We are Swords to Plowshares

We’re a community-based non-profit 501(c)(3) organization that helps nearly 3,000 Bay Area veterans every year. We provide support in three key areas: **financial stability, health & wellness, and housing.**

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

### Our Philosophy
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.

### Our Vision
All veterans will have access to the care and services they need to rebuild their lives.
When their service ends, our service begins.

FACILITIES MANAGER, U.S. NAVY AND AIR FORCE VETERAN, CHRISTIAN BURRIESCE AND OUTREACH SPECIALIST, U.S. ARMY VETERAN, CHRISTOPHER HERNANDEZ.
A Word From Our Executive Director

Dear Friends & Supporters,

As I reflect on 2019, I feel proud to share with you the successes that Swords to Plowshares accomplished this past year and, as always, honored to be part of such a quality organization. Inside this annual report, you will find inspiring stories and statistics that demonstrate Swords to Plowshares' valuable impact on the lives of Bay Area veterans and remind us daily of the importance of our work.

For 45 years, Swords to Plowshares has been a constant in the Bay Area community, striving to reduce veteran homelessness and poverty and help underserved veterans improve the quality of their lives. During this time, our dedicated partners, supporters, and staff have enabled us to grow as an agency, expand our housing programs, and adapt our services to meet the emerging needs of our clients.

Last year marked an impressive year of growth for our Supportive Housing programs. Swords to Plowshares renovated and modernized our permanent supportive housing site in the Presidio, took over management of a residential program for veterans in Martinez, and nearly completed construction of a 119-unit affordable housing site in the Mission Bay for homeless veterans and low-income families.

In 2019, Swords to Plowshares supported 2,981 vulnerable veterans, more than half of whom were homeless, extremely low-income, over 55 years old, and disabled. This tells us that the work we do each day remains as critical as ever and motivates us to improve our programs and service delivery to better support different populations of veterans, including women, LGBTQ, and senior veterans.

The staff and board of directors at Swords to Plowshares thank you for your continued support of local veterans. We hold a core belief that veterans deserve to be treated with dignity and respect, and together, we can ensure that veterans have access to the care and services they need to rebuild their lives. As we look ahead, I am confident that we will make this vision a reality.

Sincerely,
Michael Blecker
EXECUTIVE DIRECTOR
VIETNAM COMBAT VETERAN
U.S. ARMY 1967-1970
Our Approach

The Theory of Change

Swords to Plowshares has been engaged in an intensive process to develop our organizational Theory of Change. We are committed to continuous learning and improving the ways in which we measure our impact. It is our belief that the obstacles veterans face — including homelessness, unemployment and disability — are interrelated and require an integrated network of support. The development of our Theory of Change allows us to test that theory and uncover ways in which we can deliver the most effective care and services to homeless, low-income and at-risk veterans.

We are pleased to share with our community of supporters the initial Theory of Change which will guide our care approach, help us to identify needs & trends and measure impact over time.

Changes to Veteran Life Circumstances
- Strengthen mental health
- Increase housing stability
- Build community of support
- Increase financial stability

Changes to Veteran Readiness
- Eligibility
- Motivation
- Knowledge of supports

Changes to Veteran Concrete Needs
- Transportation
- Medical care
- Hygiene
- Clothing
- Email, internet, phone & mail
- Activities of daily living
- Short-term shelter
- Substance abuse
- Food
OAKLAND RAIDERS DEFENSIVE END, DION JORDAN (CENTER) WITH VETERANS AT SWORDS TO PLOWSHARES CLIENT HOLIDAY LUNCHEON
This year, we provided 2,981 Bay Area veterans with wrap-around services and support.

Veterans we serve are...

- **55% Homeless**
  - on average for 39 months
- **56% Disabled**
  - Many report more than one disability
- **50% Non-White**
  - 40% of our overall clientele are Black

**Age**
- 16% 18-34
- 30% 35-54
- 54% 55+

**Income**
- 72% extremely low-income
- 45% earn less than $1,000/month
We help our veterans every step of the way.
Our Impact

Our services support veterans in three key areas

FINANCIAL STABILITY

130 vets got jobs & increased average monthly income by $2,865

We won $24 million in disability income for vets + free VA healthcare for life!

