



ST. MARTIN'S HOSPITALITY CENTER

Assisting homeless and near-homeless people by providing hope

November 23, 2016

Ms. Linda Anderson
Executive Director
Domanica Foundation
PO Box 338
Denison, Texas 75021-0338

Dear Ms. Anderson,

St. Martin's Hospitality Center (SMHC) is applying for a \$20,000 grant from the Domanica Foundation to fund a one-year grooming clinic. SMHC provides critical services for people experiencing homelessness and near homelessness. A 2015 point-in-time count found almost 1,300 homeless individuals in Albuquerque.

This pilot program is intended to enhance and enrich the lives of homeless participants by educating them on hygiene skills and employment training. This knowledge will gain clients respect and empower them to find employment.

Many homeless individuals have a lack of access to or knowledge of hygiene care. Haircuts and shaves cost money, and hygiene classes are few. Our pilot program will provide the haircuts, shaves, and hygiene training clients need.

A \$20,000 grant from the Domanica Foundation, plus promised in-kind donations, would fully fund this clinic. St. Martin's has worked with Domanica Foundation before, and we would be proud to partner with you again.

Sincerely,

Dayna Diamond
Volunteer
St. Martin's Hospitality Center
ENCLOSURE

Program Overview

St. Martin's Hospitality Center is 501(c)(3) Non-Profit Organization which provides critical services for people experiencing homeless and near homelessness. We provide food, shelter, housing, medical and behavioral care, and employment services. We are applying to the Domanica Foundation for \$20,000 to fund a new job development program. With Domanica's support, we will be able to fund a pilot program. This pilot program will be a grooming clinic that provides homeless clients training and services to look their best, in addition to professional development services. We intend to hire a part-time program director from within St. Martin's and a licensed hairdresser from the community.

St. Martin's Organizational Profile

There are 14 members on the board of directors, and they are upper class members of our community, ready and willing to provide financial assistance for the homeless. St. Martin's Hospitality Center is located in the middle of downtown Albuquerque, just off of Lomas on 3rd Street. Downtown Albuquerque is not only an easy area to get to, it is also an area where St. Martin's is near a large number of clients suffering from homelessness. Many clients continue to seek out these services, in part because St. Martin's is so well-established in the community. Since 1985, it has worked towards ending homelessness one person at a time.

Today, St. Martin's is a non-sectarian organization as well as the premier homeless shelter, employment center, mental health facility and housing program of Albuquerque. St. Martin's always seeks to expand our programs and clients. To wit, this February, our organization announced a program to help child hunger called Project Blue Box. Partnering with Blue Cross Blue Shield of New Mexico, St. Martin's now delivers boxes of fresh food to help feed the families of 60 elementary school children in need.

St. Martin's continues to serve Albuquerque's homeless population. Our mission is to assist homeless and near homeless people by providing resources, opportunities, and HOPE. St. Martin's Hospitality Center believes in helping the homeless any way we can, living out its

commitment to offer hospitality to strangers. Like the St. Martins of history, this organization serves the neediest members of society.

St. Martin's goal is to create self-sufficiency and break the cycle of homelessness. Over time, we have discovered that people's greatest resources are their own skills and strengths, and the best opportunity for them is integration in a community. In this way, we give them hope that they will have the freedom to choose their own directions. One of the ways we achieve these goals is through our Coffee Shop. It functions as a community liaison and training opportunity for clients. When clients graduate this program, they have skills in cashiering, service, and coffee-making. Customers of the Coffee Shop come from the community at large, which shows our entire population that initiatives to end homelessness can be successful.

In 2015, we proudly received the nonprofit of the year award. We can only say that was due to our successful and increasing programs, as well as our dedicated community partners. In 2015, Mayor Richard J. Barry launched the *There's a Better Way* campaign, which not only gives homeless people an alternative to panhandling, it also is an alternative venue for caring community members to put their money. Instead of fining people in need, this program helps them.

