



“We sit around offices and talk about strategy, about how we're going to fix communities. This is the solution. This is how you do it.”

Tomiquia Moss, Oakland Mayor's Office, Chief of Staff

Green Streets has “figured out what the city of San Francisco hasn't figured out after billions of dollars invested in the system for all these decades.”

Supervisor David Campos





Hayes Valley

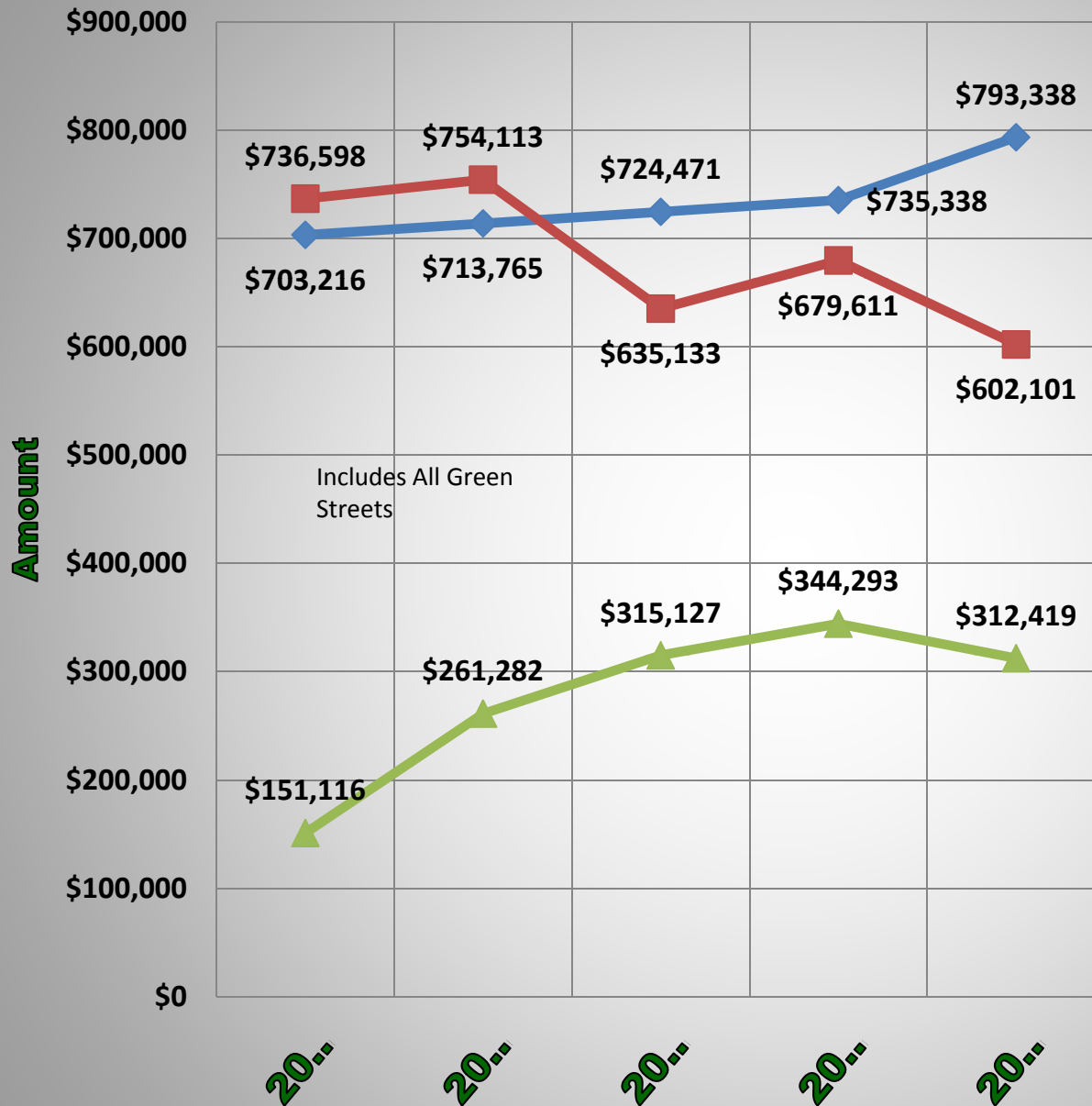


Resident



Appreciation Day

# Trash and Grounds Expense Compared to Green Streets



—◆— Trash & Grounds Expense with Inflation\*

—■— Trash & Grounds Expense from Yardi\*\*

—▲— Green Streets Payroll

\*2009 Yardi Baseline with 3% Annual Inflation and 2013 Rate Increase

\*\*Includes all Property and Green Streets Expenses

# Sample Operations Plan

- Begin implementation with current Green Streets staff – approximately three months.
- Recruit, hire and train new employees.
- Assign them to existing Green Streets properties.
- Transition new employees back into their community.





Recology Sunset Scavenger Best Practices Training

# Training

- Hands-on training at existing sites to learn Green Streets operation and philosophy.
- Compactor & Cushman Operation Training.
- Recology and Department of the Environment.
- Monthly professional and personal development workshops.
- Monthly life management workshops.
- Connected with support services as needed.
- Peer to Peer WRAP groups.

# Demographics

- 60 Employees over Four Years
- 26 Employees Currently
- 90% African American
- 31% Female/69% Male
- 58% had a Criminal Background
- All are Low-Income
- 88% did not have a Steady Work Background



# Public Safety

- **Resident Engagement** – We can reach the people others can't reach.
- **Property Knowledge** – We have lived in most of the Public Housing developments in San Francisco .
- **Restorative Justice** – We used to cause the problems and now we're leading by example to improve our communities.
- **Courage** – We are on the front lines every day and able to address trauma and offer real life knowledge.
- **Culture Change** – Our presence creates a positive image which is lacking in our communities. The more people see us doing good the more they want to do good.

# Outcomes

- All are earning a steady and legal wage, the majority for the first time, and 47% have remained employed over two years.
- 100% receive on the job and workshop based vocational training and social services support.
- All employees earn at least 42% over the Federal and 28% over the State Minimum Wage.
- Over 60% of us have been involved in the criminal justice system. Of that 60%, 84% have not been involved again since joining Green Streets.

# Key Implementation Tasks

## Assess Local Agency, Community Capacity and Political Landscape

This step will determine what resources are available to assure the success of a Green Streets style small business venture, including potential partners, funding, capacity of local community agencies, training and workforce development resources and support from the public sector. Research local policy and economic initiatives, city government and local businesses or interest groups can often benefit from community partnerships.

# Key Implementation Tasks

## Identify a Specific Business Need Within the Community

Research the local market to see where a social enterprise could be competitive; look at local economic conditions that could lead to opportunity and identify existing marketplace gaps and weaknesses. At this stage, identifying an “angel customer” is optimal.



# Key Implementation Tasks

## Build an Advisory Committee

Advisors contribute a wealth of business knowledge and will be a source of future funding, sales leads, training and general support. Advisors could include local merchants, law enforcement, public officials and housing stakeholders, ranging from neighborhood and resident association leaders to private property managers.

# Key Implementation Tasks

## Research Funding Options

Assess prospective clients as well as foundation, private sector and government funding that could support the social enterprise, providing a complement to earned income.

# Key Implementation Tasks

## Identify Target Population

Identify the first round of entrepreneurs and their challenges, assets and interests. This will determine the approach to training and barrier remediation.

# Key Implementation Tasks

## Begin the Training Process

Launching the specific enterprise would include training entrepreneurs and Green Streets staff to work directly with local participants. The time frame for this step will vary based on the resources available, type of business and commitment of the participants. Key concepts to be covered include:

- Basic Work Skills and Professional Decorum
- Communication
- Specific Technical Skills Based on the Type of Business
- Leadership Development
- WRAP (Wellness Recovery Action Plans)
- Branding and Marketing
- Operations Plan
- Human Resources Policies
- Financial Framework



# Key Implementation Tasks

## Marketing, Sales and Outreach

The next step is to work with local entrepreneurs and the advisory committee to introduce the business to the community and begin identifying clients, solidifying contracts and putting people to work and on the road to creating a social enterprise.

# Key Implementation Tasks

## Maturation and Sustainability

In concert with Green Streets, Citizen Film and you and your local partners; we can provide the backroom technical assistance and support that shepherds the replicated enterprise into becoming its own legal entity along with developing a concrete network of support services.

## Vicious Cycle



SOCIAL ENTERPRISE

## Virtuous Cycle



# Your Community's Next Steps

- Sketch your own virtuous cycle.
- What makes your community ripe for entrepreneurship?
- What nurtures a leader?
- What makes a healthy partnership?
- Open your Rolodex and list two contacts you could engage in developing a social enterprise.



# Our Contact Information

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Thank you!