HEALTH & WELLNESS

70 residents received in-home supports to assist with activities of daily living

300 residents participated in community engagement activities to decrease isolation

HOUSING

534 vets lived in Swords’ supportive housing

295 vets obtained & kept independent housing

We provided 2,541 nights of emergency housing

Community partnerships are key to our success

PRO BONO ATTORNEYS

Contributed over 1,480 hours of legal assistance, helped 108 veterans at Legal Clinics, and served 96 veterans with full representation

PROFESSIONALS TRAINED

With free community education, including law enforcement, first responders, mental health and social service professionals, educators, and employers

CORPORATE VOLUNTEERS

Spent 400 volunteer hours doing meal service, hygiene kit assembly, and beautification projects
I’M THE FIRST...

**U.S. citizen, veteran, and college graduate** in my family.

BUT I’M NOT...

the first person in my family to have dealt with **housing issues and the housing crisis**.

BRUCE CALDERON
UNITED STATES MARINE CORPS, 2011-2016
Bruce Calderon

During his time in the Marines, Bruce served as an intelligence analyst. He was deployed to Afghanistan and later stationed in Japan and South Korea, where he met his wife, Minji. With most of his military service spent overseas, Bruce lacked a support network when he returned to the United States. As a result, he struggled to transition to civilian life in the San Francisco Bay Area.

Bruce suffered from mental and physical injuries sustained during his service and went to the VA Clinic in Fremont looking for support and resources. The VA referred him to Swords to Plowshares. Bruce met with Swords to Plowshares’ staff who provided him employment services to translate his military skills into an effective resume as well as legal advice for his VA benefits claim. Through legal counsel, Bruce won 100% service-connected disability compensation from the VA, which provided him the financial support he needed to return to school. Bruce successfully completed his undergraduate degree at San Francisco State University in 2018 and is now in his 2nd year at UC Hastings College of the Law. This past summer, he completed a legal internship with Swords to Plowshares’ Legal Services program. Bruce now lives with his wife, Minji, in San Lorenzo and looks forward to finishing law school and becoming a public defender.
Overview of Trends We See

Acuity of Vets

Since 2012, through collaboration between Swords to Plowshares and key federal and local partners, we have made significant progress toward ending veteran homelessness in San Francisco, but the fight is not over. Homelessness in Alameda County, where our Oakland Service Center is located, is expanding rapidly, and both San Francisco and Alameda counties have high percentages of vulnerable, unsheltered veterans. Of the 608 known homeless veterans in San Francisco, 81% are unsheltered. Similarly, in Alameda County, 79% of the 692 homeless veterans are unsheltered.

As we continue to house homeless veterans, we have seen that those still remaining on the street have multiple and compounded stability challenges such as chronic homelessness, untreated substance use disorders, and mental health disabilities. This year, many such “high acuity” veterans sought help from our programs.
How we meet the need

Vulnerable, high-acuity homeless veterans need considerable support from our programs to obtain housing and successfully remain housed. This year we expanded our programs to meet this important need.

**Housing Specialist at DMFT**
Veterans exiting mental health stabilization housing programs often face challenges finding a permanent housing placement, and many need a high level of support to avoid returning to the street. This year, we added a Housing Specialist position at our DeMontfort Stabilization Housing Program to increase successful placements through specialized case management and outreach to housing providers in the community.

**GPD Mobile Programs**
Without ongoing support, many formerly homeless veterans newly placed in permanent housing are at risk of losing their housing and becoming homeless again. This year, we were thrilled to add mobile “aftercare” case management services for veterans exiting transitional housing programs in both San Francisco and Alameda counties. We expect that these programs will significantly improve long-term housing retention for these veterans.

**Service Assistants (IHH Aides) and plan to hire more**
At our permanent supportive housing sites for formerly homeless veterans with disabilities, 74% of the residents are older veterans (age 55+). Many have serious age-related health conditions and severe functional limitations due to disability and years spent on the street. Some have mental health behaviors, such as hoarding, that threaten their housing stability.

