Dear Friends and Supporters,

With this annual report, we hope to give you a glimpse of the work we do throughout the year to better the lives of San Francisco Bay Area veterans. Whether it is matching each veteran with the right job or getting a veteran with impaired mobility into housing with ADA accessibility and onsite supportive services, our work will never stop.

I encourage you to read through each section, noting how all our services are interrelated and provide care and assistance within a continuum. We work within this continuum to address veterans’ immediate needs and develop a long-term plan that focuses on improving their health, economic stability, and overall well-being.

During times of adversity, we must stand tall and strong. Limited resources and a tough housing climate make the work we do everyday so important to those we serve. The safety net provided at Swords to Plowshares is essential to keeping those at risk for homelessness safe, healthy, and housed.

The staff and board of directors at Swords to Plowshares thanks you for your continued support of our mission.

Sincerely,

MICHAEL BLECKER
Executive Director
Vietnam Combat Veteran
U.S. Army 1967-1970
2018 Annual Report

Swords to Plowshares at a Glance

In 2018, Swords to Plowshares helped 2,798 San Francisco Bay Area veterans with our veteran-specific continuum of care. Our five direct service programs – two Services Centers, Supportive Services for Veteran Families (SSVF) Program, Employment and Training Program, Supportive Housing Programs, and our Legal Program – provide the holistic services and wraparound support low-income, homeless, and at-risk veterans need to gain greater stability and independence.

In addition to our direct services, we are engaged in advocacy at the local, state, and national level. Our dedicated Policy Department, the Institute for Veteran Policy (IVP), conducts cutting-edge research informed by our direct services and focus groups to discover current and emerging needs of veterans. Our innovative Combat to Community™ Veteran Cultural Competency Training educates thousands of professionals each year.

Exciting new developments in 2018 included the groundbreaking of our next permanent supportive housing site in Mission Bay, which will soon be home to 62 formerly homeless veterans and 56 low-income families. Our Service Center in San Francisco launched new ongoing peer support and therapy groups focused on the needs of underrepresented veterans.

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2 Service Centers
5 Ongoing legal clinics
7 Supportive Housing Sites

2,798
San Francisco Bay Area
low-income, homeless, & at risk veterans served.

1,350
Veterans were homeless upon entry.

52%
Served were over 55 years old.

74%
of veteran clients had a disability.

29%
were post 9/11 veterans.
Aging in Place

Aging Veterans Have Complex Health and Social Service Needs

74% served were over 55 years old.
20% of our veterans are Vietnam era or older

353 senior veterans live in our supportive housing sites in 2018

26% of employment program clients were over 55 years old

The senior veterans we serve often experience serious health concerns due to histories of trauma and homelessness, combined with chronic age-related and service-connected conditions. Nearly three out of every four veterans we serve are over the age of 55, including the 353 senior veterans who lived with us at one our supportive housing sites in 2018. As these veterans age, the complexity of their health needs continues to grow.

Our Policy Department, the Institute for Veteran Policy (IVP), partners with our local Department of Veterans Affairs (VA) hospital at Fort Miley and other providers in the community to strategically plan for the needs of senior veterans in the Bay Area through monthly Aging Veteran Collaborative meetings.

Our residential programs continue to add services and activities to help residents stay active and involved. This year, we hired dedicated staff to plan activities for the residents such as bowling, fishing, karaoke, bingo, group meals, and sporting events. These popular activities help our veteran residents avoid social isolation, build community, and improve their overall health and well-being. In 2018, we also began providing in-home support at our residential sites to help our large population of older residents age safely in place in their community.
Housing Programs & Services

Housing is Critical To Stability

946 nights of emergency housing provided
296 veterans and their families secured permanent housing
89 veterans and their families avoided eviction
526 served through our supportive housing programs

On average, these veterans were previously homeless for 36 months

Our comprehensive care model provides veterans with histories of chronic homelessness the supportive services and access to the resources they need to stabilize their lives and become independent. With a Housing First approach, we coordinate a variety of housing strategies in our efforts to end veteran homelessness.

