Dear Friends and Supporters,

2015 was an important year for us, bringing the end of President Obama’s ambitious 5-year plan to end veteran homelessness. The San Francisco Bay Area made great strides in addressing veteran homelessness, seeing reductions in total homeless populations, as well as with veteran families and the chronically homeless population.

Legal advocacy for underrepresented and forgotten veterans has always been and will continue to be a priority for Swords to Plowshares. In December 2015, Swords along with the National Veterans Legal Services Program, Legal Services Center of Harvard Law School, and Latham & Watkins LLP, submitted a Rulemaking Petition to the Department of Veterans Affairs Secretary. The petition illustrates the VA’s systemic exclusion of veterans with “bad paper” and provides practical recommendations to the VA’s regulations in order to expand access to the care and benefits owed to those veterans.

The growing needs of senior veterans has been at the forefront of our advocacy and direct services in the last year. **In 2015, 1,188 senior veterans were assisted in our Supportive Housing, Legal, Employment, Supportive Services for Veteran Families, and Frontline Drop-in Center programs.** As aging veterans struggle to find suitable assisted living and care, and new age and service-related issues begin to plague them, veterans are struggling to access the critical services needed to remain independent and in their communities. Time does not heal all wounds. If left untreated, traumatic brain injury and PTSD can drive a veteran to despair even 40 years after combat. A staggering two out of three veteran suicides are of those over the age of 50. We must be aware of the growing health risks among the aging Vietnam veteran population and take proactive steps to address them. As their needs grow, we can honor these brave veterans with our support and let them age with dignity.

Our expertise and that of our partners has enabled us to advocate for resources and effect change at the local and national level. One such addition to our partnerships was Craig Newmark of Craigslist and craigconnects.org, who joined the Swords Advisory Board in November 2015. An ardent supporter of our organization over the years, he now joins us in an official capacity with the shared goal of ensuring that veterans are set up for success after their military service. His guidance will improve our ability to utilize supportive technologies and help veterans work toward better outcomes—a critical need for any non profit.

The staff at Swords to Plowshares and our supporters are deeply committed to providing culturally appropriate and comprehensive services to veterans and advocating on behalf of the men and women who have served our country. In 2015 alone, we helped more than 3,100 veterans and their families overcome obstacles while transitioning from combat to community, yet there are still so many more who need our help here in the Bay Area.

With nearly 200 employees at service centers in San Francisco and Oakland as well as seven housing sites, our ability to reach veterans has never been stronger. Thank you for your continued support and encouragement.

Sincerely,

Michael Blecker
Executive Director

Stephen Plath
Board of Advisors Chair
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 case management. Once a veteran’s housing is stabilized, many receive money management services, career training and job placement assistance. **Last year, 654 veterans utilized these services that helped ensure housing retention and long-term economic stability for their families.**

**KEY FUNDERS**
San Francisco Department of Public Health - Community Behavioral Health, DAV Charitable Service Trust, USAA Federal Savings Bank

<table>
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<tr>
<th>654</th>
<th>homeless and low-income veterans assessed for critical needs and provided with case management</th>
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<td>25%</td>
<td>were enrolled in two or more Swords to Plowshares programs</td>
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Del Seymour, Board Member, and Michael Blecker, Executive Director, at the San Francisco Pride Parade
SUPPORTIVE SERVICES FOR VETERAN FAMILIES

Our VA-funded Supportive Services for Veterans Families (SSVF) program provides rapid permanent re-housing assistance, eviction prevention, and housing-related financial assistance and support services to increase veterans’ housing stability. In 2015, we concluded the second year of SSVF program expansion to the East Bay to serve homeless and at-risk veteran families in Alameda county. Case managers and housing placement specialists made 27-30 housing placements each month with a high housing retention rate of 98%.

KEY FUNDERS

Department of Veterans Affairs

1,254 veteran families helped with rapid re-housing and eviction prevention services

1995

Swords and four California organizations founded the California Association of Veteran Service Agencies (CAVSA) to improve services for California veterans and educate our communities

Residential Staff at a Swords to Plowshares All Staff Meeting at the War Memorial
**SUPPORTIVE HOUSING**

Swords to Plowshares housing efforts contributed to an astounding 40% reduction in veteran homelessness in San Francisco—from an estimated 919 homeless veterans in 2011 to 557 homeless veterans in 2015. This is a significant step toward ending veteran homelessness in San Francisco as part of the VA’s 5-year plan. Our total capacity on any given night is nearly 500 beds or units. Permanent supportive housing sites, such as the Veterans Commons, Veterans Academy and Chinook Family Housing have a 98% retention rate among our residents.

**KEY FUNDERS**

Department of Veterans Affairs, Department of Housing and Urban Development, Bank of America, MUFG Union Bank

611 veterans housed in stabilization, transitional, and permanent supportive housing

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1988

Began our first transitional housing program and purchased a housing site to operate the program in the Tenderloin district of San Francisco

The Veterans Academy in San Francisco
LEGAL SERVICES

In 2015, Swords to Plowshares’ legal services program provided 1,077 veterans with expert legal veterans benefits assistance. A thriving Pro Bono Program comprised of more than 30 Bay Area law firms and corporations, as well as our Pro Bono Advisory Board, helped us to nearly double our program goal. Staff attorneys secured more than $13 million in total retroactive and on-going monthly disability benefits from the VA, 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 free specialized legal services, including representation by an attorney to help homeless and low-income veterans with disabilities increase their health and financial stability. We are the only organization to nest these services within a continuum of care.

