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

The First Two Years
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.

Research Team:
Mary Jo Schumann, PhD, Director of Research
Kim D. Hunt, MA, Doctoral Research Assistant

Support from:
Tessa Tinkler, PhD, Senior Research Associate
Connelly Meschen, MA, Coordinator
Carolyn Noack, MSW, Research Assistant
Aya Tore, MA, Research Assistant

Caster Family Center for Nonprofit and Philanthropic Research
The Nonprofit Institute
School of Leadership and Education Sciences
University of San Diego
www.sandiego.edu/npresearch
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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.

* Joe Buehrle, Co-Chair; Vice-President of Organizational Planning, Social Advocates for Youth (SAY) San Diego
* William York, Co-Chair; Executive Vice President, 2-1-1 San Diego
* Jennifer Storm, Treasurer; Executive Director, San Diego Regional Economic Development Foundation
Debbie Anderson, Programs Director, Rancho Santa Fe Foundation
Shea Benton, Congressman Peters’ Office
* Jon Berg-Johnsen, CAPT USN (Retired), San Diego Military Advisory Council (SDMAC)
Stefanie Benvenuto, Policy Manager, San Diego Regional Chamber of Commerce
Hugo Carmona, Deputy District Director, Congressman Peters’ Office
Ray Flores, Executive Director, San Diego Veterans Coalition
* Pam Franzwa, MSW, Clinical Associate Professor, USC
** Ronne Froman, RADM USN (Retired), Community Advocate
Alejandra Gavaldon, Director of Federal Government Affairs, City of San Diego
Kym Grey, LCSW, OEF/OIF/OND Program Manager, Department of Veteran’s Affairs, VA San Diego Healthcare System
Keith Goosby, Work and Family Life Coordinator, Navy Region Southwest
Jack Harkins, USMC (Retired), Community Advocate
* Chanelle Hawken, Vice President, Public Policy, San Diego Regional Chamber of Commerce
Nancy Jamison, President and CEO, San Diego Grantmakers

Jude Litsenberger, Chairman, San Diego Veterans Coalition
Amanda Matthews, Supervisor, Military Transition and Outreach, Department of Veteran’s Affairs, San Diego Regional Office
Shannon Milder, Regional Child and Youth Program Manager, Navy Region Southwest
Danyte Mockus-Valenzuela, PhD, MPH, Prevention and Planning Manager, Behavioral Health Services, County of San Diego
** Robert Muth, Chairman, San Diego Veterans Coalition
* Dixie Newman, CEO, WebMD Health Foundation
* Mark Rich, RADM USN (Retired), Community Advocate
Daniel Romero, Director, San Diego Military Family Collaborative
Meg Storer, Vice President of Community and Government Relations, 2-1-1 San Diego
Noeleen Tillman, Chief Operating Officer, Blue Star Families
LtCol George Williams, Director, Marine and Family Programs, MCCS, Marine Corps Recruit Depot
Christy Wilson, CEO and Executive Director, Rancho Santa Fe Foundation
* Gar Wright, RADM USN (Retired), Chair, SDMAC Employment Issue Group

* Denotes Executive Committee members
** Denotes former Executive Committee Members

1 Previously known as Operations Committee and Governance Council
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EXECUTIVE SUMMARY

In 2014, the Military Transition Support Project (MTSP), a cross-sector collaborative in San Diego, 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 County. 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 who have lived experience in the military and who provide one-on-one guidance to service members and their families who are navigating their transition to civilian life. A unique feature of this peer-to-peer 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 through 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. A two-year strategic planning process revealed that if support is not offered until time of separation from active duty, many service members and their families will have already encountered significant issues in transitioning from active duty to civilian life.

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. 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 database containing information on the veterans in transition; 3) observations of zero8hundred activities and meetings; and 4) web analytics.

In the first two years, zero8hundred has 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 in Process (VIPs) who opted in have benefited from the resources they received from Peer Navigators and the website. More specifically, by the end of Year 2:

- **Satisfaction with Peer Navigators was very high.** Nearly all VIPs were very satisfied with the Peer Navigators’ professionalism, flexibility, knowledge of military culture, and understanding of their needs.

- **The resource referral model appeared to be working.** The majority of 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. In fact, 79% of eligible VIPs had filed for VA benefits compared to 42% of the general US veteran population.\(^2\) This suggests that veterans who utilized zero8hundred were more likely to access VA benefits.

- **Education and employment were the top goals met by VIPs.** Employment and education have also emerged as the VIPs’ primary needs prior to separation. According to information VIPs provided to Peer Navigators, a total of 395 different needs were met in the first two years of the program.

- **zero8hundred filled a gap by supporting service members before, during, and after their transition.** Data revealed that the point of separation from the military was the most stressful time in the VIPs’ transition process. When VIPs were surveyed 12 months post-separation after working with their Peer Navigators, stress decreased while a vision for their post-military future increased.

