

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

Year 1 Report



Prepared by:

The Caster Family Center for Nonprofit and Philanthropic Research
University of San Diego – May 2016

Research Team:

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

Support from:

Tessa Tinkler, PhD, Research Associate
Connelly Meschen, Coordinator
Carolyn Noack, Research Assistant

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

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United Way of San Diego County
Walmart Foundation
WebMD Health Foundation
Wells Fargo

zero8hundred Operations Committee and Governance Council

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

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Stefanie Benvenuto, Public Policy Analyst, San Diego Regional Chamber of Commerce

Hugo Carmona, Deputy District Director, Congressman Peters' Office

* **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, Community Advocate

* **Chanelle Hawken**, Vice President, Public Policy, San Diego Regional Chamber of Commerce

Nancy Jamison, President and CEO, San Diego Grantmakers

Amanda Matthews, Supervisor, Military Transition and Outreach, Department of Veteran's Affairs San Diego Regional Office

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

Barbara Padilla, Personal and Professional Development Director, MCCS, Marine Corps Recruit Depot

MaryAnne Pintar, District Director, Congressman Peters' Office

Meg Storer, Vice President of Community and Government Relations, 2-1-1 San Diego

Noeleen Tillman, Executive Director, 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

** denotes Governance Council members*

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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, has the third highest population of military veterans in the United States, 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 web portal 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 veterans wellness model approach that focuses on employment, education, basic needs, physical and mental health, and social/personal connections because they are each essential to overall well-being. The experienced and trained 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 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 service 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.

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 from January 2015 through December 2016. This report summarizes the findings from Year 1 (January 2015 through January 2016).

One main objective of the Year 1 evaluation was to create infrastructure and systematic, comprehensive, and reliable systems and procedures necessary to collect and track **zero8hundred** program data. Those systems have been successfully established and will continue to be used in Year 2. Moreover, the infrastructure and procedures are a solid foundation if **zero8hundred** wants to expand in Southern California and/or be replicated across the United States.

In sum, **zero8hundred** has done an excellent job of building rapport and trust at military installations, establishing itself in the community, and reaching its target population. At the end of Year 1, **zero8hundred** had presented to 4,787 transitioning service members in various onboarding venues. One-third (31% or 1,474 service members) of those exposed to **zero8hundred** indicated they were planning to stay in San Diego and of those, one-third (33% or 493 service members) opted in (i.e., registered) to **zero8hundred** and became a “Veteran (or spouse) in Process” (VIP). Thus, **zero8hundred**’s goal of 150 VIPs by the end of Year 1 was exceeded by 329% and the goal of 300 VIPs by the end of Year 2 was exceeded by 164%. Moreover, the total outreach went far beyond the 4,787 transitioning service members, given that **zero8hundred** had significant reach and recognition in the media, testimonials to Congress, and other venues.

Based on preliminary data from **zero8hundred** VIPs, there is validation that:

- Their greatest needs are employment and education
- They feel stressed and overwhelmed about their transition out of the military
- They do not feel connected to the civilian community
- Many are very vulnerable given that they are young, enlisted service members with a spouse and children

To date, there has been very positive feedback from VIPs that they appreciate and benefit from the **zero8hundred** program and the personal one-on-one attention and professional and social support during the challenging period of transition. In addition to making referrals to needed resources, peer navigators are friendly and trusted confidants during the stressful, (and sometimes involuntary) transition process.

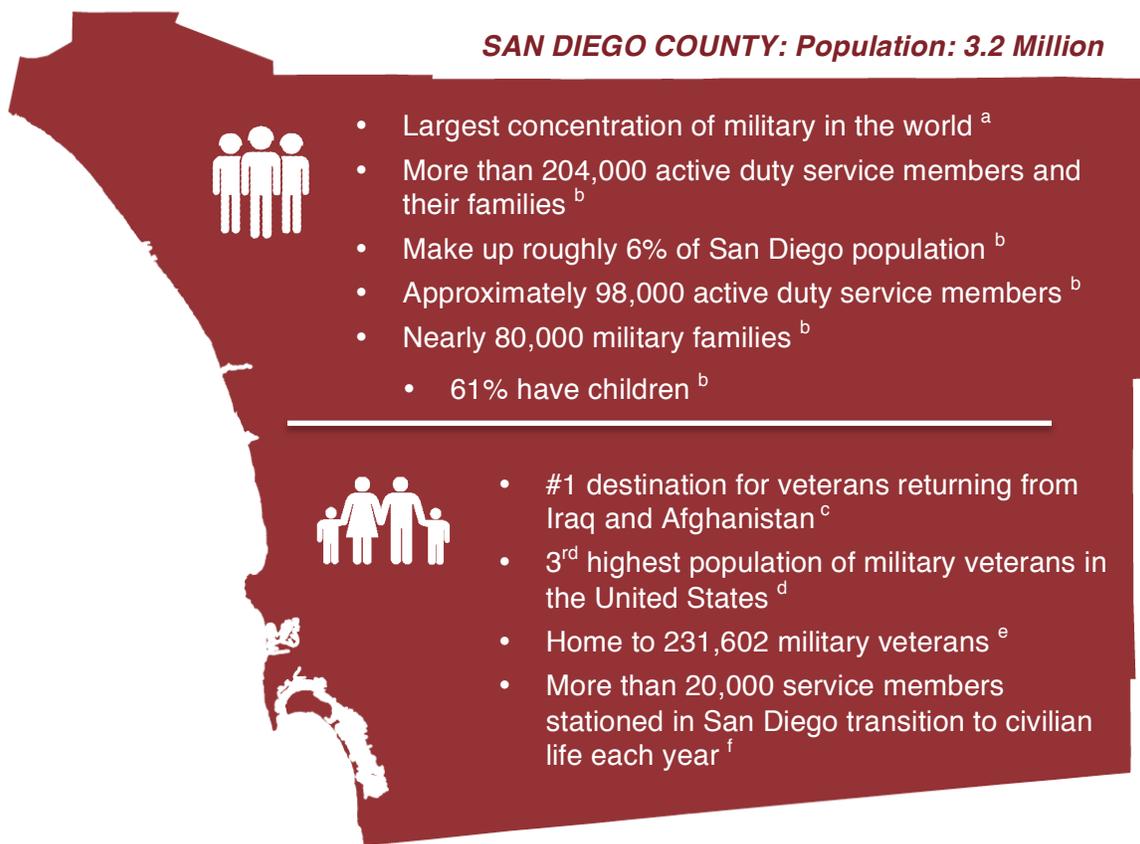
This report summarizes only the first year of the 2-year pilot program and most VIPs had not yet transitioned out of the military. Therefore, more time is needed to assess what transpires for these VIPs and their families as a result of their exposure to, and experience with, **zero8hundred**. There was some evidence in Year 1 that understanding what lies ahead, identifying goals with the help of Peer Navigators, knowing what resources and services are available throughout San Diego County, and taking proactive steps and action does help ease the transition process and puts service members and their families on the right path forward.

The future is promising, given that there has been significant expansion beyond the original Navy TGPS classes to other service branches and transition courses, thereby reaching many more transitioning service members and families. Moreover, the ongoing and genuine personal attention that Peer Navigators give to service members throughout the lengthy transition process, and the benefits of connecting them to employment, education, health and wellness, and personal connection opportunities will yield deep and long-lasting results for service members who transition to civilian life in the San Diego community.

