



## DST-Salinas Alisal Proposal

**Who:** This past year, DST has been refining its core model to continue to serve volunteer Team Members with a low barrier entry point while incorporating an additional paid workforce component. Our successful theory-of-change model relies on volunteer teams of Team Members (unhoused and at-risk clients) who clean city streets to develop their soft skills, create a supportive community of peers, and provide a meaningful daily activity. To ensure volunteers continue to have access to the low barrier model and service in an ever-changing employment environment, has decided to change our existing incentive model for volunteers. The new model unlinks volunteer cleanup efforts with basic needs gift cards for participation in program activities to up to \$600 annually. DST launched a pilot program in San Francisco to test out programmatic changes in July 2023 and moved all other communities to the new model in January 2024.

**Previous Model**



**New Model**



Salinas acted as an early adopter and rolled out this new model to Team Members in October 2023. With this change, we were able to reduce our total stipend budget and hire four part-time employees (1 Shift Supervisor and 3 Volunteer Leads) who go out on shift Monday-Friday to ensure DST can meet their debris removal numbers. The Shift Supervisor position is commensurate with the previous Blue Shirt position. They are in a managerial role supervising the Volunteer Leads and working closely with the DST Program Manager to execute programming. Volunteer Leads are commensurate with the Green Shirt position and lead Team Members on their assigned routes. They are tracking debris and syringes removed, Team Member attendance, and more. The two Alisal Teams will be led by Volunteer Leads with one Lead supporting Team 1 and one Lead supporting Team 2.

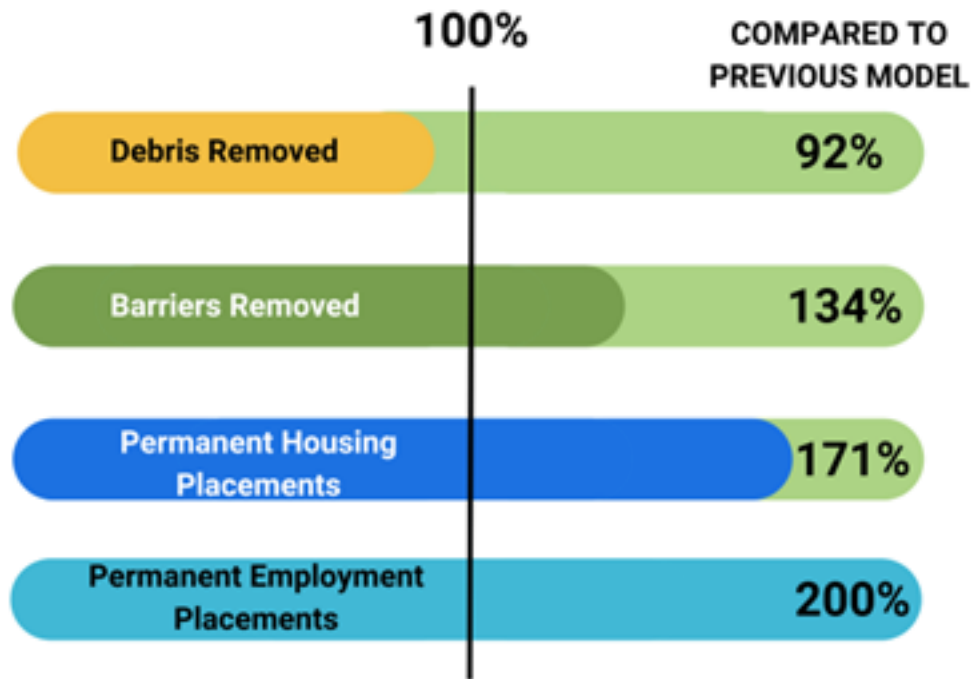


### Programmatic Differences:

- Shift is purely volunteer with no stipends attached to participation
- Shifts are led by Streets Team Enterprises (STE) employees who can meet contract objectives

- Team Members earn stipends by attending meetings and workshops, not by attending shift
- The stipends are \$50 for 11 weeks and \$25 in the twelfth week.
- Team Members can volunteer and receive services for one year

In the 90 days of the pilot we found that Team Members were participating in 87% of shifts as compared to the prior model despite not having a financial incentive to do so. The new program is more successful in human services outcomes than the previous model. In the first month of widespread adoption the following outcomes were achieved:



Since July 2019, Downtown Streets Team as a whole organization has removed over 27,500 barriers to self-sufficiency impeding Team Members' progress! The agency as a whole have placed over 1500 individuals into employment (lasting over 90 days) and over 1,751 individuals placed into permanent housing. One person at a time, DST is ending homelessness through the dignity of work.

