OUR MISSION

is to share Christ’s unconditional and redemptive love by caring for immediate needs and enabling lasting solutions

OUR VISION

is to restore lives and rebuild communities through innovative programs which provide food, shelter, clothing, training and spiritual transformation

WE ARE GUIDED

by our core values of teamwork, humility, accountability, innovation and serving with joy
CREATE THE CHANGE

CityTeam is a community. It’s a place where all are welcome, and where everyone from staff to volunteers to financial partners all play an important role in living out God’s restorative love to our neighbors in need. Together, we are helping people find lasting change in their lives and impacting our cities for good, united by the belief that God has called us to love our neighbors as ourselves.

For six decades, CityTeam has been working to address poverty, hunger, homelessness and addiction in our community. But today, the face of poverty is changing. Driven by rising costs of living, a growing number of our neighbors are living with food insecurity, and the number of people experiencing homelessness is rapidly expanding.

At CityTeam, we are responding to these growing needs by broadening our programs. We know the best way to prevent homelessness is to stop it before it takes hold of someone’s life. To that end, we have launched a new strategic plan and five-year vision designed to continue our core food, shelter and residential recovery programs, while expanding our focus on preventing homelessness. Below are three key ways CityTeam will have an even greater reach and deeper impact in the coming years:

#1: Helping people get back on their feet with transitional housing; new investments in group living homes will bring stability and hope to low-income people experiencing temporary loss of shelter, struggling to afford housing, or at risk of losing their shelter.

#2: Providing a path to economic self-sufficiency; we are committed to providing our clients the support they need to achieve living wage jobs that can support them and their families and break the cycle of poverty.

#3: Addressing our most vulnerable population—youth exiting foster care; we will provide safe, structured and nurturing residential care, helping youth to gain life skills and education to reverse the risk factors for homelessness and enter adult life set up for success.

You are part of a compassionate community of over 35,000 staff, volunteers and supporters. I am grateful each day to work alongside generous people like you who empower your neighbors to discover their God-given potential and live abundant and dignified lives, for themselves, their families, and communities.

In His service,

Glen Peterson
President
# Results and Impact in 2018

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lives impacted through all programs</td>
<td>500,000</td>
</tr>
<tr>
<td>Active volunteers</td>
<td>7,949</td>
</tr>
<tr>
<td>Participants in residential recovery programs</td>
<td>500</td>
</tr>
<tr>
<td>Hours of case management</td>
<td>13,388</td>
</tr>
<tr>
<td>Hot meals served</td>
<td>655,799</td>
</tr>
<tr>
<td>Low-income families served through community services</td>
<td>13,480</td>
</tr>
<tr>
<td>Holiday meal boxes distributed</td>
<td>8,950</td>
</tr>
<tr>
<td>Sobriety success rate after 1 year</td>
<td>83.5%</td>
</tr>
<tr>
<td>Nights of shelter provided</td>
<td>70,753</td>
</tr>
<tr>
<td>Corporations volunteering</td>
<td>66</td>
</tr>
<tr>
<td>Churches serving neighbors</td>
<td>43</td>
</tr>
<tr>
<td>Pounds of food distributed</td>
<td>1,500,000+</td>
</tr>
<tr>
<td>Total private donations</td>
<td>24,500,000</td>
</tr>
</tbody>
</table>

*Total results from our 5-ministry centers: San Jose, Oakland, San Francisco, Chester, and Portland*
Giselle was homeless, and her history with drug abuse had caused her to lose custody of her kids and eventually landed her in jail. Faced with the possibility of a six-year incarceration, Giselle also learned she was 11 weeks pregnant. The presiding judge at her sentencing hearing offered her a last chance for a new beginning. The judge said, “It’s not only your well-being at stake, you have a baby inside of you to care about.” Hoping for redemption for the sake of her unborn child, she committed to remain clean during the pregnancy and entered CityTeam’s residential program.

When Melody, the CityTeam case worker, picked her up from prison, her kind and compassionate embrace was reassuring and yet overwhelming at the same time. Giselle felt out of place when she first arrived at CityTeam. “There was a lot of hugging. Everyone I met was genuinely friendly and kind to me, but I felt uncomfortable.”

Through her pregnancy and feelings of brokenness, the year she spent at CityTeam would be the hardest year of her life. It took time for her to heal emotionally and spiritually. Yet, ultimately, she credits CityTeam with saving her life. The unconditional love she experienced enabled her to overcome her pain. A window opened up to God. Even though it was difficult for her to walk by faith, her resentment subsided in the end, and she learned to trust Him again.