MILITARY PRESENCE IN SAN DIEGO COUNTY

San Diego County has a long history of military presence, beginning in 1846 when the first American flag was raised to establish Fort Stockton on Presidio Hill.¹ Since those early days, San Diego County's military population has grown and continues to have a major presence in the region, with at least 98,000 active duty service members, 204,000 including military dependents (i.e., spouses and children), 230,000 military veterans, and 20,000 service members who transition out of the military and into the civilian community each year.

Figure 1. Military Presence in San Diego County



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

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

b. <http://download.militaryonesource.mil/12038/MOS/Reports/2013-Demographics-Report.pdf> (2013)

c. http://sdchamber.org/wp-content/uploads/2015/09/44_Military-Employment-in-San-Diego-Press-Release_FINAL.pdf

d. *Military Employment in San Diego: A look at military veterans in San Diego's labor force.* San Diego Regional Chamber of Commerce. January 2013.

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

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

BACKGROUND

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

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

- Military Transition Support Project Community Plan 2014

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

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

This report summarizes the first year of the **zero8hundred** program from January 2015 through January 2016. It includes an overview of **zero8hundred**, the key elements, how the program is implemented, Year 1 findings, and overarching observations.

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

OVERVIEW OF zero8hundred

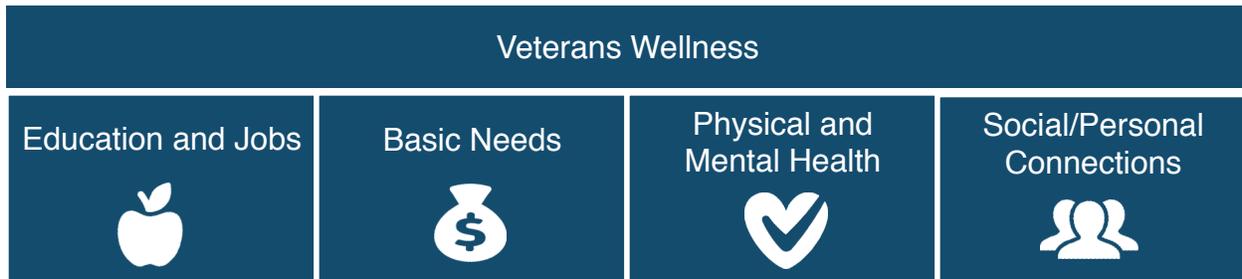
The **zero8hundred** program is a unique resource hub, which utilizes both a web portal and peer navigators to refer transitioning service members and their families to services and resources available from existing social service agencies and coalition partners. The **zero8hundred** framework consists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

Mission

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

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

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



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

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

Onboarding Process

The **zero8hundred** program was initially presented in the Navy’s mandated Transition Goals, Plans, Success (TGPS) course. The program allows active duty service members to “opt in” (i.e., register) to the program 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 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 5-day program that provides service members with information about post-military benefits, certification and training, program resources, financial planning, and job search techniques.³

Three sites were chosen for the initial 2-year pilot 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 of the first day of TGPS.

³http://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/transition_assistance/transition-gps-for-service-members.html

Additional Onboarding Options

Throughout Year 1, more onboarding options became available in addition to the original TGPS classes. These supplemental onboarding options are summarized in Table 1.

Table 1. Additional Onboarding Options

Name	Description	Date Started
Coast Guard	zero8hundred staff presents at the transition courses on the Coast Guard base in San Diego.	March 2015
SDMFC Spouse Class	San Diego Military Family Collaborative (SDMFC) offers transition courses to spouses in San Diego. zero8hundred staff presents in both daytime and evening classes.	July 2015
Miramar STARS⁴ Class	zero8hundred staff presents at spouse transition courses.	July 2015
Veteran's Association of North County CTAP⁵ courses	zero8hundred staff presents the program on last night of the course	Aug 2015
Camp Pendleton TRS⁶ Mini-Career Fair/Capstone	Mini-Career Fair occurs every Friday at the end of TRS. The capstone course occurs a few times a year. zero8hundred staff hosts a table at each of these events.	Nov 2015
Onboarding Options Added in Year 2		
Miramar TRS/Other	zero8hundred staff presents at TRS courses.	April 2016
MCRD TRS	zero8hundred staff presents at TRS courses.	April 2016

⁴ Spouse Transition and Readiness Seminar

⁵ Career Transition Assistance Program

⁶ Transition Readiness Seminar

Peer Navigation

When active duty service members (or spouses) who are transitioning out of the military in the near future (i.e., 9-12 months) 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 the necessary support for transition to the VIPs. 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 calls⁷
- Administer the baseline survey over the phone
- Review results from baseline surveys to prepare for follow-up calls
- Input and update VIP information
- Provide monthly logs to the evaluation team
- Attend trainings and learn about local resources for VIPs (a list of trainings in Year 1 is provided in Appendix G)
- 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.

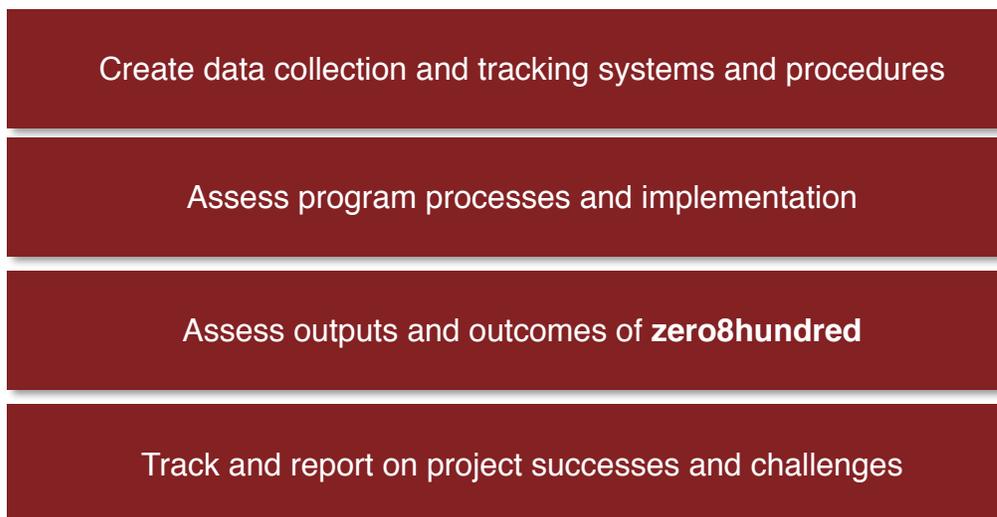
The internal case management function is used by **zero8hundred** staff. VIPs who opt in to the program are uploaded into the system along with all of their registration information. The Lead Navigator uses this system to assign VIPs to Peer Navigators and track contacts with VIPs and other pertinent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

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

⁷ *In-person meetings can also be scheduled if requested by the VIP*

EVALUATION PLAN

The Caster Center scoped a formal evaluation plan (i.e., logic model) for **zero8hundred**'s two-year beta phase to address the following evaluation objectives:



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

Data Sources

Table 2 summarizes the different data sources designed by the evaluation team and used throughout the 2-year evaluation process. Note that this report only includes results from the baseline surveys collected from Year 1 (January 2015 through January 2016) and does not include any results from the midpoint or post-transition surveys that will be part of subsequent reports in Year 2 and beyond.