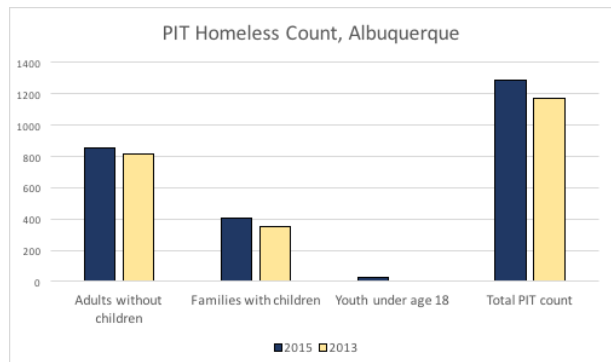
In a partnership with St. Martin's Hospitality Center, the *There's a Better Way* Van circulates through the city to offer people on the street a job for the day, plus resources from St. Martin's. The city provides a van wrapped with "The Better Way Van," as well as a location for workers, safety equipment, tools, a porta-john and water. We provide the driver, who stays to ensure clients work and to see what services they might need. The driver also packs a lunch for up to 12 people. By March of this year, 527 day jobs had been created. Nearly a quarter of these clients received services: 84 received help for behavioral health and substance abuse, 34 were connected to permanent jobs, and 8 qualified for permanent housing.

St. Martin's has served those experiencing homelessness and near-homelessness for over 30 years. Our past and continuing programs show great success in alleviating our clients' needs. Over time, we have made significant progress towards ending homelessness by doing whatever we can to provide crucial services.

Needs Statement

The most proximate cause of homelessness is poverty.¹ In New Mexico, the unemployment rate is 6.7% as of September 2016.² Albuquerque also has high homelessness rates, with the total Point in Time homelessness count as 1,287 people on January 26th, 2015.³ 66% of homeless people are unemployed.⁴

Table 1: Figures from the New Mexico Coalition to End Homelessness



In a state with such high unemployment, it can be difficult to get a job. However, “looking the part,” or dressing and grooming as expected, can greatly increase a person’s chances. Access to haircuts and hair care in addition to work-appropriate attire enables clients to dress as employers expect and often require. Haircuts and hair care can help pave the way towards employment.

Businesses are legally allowed to enforce dress codes without it being considered discrimination, and this often includes hairstyles, especially given that a 2013 study found appearance can change customer perception of service quality.⁵ Some appearances, including non-traditional hairstyles, can make customers perceive the service as worse. Additionally, Albuquerque health codes adopted in 2009 dictate that food employees must wear hair restraints. Although this does not rule out long hair, haircuts and hair care make it easier to comply with these standards. In jobs with machinery, long hair can be a safety hazard. Overall, access to haircuts and hair care can make it much easier to get and stay employed.

Despite her strong work ethic, Olivia was laid off from her job during the recession. After several months without an income, she lost her home. Getting a job became harder over time, because grooming and hygiene were difficult without a stable place to live. Olivia came to St. Martin’s for help finding employment, and one of the first things she needed was clothing. Now, Olivia has a long-term job, and finally can begin looking for permanent housing.

¹ Saint Martin’s Homelessness Facts and Figures

² Bureau of Labor Statistics

³ New Mexico Coalition to End Homelessness

⁴ National Coalition for the Homeless

⁵ City Employee Perceptions of the Impact of Dress and Appearance, You Are What You Wear

Solution Statement

Goals and Objectives

Our goal is to provide employment training and services to improve the hireability of homeless clients. To further this goal, we will start a pilot program: a grooming clinic to provide haircare and hygiene training. The clinic will be open for eight hours one day per week, with an hour before and after for setup/takedown. It will be staffed by a hairdresser and a program coordinator, and provide monthly services for 32 clients over a period of one year. By assisting homeless clients to understand company dress codes and improve their appearances, this pilot program will help its clients become employed.