Since July 2024, DST-Salinas has collected 1,028,835 gallons of debris, 46,078 cigarette butts and safely removed 1,160 needles. We have removed over 1,441 barriers impeding Team Member goal achievement with 7 individuals entering into employment (lasting at least 90 days) and 47 into permanent housing.



DST project is a “gateway program” for those living on the street who have lost hope and motivation. We provide an individualized approach to employment, housing, and barrier removal for each Team Member. Our goal is to change the perception of homelessness in each community we work.

**What:** With the City’s partnership, DST will use funds to continue operating two Teams of 1 STE Volunteer Lead and 4-6 volunteers each to assist with debris removal, syringe

removal, and maintenance of the designated areas in the Alisal neighborhood. Team Members will act as ambassadors with current residents and business owners in the area to build awareness about our program and to show community members the value of DST. DST Case Managers and Employment Specialists will provide work readiness training, Case Management and Employment Services to all Team Members and STE employees. As with every other Downtown Streets Team, the staff will work with existing housing and shelter providers, service providers (medical, legal, etc.), and local government agencies to remove barriers to self-sufficiency for every Team Member and STE employee. We consider ourselves professional problem solvers working to support Team Members in achieving any goals they set for themselves.

Downtown Streets Team has proven to contribute to the local community in the following ways:

- Cleaner/safer streets, communities, encampments and natural environments
- A cost-effective solution to homelessness with savings to local government
- An individualized case management model and gateway program for the “service resistant”
- Immediate results
- An intervention with positive behavioral changes
- A highly visible model which provides good PR for the unhoused community and project partners

**When:** DST staff work Monday through Friday (40 hours per week) for 49 weeks per year. STE employees work, and DST Team Members volunteer, Monday-Friday (maximum 4 hours per shift) and follow the same holiday schedule as DST staff. A list of the holidays can be provided to our partners annually.



DST Team Members do not volunteer in inclement weather (heat, cold, or rain) due to the increased health risks. Without stable housing, those experiencing homelessness are more prone to illness since it’s more difficult to stay warm and keep their clothing dry. Team Members receive their stipends at the weekly Success Meetings with supportive service staff, attending interviews, trainings and other employment readiness activities. DST-Salinas holds their weekly workshops and Success Meetings on Wednesdays at the PAL (100



Howard Ave Salinas, CA). The workshop begins at 11am and the Success Meeting begins at 12:30pm which allows participants to take a 30-minute break between meetings.

### Schedules:

#### Alisal Team 1 Schedule

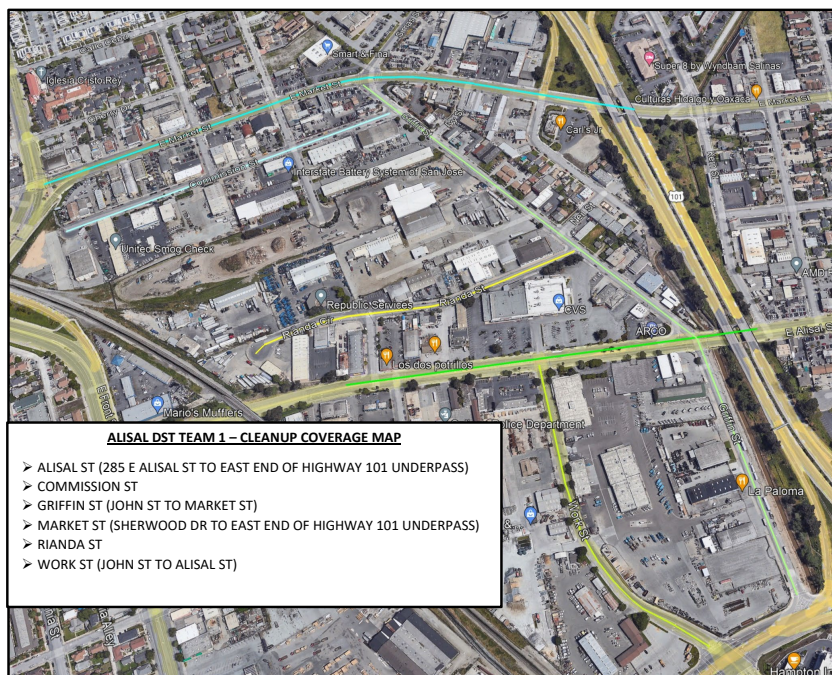
Monday	Tuesday	Wednesday	Thursday	Friday
8am-12pm	8am-12pm	8am-12pm	8am-12pm	8am-12pm

