40 Years of Service to Bay Area Veterans

2014 ANNUAL REPORT
2014

A Year in Review

Comprehensive Services for Veterans

1,370

Served through our Drop-In Center

- 88% received ongoing counseling & case management
- 40 daily visits

255

Received employment & job training services

- 179 veterans placed in jobs
- 95% job retention rate
- 91 veterans enrolled in free vocational training programs

886

Helped obtain or retain permanent housing

- 106 veteran families with children
- 90%+ maintained permanent housing
- 140 enrolled in money management services

87

Women served through the Women Veterans Professional NetWork workshops

- 50% employed within 120 days
- Ongoing professional development and career coaching provided
- 15 peer mentors provide ongoing support
3,112
San Francisco Bay Area
Homeless and Low-Income Veterans Served

20%
Post–9/11

39%
Seniors 55+

14%
Women vets

34%
Enrolled in multiple programs

554
Housed in our supportive housing programs

• 247 disabled veterans in permanent housing
  — 98.8% remained housed
• 307 enrolled in transitional housing

732
Received free legal services

• 378 received full legal representation for VA benefits
• 354 received legal advice at our 5 ongoing legal clinics
• 125 pro bono attorneys & 107 cases placed
• $8.5 million total disability benefits won

1,539
Professionals received our unique Combat to Community training

• 2,308 Continuing Education Units awarded to police, clinicians, behavioral health providers and attorneys

37
Organizations received technical assistance

• Coordinated statewide initiatives to improve women veterans’ health and all veterans’ employment outcomes in CA and TX

Outcomes reflect the 2014 calendar year
When Their Service Ends, Ours Begins...

OUR MISSION

War causes wounds and suffering that last beyond the battlefield. Swords to Plowshares’ mission is to heal the wounds, to restore dignity, hope, and self-sufficiency to all veterans in need, and to prevent and end homelessness and poverty among veterans.

Founded in 1974, Swords to Plowshares is a community-based not-for-profit organization that provides counseling and case management, employment and training, housing, and legal assistance to veterans in the San Francisco Bay Area. We promote and protect the rights of veterans through advocacy, public education and partnerships with local, state and national entities.

OUR VISION

All veterans will have access to the care and services they need to rebuild their lives.

OUR MODEL

Our model of care is based on the philosophy that the obstacles veterans face—including homelessness, unemployment and disability—are interrelated and require an integrated network of support within the community and continuum of care.
HEALTH & SOCIAL SERVICES

Swords to Plowshares’ Health and Social Services (HSS) case managers in our Frontline Drop-in Center provide outreach and critical care to help homeless and low-income veterans improve their health and wellness while they work on long-term goals to build their stability. Our Drop-in Center is the gateway to our continuum of care, the holistic model upon which our service delivery is based. The Drop-in Center saw an average of 40 daily visits with 88% of our HSS participants receiving wrap-around counseling and case management. Once a veteran’s housing is stabilized, many receive money management services, career training and job placement assistance. Last year 140 veterans utilized these services that helped ensure housing retention and long-term economic stability for themselves and their families.

KEY FUNDERS: Department of Veterans Affairs, City and County of San Francisco

1986 Established our Frontline Drop-in Center

SUPPORTIVE SERVICES FOR VETERAN FAMILIES

Our VA-funded Supportive Services for Veterans Families (SSVF) program provides rapid re-housing assistance, eviction prevention, and housing-related financial assistance and support services to increase veterans’ housing stability. In 2014, we concluded the first year of the SSVF program expansion to the East Bay to serve homeless and at-risk veteran families in Alameda and Contra Costa counties. Case managers and housing placement specialists helped nearly 900 veteran families obtain or retain permanent housing last year with a housing retention rate of 98%.

KEY FUNDERS: Department of Veterans Affairs

1990 Executive Director, Michael Blecker, co-founded the National Coalition for Homeless Veterans
SUPPORTIVE HOUSING

Swords to Plowshares housing efforts contributed to an astounding 20% reduction in veteran homelessness in San Francisco—from an estimated 919 homeless veterans in 2011 to 720 homeless veterans in 2014—a significant step toward ending veteran homelessness in San Francisco and nationally as part of the VA’s 5-year plan. **The opening of 250 Kearny brought Swords housing capacity to 474 units in 2014; a 61% increase from 2013 and our largest capacity to date.** Permanent supportive housing sites, such as the Veterans Commons, Veterans Academy and Chinook Family Housing have a 98.8% retention rate among our residents.