Hire an individual to coordinate the pilot program's aspects

Month 1

To ensure that the program receives sufficient attention, a program director will be hired to oversee all the pilot program's aspects. This person will work ten hours every week, during the entire duration of the grooming clinic. They will oversee space and equipment management, volunteer instruction, outreach, and the hiring of a hairdresser, thereby ensuring a well-organized, sufficiently staffed and equipped clinic that successfully connects clients to its services. The program director will also oversee documentation and evaluations, in addition to providing resume services to the clients.

Secure a space and equipment

Months 2 - 3

The space currently used for the employment program is large enough to be converted into an appropriate space for the hygiene clinic. An hour before and after the hairdresser and clients arrive will be allocated for setup and takedown. The program director, assisted by volunteers, will oversee setup and takedown. The program director will solicit in-kind donations; any equipment that cannot be secured in this way will be purchased within budget. By the end of the third months, the space will be ready and outfitted for operation.

Hire a licensed hairdresser to provide hair services**Months 3 - 4**

The program coordinator will reach out to community members with hairdressers' licenses to provide haircuts and grooming training to clients, one day per week for eight hours. Giving preference for experience and a history of philanthropic works, the program director will select one applicant. The hairdresser will have one guaranteed day of full work per week, with SMHC clients.

Connect clients to these services through outreach at St. Martin's**Months 3 - 4**

Eligible clients will be homeless, unemployed, and receiving services from SMHC. The program coordinator will create and pass out posters and flyers, as well as approach individuals in person. Clients will be admitted on a first come, first served basis. Ultimately, 32 clients will be connected to the pilot program to receive grooming services.

Host a grooming clinic once per week**Months 5 - 12**

The grooming clinics will be open one day per week for eight hours, providing services to one client per hour. Each client will come once every four weeks and express what industry they want to focus on. Over the course of seven months, the clinic will provide services to 32 clients once per month. This is a reasonable timeframe, because most people need a new haircut about once per month. The pilot program will provide haircuts, shaves, hygiene training, and help with resume writing. The hairdresser will take monthly photographs of the clients, and the program coordinator will compile these into a document denoting the improvements based on industry-specific grooming standards.

Goal: Our goal is to provide employment training and services to improve the hireability of homeless clients. To further this goal, we will start a pilot program: a grooming clinic to provide haircare and hygiene training. The clinic will be open for eight hours one day per week, with an hour before and after for setup/takedown. It will be staffed by a hairdresser and a program coordinator, and provide monthly services for 32 clients over a period of one year. By assisting homeless clients to understand company dress codes and improve their appearances, this pilot program will help its clients become employed.

Objective	Activities	Timeline	Outcome Results
1. Hire a part-time program coordinator to organize aspects of the pilot program for 10 hours per day	--Select appropriate individual. They may work for St. Martin’s in other capacities --Engage that person for one day per week coordinating donations, equipment, staff, volunteers and clients	--Resumes evaluated and program coordinator selected within one month	--The program coordinator, once hired, will ensure a well-organized, sufficiently staffed and equipped clinic that successfully connects clients to its services
2. Secure space and equipment for the pilot program	--Plan to convert the employment program into a grooming clinic --Request donations of in-kind equipment --Purchase remaining necessary equipment	--Space secured for the weekly timeframe by the end of the second month --Necessary equipment secured by the end of the third month	--This space will be ready and outfitted for operation by the end of the third month
3. Hire a licensed hairdresser	--Reach out to community members with hairdressers’ licenses	--Hairdressers screened and most qualified individual hired by the end of the fourth month	--The hairdresser will have one guaranteed full day of work per week with SMHC clients