Now that time has elapsed and some VIPs have transitioned out of active duty service, we are starting to get a clearer picture of how zero8hundred has influenced their transition. It is clear from the data that many service members in San Diego County, who are approaching separation from the military, take advantage of the zero8hundred program and its benefits. As more VIPs reach 12 months post separation, we will be able to analyze the data more in-depth to answer questions such as:

- Does the frequency of interaction with a Peer Navigator affect outcomes such as the VIP’s connectedness to the civilian community, level of stress, satisfaction with their Peer Navigator and the zero8hundred program overall, etc.?

- Does working with a Peer Navigator at zero8hundred lead to higher numbers of eligible veterans applying for VA benefits?

In sum, zero8hundred has accomplished a lot in its first two years. By providing transitioning service members with ongoing personal attention and professional support through the Peer Navigators combined 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.

\(^2\) [https://fas.org/sgp/crs/misc/R43579.pdf](https://fas.org/sgp/crs/misc/R43579.pdf)
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. 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, over 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

- Largest concentration of military in the world
- More than 207,500 active duty service members and their families
- Make up roughly 6.5% of San Diego population
- Over 102,000 active duty service members
- More than 104,000 family members
- 62% are children
- #1 destination for veterans returning from Iraq and Afghanistan
- 3rd highest population of military veterans in the United States
- Home to 231,602 military veterans
- More than 20,000 service members stationed in San Diego transition to civilian life each year

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

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.4

“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.5

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.


5 The Caster Center and MTSP have contracted for additional years beyond this first two-year contract, therefore, there are references to Year 3 and beyond throughout the report.
OVERVIEW OF zero8hundred

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:

<table>
<thead>
<tr>
<th>Veterans Wellness</th>
<th>Education and Jobs</th>
<th>Basic Needs</th>
<th>Physical and Mental Health</th>
<th>Social/Personal Connections</th>
</tr>
</thead>
</table>

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.

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.
Onboarding Process

Since inception in January 2015, the zero8hundred program has been presented in the Navy’s mandated Transition Goals, Plans, Success (TGPS) course, 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.\(^6\)

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.

\(^6\)http://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/transition_assistance/transition-gps-for-service-members.html
Additional Onboarding Options

Since the inception of zero8hundred, more onboarding options have become available in addition to the original TGPS classes. These supplemental onboarding options for zero8hundred are summarized in Table 1.

Table 1. Additional Onboarding Options

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Date Started</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast Guard</td>
<td>zero8hundred staff presents at the transition courses on the Coast Guard base in San Diego.</td>
<td>March 2015</td>
</tr>
<tr>
<td>SDMFC Spouse Class</td>
<td>San Diego Military Family Collaborative (SDMFC) offers transition courses to spouses in San Diego. zero8hundred staff presents in both daytime and evening classes.</td>
<td>July 2015</td>
</tr>
<tr>
<td>Miramar STARS7 Class</td>
<td>zero8hundred staff presents at spouse transition courses.</td>
<td>July 2015</td>
</tr>
<tr>
<td>Veteran's Association of North County CTAP8 courses</td>
<td>zero8hundred staff presented the program on last night of the course.</td>
<td>Aug 20159</td>
</tr>
<tr>
<td>Camp Pendleton TRS10 Mini-Career Fair/Capstone</td>
<td>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.</td>
<td>Nov 2015</td>
</tr>
<tr>
<td>Miramar TRS</td>
<td>zero8hundred staff presents at TRS courses.</td>
<td>April 2016</td>
</tr>
<tr>
<td>Marine Corps Recruit Depot (MCRD) TRS</td>
<td>zero8hundred staff presents at TRS courses.</td>
<td>April 2016</td>
</tr>
<tr>
<td>Camp Pendleton STARS Class</td>
<td>zero8hundred staff presents at spouse transition courses.</td>
<td>July 2016</td>
</tr>
<tr>
<td>Camp Pendleton TRS Class</td>
<td>zero8hundred staff presents at TRS courses.</td>
<td>Aug 2016</td>
</tr>
</tbody>
</table>

7 Spouse Transition and Readiness Seminar
8 Career Transition Assistance Program
9 Currently suspended (Fall 2016) due to staff capacity.
10 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 through one-on-one telephone calls\(^\text{11}\) 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.

\(^{11}\) In-person meetings can also be scheduled if requested by the VIP.
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:

- Create data collection and tracking systems and procedures
- Assess program processes and implementation
- Assess outputs and outcomes of zero8hundred
- Track and report on project successes and challenges

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.\(^{12}\)

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\(^{12}\) 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

