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**DIXON
CENTER**

Reaching America

a member of THE FEDCAP GROUP

DIXON CENTER
FOR MILITARY AND
VETERANS SERVICES

ANNUAL REPORT

October 1, 2017 –
September 30, 2018

COMMAND COUNCIL MEMBERS

Latrese Dixon

Blue and Gold Star Family Partner

John Anderson

Spring Creek Partners and Anderson Enterprises

Rick Freedman

Eugene and Ruth Freedman Family Foundation

Danny Gardner

Freddie Mac

Tommy Haire

Former SGT, US Army

Brian Hull

UBS Wealth Management Americas

Christine McMahon

The Fedcap Group

Colonel David Sutherland, US Army (Ret.)

Dixon Center for Military and Veterans Services

Edward Wenzel

Edward Wenzel Associates

James E. Williams Jr.

THRUUE, Inc.

MISSION

At Dixon Center for Military and Veterans Services, we believe our veterans and military families can succeed where they live. Our mission is to ensure that's possible in every community. We work nationally and locally to break down barriers and connect individuals and organizations with easily accessible solutions that veterans and military families need to access meaningful employment, education, housing, and healthcare. The Center is the "go-to" resource for employers, educators, healthcare providers, certification and training institutions, service-minded individuals, and those who want veterans to reach their potential and participate fully in their communities.

MILITARY FAMILIES
succeed MISSION potential accessible
veterans
connect meaningful solutions
COMMUNITY

CONNECTION



Here at Dixon Center for Military and Veterans Services, our team follows in the footsteps of those who came before us. As a veteran, I am constantly imbued with the legacy of which I am a part. Veterans carry a sense of honor, duty, service, and sacrifice. There's a camaraderie that binds these individuals and creates teams capable of executing extraordinary missions both on the field of battle and in the communities where we live, work, and play.

I was called to serve my country in uniform. Now, it is my distinct pleasure to continue to serve the distinguished men and women of our nation's military, those defined by their inescapable determination and resilience. It's a call to service each member of the Center's team understands well.

Since 2012, the Center has been the "go-to" for organizations seeking to build services and support for veterans and their families in local communities. We are a Center made up of multiple partners and leaders, bridging service-minded organizations and bringing new ideas to the mission of addressing the ever-evolving needs of veterans and their families.

The past fiscal year marked our first full year as part of The Fedcap Group. Our collaborative mission of service and community impact changed the lives of more than 233,000 people this year — all of whom are veterans and military families. The Fedcap Group and the Center dovetail in their common missions of economic empowerment, workforce development, and education and wellness.

We talk a lot about the transition period for military personnel from active service to veteran status. It is a critical time during which many individuals and their families struggle to find new opportunities and stability. I went through it. Our president, Duncan Milne, went through it, as did many of our team.

If there's one thing we understand best, it is that there is no one-size-fits-all strategy or solution for veterans and their families during this time or even the years that follow. That's why our partnerships are as varied as the obstacles veterans and their families face. From leaders in logistics, transportation, finance, and infrastructure, to mentors in health services, public services, real estate, and retail and commercial sales, our strategic institutional partners have heard the call. They value our veterans' service. We provide relevant, objective, and trusted counsel to inform and inspire organizations and communities so they can find and focus on veterans and their families when they need it most.

Duncan often shares his story of growing up in a family with a long history of military and public service. His twenty-five years of leadership in the United States Marine Corps was an extension of that legacy. Duncan says the work we do at the Center allows him to continue his mission to our country. He calls it being "wired to serve."

I like this sense of continued duty. As I look to the future of Dixon Center for Military and Veterans Services, I am enthusiastic about our ability to deepen our national reach and our local impact.

Each of us, whether bound by military service, familial legacy, or individual sense of serving others, is capable of supporting veterans and military families. In this way, we honor our veterans and their families most of all.

Thank you for your collaboration this past fiscal year.

Very respectfully,

Colonel David W. Sutherland

U.S. Army (Ret.) Chairman



Nearly two years ago, Dixon Center for Military and Veterans Services and The Fedcap Group joined forces, working together to advance the well-being of veterans, their families, and their communities.

Under the leadership of Colonel Sutherland, Dixon Center is an endeavor of extraordinary integrity, and The Fedcap Group is better for our affiliation.

Through our partnership, we are shining a national spotlight on the issues facing veterans and their families — mobilizing resources and expertise to innovate solutions.

Veterans have risked everything for us. They have risked their futures, their families, their lives. We can't begin to truly fathom — nor repay — the sacrifices they've made.

