Swords to Plowshares continues to expand our transitional and permanent supportive housing that help homeless veterans gain stability and live independently in the community.

Transitional housing on Treasure Island, a former Navy base, provides an intensive program for 93 homeless veterans at any one time. Swords provided transitional housing for 138 homeless veterans including chronically mentally ill, frail elderly, and chronically homeless, with 79 percent moving into permanent housing.

Permanent Supportive Housing at the Veterans Academy in The Presidio, a former Army base, serves 102 veterans with disabilities at any one time and 110 veterans last year. Of those residents who moved on during 2011, none reverted back to homelessness. The residents engage in counseling, computer training and other workshops. In January 2012, Swords completed renovation of 12 two-bedroom single family units. The new site, located on Treasure Island offers permanent housing and supportive services to veteran families.

The historic San Francisco surplus property at 150 Otis Street has been developed into Veterans Commons: permanent supportive housing with 75 units of affordable rental housing and on-site supportive services for veterans with disabilities exiting homelessness.

More than 1,100 veterans sought services and case management at Sword’s Drop-in Center, a one-stop resource that serves an average of 40 veterans daily. The Drop-in Center provides critical services to homeless and at-risk veterans, including: emergency shelter, mental health and substance abuse counseling, homelessness prevention, rapid re-housing and referrals to a number of community agencies and the Department of Veterans Affairs. We operate a triage intake whereby veterans can access our integrated supportive services.

Case managers arranged for one to four weeks of emergency housing for 235 homeless veterans receiving case management, financial assistance to 156 veterans moving to permanent housing and 89 veterans with eviction prevention. Another program that helps housing stability and homeless prevention is our Representative Payee Services, whereby we help veterans with mental illness and/or substance abuse issues budget their monthly income. Currently 55 veterans participate in this program. We also work with the San Francisco Department of Veterans Affairs, the City and County of San Francisco, the Department of Housing and Urban Development and the San Francisco Housing Authority to streamline efforts to house the “hardest to serve” chronically homeless veterans.
Accomplishments

Policy Development - Institute for Veteran Policy (IVP)

IVP was established in 2005 as the Iraq Veteran Project to ensure that veterans returning from the conflicts in Iraq and Afghanistan were assisted with transition to civilian life through an integrated and effective system of care. Now the Institute for Veteran Policy, it advocates for improved systems of care for veterans of all eras, specifically in the areas of access to benefits, housing, employment, mental health and poverty prevention.

IVP is instrumental in shaping national policy by developing research and educational materials for policy makers, educators, healthcare providers, police and first responders, families, service members and veterans. The program delivers the highly acclaimed Combat to Community training to hundreds of mental and behavioral health professionals, law enforcement and members of the legal community each year. The training aims to increase professional cohorts’ ability to identify veterans and their families’ issues, and to maximize positive interactions and service provision.

Employment & Training Services

Swords offers services allowing veterans to work one-on-one with staff to overcome barriers to employment, stabilize their lives and become job-ready. We helped more than 500 veterans with pre-employment preparation, career counseling, job training and job placement. We secured job training for 469 veterans and placed 290 veterans in jobs, 111 of whom were homeless and 15 who were formerly incarcerated. Swords also helps veterans with training, tuition, work clothing, tools, transportation and other needs so they can find and maintain long-term employment.

Swords works with Workforce Investment Boards, employers, colleges and vocational training institutions to develop customized job training programs in growth industry sectors. We offer specialized curriculum and small class sizes so that veterans can secure accelerated certification to move quickly into jobs. These specialized trainings were completed by 117 veterans in 2012 and we forged new relationships with employers to place veterans in jobs upon program completion.

Legal Services/Benefits Advocacy

Swords is one of the few organizations in the country to provide free attorney representation and advocacy to veterans of any era and discharge status seeking VA benefits and healthcare. We also help veterans who have received less than fully honorable discharges with military discharge reviews and upgrades. Our legal services are nested within a continuum of care to stabilize at-risk and homeless veterans - many of whom suffer from multiple physical and psychological injuries - address their basic needs and keep them involved while we help them through the long and arduous legal processes of upgrading their discharges or receiving VA benefits.

