This year marked the 25th anniversary of U.S.VETS and our very first site, U.S.VETS — Inglewood. When we moved our first five veterans into our Westside Residence Hall in 1993, we never could have imagined how far we would come. Today, we have more than 30 residential and service locations across the country (and counting). We serve more 5,500 veterans and families daily and have made great strides in our mission to end veteran homelessness — but our work is far from done.

During this year, U.S.VETS proudly piloted two programs that we had long envisioned to reach underserved female veterans and increase long-term housing stability for veterans transitioning from homelessness to independent living. Both programs were possible because of the generous and creative vision of our philanthropic partners, and I am grateful for their support.

After significant research and program development, our Women Vets on Point website, built in partnership with nonprofit Education Development Center (EDC), went live. The site offers information, peer support, chat, digital and in-person mental health services, and connection to key resources — and it reached more than 15,000 women in its first year of operation. Our goal was to better reach female veterans who often do not access mental health support.

We also launched the Judge Harry Pregerson Veteran Stabilization Program in 2018. After serving as a Marine in World War II, Judge Pregerson remained a dedicated advocate for our veterans throughout his career, and was responsible for founding both U.S.VETS — Inglewood and U.S.VETS — Long Beach. Judge Pregerson passed away in November 2017, and with the support of his family, we continue to honor him through the new Pregerson Veteran After-Care Program, which provides veterans the ongoing support and services they need to sustain their transition to independence, and a better future for themselves and their families.

This year also saw the continued expansion of our housing division, with new projects awarded in Los Angeles, CA, Ventura, CA and the groundbreaking for our new campus in Prescott, AZ. We are particularly proud to have the opportunity, together with our partners Century Housing and Thomas Safran & Associates, to develop the nation’s largest veteran housing community at the West Los Angeles VA. With housing and services for 1,800 veterans and families on a historic 300-acre campus, this project is truly one-of-a-kind. Our advancement would not be possible without your belief in U.S.VETS, and the men and women we serve. Thank you for your continued support of our mission.

With gratitude,

Stephen J. Peck, MSW
USMC ’68–’71
President & CEO, U.S.VETS
WHAT’S THE NEED

37,085

53%

3.3M

U.S.VETS is on a mission to end veteran homelessness in the United States.

WHAT WE DO

U.S.VETS is the leading nonprofit fighting on the frontlines to help veterans and their families transition from homelessness by providing housing, career development, mental health and wellness services, and individualized support.

Solving homelessness is an ongoing battle because it is the result of poverty, under-education, unemployment, and other systemic disparities. When it comes to veterans, types of deployment and exposure to combat-related traumatic events can also be obstacles to stability and prosperity in civilian life.

At U.S.VETS, we believe all veterans have the right to live with dignity and independence. Because of this core value, we take a comprehensive approach with each person’s case by deploying several targeted interventions. We are proud to help some 20,000 homeless and at-risk veterans, annually.

The fight against homelessness takes compassion, grit, patience, understanding and true commitment from our team at U.S.VETS and the veterans themselves. These are the three areas of focus we use to deliver on our promise to always serve those who served...

INTERVENTION

We provide wraparound support for veterans on their path to independence by providing housing, mental health services, employment assistance, meals, and case management. Our individualized attention and services are designed to meet the unique needs of each and every veteran we serve.

PREVENTION

We strive to stop veteran homelessness before it even begins. Our innovative mental health services and career development programs such as Women Vets on Point, Outside the Wire, and Career Development Initiative reach a wider audience with in-person and online services.