Table 2. Evaluation Data Sources

Data Source	Description
Registration/Intake Demographics	Each VIP completes a registration form with background and demographic information when he/she opts in to zero8hundred . Missing information is collected by Peer Navigators when contact is made with the VIP.
Baseline Survey	The Peer Navigator administers a Baseline Survey with the VIP during the first phone call. 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 before he/she transitions out of the military.
Observations	The evaluation team observes transition presentations for the zero8hundred program, operations at the zero8hundred office, and staff and Operations Committee meetings.
Monthly Logs	Peer Navigators complete monthly logs about their interactions with VIPs and transition resources, and their perceptions and experiences with the zero8hundred process and program.
Web Analytics	Number of “hits” on zero8hundred’s website (www.zero8hundred.org) is tracked through Google Analytics.
Data Sources Added in Year 2	
Midpoint Survey	The VIP will complete the Midpoint Survey 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, current place of residence, and experiences and satisfaction with the zero8hundred program. The VIP will complete this survey either online via an e-mail link or on the telephone with a zero8hundred volunteer.
Post-Transition Survey	The VIP will complete this Post-Transition Survey online via an e-mail link approximately 12 months after terminal leave begins. It mirrors the Midpoint Survey and includes additional questions about what difference the zero8hundred program and staff made in the transition, as well as recommendations for the zero8hundred program.

YEAR 1 FINDINGS

Website Usage

Figure 2 shows a steady growth in visits to the website since its inception, reaching a total of more than 11,300 hits in Year 1.

521 individuals requested to receive **zero8hundred** emails

Figure 2: Cumulative Visitors to Website in Year 1

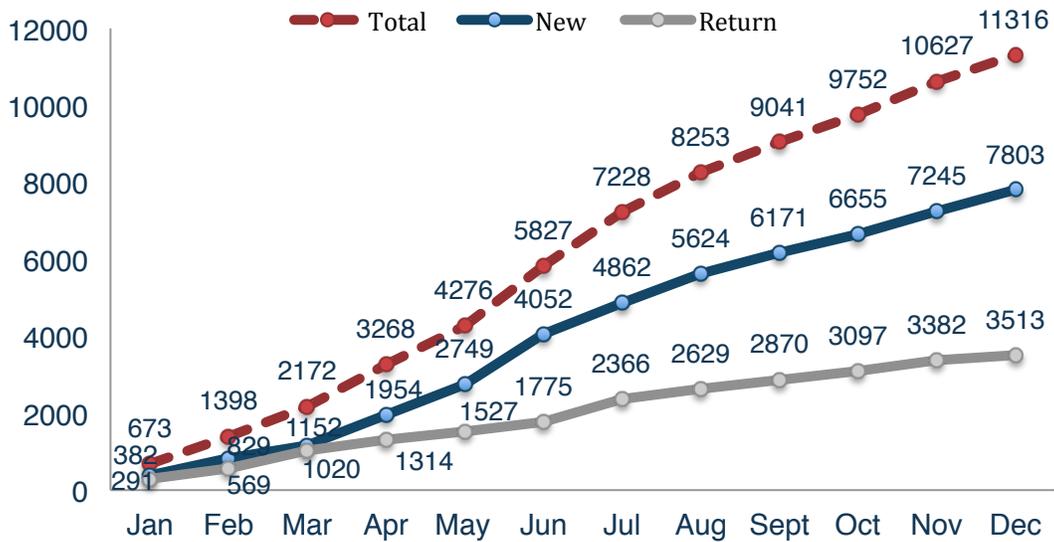
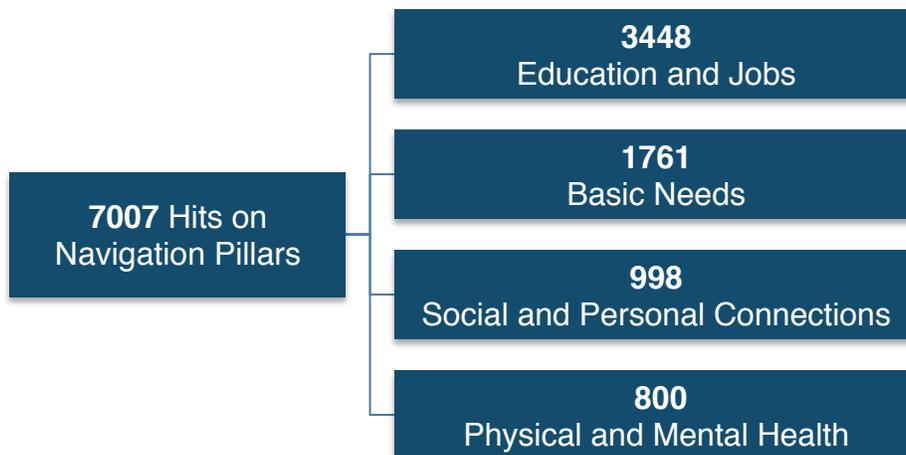


Figure 3 illustrates the number of hits on each pillar of the veteran’s wellness model. Overall, there were more than 7,000 visits to the navigation pillars, with nearly one-half (3,448) of those visitors searching the education and jobs pillar.

Figure 3: Website Analytics For Each Pillar



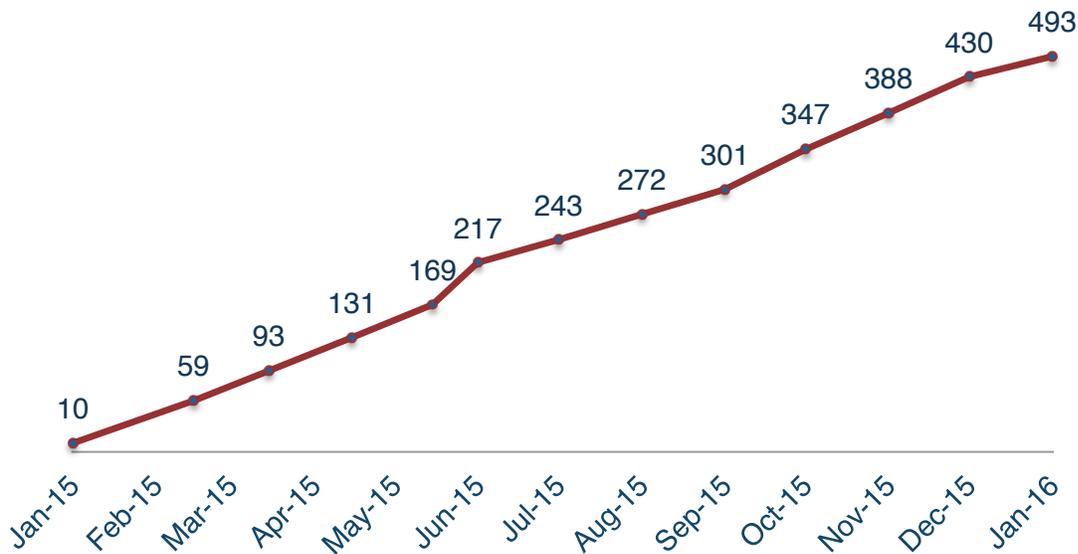
Exposure To zero8hundred

As of January 30, 2016, at least 4,787 transitioning service members and their spouses have been introduced to the **zero8hundred** program during 42 TGPS courses and 19 other onboarding courses and workshops.