Our collective vision is that every veteran succeeds where they live. Together, we are forging new relationships with prospective funders, business, and professional partners, all in service to this mission.

When we talk about "vision," we mean more than simply imagining a better future. We mean working to ensure that future becomes a reality. It's the difference between simply dreaming and actually doing. Shooting for the stars is always admirable. But actually walking on the moon? That's getting results.

Talking about helping veterans in need feels good. But helping to find veterans jobs with career ladders — that's getting results.

I look forward to our continued partnership, armed with the knowledge that we are better together, united in our dedication to the those who have given so much.

Sincerely,

Christine McMahon

President and CEO

OUR WORK

The goal is not to create new programs.

Rather, the goal is to enable the integration of military and veterans services into existing programs to increase impact.

WORKFORCE DEVELOPMENT



On-Installation Training

With the International Brotherhood of Teamsters, we assist those nearing the end of their military service make successful career transitions prior to their separation from the military. This is the only partnership in the United States covering pre-transition training, licensing, credentialing, employment opportunities, and case management.

Benefits: Eliminates post-service employment uncertainty, provides a living wage and full benefits, avoids underemployment

FY18: 820 soldiers trained on 7 military installations

Highlight: Expansion onto Marine Corps Base Camp Pendleton

Notable Partners: Teamsters Military Assistance Program, ABF Freight, PwC Charitable Foundation, Prudential Financial

Workforce Solutions

Offering solutions to bridge the civilian-military culture gap in order to inform and impact workplace hiring. This educational program is designed to aid hiring managers across companies recruit and retain veterans and military family members.

Benefits: Talented applicants with relevant skill sets, ingrained leadership that drives high-performing cultures, hiring diversity, above-average retention rates

FY18: 7 sessions educating nearly 340 leaders

Organizations Supported: La-Z-Boy, Utility Workers Union of America, International Union of Elevator Constructors, Prudential Financial

THOUGHT LEADERSHIP



PwC Collaborative

This ambitious PwC Charitable Foundation initiative aims to redefine collaboration among non-profits serving veterans and military families. The Center assisted in a convening of the organizations that the PwC Charitable Foundation supports in this area in order to share productive solutions, identify gaps, and establish standards to bridge between each other.

Benefits: Build efficiencies, greater effectiveness, funding goes further, veterans served more holistically

FY18: One convening of nine organizations with the potential to engage and support nearly one million veterans and military families

Notable Partners: PwC Charitable Foundation, Student Veterans of America, Marine Corps Scholarship Foundation, Four Block, Bunker Labs, Team Rubicon Global, Hire Heroes USA, Columbia University-Center for Veteran Transition and Integration

Expanding Access to Healthcare

The Center is often asked to support projects and organizations seeking to improve the lives of veterans. The Center's leadership was asked by US HealthVest to testify as a subject matter expert before city council members and governing bodies in Washington state in order to secure a building permit for a hospital outside the main gates of Joint Base Lewis McCord. We also guided the company through the process to expand services for another hospital so that, for the first time, it could admit veterans and military service members for treatment of psychiatric and addiction needs.

Benefits: Inpatient treatment facilities that were able to accept referrals from the Veterans Administration and secure reimbursement under

Tricare, the most popular forms of health insurance for veterans

FY18: Secured permit for hospital construction, facilitation of VA acceptance of US HealthVest as an authorized care provider, secured hospital acceptance of Tricare

Highlights: Smokey Point Behavioral Hospital (Marysville, WA) serves 12 veteran/military patients each week. Construction broke ground on South Sound Behavioral Hospital (Lacey, WA) in 2018

Notable Sponsor: US HealthVest

Supporting Texas Veterans

The Center works in partnership with Easterseals Central Texas and Easterseals Houston to develop new programs and expand existing ones to support Texas veterans and military families.

Activities: Grant and resource development, onsite collaboration with program partners, consulting

FY18: \$50,000 of in-kind and compensated services provided

Notable Participant: Texas Veterans and Family Assistance Program

Defeating Diabetes in Veterans

Nearly one in four Veterans Administration patients suffers from diabetes. The Center is counseling Novo Nordisk, a global leader in diabetes disease management, with the purpose and direction to serve veterans and families in the Northeast U.S. corridor who are living with or at risk of diabetes.

Activities: Motivational speaking, consultation, connections/introductions, case study writing

FY18: Reached 300 sales team members and leadership to jumpstart Novo Nordisk's program to change diabetes among veterans

Notable Partner: Novo Nordisk

Raising Awareness

Throughout the year, the Center's leadership pursued hundreds of opportunities to build public awareness, encourage community involvement, and promote the use of community-based services across service-minded organizations. We assist organizations in finding veterans who would be a good fit for their programs — the biggest challenge facing most service

providers — as well as assist the local networks to strengthen and expand services. Additionally, we filmed four public service announcements to increase awareness that the needs of veterans and military families are not disappearing, but rather evolving.