ADVOCACY

We advocate on behalf of our veterans on the local, state, and national levels. Using our expertise and reputation as the largest nonprofit service provider in the country, we make sure lawmakers and officials know about the struggles facing our communities. We work together to craft solutions that honor the sacrifices these brave men and women have made.
WHO WE SERVE

BRANCH OF SERVICE
- ARMY: 48%
- NAVY: 25%
- AIR FORCE: 11%
- MARINES: 15%
- COAST GUARD: 1%

GENDER
- MALE: 90%
- FEMALE: 10%
- TRANSGENDER/ NON-CONFORMING: <1%

ETHNICITY
- BLACK: 43%
- WHITE: 47%
- HISPANIC: 12%
- ASIAN/FILIPINO: 3%
- NATIVE AMERICAN: 3%
- NATIVE HAWAIIAN: 2%
- PACIFIC ISLANDERS: 2%

AGE
- <30: 5%
- 30-39: 16%
- 40-49: 15%
- 50-59: 28%
- 60-69: 28%
- 70+: 8%

MENTAL ILLNESS, SUBSTANCE USE, PHYSICAL DISABILITY
- No mental illness, substance use, or physical disability: 27%
- Mental illness only: 28%
- Substance use only: 10%
- Dual diagnosis: 24%
- Physical disability: 11%

We are all worth saving. We all are worthwhile. I am very grateful and very happy that I found this family. And I am going to keep this family.”

— Kenny Capehart
# National Impact

Last year, U.S.VETS impacted the lives of our nation’s veterans and their families with:

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bed Nights</td>
<td>416,561</td>
</tr>
<tr>
<td>Meals Served</td>
<td>477,526</td>
</tr>
<tr>
<td>Obtained Permanent Housing</td>
<td>1,636</td>
</tr>
<tr>
<td>Outside the Wire Outreach</td>
<td>2,112</td>
</tr>
<tr>
<td>Counseling Sessions</td>
<td>57,504</td>
</tr>
<tr>
<td>Job Placements</td>
<td>1,168</td>
</tr>
<tr>
<td>Outreach Encounters</td>
<td>9,352</td>
</tr>
<tr>
<td>96% of Clients Maintained Permanent Housing Status Through SSVF Prevention Program</td>
<td></td>
</tr>
</tbody>
</table>

Under these common goals, U.S.VETS has maximized our ability to provide for our veterans and families.

In 2014, U.S.VETS developed a five-year strategic plan to guide our pathway towards ending veteran homelessness once and for all.

## Strategic Plan Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Goal</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARF Accreditation</td>
<td>U.S.VETS will obtain National CARF (Commission on Accreditation of Rehabilitation Facilities, International) accreditation at all sites ensuring operations and clinical services are among the industry leaders.</td>
<td>Achieved by 2017, ensuring continued compliance with CARF standards.</td>
</tr>
<tr>
<td>Increase Revenue &amp; Diversify Funding</td>
<td>U.S.VETS will grow revenue, diversify funding requests and involve the local sites in fundraising efforts.</td>
<td>Aims to increase revenue by 95% through corporate, individual, and foundation partnerships.</td>
</tr>
<tr>
<td>Launch a Housing Development Division</td>
<td>U.S.VETS will develop a Housing Development Division to proactively create more housing units for our veterans.</td>
<td>Aims to develop 1,200 new housing units in the next decade.</td>
</tr>
<tr>
<td>Address Shifts in Homelessness</td>
<td>U.S.VETS will proactively address, locally and nationally, shifts in homeless strategies and policies.</td>
<td>Aims to work with local and national partners to address housing needs.</td>
</tr>
</tbody>
</table>

### Address Shifts in Homelessness

- **Goal:** U.S.VETS worked to secure new housing for our veterans, and prevent them from becoming homeless in the first place. From our Judge Harry Pregerson Stabilization Program, which provides after-care services for veterans transitioning out of our residential sites, to Women Vets on Point, targeting female veterans with mental health care and supportive services, U.S.VETS is responding to our community’s most pressing issues.
## REGIONAL IMPACT