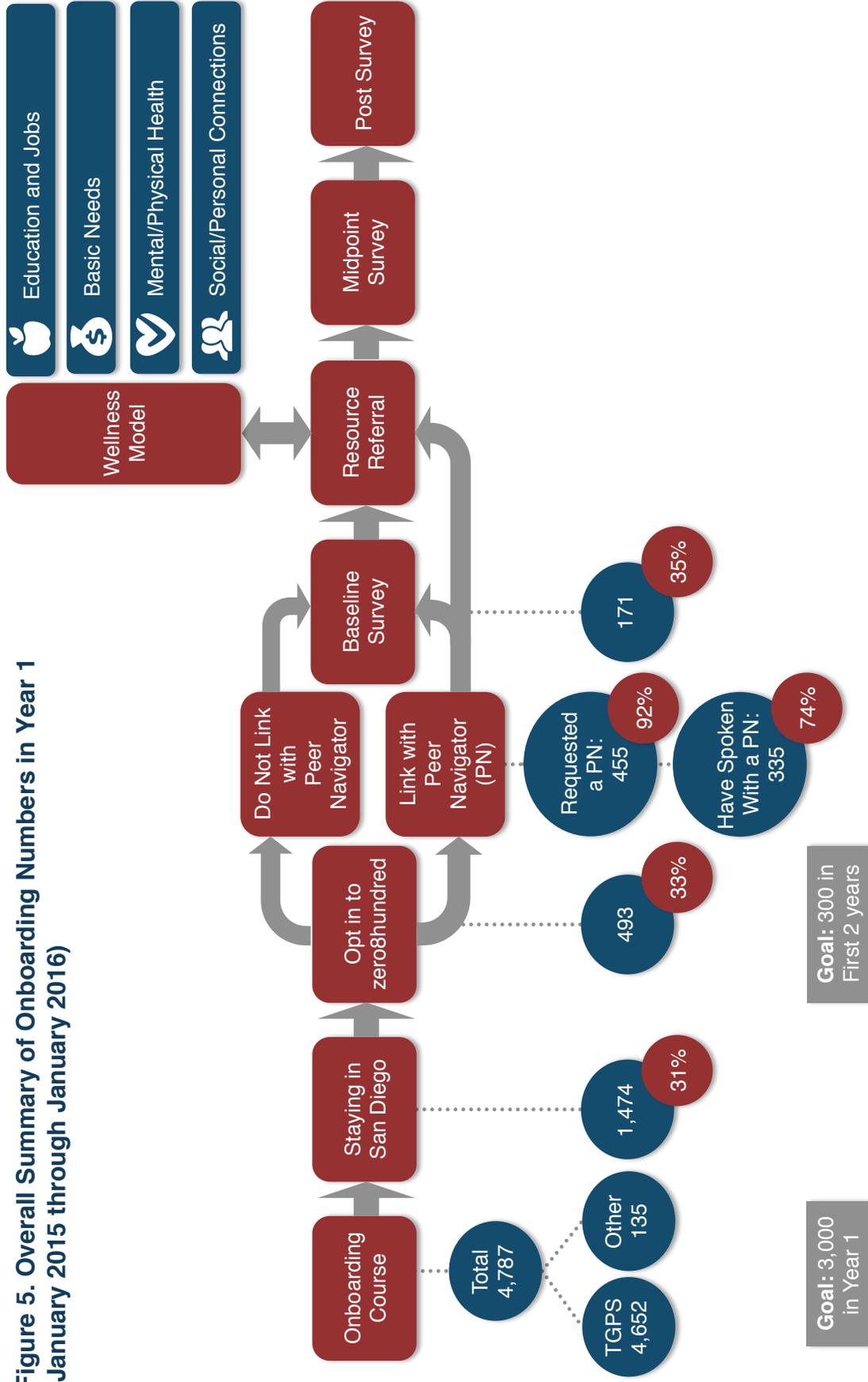
Opt In Rates

A total of 493 VIPs have opted in to the program during the first year. Figure 4 presents the monthly cumulative number of VIPs who opted in, and Figure 5 shows the overall summary of onboarding numbers in the first twelve months of the program.

Figure 4. Cumulative Number of VIPs Opting In Each Month



**Figure 5. Overall Summary of Onboarding Numbers in Year 1
(January 2015 through January 2016)**



Up to 9 Months Before Terminal Leave

Terminal Leave

12 Months After Terminal Leave

Demographic Profile of Service Members Who Opt In to zero8hundred

The demographic profile of service members who opted in to the program is illustrated in Figures 6-7. The majority were Navy, given the original focus and MOU with the US Navy. The distribution will change in the future, given additional onboarding options to zero8hundred through other service branches.

Figure 6: Service Branch

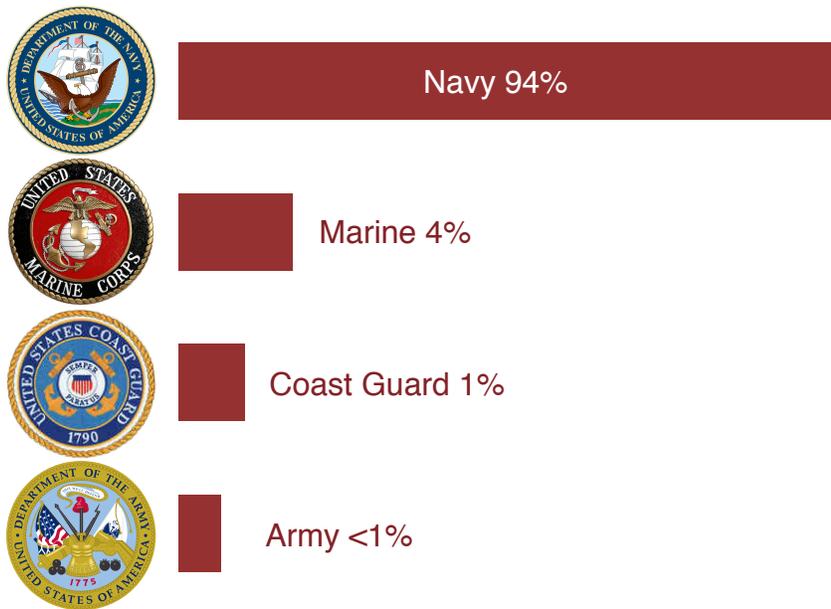
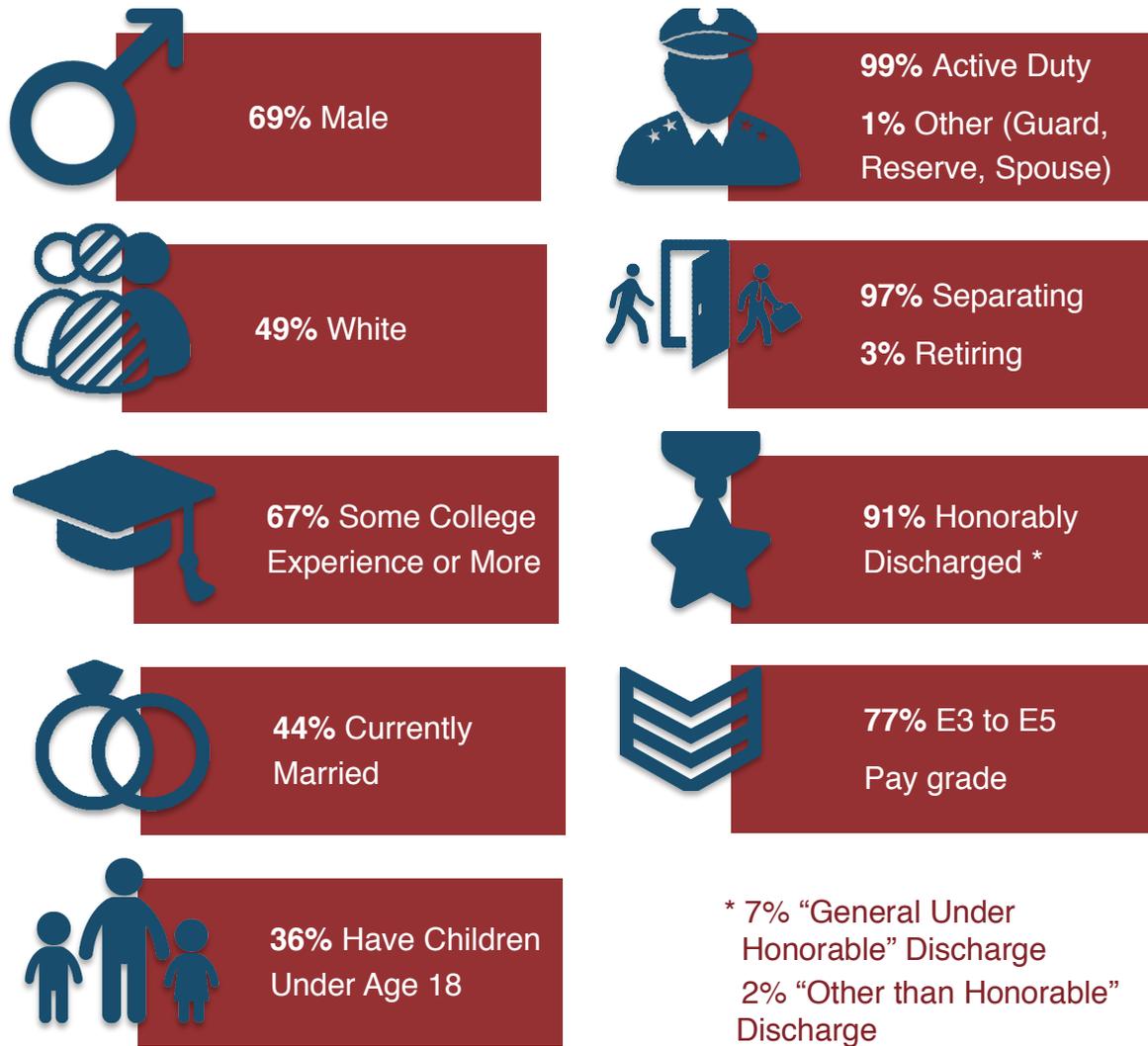