<table>
<thead>
<tr>
<th>Data Source</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration/Intake Demographics</td>
<td>Each VIP completes a registration form with background and demographic information when he/she opts in to <strong>zero8hundred</strong>.</td>
</tr>
<tr>
<td>Database of VIPs</td>
<td>An internal database is kept by the <strong>zero8hundred</strong> staff, which includes the basic intake data and any data the Peer Navigators collect when contact is made with the VIP. The Peer Navigators note which VIPs have been contacted, which goals have been met, status of the VIP (active, self-navigating, moved), and other relevant information about each VIP.</td>
</tr>
<tr>
<td>Observations</td>
<td>The evaluation team observes transition presentations for the <strong>zero8hundred</strong> program, operations at the <strong>zero8hundred</strong> office, and staff and Advisory Board meetings.</td>
</tr>
<tr>
<td>Monthly Logs</td>
<td>Peer Navigators complete monthly logs about their interactions with VIPs and transition resources, and their perceptions and experiences with the <strong>zero8hundred</strong> process and program.</td>
</tr>
<tr>
<td>Web Analytics</td>
<td>Number of “hits” on <strong>zero8hundred’s</strong> website (<a href="http://www.zero8hundred.org">www.zero8hundred.org</a>) is tracked through Google Analytics.</td>
</tr>
<tr>
<td>Baseline Survey (n= 466)</td>
<td>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, self-efficacy, and comfort level navigating his/her future in the civilian community.</td>
</tr>
<tr>
<td>Midpoint Survey (n= 185)</td>
<td>A <strong>zero8hundred</strong> volunteer or contracted trained interviewer administers a Midpoint Survey either online or 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 VA (Veteran’s Administration), employment, current place of residence, and experiences and satisfaction with the <strong>zero8hundred</strong> program.</td>
</tr>
<tr>
<td>Post-Transition (“Post”) Survey</td>
<td>A <strong>zero8hundred</strong> 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 <strong>zero8hundred</strong> program’s impact on the VIP’s transition (including employment) and recommendations for the <strong>zero8hundred</strong> program. (n= 39)</td>
</tr>
</tbody>
</table>
YEAR 2 FINDINGS

Exposure to zero eight hundred 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 courses and workshops.

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 numbers 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)

- **Onboarding Course**: Total 4,787
  - TGPS: 4,652
  - Other: 135
  - 31% Opt in to zero8hundred

- **Staying in San Diego**: 1,474
  - 33% Opt in to zero8hundred

- **Opt in to zero8hundred**: 493
  - 92% Requested a PN: 455
  - 79% Have Spoken with a PN: 358
  - 35% Have Spoken with a Peer Navigator (PN)

- **Do Not Link with Peer Navigator**: 171

- **Baseline Survey**: 455

- **Resource Referral**: 358

- **Midpoint Survey**: 79%

- **Post Survey**: 35%

**Wellness Model**
- Education and Jobs
- Basic Needs
- Mental/Physical Health
- Social/Personal Connections

**Goal**: 3,000 Exposed to zero8hundred in Year 1

**Goal**: 300 Opt In to zero8hundred in First 2 years

**Up to 9 Months Before Terminal Leave**

**Terminal Leave**

**12 Months After Terminal Leave**

*Continuing the Promise of a New Day: The First Two Years*
Figure 5. Overall Summary of Onboarding Numbers in the First Two Years (January 2015 through January 2017)

Goal: 3,000 Exposed to zero8hundred in Year 1
Goal: 300 Opt In to zero8hundred in First 2 years

Up to 9 Months Before Terminal Leave
Terminal Leave
12 Months After Terminal Leave

Education and Jobs
Basic Needs
Mental/Physical Health
Social/Personal Connections

Onboarding Course → Staying in San Diego → Opt in to zero8hundred → Do Not Link with Peer Navigator → Baseline Survey → Resource Referral → Midpoint Survey → Post Survey

Total 13,992
TGPS 9,295
Other 4,697
3,963
1,414
466
185

94%
33%
13%

970
466
185

28%
36%
33%

73%
39

Requested a PN: 1,325
Have Spoken with a PN: 970

Gateways: Wellness Model

Continuing the Promise of a New Day: The First Two Years
Demographic Profile of Service Members Who Opt 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

- Navy 70%
- Marine 29%
- Coast Guard 1%
- Army < 1%
- Army National Guard <1%
- Air National Guard <1%
- Reserves <1%
Figure 7 summarizes the demographic profile of service members who opted in to zero8hundred in the first two years. 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 7. Demographic Profile of VIPs Who Opted in to zero8hundred**

- **69% Male**
- **98% Active Duty**
- **2% Other (Guard, Reserve, Spouse)**
- **48% White**
- **95% Separating**
- **5% Retiring**
- **69% Some College Experience or More**
- **92% Honorably Discharged***
- **50% Currently Married**
- **72% E3 to E5 Pay Grade**
- **36% Have Children Under Age 18**
- **Geographic Distribution: 62 Cities and 15 States**
- **71% Incurred Injury, Illness, or Wound on Active Duty**
- **79% Filed a VA Claim of Disability**
- **Currently:**
  - **26% on Active Duty**
  - **50% Past Separation Date**
  - **24% 12 Months Past**

* 6% “General Under Honorable” Discharge; 2% “Other than Honorable” Discharge
** From Midpoint Survey (Geographic Distribution: some addresses may be home of record and not reflective of current residence of VIP due to timing of survey)
Assessing Needs of VIPs Who Opted In

Data in Figure 8 reflect the VIPs' top stated needs and top goals met based on information collected during the VIPs intake process and though 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. A complete list of VIP-stated primary and secondary needs are summarized in Table 3.