Her son Zayden is now a symbol of hope for Giselle who works for the county as a case manager, helping to provide community solutions to people also experiencing homelessness and poverty. She is thankful that she can provide a good home for her children and can give back to others in need. Giselle keeps in close touch with the CityTeam community to this day. “CityTeam helped me overcome the pain and suffering of my troubled past,” she said. “When I could only see darkness, CityTeam saw the light in me.”

Having grown up in an impoverished neighborhood, Kurtis lost a lot of friends and family members to gang activity and drug use. Life circumstances took their toll, and Kurtis himself ended up homeless and living on the streets—which is where his son was born.

“I’m grateful every day for the second chance I’ve been given,” he says. “God has truly restored me to be who I truly am.”

“Life was very hard. It was cold. It was dark. There was a lot of pain, a lot of sorrow, a lot of hate for myself,” he says. When Kurtis came to CityTeam, he said “I needed a life change.” Now a father, Kurtis wanted to build a future for himself, his fiancé and their son.

Kurtis entered our residential programs where he received counseling, care and support to help him heal emotionally and spiritually. He also took advantage of our Learning and Career Center where he was able to take classes toward his class A license. He is now on track for a job as a commercial truck driver – a job that will provide a living wage for him and his family.

Kurtis is excited about his future. “I’m grateful every day for the second chance I’ve been given,” he says. “God has truly restored me to be who I truly am.”
IGNITING HOPE THROUGH FOOD AND SHELTER

Responding to urgent needs of low-income and homeless individuals and families, CityTeam provides prepared meals, grocery and fresh produce distribution, shelter beds, warm showers, clean clothes and more. Every act of service we provide is an opportunity to start a relationship with someone that can lead to lasting change.

RESTORING LIVES THROUGH RESIDENTIAL PROGRAMS

CityTeam helps individuals achieve lasting change in their lives through residential programs that offer safe shelter, restorative care, and support. Graduates of our residential programs achieve sobriety, education milestones, steady employment, family reunification, and a restored and vibrant life.

TRANSFORMING COMMUNITIES

We are a local ministry, embedded in the communities we serve. As we help individuals restore their lives, we are also impacting our cities for good. CityTeam staff partner with volunteers, corporations and churches that are passionately committed to helping our neighbors in need and transforming the communities where we live and work.
NEW CHALLENGES COMPEL US TO DO MORE

Our vision to meet immediate needs, restore lives and rebuild fragmented communities remains unchanged. At the same time, we are expanding our programs to meet the changing needs we see around us.

CityTeam is moving rapidly to address the changing dynamics of urban poverty, especially the escalation of homelessness among women, families with children, and youth exiting foster care. While our commitment to women and children is long-standing, our prevention efforts represent a needed strengthening of our historic model. The urgent and well-documented needs of youth exiting the foster care system present a compelling opportunity for CityTeam to adapt our residential services expertise to serve young adults.

CityTeam’s 5-year vision responds to three major trends that are intensifying the cycle of homelessness:

**Bay Area cost of living is 2X national average**
- Highly paid tech professionals
- Average rent is $3,000, up 50% over 5 years according to municipal data

**1/3 of homeless population is families with children**
- Generally caused by economic hardship
*2018 HUD Report on Homelessness to Congress

**Unsheltered youth grew by 14.3% in 2017**
- Youth (18–25) is the fastest growing segment of the unsheltered population
- 4,000 unsheltered youth in the Bay Area;
- 25% of the total homeless population is 18–25
*National Foster Youth Institute Report, May 2017*
FIVE-YEAR VISION

CityTeam’s strategic plan calls for innovating from the strength of our core competencies and introducing new initiatives for increased community impact where the need is the greatest.