Figure 7. Demographic Profile of Service Members Who Opted In to zero8hundred



More specific findings for ethnicity and pay grade are presented in Appendix C and D, respectively.

Needs of VIPs

When VIPs opt in to the **zero8hundred** program, they are asked to choose their primary and secondary area of concern (i.e., need). Their needs also emerge in their interactions with Peer Navigators. The left side of Figure 8 shows the top four needs VIPs have expressed when opting in and/or when talking with their Peer Navigators. The right side of Figure 8 shows the top four needs met most often by VIPs, according to Peer Navigator logs and reports. Thus, VIPs' needs and goals are being met in this early stage of the **zero8hundred** program.

A complete list of VIP-stated primary and secondary needs are summarized in Table 3.

Figure 8. Priority Needs and Goals of VIPs



Table 3. VIP's Primary and Secondary Needs

Need	Primary	Secondary
Jobs and employment	49%	22%
Education for self	16%	20%
GI Bill	11%	9%
Financial	11%	17%
Housing	4%	<1%
Health insurance	2%	9%
Networking	2%	6%
Other	1%	2%
Employment mentoring	<1%	4%
Education for family	<1%	2%
Physical health	<1%	1%
Mental health	<1%	<1%
Food	<1%	8%
Social/Community connections	<1%	<1%

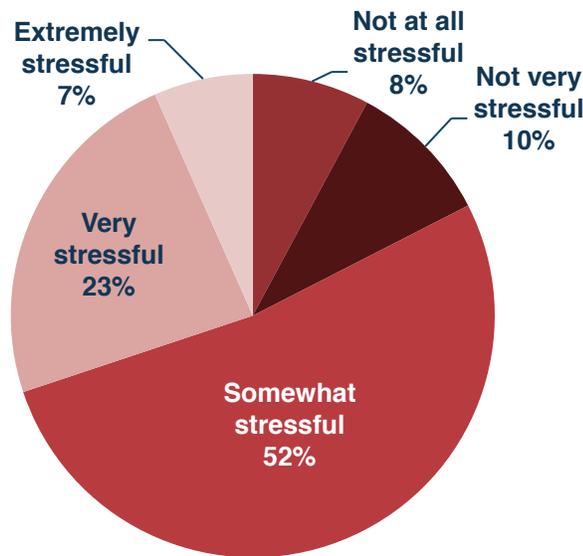
VIP Feelings About the Transition Process

Figures 9-12 summarize the results of the Baseline Survey that measured VIP’s self-reported feelings, stress, social support and locus of control, and confidence with the transition process prior to engaging with a Peer Navigator. A total of 171 VIPs completed the Baseline Survey in Year 1. Note that at the time the Baseline Survey was administered, VIPs still had a job, a steady income, and housing support.

Stress Level

As can be seen in Figure 9, one-third (30%) of VIPs stated their level of stress leaving active duty was “very” (23%) or “extremely” (7%) stressful,⁸ and another one-half (52%) reported it was “somewhat” stressful. These findings confirm that VIPs do experience stress related to the transition process.

Figure 9. Level of Stress Experienced Prior to Engaging With Peer Navigator

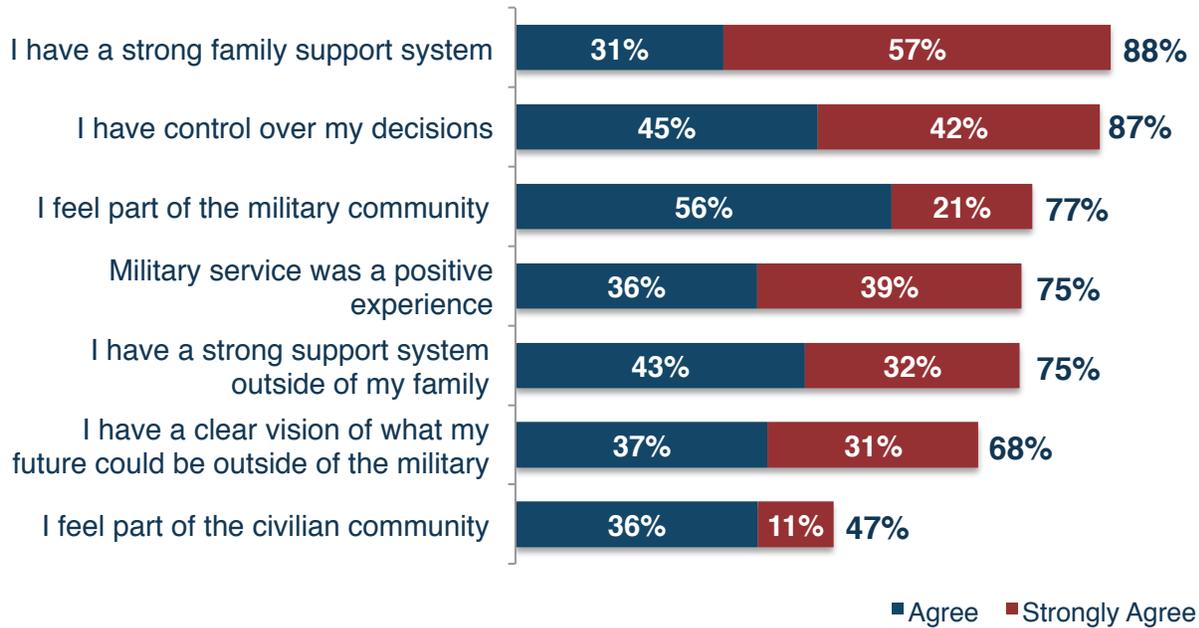


⁸ A 2013 National Military Family Association (NMFA) reported that 74% of survey respondents stated their level of stress leaving active duty was very (33%) or extremely (41%) stressful. However, those NMFA survey respondents had either transitioned in the past two years or were facing transition within the next two years, in contrast to all **zero8hundred** VIPs who were still on active duty with jobs, steady income, and housing support when the Baseline Survey was administered.

