

City of Santa Fe, New Mexico

memo

DATE: March 9, 2015

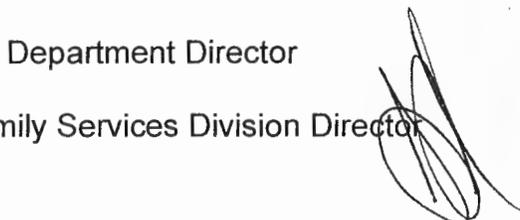
TO: Mayor Javier M. Gonzales
City Councilors
Brian K. Snyder, City Manager
Oscar Rodriguez, Finance Director



Via:



Isaac J. Pino, Community Services Department Director



FM: A. Terrie Rodriguez, Youth and Family Services Division Director

ITEM AND ISSUE:

Response to Resolution 2014-94 to analyze the overall operation of the one-stop for homeless services and winter shelter located at 2801 Cerrillos Road.

BACKGROUND AND SUMMARY:

Staff has made every effort to complete the directions of the Resolutions.

1. Convene meeting with agencies who provide services was held February 26, 2015 with 21 people.
2. Convene a minimum of three public meetings were held January 22, 2015 at 11am with 37 people. The second was held January 22, 2015 at 5:00pm with 26 people and the third on January 31, 2015 with 35 people.
3. Evaluate the current management structure was done with a site visit on December 11, 2014 and a Financial Program Review was submitted by Interfaith Community Shelter (ICS).
4. Collaborate with the community and ICS to evaluate a) short term needs and provide recommendations which are summarized in the attached matrix and b) long term needs for the community and make recommendations.

Attached is a summary of the agency meeting with long-term recommendations listed in this Memo.

Attached is a summary of the three public meetings and the matrix summarizes the short term needs and provides the recommendations to address these needs immediately.

A summary and recommendations for the operations of the ICS is attached to the Site Visit form and financial review.

A Memorandum of Agreement is attached.

RECOMMENDED ACTION:

Implement the requested emergency fund request of \$12,990 to keep the shelter open from 7:00am to 1:00pm every day for the remainder of this winter season, thus providing immediate relief to the neighborhood and business. Work with ICS staff, board, neighborhood organizers and City of Santa Fe departments to implement other short term recommendations. (see attached matrix of Recommendations)

The long term recommendations are that it is imperative to continue to focus on the availability of affordable housing. In addition, the service providers are open to exploring a built environment for improved health care, behavioral health and housing in a campus style. This new campus would completely house many of the service organizations. Currently, most of the organizations that bring their services to the site on Resource Days, also maintain a main office somewhere else in the community. This expanded one-stop concept must be balanced with housing integrated into the wider community. Conceptually, public/private partnerships will provide their resources in a more comprehensive way. The example of Stout Street House in Denver, Colorado (see attached brochure) is what can be envisioned for Santa Fe on a scale that reflects our community needs. This process of collaboration, planning, and financing will require careful attention and dedicated staff time. Therefore the request is to allow staff to seek a collected work grant, other appropriate funding sources for community collaborations, and seek professional services to conduct this initial partnership exploration.

HEALTHCARE

Stout Street Health Center

2130 Stout Street, Denver, CO 80205
(303) 293-2220

The Coalition has been delivering healthcare for the homeless in downtown Denver for more than 30 years. In September 2014, the new Stout Street Health Center and Renaissance Stout Street Lofts opened. This new development increases integrated health care access for up to 18,000 homeless individuals each year and provides supportive housing for 78 formerly homeless households. Watch the video.



The 53,192 square foot Stout Street Health Center replaced the former Stout Street Clinic, an aging structure that lacked adequate space to effectively meet the complex health care needs of an expanding homeless population.

Hours of Operation:

- Monday, Tuesday, Thursday & Friday:
7:00 am – 4:00 pm
- Wednesday:
11:00 am – 7:00 pm

The Health Center introduces a unique model of integrated health care targeted to the needs of homeless patients. It fully incorporates patient-centered, trauma-informed medical and mental health care, substance treatment services, dental and vision care, social services and supportive housing to more fully address the spectrum of problems homeless adults and children bring to their medical providers.

Appointment Process:

Call (303) 293-2220 between 8:00 am – 4:00 pm for a same-day appointment, or come by in person. Wednesdays, call between 12:00 pm – 7:00 pm, or come by in person.



In 2013, the Coalition provided health care services to 13,323 men, women and children, ranging in age from infancy to over 85. Common diagnoses include hypertension, diabetes and asthma. Frequently, homeless patients suffer from multiple diagnoses making treatment and care significantly more challenging than for people who are not experiencing homelessness.

Resolution 2014-94

1 location of the Santa Fe Santa Fe Resource Opportunity Center (“SFROC”); and

2 **WHEREAS**, thereafter, the City and Interfaith Community Shelter (“ICS”) entered into an
3 operating agreement and lease to designate ICS as the Project Manager to plan, design, construct and use
4 such space to serve as a winter shelter and the one stop homeless services center; and

5 **WHEREAS**, through the adoption of Resolution No. 2013-21, the Governing Body directed
6 staff to collaborate with the SFROC management team to establish a contract management position
7 that would create and maintain a management and accountability structure to run the one-stop for
8 homeless services in accordance with the proposed management plan; and

9 **WHEREAS**, ICS has coordinated with many community partners to provide homeless
10 services at SFROC, see attached Exhibit “A”; and

11 **WHEREAS**, over 2,000 volunteers from forty-three faith communities and community
12 groups join in providing overnight shelter, food, and other necessities from November through April
13 for the winter homeless shelter and showers and clothing year round; and

14 **WHEREAS**, in 2012-13 ICS provided 12,597 bed nights, a hot dinner and cold breakfast to
15 968 homeless men and women; and

16 **WHEREAS**, the Governing Body recognizes that the current location of SFROC is adjacent
17 to residential neighborhoods and local businesses; and

18 **WHEREAS**, there have been occasions where the homeless services that are provided at the
19 SFROC have interfered with the operation of local business and quality of life in the residential areas;
20 and

21 **WHEREAS**, in order for the Governing Body to assess whether the current homeless shelter
22 is meeting the needs of the homeless community as well as supporting local businesses and
23 neighboring residents, there is a need for staff to convene meetings with agencies who provide
24 services to the homeless and, thereafter, analyze and report back to the Governing Body on the
25 overall operation of the homeless shelter and provide recommendations on how the community can

1 improve services for the homeless.

2 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
3 **CITY OF SANTA FE** that the Governing Body declares its on-going support for the homeless
4 community, local businesses and established residential neighborhoods.

5 **BE IT FURTHER RESOLVED** that staff is directed to immediately execute the lease
6 between the City and ICS for a renewal term of not less than two years.