1. **Double food outreach** by expanding neighborhood pantry programs and community services to 15 locations

2. **Position CityTeam clients for stability & economic self-sufficiency** by providing enhanced Learning and Career Center services that provide housing support, legal advocacy, and a path to living-wage jobs—including jobs in the information and technology-based economy

3. **Acquire and manage transitional housing** to expand our residential programs for women, families and vulnerable youth

4. **Grow revenue by 10% each year** to fund new initiatives and expand current work. Increase CityTeam financial and volunteer support from all sectors: corporations, churches and individuals
NEW VISION INITIATIVES

Current Core Competencies

- Providing meals and distributing food
- Shelter services
- Residential recovery programs
- Case Management
- Training and education
- Job placement
- Volunteer service teams
- Volunteer mentors/tutors
- Church & Corporate Partnerships

Innovating for Greater Impact

- Learning Center and certification programs
- Career and housing specialists
- Tech job training partnerships
- Neighborhood pantry expansion and services
- Youth outreach
- Governmental advocate to resolve legal issues

New Programs to Adapt to Changing Trends

- Transitional housing for men, women and families
- Residential care for youth exiting foster care
- Affordable housing for recovery program graduates

5-YEAR IMPACT GOALS

1 million: Total Lives impacted annually
25,000: Volunteers partnering with us to transform lives
**TRANSITIONAL HOUSING**

**Stable Housing for Temporary Homelessness**

Many low-income members of our community lose their residence because of economic hardship. CityTeam transitional housing programs will be safe havens, providing stability, social services and a supportive community to get people securely sheltered and on their way back to self-sufficiency.

“Millions of Americans are one paycheck away from homelessness. Addressing the needs of this population is a new emphasis for CityTeam. Our transitional housing programs will provide a safe and caring housing community for women and men to withstand a temporary shelter crisis; a hand up and a pathway to housing security. The best way to prevent homelessness is to stop it before it starts.”

—Paul Bains, CityTeam Board Member; Founder, Project WeHOPE

**CityTeam prioritizes serving women and children.**

**Our services are needed now more than ever:**

- 32% of single mothers are food insecure; 36% are living in poverty
- Calls from women to CityTeam crisis helpline are increasing every month
- 1 in 4 women seeking housing are fleeing domestic violence

*USDA 2016 Food Security Report, Women’s Law Center, National Law Center on Homelessness and Poverty factsheet on domestic violence and homelessness

**Our Model for Transitional Housing Programs:**

- Acquire new or converted space
- Employ an experienced case manager for every 5 residents
- Provide access to career services
- Leverage CityTeam food resources
- Recruit volunteer mentors to walk with clients through economic, emotional and spiritual journeys
- Offer a community of care to help create a successful transition
YOUTH EXITING FOSTER CARE

Intervention for Youth Exiting the Foster Care System

Young adults graduating from foster care to independent living face harsh realities:

- 25% experience homelessness within 4 years
- Only 3% ever earn a college degree* (vs. 40% of the general population)
- 7 out of 10 girls exiting the system are pregnant by the age of 21

* National Foster Youth Institute May 2017 Report

New residential program services specifically designed for young adults

“CityTeam is a natural organization to address the seemingly insurmountable odds facing youth exiting foster care. Our society is failing these kids. Now is the time to express Christ’s love by sheltering and caring for homeless and vulnerable young adults at risk of hunger, exploitation and human trafficking.”

—Nancy Ortberg
CEO, Transforming the Bay with Christ

Pilot Programs

CityTeam’s program is designed to bring our experience in residential support communities to young adults who leave foster care without stable housing or a community of support. CityTeam plans to fund this program through a combination of private and foundation support as well as available public grants and stipends earmarked for initiatives serving youth exiting foster care.

Initial Investment
- Property acquisition and tenant improvement to prepare for youth residents
- Program development

Ongoing Investment
- Hire experienced staff specializing in youth care
- Utilize CityTeam food sources and support services
- Recruit volunteer mentors

High Social & Financial Return
- Create collaborative private/public funding model for maximum impact and sustainability
- Create lasting hope for young adults as they seek to overcome their unsettled and difficult childhoods
YOUR SUPPORT ENABLES CITYTEAM’S EFFECTIVE MINISTRY

Dollars and services go directly to people in need

...60-year history of walking alongside men and women, helping them regain dignity, overcome addictions, restore their lives and successfully re-enter our communities.