Benefits: More veterans reached through additional service providers offering a broader range of aid

FY18: Production and distribution of 4 PSAs, as well as an average of 3 speaking engagements each month reaching an audience of more than 4,000 people annually

Notable Participants: Trinity Broadcasting Network, NFL MG, US HealthVest, Soldier On, Fantasy Football Association, University of Tampa, Yellow Ribbon Network, Federal Express, a major wealth management firm

FEMALE VETERANS PROGRAM



This crisis intervention program recognizes the financial challenges female veterans face in creating stable, fulfilling lives for themselves and their families as they reintegrate into civilian life.

With a maximum grant of \$2,000, the program provides immediate financial support to assist female veterans in crisis buy food, pay for housing and utilities, purchase medications, and manage transportation needs. Through this program, we aim to enhance quality of life while moving to crisis prevention, rather than crisis intervention.

Goals: Stabilize emergency situations, ensure housing, assist with employment opportunities, enable basic needs such as food, medicine, and transportation

FY18: Provided individual grants to 28 female veterans, ranging in age from 26 to 61. No female veterans turned away. Average grant \$1,778. Provided \$45,000 in monetary grants to Easterseals New York, Easterseals Rhode Island, and Soldier On to support female veterans in their communities

Notable Partners: Soldier On, Veterans Plus, Easterseals New York, Easterseals Rhode Island

HOUSING AND HOMELESS VETERANS



Nowhere is there more promise for connecting the dots to close gaps than in the area of affordable housing for veterans and combatting homelessness in this population. Since its inception, the Center has worked to leverage its network in pursuit of combatting veterans' homelessness.

Activities: Education on fair housing, foreclosure prevention, and pre-purchase preparation; financial literacy and credit score training; introductions to the mortgage market (lenders, servicers, investors)

FY18: Service to 16,000 veterans via Soldier On, 6 introductions and facilitated meetings with organizations that became Soldier On partners

Notable Partners: Soldier On, HopeLoan Port, Freddie Mac, Single Stop, U.S. Army Soldier for Life, The Fedcap Group, Shelter Our Soldiers, kathy ireland Worldwide, SG Blocks, VeteransPlus, Yellow Ribbon Network

SUPPORT FOR FEDCAP SUBSIDIARIES



As part of its mission to enable the integration of services into existing programs, the Center provides grants for both funding and in-kind resources to agencies within The Fedcap Group.

Coverage Areas: Female veterans; homelessness/housing; grant development; consulting; accessing public benefits and social services; workforce development; business development; thought leadership

FY18: Awarded more than \$150,000 in financial grants and in-kind services

Notable Beneficiaries: Soldier On, The Fedcap Group, Single Stop, Easterseals New York, Easterseals Rhode Island, Easterseals Central Texas

VETERAN ENTREPRENEURSHIP



Veterans succeed as entrepreneurs for many reasons. Two key reasons are teamwork and leadership.

Yet in the past few years, various challenges — most often access to funding — have limited the number of veterans making the transition into small business ownership. Community development financial institutions (CDFIs), a \$150 billion industry, help money flow to people and places that traditional financing opportunities overlook.

The Center has teamed with Opportunity Finance Network (OFN), the national association for CDFIs, to increase access to capital for veterans interested in starting their own small businesses.

Additionally, the Center is collaborating with Bunker Labs to

mentor and educate its students, all veteran entrepreneurs, on how to leverage CDFIs to secure financing.

Activities: Co-create a framework to open up financial access to veteran entrepreneurs via CDFIs, organization of a training session for OFN members to inform and encourage CDFIs to focus on veteran entrepreneurs

Benefit: Expansion of access to capital for veterans

FY18: Provided training opportunities to 1,450 OFN members

Notable Participants: Opportunity Finance Network, Bunker Labs, PwC Charitable Foundation, Development Fund, PeopleFund, a major wealth management firm Carolina Small Business

STORIES BEHIND OUR WORK

Since 2012, our priority has been to establish meaningful, cross-connected relationships in communities across the United States.

At Dixon Center for Military and Veterans Services, we are a team. Every individual — and every partner — plays a specific and important role. We believe that achieving our individual and collective goals requires us to operate with interdependence. With collaboration. With fellowship. We rely on each other because, as a team, we are the sum of our strengths.