7 **BE IT FURTHER RESOLVED** that staff is directed to:

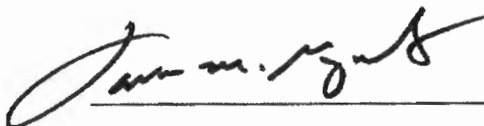
- 8 1. Convene meetings with agencies who provide services to the homeless.
- 9 2. Convene a minimum of three public meetings with the ICS, the neighboring
10 businesses and neighborhoods in the area of the homeless shelter.
- 11 3. Evaluate the current management structure of SFROC and provide findings and
12 recommendations on how the current structure could be improved.
- 13 4. Collaborate with the community, ICS and the service providers to:
 - 14 (a) Evaluate the current shelter location and facility to analyze whether or not
15 the shelter meets the short term needs of the homeless community and provide
16 recommendations for bettering the site for the 2014/2015 winter season; and
 - 17 (b) Evaluate whether the shelter meets the long term needs of the homeless
18 community and provide recommendations for bettering the site over the long term.
- 19 5. Report back to the Governing Body within sixty (60) days to present findings and
20 recommendations related to the above directives, along with a memorandum of agreement, between
21 the City and ICS, that has gone through the City committee review process.

22 PASSED, APPROVED AND ADOPTED this 12th day of November, 2014.

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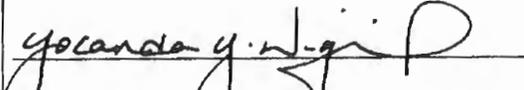


JAVIER M. GONZALES, MAYOR

1 ATTEST:

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YOLANDA Y. VIGIL, CITY CLERK

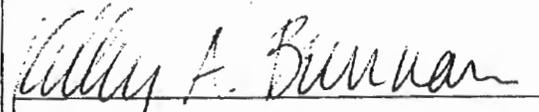
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APPROVED AS TO FORM:

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KELLEY A. BRENNAN, CITY ATTORNEY

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M/Melissa/Resolutions 2014/2014-94 Homeless Shelter

Long-Term Needs

Service Provider Meeting Regarding the Operations of the Interfaith
Community Shelter at 2801 Cerrillos Road and the
Long Term Needs of the Homeless

A meeting with homeless service providers as well as managed care organizations was held on February 26, 2015 at 1:30pm with 51 invitations sent and 20 people attending. The invitation included the 2007 Five Year Plan and the updated plan completed in 2012 for everyone's review.

The structure of this meeting was to ask providers how they work with the winter shelter, what could be better, and a discussion about a long-term vision for homeless services.

Responses to what's working included the following: the participants expressed that the winter shelter and the one-stop services are a critical resource in our community. The provision of food and the volunteers at the site make it a place that welcomes their clients. The one-stop services provided by the Life Link and Health Care for the Homeless work particularly well with managed care organizations to locate their clients and keep them stable. The Managed Care Organizations (MCOs), Molina Health Care and PMS were present, already have their clients enrolled in Medicaid and can assist the service providers with obtaining payment for services rendered. When a client has not contacted the service providers but are only seeking lunch or shelter, the case worker usually has to physically come to the shelter to find their clients. The cell phones are either not working anymore or they are simply not on. There is an organization that provides people with cell phones and the MCOs case workers need to connect with the cell phone providers to work out education and other procedures.

Responses to what could be better resulted in the following: The case managers for the MCOs all have a liaison and the shelter staff can always call the on-call person for assistance with an individual. There can be training for the staff to be more informed on what support services are available for guests and their rights as participants of a MCO. There is a

desire to create a more coordinated assessment process in order to reach the high needs people more quickly. Several groups said they work to get ID's for people and it is still an arduous process. This is important for homeless people to be able to function in society and ID's are very often lost or stolen. Organizations continue to express frustration with transportation. Persons with Medicaid can get a cab paid for if they make a request 72 hours ahead of time.

We discussed the progress that has been made since the first plan was created and expressed that the 2012 update moved the focus to housing. The federal program of rapid re-housing vouchers and the Shelter Plus Care vouchers have made a big difference but it is still imperative to keep working on affordable housing. The tax credit process for affordable housing should continue to be explored and the City process to build affordable housing should be fast tracked.

Responses to the Long-Term Vision: Brought out the need for services that are limited or completely lacking such as: families, youth, LGBTQ and especially trans-gendered persons, sober living, veterans and women. Although the shelter can house any of these identified groups, it was expressed that families and younger people particularly did not want shelter in the same place as substance users or chronically homeless people.

Some members expressed a desire for an emergency shelter to be staffed year-round with 24 hour service, seven days a week. A modified version of that would be that services in the summer would only be available to women and families and not single men. This idea was rebuffed by the director of the Coalition to End Homelessness because the sustainability of an emergency shelter is difficult. The current climate around Federal funding is that the emphasis is on housing while emergency shelter funds are very limited.

A campus approach, such as the program in Denver, CO called Stout Street Health Center, (see attached brochure) which addresses health, behavioral health and transitional housing was discussed. The process of creative architecture could design spaces for persons with different needs

and therefore accomplish the provision of services to people who will not engage because they don't feel safe around other homeless populations.

A comprehensive list of services was described, including but not limited to: single room occupancy, supportive housing, transitional housing, permanent housing and housing integrated into the community; housing for families, youth and child care; behavioral health services, crisis stabilization, shelter for inebriated people; health services; job training and education; and finally transportation. The overall agreement is the need for the full continuum of services.



Agenda

SERVICE PROVIDERS MEETING

**Thursday, February 26, 2015
Market Station Offices
500 Market Street, Suite 200
Round House Conference Room
1:30pm – 3:00pm**

1. Welcome and Please Sign In
2. What is working at 2801Cerrillos for your clients
3. How could it work better, more efficiently to meet the needs of your clients
4. Review of progress against the plans to End Homelessness
5. Long term needs of individuals and families experiencing homelessness
 - a. Campus approach to address health and transitional housing
 - b. SF Behavioral Health Alliance progress