Social Support and Locus of Control

Figure 10 illustrates that more than eight out of ten VIPs reported having strong family support (88%) and control over their decisions (87%). Three-quarters of survey respondents felt like they were part of the military community (77%) whereas less than one-half felt like they were part of the civilian community (47%).

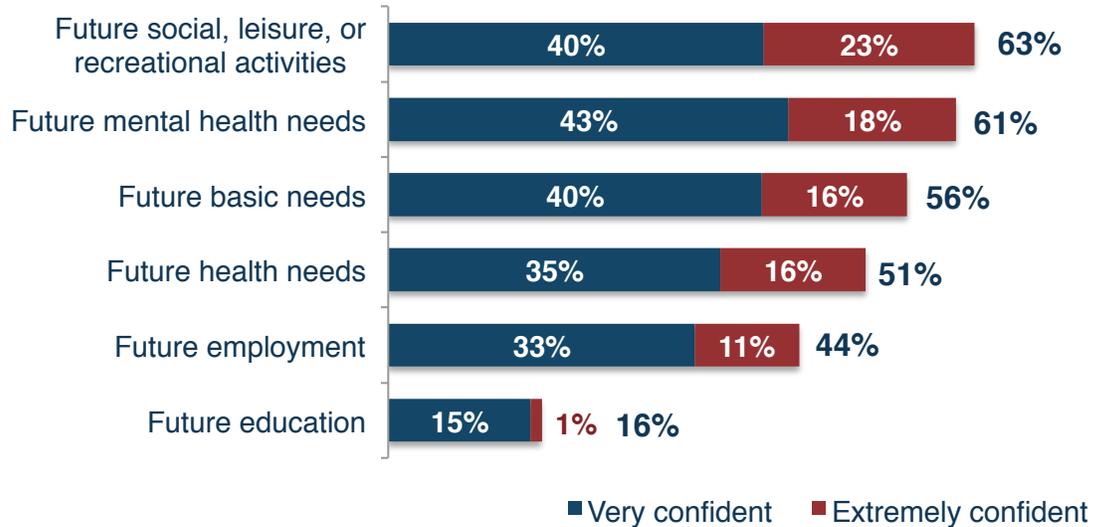
Figure 10. Agreement with Social Support and Locus of Control Measures



Confidence About Navigating Future in Civilian Community

VIPs reported feeling most confident about navigating their future social, leisure, or recreational activities and least confident in navigating their future education. Less than half of VIPs responding to the survey felt confident about navigating their future employment in the civilian community.

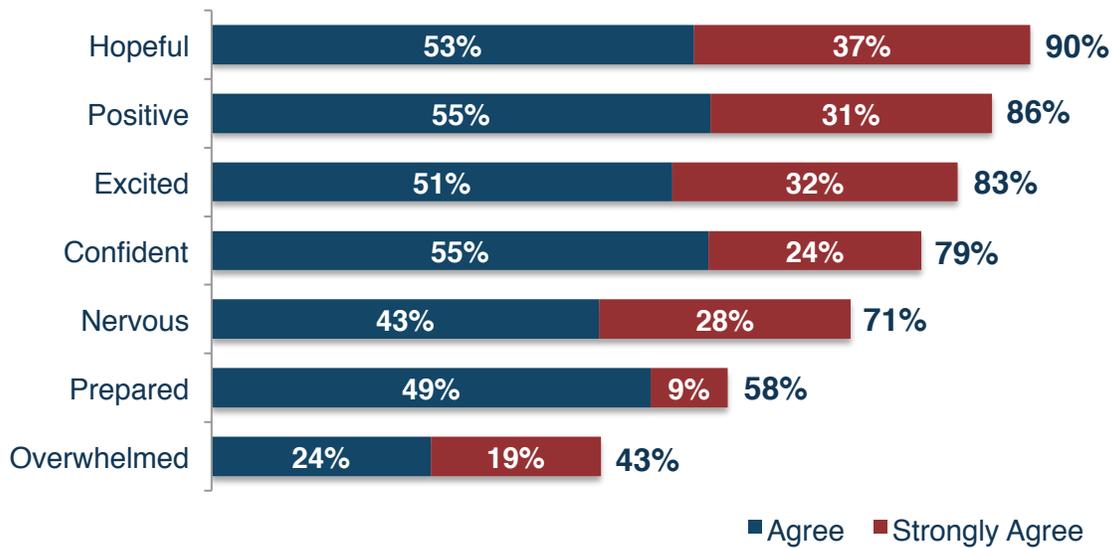
Figure 11. Level of Confidence When Considering Navigating Future In Civilian Community



Feelings About Navigating Future In Civilian Community

When asked about navigating their future in the civilian community, most VIPs responded in an optimistic manner. While the responses were primarily positive, more than seven out of ten reported feeling nervous (71%) and more than four out of ten reported feeling overwhelmed (43%).

Figure 12. Agreement with Feelings About Navigating Future In Civilian Community



PRACTICES AND INSIGHTS: THE PROMISE OF A NEW DAY

In addition to the aforementioned findings, this section summarizes some overall observations of the **zero8hundred** program in Year 1 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. Transition is definitely a difficult time; stress, uncertainty, and loss of identity are all realities that transitioning service members and their families have to face.

Some comments from VIPs at **zero8hundred** meetings and through emails from VIPs and conversations with staff attest to the stress and anxiety associated with the transition process:

“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.”

These comments and sentiments from VIPs confirm the fact 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.

More time is needed to assess the longer-term impacts, yet there was evidence from Year 1 that understanding what lies ahead, identifying goals with the help of Peer Navigators, knowing what resources are available, and taking proactive steps and action does help ease the transition process for service members and their families.

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

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 minefield of resources and potential pitfalls during active duty and after separation.

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. 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.”*

“Who WOULDN’T want a navigator?”

Referrals and Navigating the System

Through the first-hand knowledge of **zero8hundred** 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 referrals offered by **zero8hundred** Peer Navigators have 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 went far beyond the 4,787 transitioning service members and 11,316 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 F contains a full list of communications and presentations in Year 1. Among the most notable are the testimony of Executive Director Sean Mahoney to the US Congress's House Armed Forces Committee, and profiles about the program in NBC news, KQED radio, and the San Diego Union Tribune. Additionally, the staff at **zero8hundred** has established Facebook and Twitter pages and sends out weekly email *Transition Bulletins*. The Executive Director's Quarterly updates are also posted on the **zero8hundred** website.

Collaboration and Collective Impact

The **zero8hundred** program was created through the collaborative efforts of the community, including the military, public officials, businesses, higher education, and nonprofit and philanthropic organizations. The governance council continues 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. Collaboration 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.

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.

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 year of the 2-year pilot program when most VIPs had not yet transitioned out of the military. 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 just one year, it is clear that **zero8hundred** has done an excellent job of creating infrastructure and systems to position it as a strong support to transitioning military families in San Diego. Moreover, the ongoing and genuine personal attention that Peer Navigators give to service members during the many transition months, as well as the benefits of connecting them to community resources aimed at addressing all aspects of their life as a civilian in San Diego is on a positive trajectory for Year 2 and beyond.