Figure 8. Priority Needs and Goals of VIPs

<table>
<thead>
<tr>
<th>Top VIP Needs</th>
<th>Top VIP Goals Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 Jobs</td>
<td>#1 Education (Includes GI Bill)</td>
</tr>
<tr>
<td>#2 Education (Includes GI Bill)</td>
<td>#2 Jobs</td>
</tr>
<tr>
<td>#3 Financial</td>
<td>#3 Networking</td>
</tr>
<tr>
<td>#4 Housing</td>
<td>#4 Housing</td>
</tr>
</tbody>
</table>

13 In the Post Survey, VIPs were asked if they have any unmet needs. There were only 6 VIPs (15%) who listed they still have needs that have not been met.
Table 3. VIP’s Primary and Secondary Needs

<table>
<thead>
<tr>
<th>Need</th>
<th>Primary</th>
<th>Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs and employment</td>
<td>48%</td>
<td>22%</td>
</tr>
<tr>
<td>Education for self</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>GI Bill</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>Financial</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>Housing</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Health insurance</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Networking</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Employment mentoring</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Physical health</td>
<td>&lt;1%</td>
<td>1%</td>
</tr>
<tr>
<td>Mental health</td>
<td>&lt;1%</td>
<td>1%</td>
</tr>
<tr>
<td>Education for family</td>
<td>&lt;1%</td>
<td>2%</td>
</tr>
<tr>
<td>Social/Community connections</td>
<td>&lt;1%</td>
<td>2%</td>
</tr>
<tr>
<td>Food</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>
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% due to rounding
Peer Navigation

Satisfaction and Evaluation

Based on responses to the Midpoint and Post Survey\(^\text{14}\), 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

- **Email**: 36%
- **Phone**: 54%
- **In person**: 6%
- **Text**: 4%

Over 20% 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 1-10 scale)

- **Not Satisfied** (1 - 4 Rating): 1%
- **Somewhat Satisfied** (5 - 7 Rating): 15%
- **Very Satisfied** (8 - 10 Rating): 84%

\(^{14}\) 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 time of the writing of this report. 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. Satisfaction (Satisfied or Extremely Satisfied) with Peer Navigators

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionalism</td>
<td>98%</td>
</tr>
<tr>
<td>Flexibility of time for</td>
<td>96%</td>
</tr>
<tr>
<td>communicating</td>
<td></td>
</tr>
<tr>
<td>Understanding needs of VIP</td>
<td>94%</td>
</tr>
<tr>
<td>Knowledge of military culture</td>
<td>91%</td>
</tr>
<tr>
<td>Resources suggested</td>
<td>88%</td>
</tr>
</tbody>
</table>

“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 thru 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 1st job interview and provided quality advice. He knew the company intimately. He completely set me up for success and my very 1st interview. He was a great help all of the way through!"
Evaluation of Resources Through Peer Navigators

Eighty-nine percent of VIPs who responded to the Midpoint and Post Survey said Peer Navigators referred them to resources.\textsuperscript{15} As shown in Figure 13, Peer Navigators most commonly referred VIPs to resources for education and jobs, however, referrals were made for all types of needs. 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

\textsuperscript{15} 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.”

“The 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…
Website

Satisfaction and Evaluation

The majority of 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 and would recommend it to others.

Figure 16: VIP Satisfaction with the Website Overall (on a scale of 1-10)

![Pie chart showing satisfaction levels: 72% Very Satisfied, 26% Somewhat Satisfied, 2% Not Satisfied]

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

- Would recommend it to others: 85%
- Easy to use: 83%
- Easy to find resources: 83%
- Has sufficient resources: 82%
- Will visit it again: 60%

Over half of the VIPs reported they had used the website and the majority used it 2-4 times.
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

141 Resources were contacted after viewing the website

- #1 Education (63%)*
- #2 Jobs (58%)
- #3 Financial (42%)

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

Only 23% of VIPs reported not contacting 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

- **Number of Resources on the Website:** 86%
- **Type of Resources on the Website:** 87%
- **Resources on the Website Met Their Needs:** 78%
- **Resources on the Website were Responsive:** 74%

---

“I like how the 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 very concerned about finding employment increased from the time they were initially separated to 12 months post-separation. 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. Over a quarter of VIPs were not employed but 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

<table>
<thead>
<tr>
<th></th>
<th>Midpoint</th>
<th>Postsurvey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all/slightly concerned</td>
<td>34%</td>
<td>18%</td>
</tr>
<tr>
<td>Somewhat concerned</td>
<td>25%</td>
<td>36%</td>
</tr>
<tr>
<td>Moderately/extremely concerned</td>
<td>41%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Figure 21. Employment Landscape