Short-Term Needs

Recommendations for Short Term Needs				
Issue	Proposed Solution	Responsible Party	Additional processes	Implementation date
Guests released early in the morning	Pay staff to cover the 7am to 9am three times a week and 7am to 1pm other days	ICS Board to raise funds City of Santa Fe to assist with funds	Community Involvement to provide work programs, add'l AA and NA	Emergency fund request of \$9,600
People gather outside locked gate on weekend for lunch	Pay staff to open building from 7am to 1pm on weekends	ICS and two volunteer groups who provide lunch	Collaboration is necessary to meet Health standards	Emergency request of \$3,390
Trash and Dirty appearance of area	Twice daily trash patrols	ICS staff	Recruit guests to do area and expand to where trash is likely to accumulate	Implemented 2/1/2015
Hypodermic needles littered in area	Program strictly have one for one exchange	SF Community Services - a program in one-stop	Have staff available to retrieve discarded needles and properly dispose	Implemented 1/1/2015
Guests disturb business and neighbors	Ongoing education of guests of expected behavior	ICS staff	Business -Have no loitering signs	
Guests wander the area before entering	Provide heated area outside with seating	ICS Board	ICS has a grant and may use state funds Have a greeter at gate to direct people	
Improved communication	Regular neighborhood meetings	ICS Board and Neighborhood Organizers and City staff	Newsletter and face to face meetings Continued City involvement	Newsletter is out 11/2014
People in street at corner of Harrison	Construct sidewalk on Harrison	City of Santa Fe	Determine if needed on both sides of street	
People drive too fast on Harrison	Traffic signs maintain speed tables	City of Santa Fe	Determine location and maintenance	
Area is dark and feels unsafe	Additional lights in area	City of Santa Fe (lights for entire street is over \$100,000)	Determine where lights are most beneficial	
People run across Cerrillos from bus stop to shelter	Move bus stop or install cross walk Continually caution pedestrian	City of Santa Fe ICS staff	Gap study and roadway design of area don't allow for these changes	City- Provide brochure to bus patrons

Issue	Proposed Solution	Responsible Party	Additional processes	Implementation date
Dirty Street	Street Sweeper	City of Santa Fe	Determine schedule	
Fire trucks block street	Find alternative parking area for fire truck	City Fire Dept	Communication with all shifts to not block street and use alternate parking	3/23/15
Increased crime in area	Additional Patrols	City Police Dept	Use data to evaluate crime in areas and proper responses	
Property crimes	On line or actual neighborhood watch program	Neighborhood Organizers	Involve insurance company to cover incidental costs	
Mental Health training	Provide Mental Health First Aide trainings	City of Santa Fe to contract with provider	Trainings could be done for any interested person	25 people @\$1,500 for one day training
Managed Care Organizations can help ICS Staff	MCO's provide training to keep guests stable	Molina and PMS Health Care Representative	MCO's stated that a case worker is always available by phone	

Three Community Meetings Regarding the Operations of the Interfaith Community Shelter at 2801 Cerrillos Road

Three meetings held at different times of the day one at 11am, 5pm on January 22, 2015 and 3pm on January 31, 2015 as an attempt to reach people working different shifts, during the week and on a Saturday.

The meetings allowed the public to express their frustration with the people experiencing homelessness or near homelessness in their areas and with the perceived and actual operation procedures of the shelter.

The sign-in sheets and details of the meetings are attached as Appendix A.

The theme of safety was used because, even before these meetings were determined to be implemented, neighbors continued to raise the idea of safety. Therefore the common ground for all in attendance was safety. The structure of the meetings were to ask those present to think in terms of how to keep the neighborhood safe, the participants at the shelter safe and the community safe.

Participant Safety

Keeping the shelter safe discussion came up with: having more staff at the shelter in order to be open longer in the morning. Overall the biggest complaints were that the staff let people out of the shelter at 7am for men and 7:30am for women and the weekend lunch procedure. The complaint is that people would then go to the surrounding businesses to get out of the cold, ask for coffee and in general bother customers and scare neighbors leaving their homes for work. Along that same issue was that people would gather outside of the locked gate on Saturday and Sundays in order to receive lunch. Since the shelter does not have staff to open the building on the weekends, the volunteers who serve lunches arrive at a set time, serve lunch in the parking lot, and then leave again. People seeking lunch who are the most likely to seek shelter that evening, have no place to go and cause disruption to businesses and neighbors.

The neighbors also expressed a concern for the safety of the participants when they drive from Cerrillos Road onto Harrison. Because there is not a sidewalk adjacent to or on the other side of the street, people will essentially be in the street. People will sit on the gas meters across from the gate or on the side of the road with their legs extended and in danger of being hit by a vehicle. This becomes a greater issue when people are waiting to get lunch on the weekends and right before the shelter opens.

Volunteer Safety

The concern for the safety of the participants and volunteers came up with suggestions for: additional training for the volunteers, staff and police. The realization that many of the participants have mental health needs and that this is the only shelter that takes inebriated people, calls for ongoing training to de-escalate situations for the safety of everyone concerned are essential.

The safety issue of where people are when they wait, walking in the middle of the street and crossing Cerrillos Road all fall under the expectations of the shelter guests. Guests need to be reminded to use the cross walk when crossing Cerrillos for their safety and that of motorists. The Santa Fe Trails Division has offered to produce a pamphlet to emphasize how to safely use the bus system. To have people stay in the fenced area as much as possible to avoid being in the street is also a safety issue. The need for some outdoor furniture so that people have someplace to sit was discussed. The sight of people sitting on the dirt or lying on the sidewalk in front of the shelter day after day is very painful for those neighbors to see and therefore even more reason to work with people living in this situation. The Shelter has a donor who will help with having a heat source outside and a wind block, however, what would be better is to allow people to be inside as much as possible.

Neighborhood Safety

To keep the neighborhood safe, the neighbors asked that the highest priority be better communication between the neighbors and the Interfaith Community Shelter (ICS). They would like to have ongoing meetings with

each other, in order to provide recommendations from their perspective of living next door, into the operations of the shelter and develop a better process for addressing people's needs.

The neighbors suggested that traffic in the area needs to be slowed down. They asked for traffic signs, to reduce speed by maintaining the speed tables on Harrison, and that people who ride the bus understand and be reminded of the importance of using the cross walk. They wanted to know how people were migrating to the shelter and what routes they were using.

They requested better lighting around the area. There are some street lights in the area and some lights from the two adjoining business on Cerrillos as well as parking lot lights in the shelter parking lot. The suggestion was made for the City to consider placing lights down the street. The addition of lights near the intersection would also be beneficial.

The most visible and constant complaint is the trash in the area, especially food containers used on Saturday and Sunday. A big concern was the syringes left along the street and in their yards. Neighbors complained that since the needle exchange process occurs during the Resource Days they find used needles littered in the area. The City has received several complaints about needles and we have called the needle exchange program director so that the trained staff members remove the needles and dispose of them properly. The NM State Department of Health provides the needle exchange grant to the organization in ICS and people must bring in dirty needles in order to receive clean needles. It is a one-for-one exchange in order to discourage the tossing of used needles. However, it is clear that some people who are using injectable drugs are not thinking in a responsible manner to keep a used needle for exchange, or they don't want to be caught with drug paraphernalia. The regular trash patrol around the area, and extending to areas most likely to collect trash and needles, should occur every day. The neighbors also requested the City have a street sweeper come though the street during the shelters overnight operation and also during the summer.

