DEAR FRIENDS AND SUPPORTERS,

With this annual report, we are giving you a snapshot of the work we do to better the lives of our San Francisco Bay Area veterans. Whether it is matching each veteran with the perfect 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 with such things as restoring medications or benefits, and our additional supportive services provide them with the foundation to improve their health, economic stability, and overall wellbeing.

During times of adversity, we stand tall and strong. Budget cuts, limited resources, and a tough housing climate make the work we do every day 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

WHEN THEIR SERVICE ENDS, OURS BEGINS.
Every year, Swords to Plowshares helps more than 2,500 San Francisco Bay Area veterans with our veteran-specific continuum of care. Our five direct service programs – two Drop-in Centers, the Supportive Services for Veteran Families (SSVF) Program, the Employment and Training Program, our 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 self-sufficiency. In addition to our direct services, we are continually 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 service work and focus groups, to explore the current and emerging needs of veterans. Our innovative Combat to Community™ Veteran Cultural Competency Training educates thousands of professionals in the community each year.

Exciting new developments in 2017 improved Swords to Plowshares’ services for veterans. Our Drop-in Centers, the first point of contact and gateway to our continuum of services, began an intensive planning process for a major reorganization in 2018. We interviewed and collected input from our veteran clients, staff, and other stakeholders to create new and improved services. Our Legal Program also formally launched and completed its first full year of our innovative Medical Legal Partnership (MLP) with the Oakland Vet Center, streamlining access to Department of Veterans Affairs (VA) benefits for veterans with unjust less than honorable ("bad paper") discharge statuses.
Swords to Plowshares coordinates a variety of housing strategies in the ongoing fight against veteran homelessness. Through our VA-funded 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 SSVF 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. With strategic intervention, the SSVF Program forms an effective response to overcome and avoid veteran homelessness.

For veterans with disabilities experiencing chronic homelessness, supportive housing provides both the permanent housing and supportive services vulnerable veterans need. 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 2017, we moved forward with development of our newest Permanent Supportive Housing project, Mission Bay, to be completed by the end of 2019. Additionally, our planned Supportive Housing Project on Treasure Island, Maceo May Apartments, will open in 2021.

HOMELINESS & SUPPORTIVE HOUSING PROGRAMS
EVERY VETERAN DESERVES A PLACE TO CALL HOME

On average, these veterans were previously homeless for 60 months
In addition to financial support for our programs, we rely on the generosity of community members who donate their time in support of veterans. Together, we make a real difference in the lives of Bay Area veterans.

- Our thriving Veterans Legal Pro Bono Program has more than 300 participating attorneys and 45 law firms and corporations providing high quality, free legal services for veterans.
- Corporate volunteer groups serve meals and donate their time to improvement projects at our Supportive Housing sites.
- Employers in the Bay Area work closely with our Employment and Training Program to create innovative training programs and place veterans in high-wage jobs.
- Thousands of behavioral health, law enforcement, human resources, and other professionals serving veterans in our community engage in our veteran cultural competency trainings every year.
- Practitioners at the Oakland Vet Center partner with staff attorneys to substantiate veterans’ disability claims.

**COMMUNITY PARTNERS**

COMMUNITY PARTNERSHIPS ARE VITAL TO ACCOMPLISHING OUR GOALS

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**45**

BAY AREA LAW FIRMS

**300+**

ATTORNEYS

**39**

LOCAL COMPANIES

Provided free representation to 147 veterans

Participating in Pro Bono Program

Hired our veteran clients

**465 volunteers** provided nearly 3,500 hours of service
Swords to Plowshares helps low-income, homeless, and at-risk veterans increase their income, improving stability and self-sufficiency, through two key programs. Our Employment and Training Program helps veterans make the transition to civilian employment through veteran-specific job placement, innovative vocational training programs, and supportive services to remove barriers to employment success. We partner with Bay Area employers interested in hiring veterans. Strategic Hiring Events help both employers and veterans find the right fit, matching each veteran’s qualifications with career opportunities. Working together, we successfully place veterans in stable, high-wage careers.

Our Legal Program has been helping veterans with disabilities access life-changing benefits and healthcare from the VA for over 42 years. VA benefits are not automatic, and the application and appeal process can be long and complicated. Many veterans – particularly those with unjust “bad paper” discharges from the military – will never access the benefits they need without expert legal assistance. Swords to Plowshares’ Legal Program provides a spectrum of free legal assistance by attorneys specializing in VA law, including full representation and legal clinics held throughout the Bay Area. We also expanded our capacity to help more Bay Area veterans through our Legal Pro Bono Program. With our help, vulnerable veterans with disabilities gain access to the benefits and healthcare they need to heal from their wounds of war.

Our interventions helped to nearly double the monthly income of veterans.
Since 2012, the Walmart Foundation has partnered with us to bring our innovative veteran workforce development model to other veteran-serving organizations in California and Texas.

This year, we completed the first phase of the project and prepared to enter our final phase, creating a set of best practices for replication of our model and dissemination nationwide.

Intervening to help young student veterans succeed in their education goals for future success in their chosen civilian career is an important component of our work. In 2017, we identified best practices for educational institutions to support student veterans’ success, culminating in the report “The Path Forward: What Universities Need to Know to Help Student Veterans Succeed.”

Senior veterans are experiencing serious health concerns due to histories of trauma and homelessness, combined with age-related conditions. Their needs continue to grow. Our IVP Program partners with the VA and other care providers to strategically plan to meet the needs of senior veterans through monthly Aging Veteran Collaborative meetings.