<table>
<thead>
<tr>
<th></th>
<th>Mid-Point</th>
<th>Post</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>42%</td>
<td>59%</td>
</tr>
<tr>
<td>Largest single industry is government (Department of Defense and other government)*</td>
<td>68% of respondents employed within first 3 months after separation</td>
<td></td>
</tr>
<tr>
<td>Unemployed and Actively Looking</td>
<td>32%</td>
<td>10%</td>
</tr>
<tr>
<td>Unemployed and Not Actively Looking</td>
<td>26%</td>
<td>31%</td>
</tr>
</tbody>
</table>
| Most common reasons for not looking for a job: | #1 Return to Education  
#2 Injury  
#3 Spouse Working |

* A complete list of industries can be found in Appendix G
**Evaluation of zero8hundred Overall**

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

**Figure 22. VIP Satisfaction with the Program Overall (on a scale of 1-10)**

```
- 73% Very Satisfied (8 - 10 Rating)
- 24% Somewhat Satisfied (5 - 7 Rating)
- 3% Not Satisfied (1 - 4 Rating)
```

“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, one-third reported that leaving active duty was “very” or “extremely” stressful. That number rose to 50 percent in the Midpoint Survey and then dropped to 36 percent in the Post Survey. These 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. Level of Stress from Baseline Survey, Midpoint Survey, and Post Survey
Social Support

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 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. Due to the low number of Post Survey responses to date, more time is needed to determine the overall trend. Positive feelings about their military experience decreased slightly over time.

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

- I have control over my decisions: Baseline 87%, Midpoint 89%, Post Survey 84%
- Military service was a positive experience: Baseline 74%, Midpoint 68%, Post Survey 64%
- I have a clear vision of what my future could be outside of the military: Baseline 69%, Midpoint 75%, Post Survey 85%

[Bar chart showing the percentages for each measure across Baseline, Midpoint, and Post Survey]
Confidence Navigating Resources

The majority of VIPs gained confidence in navigating resources for their future from the Baseline Survey to the Midpoint Survey. However, from the Midpoint to the Post Survey, the percent of VIPs who expressed confidence fell in all areas except future employment. The drop in confidence from the Midpoint to the Post Survey could be a result of the low number of respondents. This will be an important area to track as more VIPs complete the Post 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. The percentage of VIPs feeling overwhelmed decreased as they progressed through the transition process. Feelings of nervousness also decreased drastically from the Baseline Survey to the Post Survey. Correspondingly, the number of VIPs who felt prepared and confident increased steadily from the Baseline to the Post Survey.

Figure 27: Percent of VIPs who “Agree” or “Strongly Agree” that when Navigating the Future in 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. As we know, and as has been validated by this research to date, transition is a difficult time. 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.

“[zero8hundred] is like having a Battle Buddy.”

“Transitioning out of the military is difficult.”

“I was overwhelmed…I needed that reinforcement.”

“That was one of 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.”

Some comments from VIPs at zero8hundred meetings and via email, responses to the Midpoint and Post Surveys, and conversations with staff attest to the stress and anxiety associated with the transition process:
Lived Experience and Personal Touch

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 can be found 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. 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 and knowledge 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. Some comments from VIPs highlight the importance of this personal touch:

“Somebody actually cares about me…[vs.] being a number.”
“Michael Branch, my navigator, reached out to ME.”
“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.”

---

16 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 for the goals and challenges of their unique 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. VIPs reported a higher satisfaction rate with resources provided by Peer Navigators than those resources they found on their own through the website. The referrals offered by zero8hundred Peer Navigators have clearly helped to make a difference in 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 they 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 and 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 presentations at M-SPAN National Summit on Military and Veteran Peer Programs and Bristol-Myers Squibb Foundation Grantee Summit. Additionally, the staff at zero8hundred sends out weekly email Transition Bulletins. 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

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

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 to facilitate warm hand-offs to VIPs. San Diego County has a national reputation for collaboration and collective impact on military and veteran issues. As noted by former Secretary of the VA, Bob McDonald, San Diego is a model for the rest of the country in terms of using collaboration of all sectors within the community to come together in support of military members, veterans, and their families.17 The zero8hundred program exemplifies this spirit of collaboration.

17 Speech by Secretary Bob McDonald at 211 San Diego’s First Annual Vet’s Community Connections Appreciation Event. April 5, 2017.
**Model for Scalability and Replication**

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 resources 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.
CONCLUSION

This report summarizes the first 2 years of the zero8hundred program when most VIPs had not yet reached 12 months post-separation. Therefore, more time is needed to assess 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 timeframe of 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 to 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 Year 1 and Year 2 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 the VIPs' primary needs, and the zero8hundred program 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 a vision for their post-military future increased.