Community Safety

An immediate issue to be addressed is the crime in the area. Neighbors have noted an increase in burglaries in the summer. They would appreciate a bike patrol or other close patrols which would benefit everyone.

The shelter offers mental health counseling through the services of The Life Link and the Veteran's Administration. However, it would be beneficial to have a staff member who is licensed to counsel or a case manager to work with connecting people to community services and following up on those connections both inside the shelter and in the community. There is a desperate need for additional mental health services throughout our community. The SF Behavioral Health Alliance is working with the judicial system to have court appointed guardians for mentally ill people. The court gives guardians the authority to ensure that a person is taking their medication and accessing services. The guardianship is only a year at a time, however, it is hopefully going to be implemented this year.

The community efforts could also include having work and other programs so that people to be occupied during the day. Some suggestions are to have more AA and NA meetings, more access to counseling and case management, and clean-up projects such as in Miami, FL where the streets were hand swept by crews. The community wants to see more long term solutions to address homelessness such as: Housing First model, additional transitional housing, and a veteran's housing project. They want to have relationships with Pueblos developed to address counseling and keeping a connection to families and culture for their Pueblo members.

Other issues that should be mentioned are the need to have the hospital and jail involved in these discussions. This population can be a major factor in these organizations operations and they need to be a part of the solution. Even after a discussion of the City's limited ability to change the bus stop location or to put a cross walk at the bus stop location on Cerrillos Road, the neighborhood would like to see a crosswalk from the bus stop or

to have the bus stop moved to the corner. The idea of having vouchers to put people on busses to reconnect with loved ones or family out of the city, not just as an excuse to get rid of the person, but to genuinely help with relocating near a support system could be examined for the cost. The neighbors would like to have the first responders respond to the shelter in a way that is less disruptive and costly. One suggestion is to have the shelter located near the police station or next to a fire station. The immediate need is to have large vehicles not block the entire street when responding. This would require a change in protocols for responding with a fire truck to requests for assistance at the shelter. The Fire Chief will determine if the trucks can be parked at an alternate location.

Two suggestions for additional revenue were brought up: Neighbors would like to have some additional revenue identified to support efforts such as an additional excise tax on liquor to support treatment, and an additional tax on business licenses to support housing.

Conclusions

The significant result from the meetings was the realization that the neighbors and the Interfaith Community Shelter operations and volunteers could join forces to invoke change in our community. The recommendations that can be implemented for bettering the site for the 2014/15 season are summarized in the matrix attached as Appendix B.

Current Management Structure

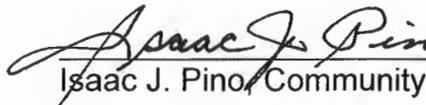
City of Santa Fe, New Mexico

memo

DATE: March 9, 2015

TO: Mayor Javier M. Gonzales
City Councilors
Brian K. Snyder, City Manager
Oscar Rodriguez, Finance Director

Via:


Isaac J. Pino, Community Services Department Director

FM: A. Terrie Rodriguez, Youth and Family Services Division Director 

ITEM AND ISSUE:

Response to Resolution 2014-94 to analyze the overall operation of the one-stop for homeless services and winter shelter located at 2801 Cerrillos Road.

BACKGROUND AND SUMMARY:

In addition to the other requirement of Resolution 2014-94, staff was requested to evaluate the current management structure. ICS has a board of twelve members, and an Executive Director, a paid position, who reports to the Board. The Executive Director supervises the Night Program Manager. The Night Program Manager, a paid position, supervises the Night Staff Supervisor and two night staff members. There are three teams of night staff, which are all paid, part-time, temporary employees. The Executive Director managed a homeless service shelter in Upper New York for 28 years and has been on the job for one year.

The operations are also very dependent on the volunteers that come from 45 different faith groups and approximately 2500 volunteers. The volunteers serve in two different capacities. The Core Team is a rotating group of 57 trained volunteers five or six of whom serve from 5:00pm to 9:00pm, seven days a week. The Core Teams provide oversight of all shelter operations which includes: security checks, breathalyzing, registrations of guests, luggage storage, and bed assignments. The Core Team usually works with 8-12 additional volunteers. They work closely with the Night Program Manager, who provides consistency and support especially with the 8:45pm shift change from Core Team volunteers to trained, paid overnight staff.

Other volunteers are responsible for providing and serving the meals. A faith group will sign up for a week and their members will make all the arrangements to provide the dinners for that week. All food preparation is done in compliance with the NM Environment Department and a Kitchen Manager, a part-time paid employee, works five days a week to ensure the kitchen and meal preparation is in compliance.

The current management structure is changing to meet the needs necessitated by the City of Santa Fe and the community to operate the Resource Opportunity Center. Originally this organization's mission was to provide shelter to anyone, including active substance users, to keep people from freezing to death during the winter months. Although the Resource Opportunity Center, the one-stop for homeless services, has been in existence for three years, management responsibility was only contracted with the Interfaith Community Shelter Board as of July 1, 2013. When the Board took more responsibility for the operation of the one-stop services, it hired a coordinator on a three quarter-time basis.