We win hundreds of thousands of dollars in VA disability compensation and pension benefits on behalf of our clients. Many of our clients are also awarded free lifetime healthcare from the VA. Our legal staff served 685 veterans, providing advice to 219 veterans and ongoing representation to 466. Nearly all (97 percent) of the cases adjudicated were in the veteran’s favor, helping clients receive over $12,000,000 in VA benefits and averaging $27,379 in retroactive benefits and $1,341 in ongoing monthly payments. To help meet the needs of Iraq and Afghanistan veterans, we expanded upon the Pro Bono Project through a variety of outreach initiatives and partnerships, resulting in 39 new participants. In partnership with Practising Law Institute and the State Bar of California we have delivered training to more than 1,000 attorneys interested in working with veterans.
# 2012

## Income

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>$6,161,215</td>
<td>71.0%</td>
</tr>
<tr>
<td>Foundations/Corporations</td>
<td>1,215,252</td>
<td>14.0%</td>
</tr>
<tr>
<td>Fees</td>
<td>718,157</td>
<td>8.3%</td>
</tr>
<tr>
<td>Donations &amp; Events</td>
<td>464,444</td>
<td>5.4%</td>
</tr>
<tr>
<td>Investment &amp; Other Income</td>
<td>114,876</td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$8,673,944</strong></td>
<td><strong>100.0%</strong></td>
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</tbody>
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## Expenses

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Services</td>
<td>$4,103,741</td>
<td>46.3%</td>
</tr>
<tr>
<td>Health &amp; Support Services</td>
<td>662,723</td>
<td>7.5%</td>
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<tr>
<td>Employment</td>
<td>1,536,946</td>
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<tr>
<td>Benefits Advocacy/Legal Services</td>
<td>603,003</td>
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<tr>
<td>Institute for Veteran Policy</td>
<td>587,393</td>
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<tr>
<td>Administration</td>
<td>973,820</td>
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<tr>
<td>Fundraising</td>
<td>402,783</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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## Assets

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<tr>
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<tr>
<td>Release of Temporarily Restricted Net Assets</td>
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<tr>
<td>Total Change in Assets</td>
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<tr>
<td>Depreciation</td>
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<tr>
<td><strong>Total Change in Assets Before Depreciation</strong></td>
<td><strong>$912,201</strong></td>
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## Liability & Net Assets

<table>
<thead>
<tr>
<th>Assets</th>
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<tr>
<td>Current Assets</td>
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<td>Fixed Assets</td>
<td>2,417,175</td>
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<td><strong>$5,038,426</strong></td>
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<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>Amount</th>
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<tbody>
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<td>Current Liabilities</td>
<td>$832,849</td>
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<tr>
<td>Long Term Liabilities</td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>$1,105,740</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Unrestricted Net Assets</td>
<td>$2,194,115</td>
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<tr>
<td>Temporarily Restricted Net Assets</td>
<td>2,325,900</td>
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<tr>
<td>Permanently Restricted Net Assets</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$4,567,550</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Total Liabilities &amp; Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td><strong>$5,673,290</strong></td>
</tr>
</tbody>
</table>
Financials

INCOME

Fiscal Year 2012 Income

71%  
Government

14%  
Foundations/Corporations

8.3%  
Fees

5.4%  
Donations & Events

1.3%  
Investment & Other Income

EXPENSES

Fiscal Year 2012 Expenses

46.3%  
Supportive Housing Services

7.5%  
Health & Support Services

17.3%  
Employment & Training Services

6.8%  
Legal Services/Benefits Advocacy

6.6%  
Advocacy/Institute for Veteran Policy

11%  
Administration

4.5%  
Fundraising
We are grateful to all the donors who made it possible for us to continue our work on behalf of veterans in 2012. Thank you for your continued support!

$500,000 +

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Prudential Financial, Inc.

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The California Wellness Foundation
Charles & Helen Schwab Foundation
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**Mission**

War causes wounds and suffering that last beyond the battlefield. Our mission is to heal the wounds, to restore dignity, hope and self-sufficiency to veterans in need, to prevent and end homelessness and poverty among the veterans we serve, and to promote and protect the rights of all veterans.

**Goal**

Swords to Plowshares’ goal is to alleviate homelessness and suffering within the veteran community. Unfortunately, far too many of our nation’s former servicemembers live in poverty and without a home—nearly one-third of all homeless adults are veterans. Many of these veterans suffer isolation and illness.

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