**KEY FUNDERS:** Department of Veterans Affairs, Housing and Urban Development, Lennar Charitable Housing Foundation

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LEGAL SERVICES

In 2014, Swords’ legal program provided 732 veterans with expert legal benefits assistance—the highest number of clients served by this program in our 40-year history. **A thriving Pro Bono Program comprised of 150 volunteer attorneys and the establishment of the Pro Bono Advisory Board helped us to serve 40% more veterans this year than in 2013.** Staff attorneys secured more than $8.5 million in total retroactive and on-going monthly disability benefits from the VA for our clients, as well as life-long access to VA healthcare. Swords to Plowshares is one of the very few organizations in the country that provides these specialized legal services free of charge, including representation by an attorney, to help homeless and low-income disabled veterans increase their health and financial stability.

**KEY FUNDERS:** May & Stanley Smith Charitable Trust, Genentech, Bill Brockett Foundation, California Department of Veterans Affairs

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1988

Opened our first transitional housing program for homeless veterans

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1979

Staff attorneys won one of the first PTSD cases in the country
**EMPLOYMENT & JOB TRAINING**

Swords to Plowshares’ employment and training program provides job placement assistance and vocational training programs to help veterans translate their military skills and train for high-wage, high-growth civilian careers. Our organization has provided Bay Area veterans with employment assistance since 1974. In 2014, we further expanded services in the East Bay and opened a new Oakland Drop-in Center to better serve the large and growing population of East Bay veterans and their families.

**KEY FUNDERS:** Department of Labor, JP Morgan Chase, Wells Fargo, Y&H Soda Foundation

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**2009**

**Opened an Employment & Training Service Center in the East Bay**

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**INSTITUTE FOR VETERAN POLICY**

The Institute for Veteran Policy (IVP) focuses on community education, policy and research on the needs of returning veterans. IVP’s well-received Combat to Community veteran cultural competency training is customized for law enforcement, first responders, hiring managers, human resources professionals, behavioral health clinicians and direct service providers. The targeted trainings provide information on veteran culture, service-related mental health conditions, issues facing under-represented veterans, stability and economic issues, as well as supporting and valuing veterans in the civilian workplace. Additionally, through the Women Veterans Program, we are continually working to improve our programs and the system of care to meet the needs of the women who have served. **Concluding its first program year, the Women Veterans Professional Network engaged 87 women in 2014; 50% found full-time employment within four months.**

**KEY FUNDERS:** Walmart Foundation, Prudential Foundation, The California Wellness Foundation

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**2009**

**Established the Women Veterans Program to address the unique need of women servicemembers**
INFRASTRUCTURE

Our staff totaled 154 at the end of 2014, our largest size ever! Every program at Swords to Plowshares saw expansions of services and increases in staffing. Our ability to reach veterans has never been stronger and our services and programs are more comprehensive than ever before.

In 1974, we started with a single grant and a small location on Valencia Street. Now, 40 years later with an annual budget of over $12 million, seven housing sites, and two Drop-in Centers we are still doing the same thing we set out to do—*heal the wounds of war, restore dignity, hope and self-sufficiency to all veterans in need, and end homelessness among veterans.*

**Board of Directors**
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### 2014 Audited Financial Information

#### INCOME

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Government</td>
<td>$7,236,249</td>
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<tr>
<td>Foundations/Corporations</td>
<td>$2,964,179</td>
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<tr>
<td>Fees</td>
<td>$606,570</td>
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<tr>
<td>Donations &amp; Events</td>
<td>$428,824</td>
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<tr>
<td>Investment &amp; Other Income</td>
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<td><strong>Total Income:</strong></td>
<td><strong>$12,144,569</strong></td>
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#### EXPENSES

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<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Housing Programs &amp; Services</td>
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<tr>
<td>Health &amp; Support Services</td>
<td>$1,952,177</td>
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<td>Employment Services</td>
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<td>Legal Services</td>
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<td>Institute for Veteran Policy</td>
<td>$1,647,263</td>
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<td>Administration</td>
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<td>Fundraising</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$12,306,717</strong></td>
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### Fiscal Year Ending 6/30/14

- **59.6%** Government
- **24.4%** Foundations/Corporations
- **7.5%** Investment & Other Income
- **5.0%** Fees
- **3.5%** Donations & Events
- **3.3%** Fundraising

- **43.5%** Housing Programs & Services
- **15.9%** Health & Support Services
- **13.4%** Institute for Veteran Policy
- **10.1%** Administration
- **5.2%** Legal Services
- **8.7%** Employment Services
The generosity and dedication of our donors, past and present, inspire and support our work in the community. Together, we continue to profoundly and positively impact the lives of so many veterans.

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Oakland, CA 94612
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RESIDENTIAL PROGRAM SITES

The Veterans Academy
San Francisco, CA

Treasure Island Transitional Housing Program
San Francisco, CA

DeMontfort Street Transitional Housing Program
San Francisco, CA

Chinook Family Housing
San Francisco, CA

Veterans Commons
San Francisco, CA

250 Kearny
San Francisco, CA

Fairfax Hotel
San Francisco, CA