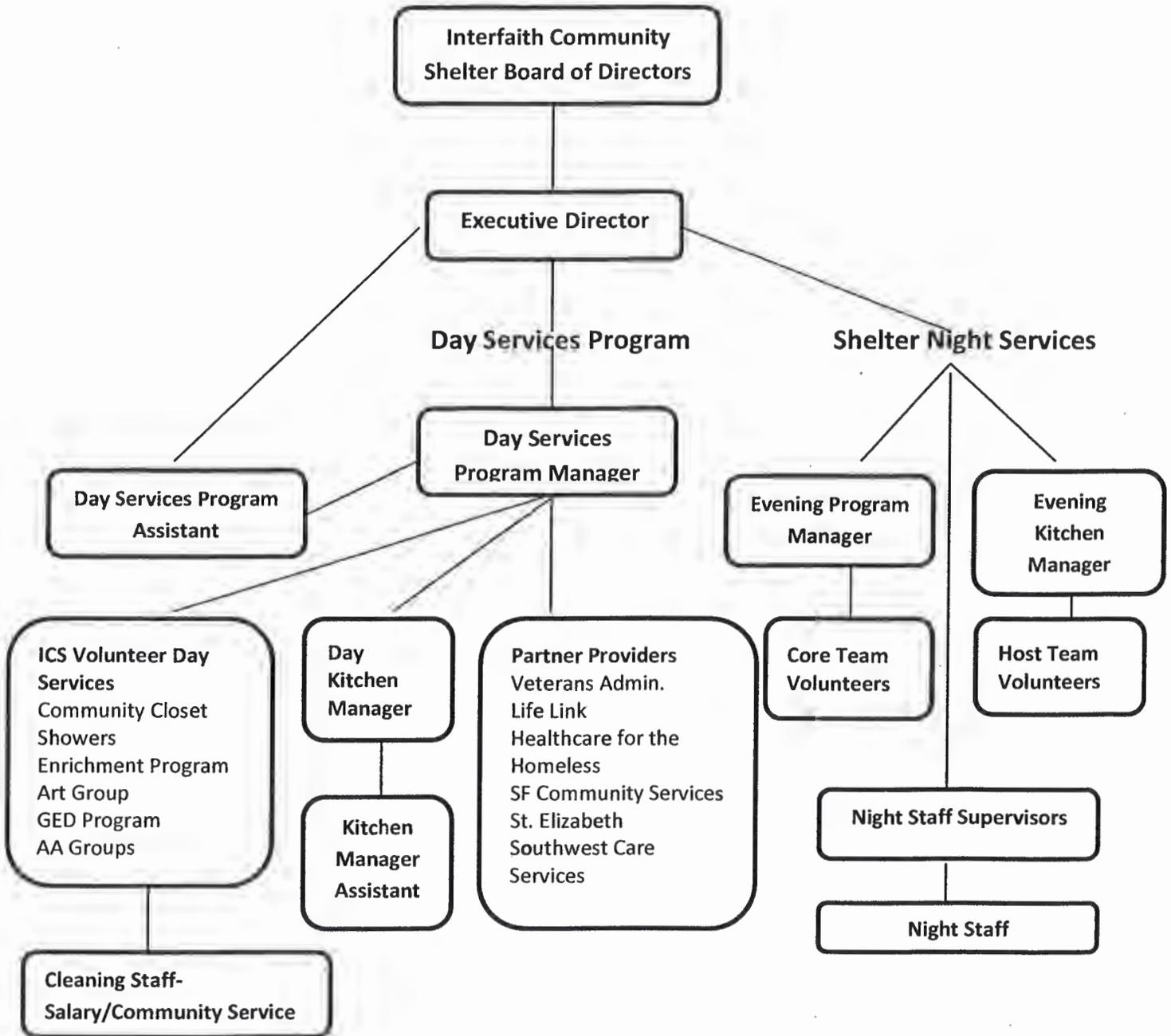
The Site Visit shows that all desired fiscal controls are in place. The organization has never has an audit done by a Certified Public Account because the size of their grants and the organizations giving those grants have not required it. The City of Santa Fe follows the Federal guideline that an organization receiving more than \$500,000 in government funds must have an audit. The organization has policies and procedures in place for personnel, volunteers and for clients. The organization uses surveys to determine client satisfaction. The organization has a full and active board. The Board has submitted to the City of Santa Fe a strategic plan and a Financial Procedures Review that was conducted by the Chair of the Board's Finance Committee, the Board Treasurer, and the Executive Director. The Strategic Plan was previously submitted to the City and a revised plan is included here.

This relatively young nonprofit organization is progressing through the growing stage in the life cycle of a nonprofit. It has most of the start-up pains behind it. It needs to develop its community message and secure more funding streams. The organization has applied for its first Federal funds and is a member of the NM Coalition to End Homelessness. The Coalition secures all of the Federal funding that comes to New Mexico for homeless services, except for those in Albuquerque.

RECOMMENDED ACTION:

The organization needs an infusion of \$12,990 to keep the shelter open from 7:00am to 1:00pm every day for the remainder of this winter season, thus providing immediate relief to the neighborhood and business. Continue to work with the ICS board and staff to fully incorporate the one-stop and winter shelter into a comprehensive service and identify additional Federal funding streams and implement additional fund development opportunities.

Interfaith Community Shelter Organizational Chart



**City of Santa Fe
Community Services Department
Human Services
Site Review: FY 2014-2015 General Fund Contract**

Agency Name:	Interfaith Community Shelter - <i>One Stop</i>
Agency Representative(s):	Nancy McDonald
Site Reviewer(s):	Terrie Rodriguez
Date of Site Visit:	December 11, 2014

1. ORGANIZATIONAL INFORMATION

Did your agency add any new, expand any existing or close any programs during the calendar year? X Yes No

2. CONTRACT REQUIREMENTS

List the agency's proposed Scope of Services and services completed to date by service category, number of units and percent of total scope of work.				
Service Category		Proposed Scope of Work	Units Completed Number and Percentage	
1.	Mental Health Counseling	320	320	36%
2.	Food and Basic Needs	4453	4453	56%
3.	Substance Abuse Prevention	319	319	35%
4.	Collaboration	3,506	3,506	30%
5.	Medical and Dental	134	134	14%
6.				
7.				
Was the quarterly reporting timely and accurate? X <input type="checkbox"/> Yes <input type="checkbox"/> No				
		Due On	Received On	
	1 st Quarter	10/15/14	10/15/14	
	2 nd Quarter	01/15/15		
	3 rd Quarter	04/15/15		
	4 th Quarter	07/15/15		
	Final Report			
	Audit			
	Site Visit			

City of Santa Fe
Community Services Department
Human Services
Site Review: FY 2014-2015 General Fund Contract

Agency Name:	Interfaith Community Shelter - <i>Winter Shelter</i>
Agency Representative(s):	Joseph Jordan-Berenis/Robert Gaines
Site Reviewer(s):	A. Terrie Rodriguez
Date of Site Visit:	12/11/2014

1. ORGANIZATIONAL INFORMATION

Did your agency add any new, expand any existing or close any programs during the calendar year? Yes No

2. CONTRACT REQUIREMENTS

List the agency's proposed Scope of Services and services completed to date by service category, number of units and percent of total scope of work.				
Service Category		Proposed Scope of Work	Units Completed Number and Percentage	
1.	Shelter	1,000 clients/12,000 bed nights	N/A	
2.	Meals	1,200 clients/27,120 meals, including dinner only	N/A	
3.	Clothing Distribution	6,800 items provided	2,241	33%
4.	Hygiene	2,800 showers	855	31%
5.	Employment	275 participants	123	45%
6.				
7.				
Was the quarterly reporting timely and accurate? <input type="checkbox"/> Yes <input type="checkbox"/> No				
		Due On	Received On	
	1 st Quarter	10/15/14	10/15/2014	
	2 nd Quarter	01/15/15		
	3 rd Quarter	04/15/15		
	4 th Quarter	07/15/15		
	Final Report			
	Audit			
	Site Visit			