...Multiple community touch-points build trust and respond to food and shelter needs, as well as providing emotional and spiritual support

Leveraged impact through community partnerships & volunteer engagement

...Every donated dollar matched by an additional dollar in contributed food

...Community partnerships catalyze impact of cash donations

...Corporate, church and individual volunteers extend impact by donating 66,000+ hours of service annually

Hands-on ways to offer caring support for people in crisis

...Serving others provides practical help and develops meaningful connections

...Opportunity to experience the positive change in our client’s lives first-hand

... Individuals, families and groups volunteer together, creating community as they offer compassion

Measurable results and thousands of transformed lives

...Transparent program goals and metrics show gift impact and effectiveness

...Regularly documented stories of positively changed lives testify to Cityteam’s tireless efforts bringing hope and lasting solutions to people in need

IGNITING HOPE & RESTORING LIVES
STRATEGIC PARTNERHIPS

Corporate Partnerships

Google has been a strategic CityTeam partner since 2014, volunteering over 1,500 hours of service at our community warehouse, kitchen and learning center as well as sending teams to serve at our Thanksgiving food outreach. In addition, as a participant in Google Giving Week, CityTeam has received over $200,000 from 150 Googlers.

Church Partnerships

Menlo Church collaborates with CityTeam to fulfill its mission to share Christ’s unconditional and redemptive love to its neighbors. CityTeam helps enable this mission by offering service projects for hundreds of church volunteers who serve at Menlo’s quarterly Serve Your City outreachs. Church members also help out regularly in the CityTeam’s community dining hall and serve as spiritual mentors in our recovery programs. Menlo provides financial support through their local outreach budget as well as special projects as needed.

Non-Profit Collaborations

Second Harvest Food Bank (Feeding America) is CityTeam’s largest food partner, providing 26,000 pounds of food each week that we distribute at our Community Service Center and through our Neighborhood Pantry Outreach. Second Harvest’s work securing food enables us to reach more families in need.
WOMEN OF IMPACT

Women of Impact (WOI) is a group of women who are passionate about CityTeam’s women’s programs. As community of cosupporters, WOI raises awareness and funds for our residential and outreach programs that transform the lives of women and their children, and create lasting impact in our community. WOI members are valuable CityTeam partners, with a heart to help vulnerable women and children, and a desire to share their commitment to help meet our income goals. These women play an important role in supporting CityTeam’s residential programs for women throughout the Bay Area including ministries to women who are: pregnant, homeless, addicted to drugs or alcohol, re-entering society after incarceration, fleeing domestic violence, single parents, and graduates of our programs transitioning back into our communities.

A Family and a Vision: House of Light

When Nanette Kinkade and her daughters first met the young women at Heritage Home, their hearts were both encouraged and unsettled. They believed Cityteam’s ministry to vulnerable women and their newborn babies was having a profound and life changing impact, yet the need for more communities of care was also obvious. After joining Women of Impact and becoming increasingly excited about serving women, Nanette and her daughter’s began to dream of purchasing a new home to serve as a transitional residence for graduates of CityTeam’s programs reentering society. It would be a place of security for women and their children as they eased into the realities of the Silicon Valley rental market. Their dream came together more quickly then they imagined when their realtor told them that a 6 bedroom community-living home in San Jose was for sale. “The decision was actually easy”, said Nanette. “We knew we wanted to help CityTeam serve women and children and expand their powerful and effective residential community model, and this home was just what we were looking for.” The residence, called House of Light, will offer below-market rates and community living support to women who have achieved sobriety, restoration and employment and are starting a new life.
CityTeam Board of Trustees

Dennis Powell – Chairman of the Board
Former Executive VP & CFO, Cisco Systems

Joan Braddi – Vice Chair
Vice President of Global Partnership, Google, Inc.

Bruce Gregory – Treasurer
Interim CFO, Qwil

Jerry E. Moison – Secretary
Partner, Moison Investment Company, Inc.

Glen Peterson – President
President of CityTeam

Bob Hausmann
Operating Partner, Thoma Bravo

William B. Strine
CEO, Media Real Estate Company

Anthony T. Williams
Senior Pastor, Maranatha Christian Center

Paul Bains
Pastor/Co-Founder, Project WeHOPE

Patrick Tang
Vice President Technology, Hardware, Amazon

CityTeam Staff Leadership

Glen Peterson – President
President of CityTeam

John Scott – Executive Director
CityTeam San Jose

Kwinn Tucker – Executive Director
CityTeam Chester

Angela Aguilar – Executive Director
CityTeam Oakland

Mike Giering – Executive Director
CityTeam Portland

Christian Huang – Executive Director
CityTeam San Francisco

Jill Aufricht
Chief Financial Officer

Lisa Flattery
VP of Marketing and Strategic Growth Initiatives

Michele Ruby
VP of Development

Isaac Valle
Sr. Director of Human Resources