Through the Department of Veterans Affairs’ Supportive Services for Veteran Families (SSVF) program, as well as the generosity of private funders, we provide temporary emergency housing placement to get veterans off the streets and on the path to a long-term, permanent housing solution. Following an emergency placement, case managers immediately begin rapid re-housing services to quickly find and place the veteran family in permanent housing in the rental market, avoiding what otherwise could be a lengthy episode of homelessness. The SSVF Program also provides crucial eviction prevention services, helping veterans at imminent risk remain in their homes and avoid homelessness in the first place.

For veterans with disabilities experiencing chronic homelessness, supportive housing provides both the permanent housing and supportive services vulnerable veterans need to achieve long-term stability. Swords to Plowshares’ two stabilization and five permanent supportive housing facilities offer ongoing case management and a variety of services to increase the stability, health, and overall wellness of veteran residents. In 2018, we broke ground on our newest permanent supportive housing project in Mission Bay, to be completed by the end of 2019. Additionally, we plan to open another new supportive housing project, Maceo May Apartments, on Treasure Island in 2021.
Community Partners

Community Partnerships Are Vital to Accomplishing Our Goals

Alone, Swords to Plowshares cannot meet the needs of every homeless veteran in the San Francisco Bay Area. We partner with other organizations in the community to ensure that the homeless veterans we serve get all the help they need. In addition to financial program support, we rely on the generosity of community members who volunteer their time or services to help Bay Area veterans.

- Our Veterans Legal Pro Bono Program has more than 200 participating attorneys from 46 law firms and corporations providing free legal assistance to help veterans access their service-connected VA benefits and obtain military discharge upgrades.

- Corporate volunteer groups donate their time by serving meals, organizing hygiene kits, and assisting with improvement projects at our supportive housing sites.

- Employers in the Bay Area continue to work closely with our Employment and Training Program to create pathways to employment in high-wage jobs that are in demand by veterans.

- Thousands of behavioral health, law enforcement, human resources, education, and other professionals serving veterans engage in our veteran cultural competency trainings every year to improve their ability to provide appropriate care and support to veterans.

200 pro bono attorneys from 46 law firms & corporations volunteered to provide:

- served 129 veterans at legal clinics
- full legal representation to 101 veterans

39 local companies hired our veteran clients, including municipal agencies, transportation and security firms, construction companies, etc.

3,298 Combat to Community™ participants included police, clinicians, mental health providers, educators, & human resource professionals who received training from Swords to Plowshares’ Institute for Veteran Policy (IVP) team.
Swords to Plowshares helps veterans improve their economic stability and independence through two key services: our Employment and Training Program and Legal Program.

Our Employment and Training Program staff work with veterans one-on-one to address their individual needs, overcome obstacles to employment, and determine a long-term career plan. We partner with Bay Area employers who are not just interested in hiring veterans, but also have the capacity to place them in stable, high-wage careers. We work with our employer partners to determine the qualifications they are looking for and match them with a veteran looking for work to ensure the right fit.

We also help veterans with disabilities increase their access to disability benefits income, healthcare, and other supportive services. Our Legal Program is one of the few in the country that provides free legal consultation and representation by attorneys specializing in VA law to veterans seeking assistance with Department of Veterans Affairs (VA) benefits and military discharge upgrade cases. With the help of attorneys from top Bay Area law firms, our Veterans Legal Pro Bono Program expands our capacity to provide crucial legal services for more veterans in need of expert legal assistance.
SWORDS TO PLOWSHARES

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Audited Financials & Infrastructure

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<th>Source</th>
<th>Percentage</th>
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<td><strong>Total</strong></td>
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Swords to Plowshares continues to grow each year, nearly doubling our staff and budget from five years ago. Our dedication to diversifying funding streams and building new community partnerships demonstrates our commitment to staying in the community for years to come. While we grow, our focus will remain with the needs of our most vulnerable veterans and addressing the affordable housing shortage in the San Francisco Bay Area.

**Expenses**

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**Assets**

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<td>Fixed Assets</td>
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<td>$7,594,929</td>
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Audited Financials & Infrastructure

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.

$250,000+
Wal-Mart Foundation
Horace W. Goldsmith Foundation
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$100,000 - $249,999
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