3. FISCAL INFORMATION

Annual Budget Amount:	FY 13-14	FY 14-15	(-/+)
	\$263,679	\$261,015	-\$2,664
	Notes: The ICS FY14-15 budget submitted with the grant application is a bit less than FY13-14 because utilities in 2013-14 were less than budgeted.		
If budget decreased, has your agency had to carry out any of the following:		Yes	No
• Reduce staff hours			x
• Institute a Reduction in Force			x
• Cut back employee fringe benefits			x
• Reduce service hours to clients			x
• Reduce operating expenditures			x
• Other:			x
Does your agency have the following fiscal controls:			
Yes	No		Staff Member/ Contractor Responsible
x		Cash receipts/disbursement journal	Contractor bookkeeper
x		General Ledger	Contractor bookkeeper
x		Balance Sheet/Income Statements	Contractor bookkeeper
x		Payroll Journal	Contractor bookkeeper
x		Fund Accounting	Treasurer
x		IRS Form 990 or 990 EZ	Treasurer
x		Bank Statement Reconciliation	Treasurer/Contractor bookkeeper
			Yes
			No
Do you have a FY 13 Financial Audit? Please submit a copy. If no, explain: Rhonda Williams, CPA, a Principal at Barraclough & Associates, who has been advising ICS pro bono since 2012, recommended waiting until a grantor actually required an audit. In November 2014 Rhonda arranged for one of her auditors to review ICS's QuickBooks set up, and the auditor found that ICS is well-prepared for a formal audit. ICS conducted an internal audit in July 2014.			x
Do you have the accompanying management letter? Please submit a copy. If no, explain.			x
What were the Auditor's variances (if any)?			
1.			
2.			
3.			

4.		
Have those variances been corrected? If no, explain.		

4. **PERSONNEL INFORMATION**

				Yes	No
Has the agency revised personnel or volunteer policies during the last 12 months?				X	
Did any employees file grievances during the last calendar year? If yes, explain.					X
Were any EEOC or ADA complaints filed against your agency during the last 12 months? If yes, explain.					X
Did your agency take any adverse personnel actions against any employees during the last calendar year? If yes, explain.					X
How many employees terminated employment with your agency during the last calendar year?	FTE 0	PTE 0	Total 0		
How many employees work for your agency?	FTE 1	PTE 16	Total 17		
Turnover Ratio	FTE 0	PTE 0	Total 0		
				Yes	No
Did your agency conduct a staff retreat during the last calendar year?					X
A. Do you have a summary report from that retreat?					N/A

5. **CLIENT INFORMATION**

		Yes	No
Has your agency revised client policies and procedures during the last 12 months?			X
Did any client(s) file any grievance(s) during the last 12 months? If yes, explain:			X
Did any of your funding sources conduct an audit of <u>client files</u> in the last 12 months?			X
A. Which funding sources?	N/A		
B. Did your agency prepare and submit any corrective action reports to your funding sources. If yes, please submit a copy. If no, please explain. No audits or corrective actions were required.			X
How many consumers, clients or patients serve on your board of Directors?		0	
Does your agency have a consumer, client or patient advisory committee?			X

6. BOARD INFORMATION

Provide a copy of the annual board meeting minutes: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
How many times did your Board of Directors meet during the last calendar year (including special meetings)?	10	
	Yes	No
Has your Board of Directors revised the agency's Strategic Plan?	X	
Were your by-laws revised in the last 12 months?		X
Was any employee grievances heard by the Board of Directors or committee of the Board?		X
When did the Board of Directors last evaluate the performance of the Executive Director?	6/20/2014	

7. AGENCY QUALITY ASSURANCE SYSTEM

	Yes	No
Does your agency use client satisfaction surveys?	X	
Does your agency have a summary report from your client satisfaction surveys?		X

8. SUMMARY INFORMATION

What do you see as your agency's three major strengths?
1. Extraordinary volunteer base/participation by faith/community organizations
2. Accepting all guests. The only criterion for access to services is the guest's willingness to abide by the rules.
3. "One-stop shop," a point of entry to the other services necessary in order to make the transition from homelessness to stable housing.
What are the major areas your agency needs most improvement in?
1. For the Board of Directors to be more oriented to policy and raising funds than operations.
2. More trained staff to complement the volunteer base.
3. More diversity in funding and less of a reliance on fundraising.

Agency Name:	Interfaith Community Shelter
Recommendations, follow-up and/or comments by the reviewer(s):	

Interfaith Community Shelter Board
 Financial Program Review
 Prepared July 24, 2014; Updated December 8, 2014

The review was conducted by Ray Wallace, Financial Committee; Bob Gaines, Treasurer and Joe Jordan-Berenis, Executive Director.

The columns are labeled: ?? – Don't Know; Inad – Inadequately Achieved; Part—Partially Achieved; Full—Fully Achieved

Element Reviewed	??	Inad	Part	Full	Comment/Recommendation
Financial Planning/Budget Systems					
1. Organization has a comprehensive annual budget which includes all sources and uses of funds for all aspects of operations.				X	A volunteer CPA helped set up our chart of accounts for 2013-14. She reviewed our QuickBooks setup in November 2014 and made recommendations which have been implemented.
2. All grant or contract budget agreements with funders are incorporated into the comprehensive annual budget.				X	Currently the treasurer tracks restricted accounts. With a change in treasurers, we will consider having the bookkeeper track them.
3. All grant or contract budget proposals are reviewed by fiscal staff before submission to funders.				X	The Executive Director (ED) and the Finance Committee review the proposals.
4. Program managers play an active role in the development of budgets for programs under their direction.				X	The ED has been involved in all program and budget decisions.
5. A board committee has a detailed understanding of the annual budget and plays a significant role in directing the use of unrestricted funds.			X		The Finance committee consists of 1 person. The whole board is involved to some degree in unrestricted expenditure monitoring.
6. The full board formally authorizes the annual budget and revisions to the budget.				X	

7. Not used					
8. The organization has integrated meaningful consideration of financial issues into any strategic planning processes it undertakes.				X	
9. The organization has a capital budget and multi-year plans for major maintenance and replacement of facilities and equipment.		X			There is no capital budget, and no plan for replacement of major equipment such as the walk-in freezer. There is no clear agreement between the City and ICS about major facility maintenance.
10. The fiscal planning process includes continuous assessment of risks and identification of insurance coverage needs and appropriate risk management procedures.				X	An annual insurance review is conducted. Our risk level has remained static.
11. Risk assessment includes: general liability, professional liability, product liability, fire, theft, casualty, workers compensation/occupational safety, board and officer liability, vehicle operation, fraud and dishonest acts.				X	Our insurance covers all these areas plus volunteer accidents, and our insurance broker believes our coverage is adequate.
Execution					
1. The organization has written policies and procedures for fiscal operations including procedures for processing payroll, purchases, accounts payable, accounts receivable, etc.				X	The Board approved revised financial procedures and a new employee handbook in November 2014.