<table>
<thead>
<tr>
<th>U.S.VETS Location</th>
<th>Year Opened</th>
<th>Bed Nights</th>
<th>Rental Assistance</th>
<th>Job Placements</th>
<th>Meals Served</th>
<th>Clinical Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inglewood, CA</td>
<td>1993</td>
<td>57,988</td>
<td>664</td>
<td>37</td>
<td>78,659</td>
<td>170</td>
</tr>
<tr>
<td>Long Beach, CA</td>
<td>1999</td>
<td>63,898</td>
<td>478</td>
<td>97</td>
<td>73,463</td>
<td>198</td>
</tr>
<tr>
<td>Houston, TX</td>
<td>2000</td>
<td>23,360</td>
<td>296</td>
<td>145</td>
<td>40,367</td>
<td>82</td>
</tr>
<tr>
<td>Las Vegas, NV</td>
<td>2001</td>
<td>49,869</td>
<td>796</td>
<td>102</td>
<td>71,628</td>
<td>301</td>
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<tr>
<td>Phoenix, AZ</td>
<td>2001</td>
<td>40,913</td>
<td>347</td>
<td>283</td>
<td>34,608</td>
<td>176</td>
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<td>Prescott, AZ</td>
<td>2003</td>
<td>43,180</td>
<td>704</td>
<td>206</td>
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**Barber’s Point, HI (Site Opened: 2002)**
U.S.VETS – Barber’s Point at Kalaeloa was the first U.S.VETS site to open in Hawaii. It offers the ADVANCE Women’s Program, and last year the site served nearly 100,000 meals and 2,000 veterans.

**Prescott, AZ (Site Opened: 2003)**
U.S.VETS – Prescott proudly serves more than 500 veterans daily in Northern Arizona. In 2020 the site will celebrate the completion of Liberty Pointe. Expanding on the existing program, Liberty Pointe will add 59 housing units and serve more veterans than ever before.

**Washington, D.C. (Site Opened: 2003)**
U.S.VETS – Washington D.C. served nearly 30,000 meals to homeless veterans in 2019 and 77% of veterans in transitional housing graduated from the program with employment.

**Inland Empire, CA (Site Opened: 2003)**
U.S.VETS – Inland Empire, based out of March Air Reserve Base in Riverside County, supports over 400 Veterans in both Riverside and San Bernardino.

**Wai‘anae, Hi (Site Opened: 2007)**
U.S.VETS – Wai‘anae is the only U.S.VETS location that provides services to veteran and civilian families. Last year, more than 1,400 men, women and children were served.

**Patriotic Hall, CA (Site Opened: 2013)**
U.S.VETS – Patriotic Hall is named in U.S.VETS’ national homeless prevention programs that focus on employment, mental health and housing. Its programs include Women Vets on Point, Career Development Initiative, Outside the Wire and U.S.VETS Career Network.
U.S.VETS serves thousands of veterans every year who graduate successfully from our transitional housing programs and move out into the community. Most of them will successfully reintegrate back into their communities and live fulfilling lives. But there is a segment of these veterans who remain vulnerable. Our solution to this ongoing problem is to provide aftercare case management through the Judge Harry Pregerson Veteran Stabilization Program, launched with funding from the Rodan Family Foundation. The program will continue to provide care and guidance to veterans even after they graduate, preventing hundreds of veterans from falling back into homelessness.

U.S.VETS’ growth has been exponential since our founding, and this has been largely driven by public funding. We have taken steps to identify new revenue sources, one of which is medical billing, that can provide sustainable, unrestricted revenue for the organization. This means that current work we are already doing — individual and group counseling, life skills classes, health classes, teleservices, and more — will be eligible for reimbursement by private and public insurance companies. With the support of Kaiser Permanente, we are setting up the foundation to take advantage of this untapped revenue source. By launching medical billing, U.S.VETS is prepared to sustain our growth for years to come.

Helping our veterans recover from the invisible wounds of war is a cornerstone of our work. This year we developed a new position, Director of Behavioral Health, located at each of our sites across the country. In addition to leading all clinical services, this position will help increase our focus on behavioral health across all levels of our services — from entry to exit, and beyond. In Arizona and California, U.S.VETS has also increased substance use treatment services thanks to new grants and contracts that help our veterans regain stability and independence.

U.S.VETS continues to develop new outreach and service delivery systems and lead the way in providing the best possible care and advocacy for our nation’s heroes.
Since U.S.VETS launched our Housing Department, we have been busy building and expanding our facilities in California, Arizona, Texas, and Hawai‘i. These new developments will enable U.S.VETS to house more veterans than ever through our Housing First model, and help to ensure that no veteran spends the night on the street.