KEY FUNDERS

San Francisco Human Services Agency, San Francisco Mayor’s Office of Housing and Community Development, Genentech Foundation, Bill Brockett Foundation, May & Stanley Smith Charitable Trust

1,068 homeless and low-income veterans with disabilities received free legal services

583 clients helped with their VA claims by pro bono attorneys

1978

Swords became the first organization in 32 years certified by the VA to represent veterans seeking benefits

Members of the Legal team at a Veteran Resource Fair
EMPLOYMENT & TRAINING

Swords to Plowshares’ Employment and Training program provided 319 veterans with job placement assistance and vocational training programs to help veterans translate their military skills and train for new high-wage, high-growth, civilian careers. We have provided Bay Area veterans with employment assistance since 1974. Staff in the unit develop relationships with employers who have committed to hiring veterans and/or developing veteran hiring initiatives. We also engage in outreach to employers and business leaders, building relationships with corporate partners to develop vocational training programs that will result in the industry-recognized certifications that veterans need to obtain positions in high-wage careers, with the potential for growth.

KEY FUNDERS

Employment Development Department, Department of Labor, Department of Veterans Affairs, Y & H Soda Foundation, The Walther Foundation

319 veterans assisted with job placement and vocational training services

$20.27 average hourly wage of job placements for veterans

2009

We expanded our Employment and Training Services in the East Bay and SF War Memorial Building

Women Veteran Professional Network Training
POLICY & COMMUNITY EDUCATION

The Institute for Veteran Policy (IVP) focuses on community education, policy and research on the needs of veterans. IVP’s well-received Combat to Community® (C2C) veteran cultural competency education training series with modules for law enforcement, first responders, hiring managers and behavioral health clinicians provides de-escalation techniques, information on veterans’ service-related mental health conditions and stability issues, as well as the benefits of hiring a veteran. Over 1,000 veterans received specialized job training and supportive services through the Veterans Employment and Training Collaborative, a re-granting program that addresses the unique needs of veterans across California and Texas.

Swords to Plowshares’ expertise enables organizations to better serve veterans throughout the country from community education, to technical assistance and re-granting opportunities.

KEY FUNDERS

Walmart Foundation, Prudential Financial Foundation, Newman’s Own Foundation, The California Wellness Foundation

2,822 professionals received Combat to Community® training

106 women veterans participated in career building workshops through the Womens Veterans Professional Network

2008

Swords developed Combat to Community®, our cultural competency training program aimed at police officers, clinicians, employers, and service providers

Moral Injury Symposium hosted with the University of San Francisco
INFRASTRUCTURE

Swords to Plowshares grew to an all-time high of 195 staff members! Every program at Swords saw expansions of services to veterans and increases in staffing. We continue to diversify our funding streams and add community partnerships to our programs to provide resources and pathways toward health, wellness and self-sufficiency. Two service centers, office locations, seven housing sites, and 3,120 veterans served is a record to be proud of as we continue the path toward ending veteran homelessness among Bay Area veterans and their families.

As a trusted member of the veteran community, Swords to Plowshares is a conduit of resources to veterans and community partners, using these funds to help prevent and end homelessness. Nearly $3 million are sent directly back out into the community in the form of rental assistance payments, stipends to veterans participating in vocational training, food vouchers for hunger relief, and re-grants to community organizations making a difference in their communities throughout California and Texas.

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Roger Walther: CEO, Tusker Corp.
Carol Wilder: Professor, The New School
**2015 AUDITED FINANCIAL INFORMATION**

**INCOME**
Government ........................................... $12,102,954 ....... 74.2%
Foundations/Corporations ......................... $1,923,984 ........ 11.8%
Fees ...................................................... $887,878 ......... 5.4%
Donations & Events ................................... $511,185 ........ 3.1%
Investment & Other Income ....................... $879,055 ........ 5.4%
Total ..................................................... $16,305,056 ...... 100%

**EXPENSES**
Program
- Housing Services ................................ $7,242,994 ........ 44.4%
- Health & Support Services .................... $4,300,813 ........ 26.4%
- Employment ....................................... $1,109,824 ........ 6.8%
- Legal .................................................. $877,014 ........ 5.4%
- Insitute for Veteran Policy ..................... $890,309 ........ 5.5%
Administration ..................................... $1,458,074 ........ 8.9%
Fundraising ............................................ $436,797 ........ 2.7%
Total ..................................................... $16,315,825 ...... 100%

**ASSETS**
Current Assets ....................................... $4,731,907
Fixed Assets .......................................... $2,538,159
Total ..................................................... $7,270,066

**Sources of Funds:**
- Donations & Events (3.1%)
- Fees (5.4%)
- Foundations/Corporations (11.8%)
- Investment & Other Income (5.4%)
- Government (74.2%)

**Uses of Funds:**
- Administration (8.9%)
- Fundraising (2.7%)
- Institute for Veteran Policy (5.5%)
- Legal (5.4%)
- Employment (6.8%)
- Housing Services (44.4%)
- Health & Support Services (26.4%)

**Conduit of Resources:**
- Veteran Assistance (27%)
- Housing Assistance (48%)
- Hunger Relief (14%)
- Regranting (11%)

**Total: $2.8 million**
DONORS

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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Swords to Plowshares

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Fairfax Hotel · San Francisco, CA
The Stanford at 250 Kearny · San Francisco, CA
Treasure Island Transitional Housing Program · San Francisco, CA
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