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

- zero8hundred VIP

APPENDICES

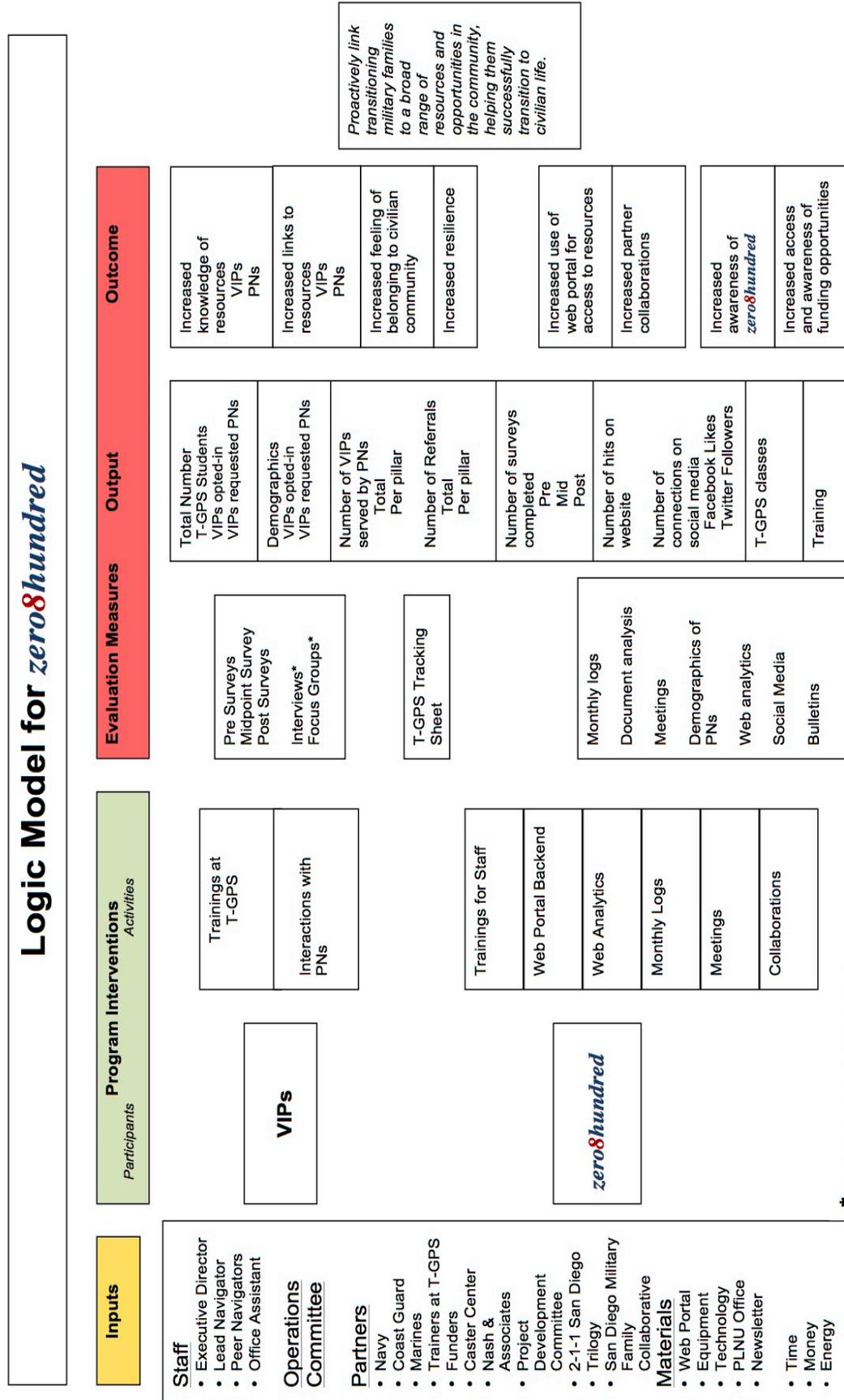
Appendix A: Number of Transitioning Service Members in San Diego⁹

Military Base	Annual Classes	Students per Class	Annual Students	Percent of Annual Students*
Naval Base San Diego	80	42	3,360	15%
Naval Base Coronado	40	40	1,600	7%
Coast Guard	4	13	52	<1%
MCRD	12	48	570	3%
MCAS Miramar	43	68	2,903	13%
Camp Pendleton	43	250	10,750	48%
Naval Base Point Loma (Retirees)	80	41	3,280	15%
Total			22,515	

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

⁹ Data provided by Sean Mahoney, **zero8hundred** Executive Director, per reports from key military leaders in San Diego County, 2016