By providing transitioning service members with ongoing personal attention and professional support through the Peer Navigators combined 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 in VIPs’ lives, it will be critical to collect data on more 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
### APPENDICES

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

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

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

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\[18\] 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
  - Accion
  - Business Recruiting Allies for Veteran Employment (BRAVE)
  - California Conservation Corps
  - Crisis House, Volunteers of America
  - Career Transition Assistance Program (CTAP)
  - Cyber Center of Excellence
  - Easter Seals (3 times)
  - Families Overcoming Stress (FOCUS)
  - Family Health Centers of San Diego
  - Field Trip to the VA San Diego Healthcare System facility in La Jolla
  - Goodwill
  - The Headstrong Program
  - Hero to Hired
  - Kids’ Turn
  - Manpower
  - The Mission Continues
  - MVP Vets
  - National University
  - North County Health Services
  - Novato
  - Onward to Opportunity
  - Physicians Advocates for Veterans (PAVE)
  - PsychArmor Institute
  - The Rosie Network
  - San Diego Financial Literacy Center
  - San Diego YMCA
  - SDSU
  - Support the Enlisted Project (STEP)
  - Target CW
  - Tricare
  - US Chamber of Commerce Foundation (Hiring our Heroes)
  - US Department of Labor (DOL) and California Employment Development Department (EDD)
  - VA Benefits
  - VetBiz Community
  - The Veteran Asset
  - US Chamber of Commerce Foundation (2 times)
  - Veteran and Spouse eMentor
  - Work First (2 times)
  - Work for Warriors
  - Workshop for Warriors – fieldtrip to their facility
## Appendix C: zero8hundred Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff</strong></td>
</tr>
<tr>
<td>• Executive Director</td>
</tr>
<tr>
<td>• Lead Navigator</td>
</tr>
<tr>
<td>• Peer Navigators</td>
</tr>
<tr>
<td>• Office Assistant</td>
</tr>
<tr>
<td>• Development and Mktg Manager</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operations Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partners</strong></td>
</tr>
<tr>
<td>• Navy</td>
</tr>
<tr>
<td>• Coast Guard</td>
</tr>
<tr>
<td>• Marines</td>
</tr>
<tr>
<td>• Trainers at T-GPS</td>
</tr>
<tr>
<td>• Funders</td>
</tr>
<tr>
<td>• Caster Center</td>
</tr>
<tr>
<td>• Nash &amp; Assoc.</td>
</tr>
<tr>
<td>• FFSC</td>
</tr>
<tr>
<td>• Project Development Committee</td>
</tr>
<tr>
<td>• 2-1-1 San Diego</td>
</tr>
<tr>
<td>• Trilogy</td>
</tr>
<tr>
<td>• San Diego Military Family Collaborative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Web Portal</td>
</tr>
<tr>
<td>• Equipment</td>
</tr>
<tr>
<td>• Technology</td>
</tr>
<tr>
<td>• PLNU Office</td>
</tr>
<tr>
<td>• Newsletter</td>
</tr>
<tr>
<td>• Time</td>
</tr>
<tr>
<td>• Money</td>
</tr>
<tr>
<td>• Energy</td>
</tr>
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</table>

### Program Interventions

<table>
<thead>
<tr>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VIPS</strong></td>
</tr>
<tr>
<td>Trains at TGPS</td>
</tr>
<tr>
<td>Interactions with PNs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
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</thead>
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<tr>
<td><strong>zero8hundred</strong></td>
</tr>
<tr>
<td>Trains for Staff</td>
</tr>
<tr>
<td>Web Portal Backend</td>
</tr>
<tr>
<td>Web Analytics</td>
</tr>
<tr>
<td>Monthly Logs</td>
</tr>
<tr>
<td>Meetings</td>
</tr>
<tr>
<td>Collaborations</td>
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</table>

### Evaluation Measures

<table>
<thead>
<tr>
<th>Outputs</th>
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<tr>
<td><strong>VIPS</strong></td>
</tr>
<tr>
<td>Baseline Surveys</td>
</tr>
<tr>
<td>Midpoint Survey</td>
</tr>
<tr>
<td>Post Surveys</td>
</tr>
<tr>
<td>Interviews*</td>
</tr>
<tr>
<td>Focus Groups*</td>
</tr>
<tr>
<td>TGPS Tracking Sheet</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evaluation Measures</th>
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</thead>
<tbody>
<tr>
<td><strong>Total Number</strong></td>
</tr>
<tr>
<td>TGPS Students</td>
</tr>
<tr>
<td>VIPS opted-in</td>
</tr>
<tr>
<td>VIPS requested PNs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increased knowledge of resources</strong></td>
</tr>
<tr>
<td>VIPS</td>
</tr>
<tr>
<td>PNs</td>
</tr>
</tbody>
</table>

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

| Number of PNs served by PNs |
| Total |
| Per pillar |

| Number of Referrals |
| Total |
| Per pillar |

| Number of surveys completed |
| Baseline |
| Mid |
| Post |

| Number of hits on website |
| Number of connections on social media |
| Facebook Likes |
| Twitter Followers |
| TGPS classes |
| Training |

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

* Quantity dependent on funding
Appendix D: Ethnicity of Service Members Who Opted In to Zero8hundred

American Indian 1%
Asian, 7%
Black 17%
Decline to Answer 4%
Hawaiian/Pacific Islander 3%
Hispanic 18%
Other 4%
White 48%