There is a severe shortage of beds to provide an appropriate higher level of care for this population. As a result, we expect many of our residents to age in place. We have Service Assistants in place successfully helping veterans with activities to support their wellness and housing stability, and in the coming year, we plan to increase our staffing to provide additional care and services for these vulnerable veterans.
SWORDS TO PLOWSHARES IS...

more like a **family** to me now

**instead** of just an **organization**

or a **veterans group**.

**LARANCE BRAGGS**

UNITED STATES MARINE CORPS, 1998-2001
LaRance Braggs

LaRance served as an administrative clerk during consecutive deployments to Kosovo and Afghanistan. After leaving the Marines in 2001, LaRance became a private security guard to support himself and his family. He was quickly promoted to field security supervisor; however, in July 2017, LaRance was diagnosed with vertigo, and soon after, laid off from his job. Struggling financially and facing eviction, LaRance’s family became homeless.

LaRance and his wife Lanise sent their daughter, Kortina, to live with a relative in Patterson, CA while they slept in their vehicle and searched for employment. In May 2019, LaRance met an outreach coordinator from Swords to Plowshares who encouraged him to accept assistance. At Swords to Plowshares’ Oakland office, LaRance received employment services and housing placement support. With the help of Swords to Plowshares’ staff, LaRance found a full-time job as a supervisor with a private security firm in San Francisco and a 2-bedroom apartment in Tracy for him, his wife, and their daughter. LaRance’s long-term goal is to continue to make money doing what he enjoys and ensure that his family has the support they need to thrive.
NEW HOUSING OPEN FOR
Veterans & Families

We are thrilled to open the Edwin M. Lee Apartments in the Mission Bay neighborhood of San Francisco. This project is a joint venture with Chinatown Community Development Center (Chinatown CDC) that will house 62 veterans and 56 low-income families with on-site supportive services. It is the first housing site in the city that will serve both formerly homeless veterans and families in a mix of studio, 1-bedroom, 2-bedroom, and 3-bedroom apartments.

Swords to Plowshares will soon provide supportive housing to 500 veterans at any given time. We are proud of all we have accomplished in contributing to a 50% reduction in chronic veteran homelessness over the past six years and look forward to making veteran homelessness rare, brief and non-recurring here in our community.
LGBTQ Vets Project

Last year, Swords to Plowshares’ Legal Services program started an outreach project to support LGBTQ veterans. LGBTQ veterans are one of the most vulnerable veteran populations—overrepresented in risk categories such as poverty, homelessness, and suicide, yet underrepresented in receiving care and services from the VA. Through targeted outreach and legal services for LGBTQ veterans, we aim to better support this population.

Our Legal team distributed educational flyers, attended community events to outreach with individuals, and established a partnership and weekly LGBTQ veteran support group with the San Francisco LGBT Center. Through collaborative outreach with LGBTQ community service providers and allies, we hoped to increase the numbers of LGBTQ veterans applying for VA services, especially with the repeal of “Don’t Ask, Don’t Tell” policy. Since 2019, we have been providing full representation for 23 LGBTQ veterans.
CHIEF OPERATING OFFICER AND HOUSING DIRECTOR,
U.S. NAVY VETERAN, LEON WINSTON PASSING OUT BAGS
AT THE SF PRIDE PARADE JUNE 2019
STAR Vets

During the summer of 2019, Swords to Plowshares added a new residential program in Contra Costa County, the Supportive Transitional and Rehabilitation for Veterans (STAR Vets) program.

STAR Vets is a transitional housing program that is operated in support of the neurology rehabilitation and extended care facility within the Martinez VA system. The program is made up of eight apartments in the Martinez-Pleasant Hill area and serves veterans with traumatic brain injury and, often, accompanying PTSD.

These veterans are housed in separate apartments in the community while continuing their treatment at the Martinez VA, and are provided with assistance in getting to appointments, grocery shopping, and other aspects of daily living that they may be struggling with due to their injuries. During this time, they work towards a return to school, employment and other aspects of recovery and reestablishing independence.

We are excited to add this effective and important program to our existing San Francisco supportive housing programs, which house 500 veterans at any given time.
VOLUNTEER ATTORNEYS ARE

Saving Lives

In 2009, we launched the Veterans Legal Pro Bono Program to increase our service capacity and the number of attorneys qualified to represent veterans. This program has bloomed thanks to partnerships with more than 40 local law firms and corporate partners. Legal services are prioritized for the most vulnerable veterans – those who are homeless or have a mental health condition or “bad paper” from their military service.

**Pro bono attorneys help veterans in two ways:**

- Staff ongoing Legal Clinics to provide one-time or limited legal counseling to veterans.
- Provide full representation to veterans seeking VA benefits under the guidance and mentorship of Swords’ staff attorneys.

To help expand the success of the Veterans Legal Pro Bono Program, we partner with Practising Law Institute and the State Bar of California to deliver a CLE-accredited training curriculum to attorneys seeking to represent veterans. The training, Advocating for Veterans: The Basics on VA Benefits, Discharge Upgrades and Veteran Cultural Competency, helps to equip attorneys with tools to help veterans with disabilities navigate the complex VA system and, in some cases, help veterans barred from services gain the VA benefits they earned and rely upon.

**602 ATTORNEYS THROUGHOUT THE NATION COMPLETED TRAININGS LAST YEAR.**
Mr. K served in the Navy for 4 years and received an Honorable discharge. While in the military, he endured hazing and racial harassment and witnessed the deaths of two fellow sailors. As a result, he developed symptoms of PTSD and depression.

Before coming to Swords, he was homeless. He battled PTSD and depression for decades without mental health treatment or compensation. Swords to Plowshares staff helped him obtain housing while a pro bono attorney worked on his VA benefits claim. The attorney won him service-connected compensation for PTSD and depression. He received a retroactive payment of nearly $60,000 and will receive a monthly compensation benefit of $3,057 going forward. These awards will have a huge impact on his housing, economic stability, and health and wellness.
Corporate Partner Engagement

Last year, over 150 corporate volunteers from 19 companies spent more than 400 hours of their volunteer time to support the mission of Swords to Plowshares. Ranging from serving meals and assembling hygiene kits to building kitchen cabinets and painting walls, corporate volunteers provide support for various needs that cannot be met by our staff alone. We also saw an increase in “Dollars for Doers” donations from our corporate partners.

We welcome the opportunity to receive corporate gifts specifically tied to the hours of hard work put in by our volunteers. We were particularly happy to start working more actively with a growing number of Veteran Employee Resource Groups from companies representing a variety of industries. Their volunteer efforts embody our core value of “vets helping vets.”
We go **further** when we all come **together**.
Meet Kaitlin O’Donnell

After serving in the US Navy for four years as a Surface Warfare Officer, she transitioned to the corporate world and is now a Design Program Manager at Pinterest, headquartered in the SOMA district of San Francisco. Kaitlin, along with her Veterans Employee Resource Group colleagues, recruits Pinterest employees monthly to come and serve breakfast to our veteran residents at two of our housing sites. Kaitlin says she enjoys these volunteer opportunities because of the connections she makes with veterans in the community.

It’s great to put a smile on their face and connect over stories we have from our time serving in the military. It’s always the highlight of my week.

KAITLIN O’DONNELL
UNITED STATES NAVY, 2010-2014
SWORDS TO PLOWSHARES & TWITTER CO-HOST A VETERANS EMPLOYEE RESOURCE GROUP HAPPY HOUR
Income

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Expenses

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<td><strong>86.6%</strong></td>
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THE EACH FOUNDATION
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CONGREGATIONAL CHURCH OF SAN MATEO
THE ARACA GROUP
SPORTS GALLERY AUTHENTICATED
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SAN FRANCISCO APARTMENT ASSOCIATION
SAN FRANCISCO GIANTS
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VALENT
WITH A PURPOSE
THANK YOU

When their service ends, our service begins.