Appendix B: zero8hundred Logic Model

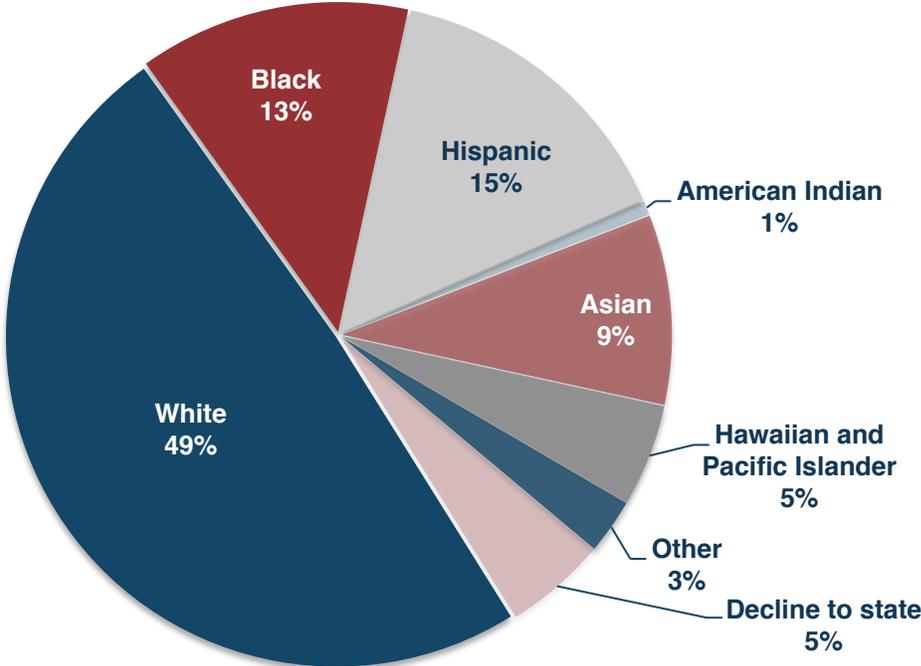


* Quantity dependent on funding

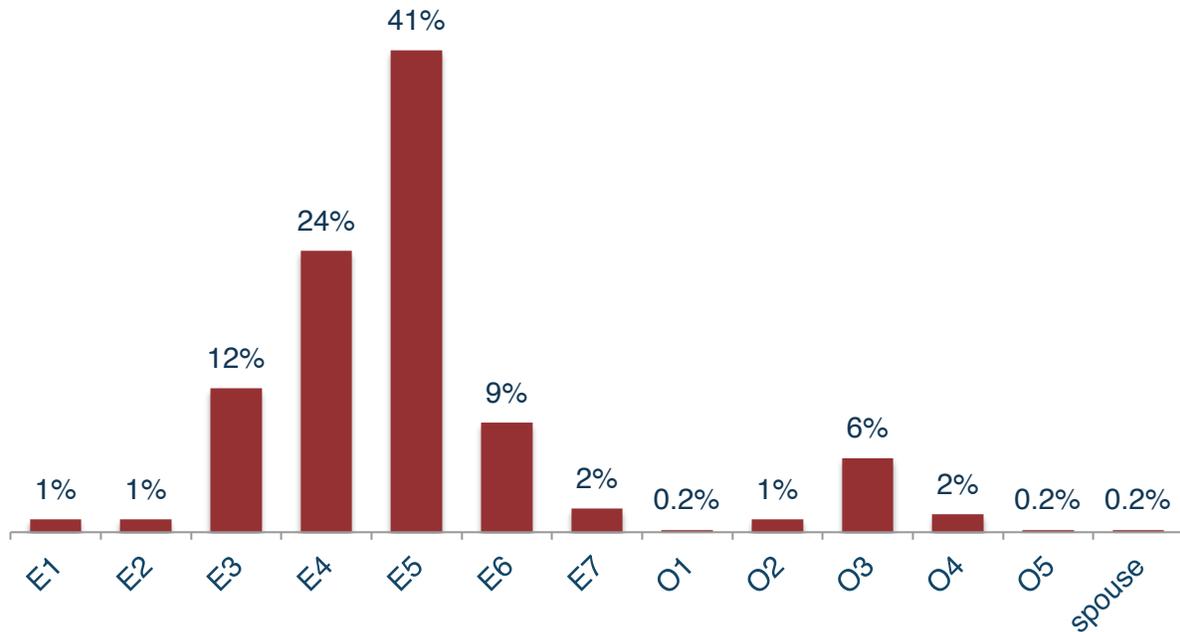
PN = Peer Navigator
 LN = Lead Navigator
 VIP = Veteran in Process

Caster Family Center for Nonprofit and Philanthropic Research, University of San Diego – 03/9/16

Appendix C: Ethnicity of Service Members Who Opted In to zero8hundred

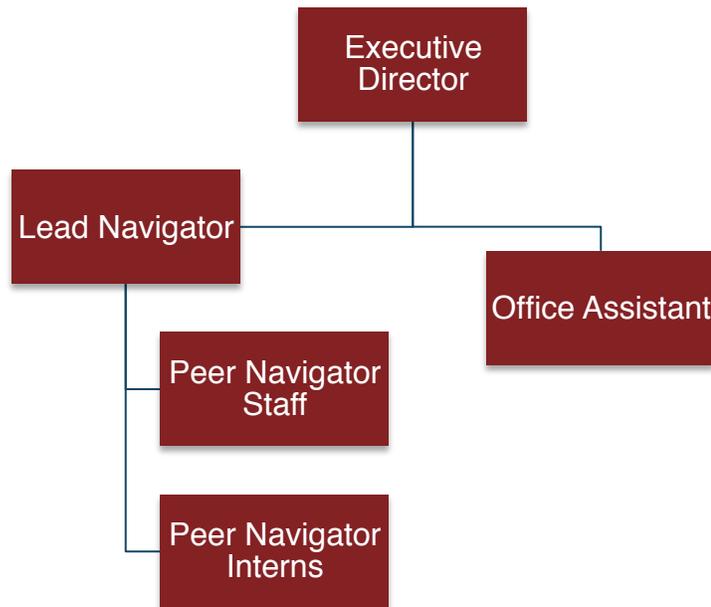


Appendix D: Pay Grade¹⁰ of Service Members Who Opted In to zero8hundred



¹⁰ 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 E: 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 Assistant

Initial observations and recommendations from the evaluation team 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 (Navy spouse and the daughter of retired Navy Officer) joined **zero8hundred** in August 2015 in this capacity.

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 the MSW program at the University of Southern California (USC) or San Diego State University (SDSU). Paid Peer Navigators were added to the staff to augment the program during school breaks. Table 4 summarizes the Peer Navigators in Year 1 (January 2015 through January 2016).

Table 4. Peer Navigators in Year 1

Peer Navigator	Lived Experience	MSW Affiliation	Timeframe
Damian Bates	Marine veteran and Army child	USC	Jan 2015 – Jun 2015
Michael Branch	Navy veteran	USC	Jan 2015 – Dec 2015
Matthew Lutz	National Guard	USC	Jan 2015 – Jul 2015
Jamie Schjolberg	Navy child	USC	Jan 2015 – May 2016
Kelsey Sigler	Marine spouse	USC	Jan 2015 – Dec 2015
Joe Becker	Marine veteran	USC	May 2015 – May 2016
Jorge Avalos*	Army veteran	USC	Sep 2015 – present
Bobby Borders*	Marine veteran	USC	Sep 2015 – present
James Blackwell*	Army veteran	USC	Sep 2015 – present
Lorre Brown	Navy veteran	USC	Sep 2015 – May 2016
Manny Mora	Marine veteran	USC	Sep 2015 – May 2016
Melissa Spaulding	Army veteran	USC	Sep 2015 – present
Melissa Spense*	Navy spouse	SDSU	Sep 2015 – present
Jo Pervervill	Navy veteran	USC	Jan 2016 – present

* Current paid navigators (most were previously MSW interns)

Appendix F: Communications and Public Relations Accomplishments

The list below summarizes presentations, public relations, outreach, recognitions, meetings, social media, and other communications accomplished during Year 1 (January 2015 through January 2016).

Military Communications and Relationship Building

- Assistant Secretary of Defense Michael Lumpkin
- Commanding Officer, Naval Base Coronado
- Commanding Officer, MCAS Miramar
- Commander, Coast Guard Sector San Diego
- Presentations on military installations throughout San Diego County
- Testimony to the House Armed Services Military Personnel Subcommittee

Meetings with Government Officials

- Congressman Scott Peters
- Rosye B. Cloud, Senior Advisor for Veteran Employment, and Acting Director, Office of Transition, Employment, and Economic Impact for the Department of Veteran Affairs
- Senator Dianne Feinstein's Staff
- Secretary of Labor, Deputy Secretary of Labor, and Assistant Secretary of Labor
- State Speaker Toni Atkins' Staff

Media/Interviews

- Channel 7 TV (NBC)
- KCBQ Radio (2 times)
- San Diego Union Tribune
- Voice of San Diego
- wsRadio (2 times)

Recognitions/Awards

- Community Leadership Award from SDG&E (San Diego Gas & Electric)
- "MTSP **zero8hundred** Day" Proclamation by San Diego County Board of Supervisors

Other

- Executive Director Quarterly Reports
- San Diego Veteran’s Coalition
- 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 Military Advisory Council’s (SDMAC) Executive Board
- San Diego Economic Development Corporation Foundation’s Board
- USD Professional Development Workshop
- USD Governance Symposium

Social Media and Other Outreach

- Facebook account
- Twitter account
- Weekly email bulletin

Appendix G: Peer Navigator Training

The list below summarizes the trainings provided to Peer Navigators during Year 1 (January 2015 through January 2016).

- Lead Navigator weekly trainings
- 2-1-1 San Diego Courage to Call training
- Trilogy web portal training
- Caster Center program evaluation trainings (3 times)
- Resource trainings by nonprofit agency partners:
 - Business Recruiting Allies for Veteran Employment (BRAVE)
 - Crisis House, Volunteers of America
 - Career Transition Assistance Program (CTAP)
 - Cyber Center of Excellence
 - Easter Seals (2 times)
 - Family Health Centers of San Diego
 - Field Trip to the VA San Diego Healthcare System facility in La Jolla
 - Hero to Hired
 - Manpower (2 times)
 - The Mission Continues
 - MVP Vets
 - PsychArmor Institute
 - SDSU
 - Support the Enlisted Project (STEP)
 - US Chamber of Commerce Foundation (Hiring our Heroes)
 - US Department of Labor (DOL) and California Employment Development Department (EDD) (2 times)
 - VA Benefits
 - VetBiz Community
 - The Veteran Asset
 - US Chamber of Commerce Foundation
 - Veteran and Spouse eMentor
 - Work First (2 times)
 - Work for Warriors