*Percentages add to more than 100% due to rounding*
Appendix E: Pay Grade\textsuperscript{19} of Service Members Who Opted In to zero\textsuperscript{8}hundred

\begin{figure}
\centering
\includegraphics[width=\textwidth]{chart.png}
\end{figure}

\textsuperscript{19} 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 Surveys

<table>
<thead>
<tr>
<th>City</th>
<th>State</th>
<th># of VIPs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casa Grande</td>
<td>Arizona</td>
<td>1</td>
</tr>
<tr>
<td>Chandler</td>
<td>Arizona</td>
<td>1</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>Arizona</td>
<td>2</td>
</tr>
<tr>
<td>Tucson</td>
<td>Arizona</td>
<td>1</td>
</tr>
<tr>
<td>Anaheim</td>
<td>California</td>
<td>1</td>
</tr>
<tr>
<td>Apple Valley</td>
<td>California</td>
<td>1</td>
</tr>
<tr>
<td>Banning</td>
<td>California</td>
<td>1</td>
</tr>
<tr>
<td>Carlsbad</td>
<td>California</td>
<td>2</td>
</tr>
<tr>
<td>Chula Vista</td>
<td>California</td>
<td>22</td>
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<tr>
<td>El Cajon</td>
<td>California</td>
<td>4</td>
</tr>
<tr>
<td>Hemet</td>
<td>California</td>
<td>1</td>
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<tr>
<td>Imperial Beach</td>
<td>California</td>
<td>4</td>
</tr>
<tr>
<td>La Jolla</td>
<td>California</td>
<td>1</td>
</tr>
<tr>
<td>La Mesa</td>
<td>California</td>
<td>3</td>
</tr>
<tr>
<td>Lake Elsinore</td>
<td>California</td>
<td>2</td>
</tr>
<tr>
<td>Lakeside</td>
<td>California</td>
<td>3</td>
</tr>
<tr>
<td>Lemon Grove</td>
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<td>5</td>
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<tr>
<td>Lompoc</td>
<td>California</td>
<td>1</td>
</tr>
<tr>
<td>Los Angeles</td>
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<td>2</td>
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<tr>
<td>Monterey Park</td>
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<tr>
<td>Murrieta</td>
<td>California</td>
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<td>Oceanside</td>
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<td>Ramona</td>
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<tr>
<td>Rancho Cucamonga</td>
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<td>1</td>
</tr>
<tr>
<td>Rialto</td>
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<tr>
<td>San Clemente</td>
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<td>San Diego</td>
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<td>San Francisco</td>
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<tr>
<td>San Jacinto</td>
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</tr>
<tr>
<td>San Marcos</td>
<td>California</td>
<td>2</td>
</tr>
<tr>
<td>Santee</td>
<td>California</td>
<td>3</td>
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<tr>
<td>Spring Valley</td>
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<tr>
<td>City</td>
<td>State</td>
<td># of VIPs</td>
</tr>
<tr>
<td>--------------</td>
<td>------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Temecula</td>
<td>California</td>
<td>1</td>
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<tr>
<td>Van Nuys</td>
<td>California</td>
<td>1</td>
</tr>
<tr>
<td>Vista</td>
<td>California</td>
<td>2</td>
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<tr>
<td>Winchester</td>
<td>California</td>
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<tr>
<td>Woodland Hills</td>
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<td>1</td>
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<tr>
<td>Yorba Linda</td>
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<td>1</td>
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<tr>
<td>Greeley</td>
<td>Colorado</td>
<td>1</td>
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<tr>
<td>Hayden</td>
<td>Colorado</td>
<td>1</td>
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<tr>
<td>Groton</td>
<td>Connecticut</td>
<td>1</td>
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<tr>
<td>Apopka</td>
<td>Florida</td>
<td>1</td>
</tr>
<tr>
<td>Anderson</td>
<td>Indiana</td>
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<tr>
<td>Cedar Rapids</td>
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<tr>
<td>McPherson</td>
<td>Kansas</td>
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<tr>
<td>Rockville</td>
<td>Maryland</td>
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<tr>
<td>North Las Vegas</td>
<td>Nevada</td>
<td>1</td>
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<tr>
<td>Chattanooga</td>
<td>Tennessee</td>
<td>1</td>
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<tr>
<td>Clarksville</td>
<td>Tennessee</td>
<td>1</td>
</tr>
<tr>
<td>Edinburg</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>El Paso</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>Fort Worth</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>Irving</td>
<td>Texas</td>
<td>1</td>
