THE OTHER SIDE ACADEMY

TOSA:DENVER

The Other Side Academy is a 501(c)(3) nonprofit, social enterprise modeled after the Delancey Street Foundation in San Francisco. Repeat criminals and chronic substance abusers, many of whom experience homelessness, can change their lives, free of charge, in a two-year, residential, non-clinical, work-oriented environment. The Other Side Academy functions as a school where students learn vocational, pro-social, and life skills so they can succeed on “the other side” of addiction and criminal behavior.

Joseph Grenny, New York Times bestselling author of *Crucial Conversations* and *Influencer*, successfully implemented the first replication of this model in Salt Lake City in 2015. After just 19 months, it was financially and operationally self-sufficient through the revenues generated by the social ventures of the students in the program.

In September 2016, 160 business and community leaders from Denver traveled to Salt Lake City on the annual Leadership Exchange (LEX) trip. The entire delegation witnessed the impact of The Other Side Academy and, in a town hall discussion at the end of the trip, committed to expand the model to Denver.

**IMPACT**

- $2 billion in California taxpayer savings since Delancey Street opened in 1971
- $21 million projected taxpayer savings after just two years in Salt Lake City
- Reduced recidivism (average student has been arrested 25 times)
- 100% self-sufficiency after two years
- Social economic driver that heals, trains and returns people to the workforce

**WHY COLORADO AND WHY NOW?**

- Colorado spends $660 million per year on incarceration.
- Colorado has a 49% recidivism rate, one of the highest rates in the country.
- TOSA Salt Lake City has agreed to make Denver its first replication city. All staffing and operational support will be provided.
HOW THE MODEL WORKS
We teach our students how to live successful, productive lives free from the toxic and destructive behaviors of the past in three ways:

1. **We follow a model of "Each One Teach One".**  
   Peers mentor each other in a safe, residential environment. Rather than using a clinical model, we rely upon each other in a highly-structured family environment where honesty, trust and mutual self-help are the foundation of the treatment process.

2. **Our training school businesses are staffed and managed by students.**  
   This allows our participants to learn on-the-job vocational skills and how to work together. The revenues from these social enterprises (a moving company, a food truck and a landscaping company) pay the expenses for the organization so we are not reliant upon the government or private sector for ongoing funding. This allows us to offer the program at no costs for participants.

3. **We prepare students to successfully re-enter into society.**  
   We ensure that each of our students obtain their high school equivalency degrees. As they spend more time at the school, they are given more responsibility, such as being a manager or crew leader for one of the businesses. The last portion of their tenure involves living on-site while working out in the community with a full-time job. This allows them a free place to live and consistent support while adjusting to life on “the other side”.

FINANCING: ONE-TIME CAPITAL RAISE
- **$1.8M-$2M**: start-up capital for the first two years of operation
- **$500K**: in-kind donations (furniture, linens, clothing, toiletries, computers, vehicles, moving trucks)
- **$600K-$800K**: property down payment (mortgage to be paid by vocational revenues)

Revenues from the students’ social enterprises fund the organization and achieve 100% self-sufficiency within 24 months.

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