	<p>--Select one individual, giving preference to those with a history of philanthropic works</p> <p>--Hire that hairdresser to work eight hours one day per week</p>	<p>--Ready to begin work by the beginning of the fifth month</p>	
<p>4. Connect clients to these services through outreach</p>	<p>--Create a plan for outreach to current St. Martin's clients, including fliers and posters</p> <p>--Find 32 unemployed clients to participate in the pilot program</p> <p>--Admit clients to the program on a first-come, first-served basis</p>	<p>--Program director to design outreach policies and posters</p> <p>--Outreach begun in the third month</p> <p>--32 clients connected by the end of the fourth month</p> <p>--Clients, employees, and equipment evaluated at the end of the fourth month</p>	<p>--32 clients will connect with the grooming clinic pilot program to receive haircare services and training</p> <p>--Clients take a pre-test, including a pre-photo (shot by the program director)</p>
<p>5. Host a grooming clinic</p>	<p>--Each client will come to the grooming clinic once every four weeks</p> <p>--Hairdresser and clients will discuss what services the client needs and what industry the client would like to learn the haircare and grooming standards for</p>	<p>--Grooming clinic hosted once per week for eight hours from the fifth month forward</p> <p>--Each client will come once every four weeks</p> <p>--The hairdresser and program director will staff the clinic every week</p> <p>--The program director will track</p>	<p>--30% of clients will attend the program a minimum of two months to take the first post-test</p> <p>--Clients' understanding of dress codes and grooming standards and how to meet them will be improved, documented through pre- and</p>

	<p>--Based on need and industry, clients will receive different kinds of haircuts, shaves, and grooming training such as how to make a bun</p> <p>--Clients will receive resume help</p>	<p>clients' grooming skills and appearance</p> <p>--Pilot program will be evaluated and the seven and nine month marks to determine efficacy and necessary changes</p>	<p>post-photos and tests</p>
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SMHC Project Budget for <u>the grooming clinic & job training pilot program</u>					
(Categories below are Optional)	Description(purpose of each person or item or operation)	Domanica	Other Funding	In Kind	Total
Personnel					
Project Program Director to work one day per week, 10 hours per day	Coordinate program aspects; provide employment training	\$3,328			\$3,328
Licensed Hairdresser to work one day per week, 8 hours per day	Provide haircuts, shaves and haircare training	\$1,792			\$1,792
Volunteers to work one hour at the beginning and end of one day per week	Help with setup, takedown and cleanup			\$896	\$896
Total		\$5,120			\$6,016
Materials					
Hairdressers chair	Crucial to providing any hair treatments	\$150			\$150
Scissors, hairdresser gowns, combs and hairbrushes, razors and shaving cream	The materials necessary for haircuts and shaves	\$400			\$400
Hairdryer, towels	To finish the grooming process	\$80		\$120	\$200
Hair ties, clips and bobby pins	For haircare and grooming training	\$500			\$500
Total		\$1,130			\$1250
General Program Operations (outings, festivals etc)					
Outreach documents (120 flyers)	To inform and recruit clients for the pilot program	\$1,200			\$1,200

Cleanup: brooms, bleach, waste disposal, and weekly laundry for towels and gowns	Keep the equipment safe, clean, and hygienic for clients	\$1,000			\$1,000
Documents for evaluation and support (pre-tests, post-tests, resumes, and graduation certificates) and a dedicated computer to provide those services	Evaluate and provide specific employment services; although the expected graduation rate is not 100%, we have to be prepared to support every client	\$500			\$500
Total		\$2,700			\$2,700
Total Expenses		\$8,950		\$1,146	\$9,966

Project Evaluation

Evaluation Introduction

Our goal is to provide employment training and services to improve the hireability of homeless clients. Over the course of one year, we will create our pilot program, a grooming clinic. The clinic will provide homeless clients training and haircare, so that they can improve their appearances and their chances of gaining employment.

Program Coordinator

At the start of the pilot program, St. Martin's (SMHC) will hire a part-time program coordinator. The program coordinator will work one day a week, 10 hours per day, to organize aspects of the program and provide job training to clients. They will secure equipment, hire staff, and reach out to clients. The program coordinator may also work for St. Martin's in other capacities. Their hours worked will be documented through payroll receipts from SMHC, demonstrating payment for the ten hours one day per week.

Space & Equipment

The space currently used for employment services will be converted once per week into the grooming clinic. The program director will be in charge of securing all the necessary equipment, through in-kind donations and purchases. The securing of equipment will be demonstrated through receipts, both for purchases and for in-kind donations.

Licensed Hairdresser

The program coordinator hire a community member with a hairdressers' license to provide haircuts and grooming training to clients, over a period of seven months. The hairdresser will work one day per week for eight hours. The hairdresser will have one guaranteed day of full work per week, with SMHC clients. This will be documented through payroll receipts and the hiring contract.

Outreach & Clients

Eligible clients will be homeless, unemployed, and receiving services from SMHC. The program coordinator will create and pass out posters and flyers, as well as approach individuals in person. 32 clients will be admitted on a first come, first served basis. This will be documented through a list of clients' first and last names, contact information, and pre-services photographs.

Grooming Clinic

The grooming clinics will be open one day per week for eight hours, providing services to 32 clients once per month, over a seven-month period. The pilot program will provide haircuts, shaves, hygiene training, and help with resume writing. The hairdresser will take photographs of the clients at the seven, nine, and twelve month marks for assessment. The program director will compile these into a document, denoting the improvements based on industry-specific grooming standards. The program director will also keep a copy of the resumes they help clients to create.

Analysis

The receipts of objects and employee payment will be copied and compared to the original list of items to be purchased and hours employees will work. Hiring contracts will also be included. At the end of the fourth month, a licensed hairdresser and all necessary equipment is expected to be secured.

The list of clients will be tallied up at the four-month assessment to determine how many clients are registered for the pilot program at that time. 32 clients should be signed up for the program at the end of the fourth month.

At this point, the program director will have developed criteria for appropriate grooming, based on organizations' dress code standards. Over the course of the program, the director will continue to take photographs at midterm report times. Then, the director will denote progress towards those criteria, as shown through the photographs. At the seven-month assessment, five clients should demonstrate improved grooming. By the nine-month assessment, eight clients should demonstrate improved grooming, while two clients should show mastery of grooming standards.

New resumes of clients will also be copied and tallied up, to demonstrate how many clients now have them. The number should be three by the end of seventh month, six by the end of the ninth month, and nine by the end of the pilot program.

Changes and Final Report

At the end of the fourth month, the first assessment will address employees, equipment, and clients. If a hairdresser cannot be found to work one day a week, then the program director will either hire two hairdressers to work half-days, or a hairdressing student to work one day per week. If all the equipment cannot be purchased within the equipment budget, the hours for the hairdresser and the program coordinator will be reduced, as will the number of clients. That way, less money can be spent on payroll and more on equipment.

The list of clients and their pre-services photographs should include thirty-two people at the four-month assessment. If 32 clients cannot be found that are homeless, unemployed, and receiving services from St. Martin's, then the program will be opened up, first to near-homeless clients, and then to clients not currently receiving services from St. Martin's.

At the seven-month assessment, at least three clients should have completed resumes, and at least five clients should achieve one additional criteria for grooming standards. If fewer than three clients have completed resumes, then the program director should change their approach to offering resume services and helping the clients develop them. If significantly more than three clients have completed resumes, the program director should offer additional job training services, such as mock interviews. If less than five clients achieve additional grooming standard criteria, then the hairdresser should reassess and create a new lesson plan for haircare and other training. If the hairdresser find themselves unable to get to eight clients over the course of eight hours, the number of clients who receive services on each day will be reduced.

The final report will be compiled by the program director. It will include all the evaluation details. These include copies of payroll and equipment receipts. The number of clients and their names will be listed. Side-by-side comparisons of their original photographs, and seven-, nine- and twelve-month assessment photographs, with notations on improvements of grooming criteria, will feature. Resumes will also be copied in for clients who create them.

Conclusion

Assessing the success of the program and its aspects will tell St. Martin's whether to expand the pilot project, and in what ways it needs to be changed in order to do so. After meeting our goals with the first year, St. Martin's will be able to determine how many clients per hour each hairdresser can work with. We will be able to determine how many hairdressers to hire to provide for 200 or more clients on a regular basis.