These stories provide a glimpse into the powerful work that is being done by — and on behalf of — the Center. They capture the transformative power of teamwork that makes our mission a reality.

“Reaching service members before they separate from the military is a differentiator.”

Frank Gaudio
PwC Charitable Foundation



PwC CHARITABLE FOUNDATION

When Colonel David Sutherland presented the 2017 Eugene and Ruth Freedman Leadership Award to Frank Gaudio of the PwC Charitable Foundation, he stressed that there was still much to be done.

Gaudio, the Foundation's trustee and veterans' liaison, reflected on the more than 200,000 service members who transition out of the military annually and highlighted the need to enable them to be economically empowered through living wage careers.

The PwC Charitable Foundation awarded the Center a four-year grant with a focus on training those seeking careers that require a credential rather than a college degree. What attracted Gaudio to the Center's work is its emphasis on supporting veterans before they exit the military — setting up a guaranteed path to job training and placement.

The workplace development programs supported by the PwC Charitable Foundation are only a jumping-off point. The Foundation has embarked on an ambitious initiative to strengthen the results of myriad disciplines in the veterans' space through resource- and information-sharing. The Center works alongside of the Foundation to share best practices and bridge gaps between the Foundation's 10 charitable veterans organizations — work that will eliminate redundancy and ultimately increase impact.

FEMALE VETERANS PROGRAM: STORIES OF HOPE

Most of those whom we assist through this program request anonymity. Below are some of their stories and words of gratitude.

A 40-year-old Army veteran who had been evicted, had her vehicle repossessed, and who had pawned personal items asked for emergency funds for food and feminine products. We connected her to Soldier On who immediately took her food shopping and introduced her to that program. A \$162 investment by the Female Veterans Program turned into acceptance into the Soldier On program, where she is on track to rebuild her life.

An Air Force veteran was forced to take unpaid leave from her job due to injuries from a car accident. She requested help paying one installment of auto insurance to get caught up. Instead, we paid for the remaining balance on the policy. “This has helped out tremendously...truly a life saver.”

An Army veteran going through a “stressful time of need” reached out for assistance during her eviction process. We provided funds for her to keep her apartment and assist her family. “My family and I are now able to sleep good at night without worrying about being homeless.”

After being diagnosed four years ago with an extremely rare skin condition, this **Army veteran and mother of two** daughters requires quarterly surgeries that will prohibit her from working for another 2-3 years. In addition to the physical and mental challenges, her disability from the Veterans Administration was still being processed and the current amount did not cover even basic provisions. Our program provided two months of rent to free up funds for necessities until the disability increase went through. “THANK YOU... and we promise to pay it forward when we are back on our feet.”

IMPACT

OUR COMMITMENT TO PARTNERS

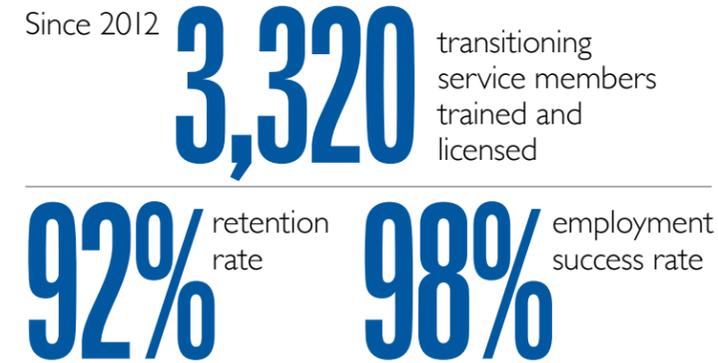
- 1 **Foresight:** An engaging and inspiring vision for affecting veterans
- 2 **Adept:** Leverage a proven, existing operational network
- 3 **Stability:** A diverse yet strong financial position
- 4 **Efficient:** A cost-effective solution with faster speed to deploy
- 5 **Meaning:** Add value to your work through our brand