March Veterans Village — Riverside, VA
Site Size: 3.43 acres
Number of units: 60 (Building 1)
Phase I: Opened January 2018
Phase II: Grand opening Summer 2021

E Street — San Bernardino, CA
Site Size: 22,720 sq. ft complex on .83 acres
Number of units: 29
Grand opening: 2023

Midtown — Houston, TX
Site Size: 1.65 acres
Number of units: 96
Pre-Development underway

Liberty Points — Prescott, AZ
Site Size: 2.2 Acres
Number of units: 74
Groundbreaking: 2019
Grand opening: October 2020

Kauhale Kalaeloa — Kapolei, HI
Site Size: 1.5 acres
Number of units: 36
Groundbreaking: 2019
Grand Opening: December 2020

Ventura Veterans Home — Ventura, CA
Site Size: 9.68
Number of units: 122 units
Groundbreaking: Summer 2021
Grand Opening: 2023

West Los Angeles VA North Campus — Los Angeles, CA
Site Size: 180 acres
Projects: 4 housing and services buildings
Number of units: 151
Groundbreaking: Spring 2023
Grand opening: 2025

17th Street — San Bernardino, CA
Site Size: 22,720 sq. ft complex on .83 acres
Number of units: 29
Groundbreaking: 2022
Grand opening: 2023

E Street — San Bernardino, CA
Site Size: 24,500 sq. ft complex on .79 acres
Number of units: 30
Groundbreaking: 2021
Grand opening: 2022

March Veterans Village — Riverside, VA
Site Size: 3.43 acres
Number of units: 60 (Building 1)
Phase I: Opened January 2018
Phase II: Grand opening Summer 2021
This year, U.S.VETS — Prescott moved into its new home at Liberty Pointe, a 2.2-acre therapeutic community. Veteran clients have access to transitional and permanent housing, mental health counseling, substance use treatment, job training, case management and meals in one central location.

These services are critical because 20% of the homeless population in Prescott are veterans and many of them are senior or disabled. The rental market in the area is at 98% capacity and the few available rentals cost a minimum of 150% above Fair Market Rents. The 74 housing units at Liberty Pointe will provide more options for veterans struggling to overcome those challenges.

March Veterans Village, Phase II is now underway and consists of a three-story building with the potential to support 60 veterans. When the project is complete, March Veterans Village will be home to more than 400 veterans and their families.

This housing is vital because Riverside County ranks 8th and San Bernardino County 11th in the nation for highest veteran populations with just over 200,000 veterans living in the region. As the cost of living continues to rise in California, many elderly veterans are finding it difficult to stay in the place they have called home for so long.
I think U.S.VETS is awesome, great for veterans to regather themselves and transition back into the community. U.S.VETS has a lot of great programs, but the heart of U.S.VETS is to help veterans get out of homelessness and prepare veterans so they do not become homeless again.

— Jack Anderson
USMC, U.S.VETS — Phoenix
It’s great to know that there is an organization that works so earnestly hard in helping vets secure employment.”
— Tess Rutherford
FINANCIAL INFORMATION

4.5% Unrestricted Contributions
5% Restricted Contributions
<1% United Way & CFC Contributions
<1% In-Kind Contributions
<1% Other Revenue
2.5% Program Service Fees
3.8% Rent
Financial Assistance
9.4% Consultants
13.7% Financial Assistance
1.3% Legal
<1% Vehicle/Gas
<1% In-Kind
1.2% Telecommunications
<1% Insurance
1% Office Expense
3.8% Meals
44.2% Salaries/Benefits
16.7% Rent/Utilities
4.4% Other-Non-Cash

AGENCY REVENUE BY SOURCE (FY2019)
AGENCY EXPENSES BY TYPE (FY2019)

I started at U.S.VETS as a homeless veteran and now I get to help other homeless veterans like myself improve their lives.”
— Bo Botelho
US Navy, U.S.VETS — Barber’s Point