#### Alisal Team 2 Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
8am-12pm	8am-12pm	8am-12pm	8am-12pm	8am-12pm

**Where:** The full map of all DST-Salinas routes can be found using [this link](#). The images provided below represent the route that will be covered by both Alisal Teams.

#### Alisal Team 1:





## Alisal Team 2:



**Impact and Methodology:** This project will utilize DST's custom data impact system to measure human service results. This new system utilizes Clarity software, the industry leader in Homeless Management Information Systems (HMIS), which can integrate into existing HMIS data systems in Salinas. Furthermore, user data will be collected twice annually through an anonymous and optional feedback survey. The survey also captures qualitative data such as improved health, increased dignity and more positive interactions with the criminal justice system.

DST is committed to achieving the following outcomes throughout the duration of the annual contract tied to the two Alisal Teams. These metrics were determined with the same methodology as the other two contracts that DST has with the City of Salinas. The metrics below are in proportion to the funding provided by the contract as compared to the other two contracts.

### Proposed Outcomes:

- Serve 10 unduplicated individuals
- Transitioning 2 individuals into employment lasting at least 90 days or job currently held at the time of the final report
- Placing 5 individuals into permanent housing
- 720 Cubic Yards of debris removed
- 500 syringes removed
- 30 Barriers removed

## Budget:



### Annual Budget

OPERATIONAL BUDGET		Budget
Supplies-Program	\$	2,161.53
Rent-Programs	\$	7,042.68
Insurance-Professional Liability	\$	1,400.00
Waste Processing Costs	\$	17,600.00
Telephone & Internet	\$	1,831.41
Gas-Program Vehicles	\$	1,500.00
Repairs & Maintenance-Program Vehicles	\$	3,804.12
License & Insurance-Project Vehicles	\$	2,000.00
<b>Non-Cash Basic Needs Stipends</b>		\$ 23,000.00
<b>STE Workforce Development Wages</b>		
Salaries & Wages	\$	41,650.00
Benefits & Associated Costs	\$	7,913.50
<b>TOTAL STE WAGES &amp; Benefits</b>	\$	49,563.50
<b>TOTAL OPERATIONAL COSTS</b>	\$	109,903.22
<b>PERSONNEL COSTS</b>		
Salaries & Wages	\$	53,453.75
Benefits	\$	12,294.38
<b>TOTAL PERSONNEL COSTS</b>	\$	65,748.11
<b>INDIRECT COSTS</b>		
Overhead %		10%
<b>TOTAL INDIRECT COSTS</b>	\$	14,377.73
<b>GRAND TOTAL</b>	\$	190,029.06

The largest expenses reflected above are for staffing (DST & STE) and basic needs stipends, which are used to incentivize Team Members and help them transition out of survival mode into goal-setting mode. Staffing costs are higher than originally projected because we need to hire a part-time driver to make the dump runs for both Alisal Teams. We will be providing comprehensive case management services to the Team Members on the Alisal Teams and we need to cover a portion of the salaries of our direct service staff.

We have included a line item to reflect associated hiring costs such as benefits, payroll taxes and workers compensation. Communications covers a phone for the staff member, Computer Equipment covers the computer for staff member, and Mileage covers transporting clients, driving to-and- from landlord outreach, and other local travel. All other line items are essential expenses for the successful execution of this program. "G&A, Management, Legal" is adjusted to meet the ESG required 10% and

will cover accounting, legal expenses, program support, and other critical back-end functions essential to the smooth execution of this program.