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<tr>
<td>Katy</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>Richardson</td>
<td>Texas</td>
<td>1</td>
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<tr>
<td>San Antonio</td>
<td>Texas</td>
<td>1</td>
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<tr>
<td>Spring</td>
<td>Texas</td>
<td>1</td>
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<tr>
<td>Tyler</td>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>Orem</td>
<td>Utah</td>
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<tr>
<td>Arlington</td>
<td>Virginia</td>
<td>1</td>
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<tr>
<td>Fairfax</td>
<td>Virginia</td>
<td>1</td>
</tr>
<tr>
<td>Bothell</td>
<td>Washington</td>
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</table>
### Appendix G: VIP Employment by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>%</th>
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<tbody>
<tr>
<td>Government other</td>
<td>13%</td>
</tr>
<tr>
<td>Other (childcare, security, etc.)</td>
<td>13%</td>
</tr>
<tr>
<td>Government DOD</td>
<td>9%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>9%</td>
</tr>
<tr>
<td>Information and Communications Technology</td>
<td>9%</td>
</tr>
<tr>
<td>Real Estate and Rental &amp; Leasing</td>
<td>9%</td>
</tr>
<tr>
<td>Administrative and Support</td>
<td>4%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>4%</td>
</tr>
<tr>
<td>Clean/Sustainably Energy</td>
<td>4%</td>
</tr>
<tr>
<td>Defense</td>
<td>4%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>4%</td>
</tr>
<tr>
<td>Food Services</td>
<td>4%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>4%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>4%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>4%</td>
</tr>
</tbody>
</table>
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 a 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 fulfill this role.
Peer Navigators
Peer Navigators are both MSW interns and paid Peer Navigators who have MSW degrees. All 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>
<thead>
<tr>
<th>Peer Navigator</th>
<th>Lived Experience</th>
<th>MSW Affiliation</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Damian Bates</td>
<td>Marine (Retired) and Army child</td>
<td>USC</td>
<td>Jan 2015 – Jun 2015</td>
</tr>
<tr>
<td>Michael Branch</td>
<td>Navy veteran</td>
<td>USC</td>
<td>Jan 2015 – Dec 2015</td>
</tr>
<tr>
<td>Matthew Lutz</td>
<td>National Guard</td>
<td>USC</td>
<td>Jan 2015 – Jul 2015</td>
</tr>
<tr>
<td>Jamie Schjolberg</td>
<td>Navy child</td>
<td>USC</td>
<td>Jan 2015 – May 2016</td>
</tr>
<tr>
<td>Jorge Avalos*</td>
<td>Army veteran</td>
<td>USC</td>
<td>Sep 2015 – present</td>
</tr>
<tr>
<td>Bobby Borders*</td>
<td>Marine veteran</td>
<td>USC</td>
<td>Sep 2015 – present</td>
</tr>
<tr>
<td>James Blackwell*</td>
<td>Army veteran</td>
<td>USC</td>
<td>Sep 2015 – present</td>
</tr>
<tr>
<td>Lorre Brown</td>
<td>Navy veteran</td>
<td>USC</td>
<td>Sep 2015 – May 2016</td>
</tr>
<tr>
<td>Manny Mora</td>
<td>Marine veteran</td>
<td>USC</td>
<td>Sep 2015 – May 2016</td>
</tr>
<tr>
<td>Melissa Spaulding</td>
<td>Army veteran</td>
<td>USC</td>
<td>Sep 2015 – Aug 2016</td>
</tr>
<tr>
<td>Catherine Funderberg</td>
<td>Navy (Retired)</td>
<td>USC</td>
<td>May 2016 – Jan 2017</td>
</tr>
<tr>
<td>Zoe Miller*</td>
<td>Navy spouse</td>
<td>USC</td>
<td>May 2016 – present</td>
</tr>
<tr>
<td>Jon Biddle</td>
<td>Coast Guard veteran</td>
<td>USC</td>
<td>Aug 2016 – present</td>
</tr>
<tr>
<td>Joshua Pelfrey</td>
<td>Navy child</td>
<td>USC</td>
<td>Aug 2016 – present</td>
</tr>
<tr>
<td>Curtis Winfree</td>
<td>Marine (Retired)</td>
<td>USC</td>
<td>Aug 2016 – present</td>
</tr>
<tr>
<td>Lesley Adams-Williams</td>
<td>Navy Active Duty</td>
<td>USC</td>
<td>Jan 2017 – present</td>
</tr>
<tr>
<td>Jean Brunson</td>
<td>Army veteran</td>
<td>USC</td>
<td>Jan 2017 – present</td>
</tr>
<tr>
<td>Mark Goodman</td>
<td>Army veteran</td>
<td>USC</td>
<td>Jan 2017 – present</td>
</tr>
<tr>
<td>Demetrius Anderson</td>
<td>Active Duty Army Reserves</td>
<td>Walden</td>
<td>Feb 2017 – present</td>
</tr>
</tbody>
</table>

* 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 (interview about zero8hundred)
• 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” (radio interview)
• 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)
- Executive Director Quarterly Reports
- 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 to ED)
• M-SPAN National Summit on Military and Veteran Peer Programs (zero8hundred brief to all 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 SCervice 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 (Presentation to event attendees/panelist)

• Women in Defense – San Diego Chapter President (Leadership brief)

**Social Media and Other Outreach**

• Facebook account

• Twitter account

• Weekly email bulletin