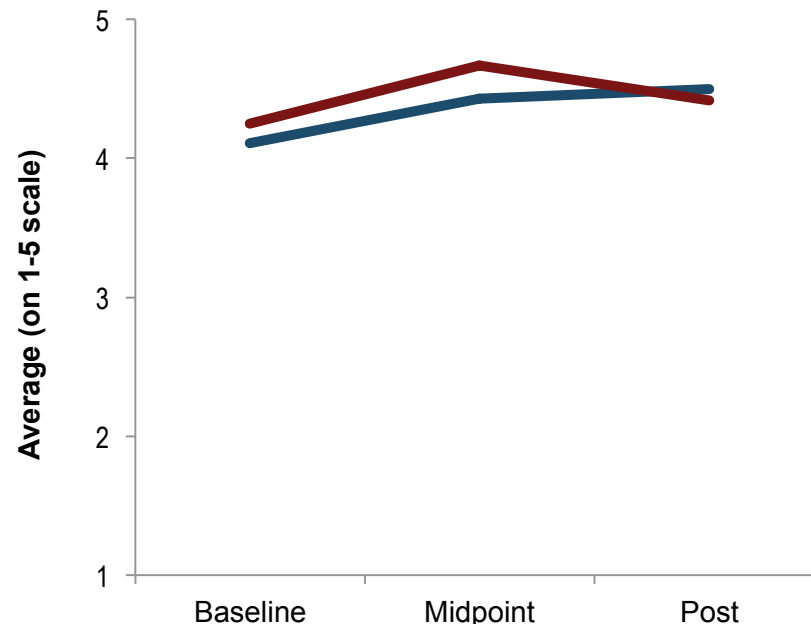


Figure 28. VIPs' Positive Feelings
(n=40)



Without Peer Navigator


With Peer Navigator

**Although this is a small number compared to the total number of VIPs, they are representative of the total group of VIPs demographically.*

VIPS WHO INCURRED INJURY AND FILED FOR VA DISABILITY

Many VIPs stated they had incurred an injury, illness, or wound on active duty and a majority of those filed for VA disability (Figure 29).

Figure 29. VIPs Who Incurred Injury and Filed VA Disability Claim

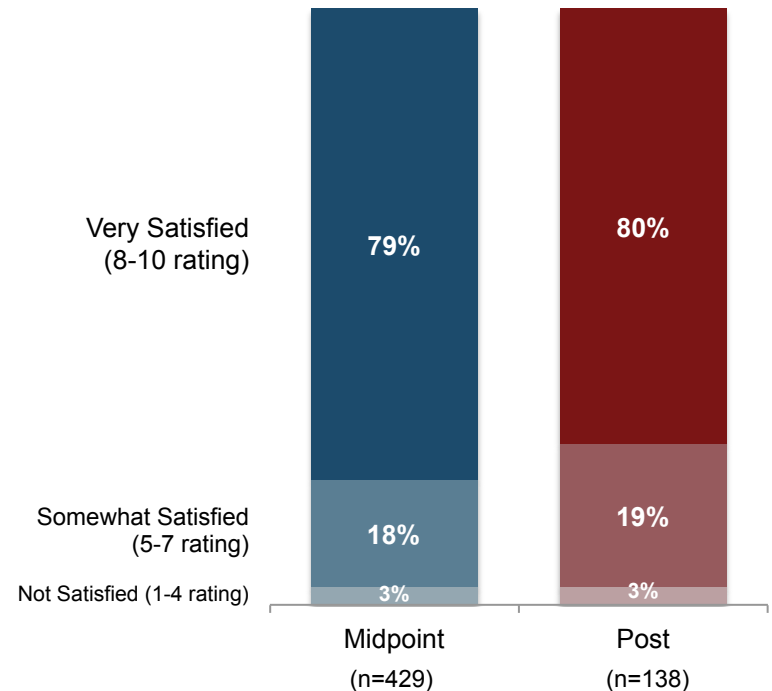
	Midpoint (n=425)	Post (n=136)
 Incurred Injury, Illness, or Wound on Active Duty	68%	65%
Filed a VA Claim of Disability*	81%	77%

**Only those who said they incurred an injury, illness, or wound on active duty answered this question*

OVERALL SATISFACTION WITH THE ZERO8HUNDRED PROGRAM

VIPs reported very high satisfaction with the zero8hundred program (Figure 30).

Figure 30. Overall Satisfaction with the Program
(rating on a 1 to 10 scale)



SOCIAL RETURN ON INVESTMENT

Nationwide, veteran unemployment is lower than that of the general public, however, in CA the unemployment rate of veterans remains higher than the general public.¹ Homelessness among veterans is also a primary concern in San Diego.

While the potential annual cost of VIP homelessness and unemployment is based on the service member, it is important to note that 50% of VIPs are married and 35% have children under the age of 18, which increases the potential total cost. Prevention at the transition timeframe is key to keeping many of San Diego's veteran population and their families housed and employed.

Figure 31.
Cost of a Homeless VIP

Cost of a homeless vet in San Diego per year is estimated at **\$41,000¹**

92 VIPs listed housing
as their first need



Potential cost
per year of
VIP homelessness
in San Diego:

\$3.7M

¹http://uwsd.org/files/galleries/Project_25_Report.pdf

After obtaining help with preventing an impending eviction, one VIP wrote,
*"Seriously, thank you so much.
 I don't know what I would do
 without you guys."*

Figure 32.
Cost of an Unemployed VIP

Cost of an unemployed vet in San Diego per year is estimated at **\$24,960²**

1,011 VIPs listed employment
as their first need



Potential cost
per year of
unemployed VIPs
in San Diego:

\$25.2M

² CBO - Labor Force Experiences of Veterans 2017)

*"[Peer Navigator] really helped
 me out with the resources
 in finding a job. He talked to me
 every month and reached out to me
 to make sure I was taken care of."
 – VIP*

¹ The San Diego Union Tribune, March 2016

PARTNER SURVEY

An online survey was emailed to 86 identified partners in December 2017 to gain a better understanding of the effects of collaboration among **zero8hundred** and partner organizations working to support transitioning service members and their families.

Respondents:

- Reported a positive view about the partnership and the collaboration of **zero8hundred** and its partners
- Noted access to active duty service members is a challenge and appreciate that **zero8hundred** fills this gap
- Stated partnering with **zero8hundred** helped increase their access to active duty service members
- Felt it was extremely important to partner with **zero8hundred** to help the San Diego military community



40 completed responses

- ☑ 24 partner organizations
- ☑ 8 Board members and partner organizations
- ☑ 5 Board members
- ☑ 3 Did not state

Partner Survey Results

67%

of respondents
work directly with
zero8hundred clients

**Partner Challenges
for Supporting
Transitioning
Service Members
and their Families**

60% Agree

the biggest challenge
to supporting transition
is access to active
duty military

50% Agree

access to active
duty military is
always a barrier

72% Agree

partnering with
zero8hundred
increased their
access to active duty
service members

98% Agree it is important to join the partnership to help the San
Diego military community

88% Agree it is important to join the partnership to help
transitioning service members and their families
successfully transition to civilian life

*"I enjoy the partnership, the relationship and
the trust and honesty I have with **zero8hundred**.
They are a very well-respected organization
and I routinely recommend them to
transitioning members." – Partner*

92% Agree

zero8hundred
leverages relationships
with partners to serve VIPs

98% Agree

the partnership does a better job
of supporting VIPs
than one organization
can accomplish on its own

97% Agree

the partnership
builds upon existing efforts
in the San Diego community

*"It has been an amazing experience
to work with the leadership and
navigators of **zero8hundred**,
and I look forward to seeing their
program grow nationwide." – Partner*

*"**zero8hundred** is a valued partner
among several who have collectively
improved direct service to these
recipients [to] cover more territory."
– Partner*

*"The partnership is a fantastic way
to bring organizations together that
serve our military personnel at every
level and stage in their journey."
– Partner*

Partner Survey Results

**87%
Agree**

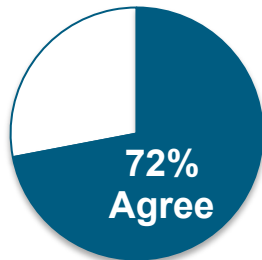
overall support for transitioning veterans and their families in San Diego has increased since the partnership began

"[The partnership has] an increased our ability to provide quality & collaborative services to a greater number of transitioning veterans" – Partner

**80%
Agree**

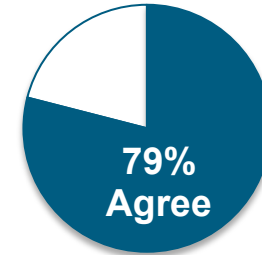
those involved in the partnership represent a cross-section of those who have a stake in what the partnership is trying to accomplish

"Staying connected, referring, and communicating our unique programs keeps us all fresh and knowledgeable, to thereby [be able to] better support our military community.." – Partner



their organization has increased knowledge of other organizations that support the military-connected community in San Diego

"zero8hundred staff are broadly accessible, and we enjoy periodic invitations to be able to update them on what our organization does." – Partner



their organization now shares information with **zero8hundred** and/or its partners that is pertinent to supporting transitioning service members and their families

RECOMMENDATIONS

- ❑ Set new goals for Year 4
- ❑ Track involuntary versus voluntary separation of VIPs
- ❑ Create a process for long-term tracking of VIPs using the SD United platform
- ❑ Work on increasing resources, specifically for housing, legal, and childcare needs
- ❑ Consider a higher ratio of staff versus interns for continuity in serving VIPs, to lessen the need for continual re-training, and to strengthen and improve data collection and retrieval
- ❑ Foster stronger relationships and collaborations among existing partners as well as reach out to other military-focused organizations within San Diego to extend the partnership
- ❑ Begin discussions with military command leadership about the importance of attending TGPS and connecting to **zero8hundred** for service members who are involuntary separating
- ❑ Continue outreach and expansion efforts to reach more communities of transitioning service members and their families

*"The only thing that stops it from being a ten is that
it is not a national program!"
" – VIP*

YEAR 3 TAKEAWAYS

1. Peer navigation is working
2. VIP satisfaction with all elements of **zero8hundred** remain high
 - Website
 - Peer Navigators
 - **zero8hundred** program
3. Outreach is expanding
4. Relationships with partners are strong and mutually supportive
5. **zero8hundred** is contributing to the overall economic health of the San Diego region

"[zero8hundred is] not like other transitioning services [that] just give you the basics. zero8hundred is far more specifically geared toward the individual's needs. The personal touch means a lot to the service member." – VIP

"I think it's a fantastic program. This is not offered anywhere else that I know of. Having someone call to check in every few weeks was, for some reason, extremely comforting." – VIP

LOOKING AHEAD TO YEAR 4

1. New regions of growth and a wider diversity of VIPs
2. New Executive Director
3. Greater collaboration within the San Diego military-connected community through SD United
4. Ability for long-term look at peer navigation through the collaboration with SD United

APPENDIX A: ETHNICITY AND PAY GRADE OF SERVICE MEMBERS WHO OPTED IN TO ZERO8HUNDRED

Figure 33. Ethnicity of Service Members

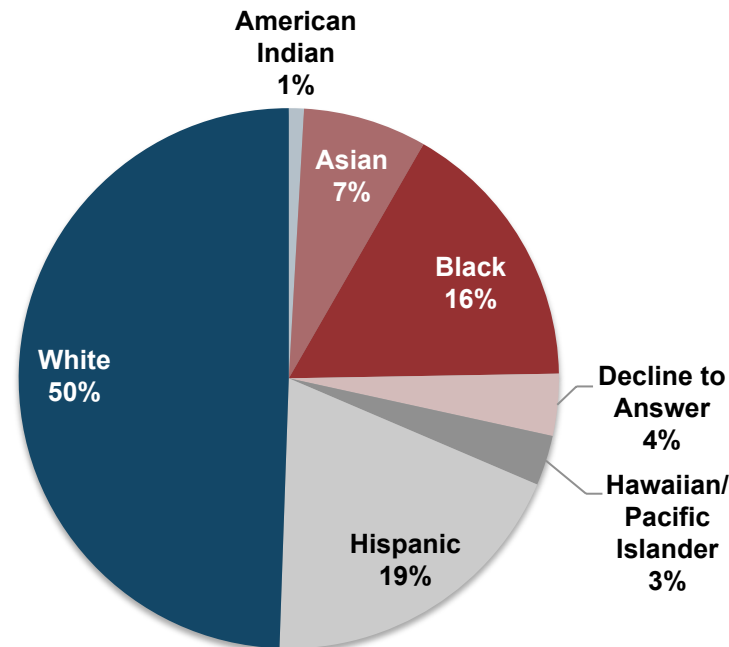
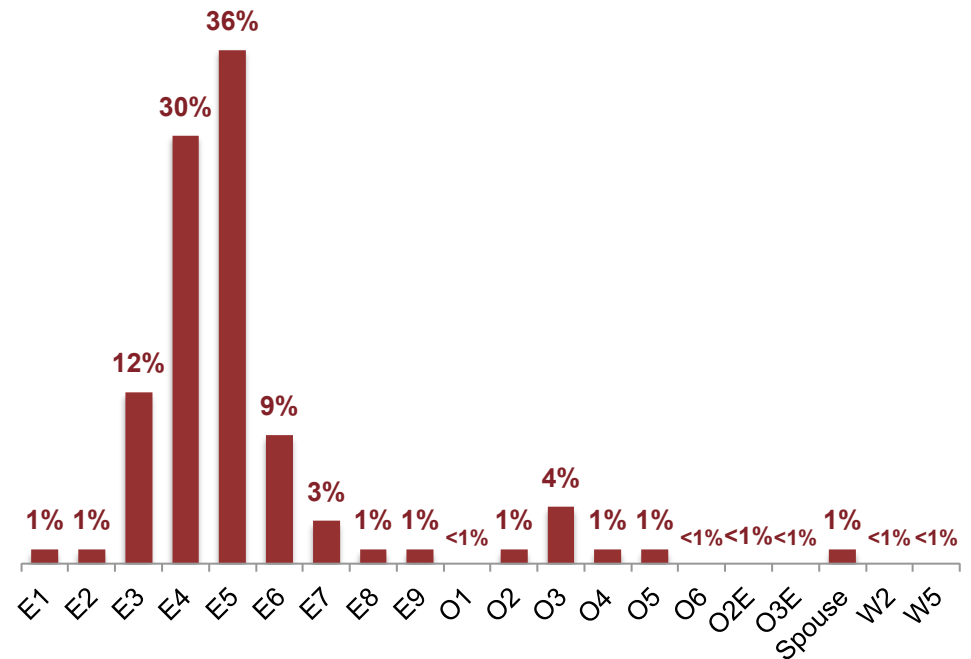


Figure 34. Pay Grade of Service Members*



* 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>

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