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This proposal is meant to act as the continuation of our expansion conversation. All matters of project area, schedule, days and hours volunteered, number of Team Members, etc. can be adjusted to meet priorities identified. We welcome any opportunity to discuss this project in greater detail.

Thank you!

Jocelyn Curran, Director – Monterey & Santa Cruz Counties



## **Downtown Streets Team (DST) Budget Line-Item Descriptions:**

**Non-Cash Basic Needs Stipends:** Gift cards to local stores like ARCO, Wal-Mart, Lucky's, etc. to help Team Members cover their basic needs. Team Members receive these stipends in exchange for their time volunteering with DST.

**Supplies-Program:** Items needed to successfully run DST's flagship model such as Team Member shirts, pickers, buckets, mega-brutes, etc.

**Office supplies:** Items needed to successfully run the office such as paper for the printer, pens, paper clips, etc.

**Repair & Maintenance – Program Vehicles:** Any expenses needed to maintain the DST vehicles to mitigate any wear and tear incurred during program operations. Examples would be oil changes, tire rotations, repairing any damage done on the job.

**Vehicle Expenses – Gas:** Gas needed to operate the DST vehicles and fees incurred to maintain the safe operation of the DST van and truck.

**Rent-Programs:** These funds are used to pay rent for the DST office in Salinas.

**Utilities:** Utilities for the office (PG&E, trash, water, etc)

**Subscriptions & Memberships:** Chamber of Commerce membership, etc

**Waste Processing Costs:** Fees incurred when disposing of debris removed at Republic Services

**Printing:** Any printing fees incurred to run DST's program for things such as outreach materials, bi-lingual pamphlets, flyers, etc

**Postage & Delivery:** Stamps and other postage needed to mail items on behalf of Team Members or to contribute to the operations of DST's programs

**Insurance – Professional Liability:** Professional liability insurance for DST programs

**License & Insurance – Program Vehicles:** Fees incurred to provide insurance covers for DST vehicles and drivers utilizing DST vehicles

**Rental Assistance (RA):** RA can include assistance with rent payment and, in this case, is not to exceed 50% of a participant's rent for more than 6 months.

**Financial Assistance (FA):** FA can include rental application fees, deposits, one-time move in costs, etc.

**Public Transportation Passes:** MST bus passes for active Team Members and STE Participant Employees

**Software & Licenses:** HMIS Licenses, Clarity, Asana, etc

**Mileage:** Any mileage driven by staff driving Team Members to various appointments, court appearances, etc. Staff also incur mileage when driving to All Staff meetings, internal professional development opportunities, etc.

**Telephone & Internet:** Costs (repairs, new equipment, etc.) related to DST staff's work phone; internet expenses for the office

**Computer Expenses:** Costs (repairs, new equipment, etc.) related to DST staff's computers

**STE Workforce Development Wages:** These funds are used to contribute towards the salaries of Salinas STE Participant Employees (Part-Time positions) supporting DST operations on all five routes. We will only bill for contract specific related costs (STE Participant Employees for the two Alisal Teams are billed to the Alisal contract).

**STE Workforce Development Benefits:** Benefits, taxes, and other fees incurred for all STE Participant Employees (Part-Time positions). We've calculated this cost to be 19% of the salary cost which is reflected in the budget.

**Personnel Salaries (DST):** These funds are used to contribute towards the salaries of Salinas staff members supporting the Team Members on all five routes. Everyone on staff works with our Team Members in various capacities. Each contract covers a portion of staff salaries contr

**Benefits, Payroll Taxes, WC (DST):** Benefits, taxes, and other fees incurred for all DST staff. We've calculated this cost to be 23% of the salary cost which is reflected in the budget.

**Accounting, Legal, G&A (Overhead):** Organizational costs related to accounting services, legal services, and General and administrative (G&A) expenses. These are expenses may be incurred as a benefit to the company as a whole. Total overhead percentage should not exceed 10% for the City of Salinas.