<p>2. Written policies and procedures are reviewed and revised regularly.</p>			X	<p>See above.</p>
<p>3. Actual processing activities are consistent with written policies and procedures.</p>			X	<p>This is a function of items 1 and 2 immediately above.</p>
<p>4. The concept of separation of duties is implemented to the greatest extent feasible within the limitations of the size of the organization staff.</p>			X	<p>Duties are separated to the extent possible with existing staff by using Board members.</p>
<p>a. Authorization functions for purchasing, signing checks, adjusting accounts, and extending credit are not performed by individuals who also perform recording functions such as disbursements and/or receipts, maintaining accounts receivable records, or cash handling functions such as receiving and depositing funds or preparing checks.</p>			X	<p>With the exception of the treasurer and outside bookkeeper, no person acting alone can issue a check larger than \$500 (the Day Program Manager can write checks on an account which has no more than \$500). The ED has authorization to purchase but cannot issue checks. The ED requests the bookkeeper or treasurer to make payments on invoices. The ED, treasurer, and bookkeeper have online access to the bank accounts and monthly bank statements (online access allows only viewing accounts and transfers between accounts). The bookkeeper does the monthly bank reconciliation with assistance from the ED and treasurer. The treasurer reviews the reconciliation and bank statement and makes monthly financial reports to the board and ED. There is no cash on hand except for infrequent cash donations. The ED and a Board member open the mail and make deposits.</p>

<p>b. Review and verification functions such as reconciliation of the bank statement to the record of cash receipts and disbursements are not performed by individuals who also prepare checks, record checks, receive funds and prepare bank deposits, and/or record receipts.</p>			X	<p>The bookkeeper makes payments, records transactions, and does the reconciliation, but the the treasurer checks the work of the bookkeeper each month and regularly online. Currently, the board chair receives funds and makes deposits. (We recommend this be changed)</p>
<p>5. Payroll policies and procedures are clearly documented and consistently followed.</p>			X	<p>Policy and procedures are established but not yet documented.</p>
<p>a. Written authorization is required for all new hires and pay rate changes.</p>			X	<p>The ED is authorized to select hires; the board sets the salary & benefits.</p>
<p>b. Written timesheets are prepared by all employees, signed by the employee, and approved in writing by the employee's direct supervisor.</p>			X	
<p>c. Forms W-4 and I-9 are obtained and retained for each employee.</p>			X	<p>Handled by the bookkeeper with assistance from the ED.</p>
<p>d. Policies regarding overtime, vacation time, sick leave, holiday pay, and other leaves with or without pay are written clearly, and reviewed regularly for compliance with state and federal law.</p>			X	

e. All fringe benefit plans are documented and in compliance with IRS and Department of Labor requirements. The proper tax treatment for all benefits and compensation arrangements has been determined and documented.				X	
f. Responsibility for maintaining fringe benefit records in accord with governmental requirements has been clearly assigned and records are reviewed regularly.				X	Our accountant tracks bonuses and health insurance; the ED tracks vacation time.
6. Written purchasing policies clearly identify the purchasing authority of each staff position, and establish appropriate dollar limits for purchasing authority at each level.				X	See the approved Financial Policies and Procedures Manual
7. There are clear procedures for review of and authorization to pay all vendor invoices.				X	The ED authorizes all vendor invoices, consulting the treasurer as required. The Day Program Manager supervises the guests doing the cleaning and pays them by check.
8. Written policies and procedures for charging and collecting fees are followed consistently and reviewed regularly.	N/A				N/A now. We don't take cash, but may have to develop a procedure to accommodate a fee-based service with St. Vincents Hospital
9. Cash handling policies and procedures are well-documented and are tested periodically.				X	No petty cash fund is kept. The infrequent cash donations are deposited by the ED or the board chair.

a. All checks are restrictively endorsed upon receipt.				X	
b. Receipts are given for all cash transactions and donors/clients are informed that they should receive a receipt for all cash payments. Pre-numbered, multi-copy, customized receipts are used.				X	ICS avoids/discourages cash, and cash is received only a few times a year. Receipts are provided, but no pre-printed receipts are available.
c. A receipts log is maintained by the person responsible for opening the mail.				X	After the mail is opened and the deposit prepared by the ED and a Board member, the ED scans all checks and prepares a receipts log, The deposit record, scanned checks, and log are provided to the Board Chair and the treasurer.
d. Cash reconciliation sheets are maintained by all individuals responsible for accepting cash. All cash counts are initialed by the individual preparing the initial count and the individual receiving the cash for further processing.				X	See 9a and b above.
e. Post dated checks are not generally accepted, and if accepted, are secured carefully.				X	No post-dated checks are permitted.
f. All disbursements are made by check except for small purchases made through a Petty Cash fund.				X	ICS does not maintain a petty cash fund.
g. All unused check stock is carefully secured.				X	The Programs Director has a book of checks. The Treasurer keeps all other check stock. The accountant uses QuickBooks to prepare checks.

h. Bank reconciliation is performed by someone who neither makes bank deposits nor prepares checks.				X The bookkeeper prepares the reconciliation with the Treasurer's assistance; the Treasurer checks it.
Recording				
1. A complete written chart of accounts provides appropriate account titles and numbers for Assets, Liabilities, Net Assets, Revenues, and Expenses.				X See Item 1 under Financial Planning.
2. The Chart of Accounts clearly establishes the programs or functions which will be distinguished and the funding sources and/or distinct funds which will be tracked.				X See Item 1 under Financial Planning.
3. The Chart of Accounts utilizes the same line item categories and the same program or function distinctions which are utilized in the comprehensive annual budget and the budgets for individual contracts or grants.				X
4. Accounting policies and recording procedures are clearly documented in the written fiscal policies and procedures.				X See Item 1 under Execution.
5. Appropriate computer software and hardware is utilized to perform recording functions.				X ICS uses Quickbooks, Excel and eTapestry.

<p>6. Appropriate electronic and physical security procedures are utilized to protect the integrity of computerized accounting records.</p>				<p>X See the answer to Item 8 below. The bookkeeper maintains accounting records in her home office. She sends the treasurer and ED a full copy of the QuickBooks data files each month. The bookkeeper has commercial off-site daily backup of all client files.</p>
<p>7. All accounting records are backed up daily. Back-up media are stored in a secure area away from computer equipment.</p>				<p>X Bookkeeper's records are backed up daily to Carbonite, an online backup service</p>
<p>8. Back-ups of accounting data are stored off-site at least monthly.</p>				<p>X The Quickbooks company file is sent to the ED and treasurer monthly.</p>
<p>9. Detailed records of client fees and/or grants and contracts receivable are maintained and reconciled to the general ledger receivables balances.</p>				<p>X This is performed for the city, and only for personnel costs. No other grantors require this.</p>
<p>10. All contributions are recorded in the accounting records. If more detailed records are maintained by staff responsible for fund development, the fund development and accounting records of contributions are reconciled monthly.</p>				<p>X All contributions are entered in eTapestry. The treasurer tracks restricted donations in a spreadsheet, including expenditures for the restricted purpose.</p>

<p>11. All general ledger balance sheet accounts are reconciled at least quarterly. All cash, payroll liabilities, and accounts receivable control accounts are reconciled monthly.</p>			X	<p>The general ledger and all accounts are reconciled monthly.</p>
Reporting				
<p>1. Monthly financial statements are available no later than the end of the following month (i.e. April 30th statements are available no later than May 31st).</p>			X	
<p>2. Monthly financial statements include a Balance Sheet as well as a Statement of Activities and Cash Flow.</p>			X	
<p>3. In organizations with multiple programs, statements of the expenses of each distinct program are prepared monthly.</p>			X	<p>ICS has 2 programs and the board is provided with a monthly "activity by class" report.</p>
<p>4. In organizations which receive restricted funds, separate statements of revenue and expenses are prepared for each funding source.</p>			X	<p>The treasurer tracks the few restricted donations in a spreadsheet, including expenditures for the restricted purpose. Currently, no grantors or donors request reports and no report is made regularly to the board.</p>

<p>5. All revenue and expense statements (for the whole organization, for specific programs, and for specific funding sources) include the current month's activity, the fiscal year to date activity, and a comparison to the year to date or annual budget by line item.</p>			X	
<p>6. The excess (deficit) of support and revenue over expenses (net income) is reconciled to the change in fund balance between the beginning and ending of the accounting period.</p>			X	A monthly cash flow report is provided to the board.
Monitoring				
<p>1. The executive director and the program managers review the monthly financial statements carefully.</p>			X	The ED and treasurer review the monthly financials.
<p>2. The fiscal manager highlights unusual items and identifies potential problems in notes to the financial statements shared with the executive director and board committee or full board.</p>			X	The monthly treasurer's report to the board notes items of importance to the board.
<p>3. A board committee or the full board reviews the monthly financial statements carefully.</p>			X	Financials are sent to the board and ED in advance of the monthly meetings.

<p>4. The board or a board committee selects an independent CPA to conduct an annual audit or review. The board determines whether the organization should have an audit or a review, and whether or not the audit must be conducted within the guidelines of OMB A-133, as required for organizations receiving over \$300,000 in federal funds or recommended for organizations receiving more than \$100,000 each from more than one federal source.</p>	<p>N/A</p>			<p>N/A for now. The volunteer CPA has advised that because of the cost, ICS should wait until there is a grantor that requires an audit.</p>
<p>5. The board or a board committee reviews auditor's report, including any management letters, and reports on internal controls and compliance with governmental law and regulation.</p>	<p>N/A</p>			
<p>7. The board and executive director continually review the organization's financial statements to determine whether:</p>			<p>X</p>	
<p>a. The use of the organization's resources is consistent with the organization's mission and priorities.</p>			<p>X</p>	
<p>b. The organization is solvent, i.e. has assets in excess of its liabilities.</p>			<p>X</p>	

<p>c. The organization has adequate cash and other liquid assets to meet its current obligations and assure its continuing ability to pay its employees, taxing authorities, and vendors on time.</p>			X	
<p>d. The organization is observing and documenting its observance of all restrictions imposed by funders and donors.</p>			X	
<p>8. The board and executive director are aware of the IRS requirements for maintaining tax exempt status and continually evaluate organization's activities, use of funds, record keeping, and IRS reporting to assure compliance with all requirements.</p>			X	

Interfaith Community Shelter

Strategic Plan 2014

Interfaith Community Shelter Strategy Map

Vision: To offer hope and a safe place for anyone who is homeless or vulnerable as they overcome adversity.

Mission: Working with volunteers and community groups, we provide short-term survival services, as well as active service experiences for volunteers, & additional long-term services in collaboration with the City of Santa Fe and other local service provider partners.

Stewardship

F01. Secure adequate financial support to remain sustainable in our mission

Voice of the Customer

The Homeless & Vulnerable

C01. "Provide me with survival services"

C02. "Provide me with ongoing assistance services"

Faith Communities & Volunteers

C03. "Provide me with meaningful, purposeful experiences"

Donors & Grantors

C04. "Educate me about how my support will add value"

Strategic Actions

Service Excellence

S01. Provide & consistently evaluate needed services

Operational Excellence

S02. Operate smoothly & efficiently with well-defined processes and roles

S03. Collect and analyze accurate and timely data

External Engagement

S04. Communicate clearly & effectively with stakeholders, especially faith communities

S05. Provide the community and our donors with an understanding of the face of homelessness.

Talent & Technology

Our People

T01. Staff appropriately to deliver services (skills, bandwidth, and scope)

T02. Garner sufficient volunteer, faith community, and provider support to sustain programs

T03. Maintain appropriate skill set within Board of Directors

Our Technology

T04. Develop IT Infrastructure to support Objectives & Initiatives

Values: ICS strives to offer its services with Dignity, Respect, Compassion and Collaboration

Mission, Vision, Values

ICS Mission

- ▶ Working with volunteers and community groups, ICS provides short-term survival services
- ▶ We provide active service experiences for volunteers
- ▶ Collaborating with the City and local service provider partners, we offer additional long-term services

ICS Vision

- ▶ To offer hope and a safe place for anyone who is homeless or vulnerable as they overcome adversity

ICS Values

- ▶ ICS strives to offer its services with Dignity, Respect, Compassion and Collaboration

Scope of Services

ICS Provided Survival Services

- ▶ Safe shelter for men, women & children for the winter months (October-April)
- ▶ Healthy dinner meals (October - April)
- ▶ Lunches three times per week (all year)
- ▶ Clothing (all year)
- ▶ Hot showers (all year)

Potential Services requiring funding

- ▶ Safe shelter for women and accompanying children during the summer months
- ▶ Extended Days for lunch and partnership services
- ▶ Literacy Program
- ▶ Expansion of Arts Program

Related Partnership Services hosted by ICS, & provided by the City of Santa Fe and other community-based service providers

- ▶ Veteran Administration services
- ▶ Legal consultations
- ▶ Santa Fe Homeless Court
- ