



RESTORING HOPE THROUGH THE DIGNITY OF WORK

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HAYWARD DOWNTOWN STREETS TEAM

ORGANIZATIONAL BACKGROUND

The mission of Downtown Streets Team (DST) is to end homelessness by empowering homeless individuals to be part of the solution to homelessness, rather than just the problem. Team Members – all of whom are homeless or formerly homeless – participate in our volunteer work experience program that provides great value to partnered non-profits, local governments, corporate sponsors, environmental groups and the greater community. In exchange, Team Members earn food/basic needs assistance, housing search assistance, housing/shelter placement, case management, transportation assistance, Job Search Skills classes, employment placement, and more; all while rebuilding their dignity and rejoining society.

Downtown Streets Team was founded by the Palo Alto Business Improvement District in 2005 and continues to bridge the gap between business owners and homeless issues by involving both communities in the solution. As an economic development agency, DST receives CDBG funding in three communities and partners with employers to move people out of homelessness. In September, Downtown Streets Team was recognized with a merit award from the International Downtown Association for its partnership with the PBID in San Jose in which we provide additional cleaning and transition Team Members into employees of the Groundwerx cleaning crew. Business owners in each community have lauded DST and even utilized DST recruiting services. In Palo Alto alone, panhandling decreased 75% and the streets were much cleaner.

In 2010 DST's proactive model for ending homelessness was recognized as one of the Top 50 Innovations in Government by the Ash Center for Democratic Governance and Innovation at the Kennedy School of Government at Harvard University. The model – which has been scaled to successfully execute a wide range of beautification projects – has spread to seven communities across the country.

IMPACT

Since 2009 Downtown Streets Team has found permanent housing for 454 of its Team members and placed another 375 into jobs lasting over 90 days, contributing greatly to the



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14% reduction in homelessness in Santa Clara County over the last two years and 39% reduction in Palo Alto. As we've grown into new communities we've continued to increase our rate of impact. In our last fiscal year alone 154 people were housed (up 81% from last year) and 166 landed long-term jobs (up 95% from the year before). In addition, our employment retention rate (of 90 days or more) was 74.8%, besting a "national best practice" five-times over. In addition, DST case managers housed over 170 people from the infamous "Jungle" encampment in San Jose, leading to a massive reduction in the homeless population. Our impact on the environment was highlighted by our removal of over 800,000 cigarettes from streets in Sunnyvale and San Rafael and the removal of over 1,200,000 gallons of debris from urban waterways impacted by homelessness. At the onset of our tenth anniversary, our annual budget has reached \$4,500,000; literally 100 times our initial budget of \$45,000 in 2005.

PROJECT PROPOSAL

Downtown Streets Team proposes to launch its proven model in downtown Hayward. Homeless or at-risk individuals will volunteer up to four hours a day, initially in the downtown area, building employment skills and their dignity, or working with Case Managers and Employment Specialists on self-sufficiency goals. This one-year pilot project will set out to exceed desired outcomes and secure ongoing funding by July 2016. The model, which is largely based on a peer-to-peer outreach, will recruit unhoused people from the project area to join the Team and begin their transition out of homelessness.

PROGRAM BASICS

The program would serve a standing Team of 16 individuals serving up to 45 individuals a year in a "heavy touch" and highly transformative manner. Like the five Teams before it, the approach will be to permanently end homelessness for each Team Member rather than alleviate their suffering temporarily.

Staff will include a Project Manager to run the program, supervise staff and Team Members (volunteers), run a weekly Team Meeting open to the public, fundraise and develop new partnerships to expand service opportunities. An Employment Specialist will prepare Team Members for employment by teaching a set of regular classes and workshops, develop vocational programming and recruit employers to provide Team Members with employment opportunities. A Case Manager will work with Team Members towards permanent housing, reducing recidivism and interactions with law enforcement, and well-being¹. A combination of staff and Team Members will perform regular outreach to the unhoused community for participation in the program and to connect them with services.

¹ For this proposal we have combined the Employment Specialist and Case Manager positions to reduce initial startup costs as we did successfully with our launch team in San Rafael. The long-term plan would be to fund both positions fully in order to increase housing and employment impact.



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The work experience program is adaptable to community needs. We perform a variety of different projects including downtown debris removal, graffiti abatement, creek restoration, encampment cleanup, cigarette butt collection, and more. We have had the most success in raising awareness and gaining community support from deploying our Teams in business districts. In that vein, we propose launching the Team in Downtown Hayward between 5-7 days a week. In other communities we have partnered with government agencies, business improvement districts, law enforcement, parking districts, property owners, social service agencies, environmentalist groups and even a soccer league to shape the community benefits of our volunteer work experience programs. We would work with funders and similar community partners to establish initial work experience projects that fill the greatest need.

At the onset of the project we would look to recruit an advisory group to ensure community participation, increased collaborations, and input from stakeholders. The members of the group would be comprised of representatives from agencies listed in above and from the greater community.

PROPOSED OUTCOMES

- 45 individuals served on Team
- Twelve employed for at least 90 days
- Eight people placed into permanent housing

Should the project extend beyond the pilot we anticipate a growing rate of outcomes as we have seen in every other community. For example, we would expect to serve 60 the second year and employ 20 for at least 90 days with the same funding amount. We can also structure outcomes to better serve community priorities. Additional suggested outcomes include amount of debris removed, number volunteer events held, % of those served who increased their income, or client satisfaction survey results.

ANNUAL BUDGET

The budget reflects the minimal costs for operating a successful Team in Hayward. To cut initial costs we combined two staff positions. Furthermore, we assume that we can work with public entities to offset costs associated with debris removal, graffiti abatement, or other work experience costs. We also reduced our cost of G&A, Legal, and Accounting from our audit approved rate of 23% to 19%. In other communities we have been able to delete the occupancy line item through donated office space from partners, local businesses or government entities.

We have developed a client flex fund in every other community for unforeseen expenses not covered by the basic needs vouchers. Although rare, these purchases serve to overcome



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substantial hurdles and have life changing results. Recent examples from existing Teams include DUI classes required for future employment, a green card reissuance, live scans for criminal records and tattoo removal.

Revenue

Funding from Community	\$205,000.00
Total Income	\$205,000.00

Expenses

Payroll Costs	
Salaries & Wages	\$95,000.00
Payroll Taxes	\$9,900.00
Other Employee Benefits	\$11,880.00
Professional Fees - Processing Fees	\$3,630.00
Total Payroll Costs	\$116,780.00
Operating expenses	
Supplies - Office	\$500.00
Supplies - Program	\$3,960.00
Printing	\$250.00
Marketing & Promotional Material	\$180.00
Meals & Entertainment	\$150.00
Telephone	\$1,200.00
Networking Expense Account	\$120.00
Client Events	\$500.00
Computer Expenses	\$2,300.00
Occupancy	\$6,000.00
Auto - Parking	\$132.00
Vouchers	\$59,400.00
Program Outreach Services	\$1,980.00
Transportation & Mileage	\$4,500.00
Meetings & Training	\$550.00
Postage & Delivery	\$50.00
Subscriptions & Memberships	\$150.00
Recruiting Expenses	\$190.00
G&A, Legal, Accounting	\$37,789.48
Total Operating Expenses	\$119,901.48
Total Expenses	\$236,681.48
NET INCOME/(LOSS)	-31,681.48

Downtown Streets, Inc. is a 501 (c) 3 non-profit corporation
Tax ID: 20-5242330



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The budget does not include any waste disposal fees, which have been donated for other projects.

TIMELINE

DST is willing to work with any future partners towards refining the above proposal to meet community needs. We would be ready to launch 30 days after funding disbursement. DST will begin hiring and operational planning upon notification of support. Downtown Streets Team will begin fundraising to make up for the year one shortfall upon notification of support.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Richardson".

Chris Richardson
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A RECORD YEAR OF IMPACT

2014-2015



HOUSED 154

People found a permanent home
(Up 81% from last year)

DST total: 454 people since 2009

EMPLOYED 166

People found jobs and kept them
for over 90 days
(Up 95% from last year)

DST Team Members have a 74.8%
job retention rate, which is 5 times
the "National Best Practice" of 14%
for similar populations.

DST total: 363 since 2009

ENVIRONMENT

800,000

Cigarette butts collected for terra
cycling into park benches and
shipping pallets

1,200,000

Gallons of debris removed from
creeks and waterways in three
neighborhoods in San Jose

BUDGET 4.5 MILLION

100 times our budget of \$45,000
in 2005 (year founded)

www.streetsteam.org

**DOWNTOWN
STREETS
TEAM**