FY18 IMPACT: 233,400 INDIVIDUALS AND ORGANIZATIONS

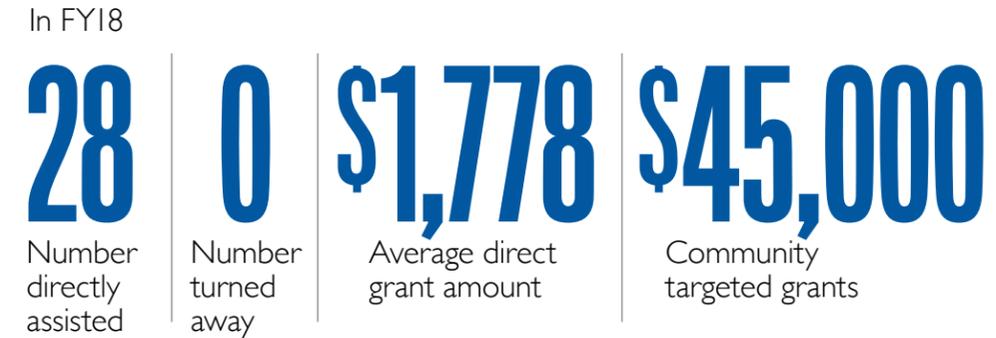


**1.4 Million
Since
Inception**

CAREER PLACEMENT



FEMALE VETERANS PROGRAM



WHAT'S AHEAD

These FY19 initiatives and people support our vision to expand our work to new communities.



PATHWAYS INTO THE BUILDING TRADES

Taking advantage of our experiences with the Teamsters Military Assistance Program and the Utility Workers Military Assistance Program, and with financial support from the PwC Charitable Foundation, the Center plans to expand its relationships to all of the building trades of the AFL-CIO to train and place transitioning service members into family wage careers.

NATIONAL SALUTE TO AMERICA'S HEROES

The Center will serve as the fiduciary agent for one of the world's largest events honoring the U.S. military and first responders. The Center is responsible for ensuring transparency with the funds raised and will be convening the beneficiary organizations quarterly to report on and share the impact of donations.

FAIR HOUSING FOR VETERANS AND SERVICE MEMBERS

The Center is part of a collaborative, funded by the U.S. Department of Housing and Urban Development, that represents the equities of service members (past and present) who have been victims of fair housing violations. As part of this effort, the Center will be providing training and educational resources to ensure fair housing in all communities across the United States.

THE FEDCAP GROUP SUBSIDIARIES

As part of our role leading response for veterans and military family work across The Fedcap Group, we are actively building capacity, raising awareness, and integrating military and veterans services into existing programs across The Fedcap Group's 21 subsidiary companies.

NATIONAL ASSOCIATION OF FRATERNAL INSURANCE COUNSELORS

The Association, which represents fraternal insurance counselors, advisors, and financial leaders, has selected the Center as its Convention Charity. In addition to raising funds during its annual convention in May 2019, the Center will be collaborating with the Association to better assist it in meeting the goals of enabling the success of veterans and military families in the communities served by its members.

SERVING AT-RISK FEMALE VETERANS

The Center's work in this area has historically focused on providing financial assistance to female veterans in crisis. This year, in addition to that mission, the Center will take a strategic look at ways at-risk female veterans can achieve greater stability based on crisis prevention, rather than crisis intervention. Alongside Soldier On and Prudential Financial, we will explore opportunities to get out in front of these problems and enable greater financial stability for female veterans as they reintegrate into civilian life.

NEW TEAMMATES

We welcome two new team members to the Dixon Center family. Colonel Sam Whitehurst, U.S. Army (Ret.), joins us as a strategic program lead with more than 20 years' experience in the Army, most recently as the director of its Soldier for Life program. Anne Sprute brings nearly 25 years of leadership as a U.S. Army Chief Warrant Officer to Dixon Center, including positions with the Army's Warrior Transition Battalion and Aviation Resource Management Team.

JOIN US



Together, we can make a difference in the lives of veterans and military families.

PARTNER with us. Join our team of corporate partners to make an impact through opportunities in meaningful employment, health/wellness, business, and housing.

LIKE us on Facebook, and follow us on Twitter, Instagram, and LinkedIn @DixonCenterVets. Stay up to date on our latest news, photos, and videos.

SUPPORT us with financial gifts or in-kind contributions. You will be more than a donor — you will be a key partner in enabling better lives for veterans and military families.

TEAM with us. We're always enthusiastic about engaging with companies who want to support veterans in their workplaces.

INSPIRE others. Book us for speaking engagements at conferences, meetings, and retreats.

For more ways to get involved, email us at nlee@dixoncenter.org

**Dixon Center for
Military and Veterans
Services Team**

Colonel David W. Sutherland,
U.S. Army (Ret.)
Chairman

Latrese Dixon
*Blue and Gold Star
Family Partner*

Colonel Duncan S. Milne,
U.S. Marine Corps (Ret.)
President

Colonel Sam Whitehurst,
U.S. Army (Ret.)
*Vice President,
Programs & Services*

Nancy Lee
*Director of Strategic
Philanthropy*

Sara Heidenheimer
*Program and Administrative
Manager*

Elizabeth Murray-Belcaster
Workforce Development

Marie Manning
Marketing Communications

Anne Sprute
Strategic Relationships



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