93% reported that after attending Combat to Community™ training, they can appropriately address the needs of veterans in their workplace.
Swords continues to grow each year, nearly doubling our staff and budget from four years ago. Our dedication to diversifying funding streams and adding community partnerships demonstrates our commitment to staying in the community for another four decades. 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.

AUDITED FINANCIALS & INFRASTRUCTURE

SWORDS TO PLOWSHARES BOARD OF DIRECTORS
Yaniv Newman, Board Chair: Attorney, Sullivan Hill Lewin Rez & Engel, LLP
Deleano Seymour, Vice Chair: Tenderloin Walking Tours
Michael Fassler, Board Secretary: Of Counsel, Lubin Olson & Niewiadomski, LLP
Julie Cane: Student Segment Marketing & Brand Strategy, Wells Fargo & Co
Paul Cox: Associate Principal, Wiss, Janney, Elstner Associates
Michael Dekshenieks: Managing Director, Accenture
Erik Edwards: Partner, Cooley LLP, San Francisco
Rick Houlberg: Professor Emeritus, San Francisco State University
Kristina Lawson: Partner, Hanson Bridgett, LLP
Stephen Plath: Owner, Plath Company
Stephen M. Snyder: Founding Partner, Snyder, Miller & Orton
Stacey Sprekel, Partner, Morrison & Foerster, San Francisco
Michael Thiel: Thiel, Vu & Associates
Robert Trevorrow: Executive Director, San Francisco Senior Centers

SWORDS TO PLOWSHARES BOARD OF ADVISORS
Mike Cerre: Executive Producer, Globe TV
Steve Fields: Executive Director, Progress Foundation
Chris Kanios: Professor, JFKU School of Law
John Keker: Founding Partner, Keker & Van Nest, LLP
Dudley Miller: Contracting Consultant
William Millichap: Co-founder, Marcus & Millichap, Inc.
Major General J. Michael Myatt (USMC Ret.): CEO, Marines’ Memorial Club
Craig Newmark: Founder, craigslist.org
The Honorable Nancy Pelosi: Minority Leader, United States Congress
Mark Solit: Owner, Solit Interest Groups
Joanette Sorkin: Physician, US Public Health Service, Travis AFB
Roger Walther: CEO, Tusker Corp.
Carol Wilder: Professor, The New School
AUDITED FINANCIAL INFORMATION

Sources of Funds

- Government: 64.6%
- Foundations & Corporations: 13.1%
- Rent Subsidies: 7.0%
- Tenant Paid Rent: 5.9%
- Donations & Events: 2.7%
- Investment & Other Income: 6.8%

Use of Funds

- Program: 88.3%
- Administration: 9.2%
- Fundraising: 2.5%
- Health & Support Services: 15.4%
- Employment: 5.8%
- Legal: 4.9%
- Client Support: 15.9%
- Institute for Veteran Policy: 3.4%
- Regrants: 1.6

Income

- Government: $12,925,976 (64.6%)
- Foundations & Corporations: $2,612,670 (13.1%)
- Rent Subsidies: $1,402,263 (7.0%)
- Tenant Paid Rent: $1,175,474 (5.9%)
- Donations & Events: $543,481 (2.7%)
- Investment & Other Income: $1,354,908 (6.8%)

Total Income: $20,014,772 (100%)

Assets

- Current Assets: $5,423,007
- Fixed Assets: $2,125,661

Total Assets: $20,014,772

Expenses

- Program: $17,696,992 (88.3%)
- Housing Services: $8,219,948 (41.4%)
- Health & Support Services: $3,056,816 (15.4%)
- Employment: $1,155,746 (5.8%)
- Legal: $972,739 (4.9%)
- Institute for Veteran Policy: $671,166 (3.4%)
- Client Support: $3,150,029 (15.9%)
- Regrants: $308,734 (1.6%)
- Administration: $1,819,592 (2.7%)
- Fundraising: $498,188 (6.8%)

Total Expenses: $19,852,958 (100%)

Housing Services: $8,219,948
Health & Support Services: $3,056,816
Employment: $1,155,746
Legal: $972,739
Institute for Veteran Policy: $671,166
Client Support: $3,150,029
Regrants: $308,734
Administration: $1,819,592
Fundraising: $498,188

Total: $20,014,772
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.
Ways To Give

Swords to Plowshares serves nearly 3,000 local veterans each year thanks to the generosity of individual, corporate, and foundation donors. These resources help us address ongoing and unexpected needs for homeless and at-risk veterans in the Bay Area. Swords to Plowshares is a registered 501(c)(3) non-profit organization, and donations are tax-deductible to the maximum extent permitted by law.

The Annual Fund
The Annual Fund provides immediate resources that we can invest in the areas of greatest need.

Honor and Memorial Gifts
This is a special way to honor a veteran or celebrate someone important to you by making a tribute gift in their name.

Monthly Donations
A recurring monthly donation is convenient and can fit better into your budget by spreading a donation over a period of time.

Matching Gifts
Many employers have a matching program that can double or even triple your gift. Talk to your humanresources department for more information.

Donor-Advised Funds
Swords to Plowshares can be a recipient of your philanthropy by directing a gift to us from a donor-advised fund.

Planned Giving
By including Swords to Plowshares in your will or trust, you will leave a personal legacy and give back to veterans for decades to come.

To make a gift visit our website at

https://www.swords-to-plowshares.org/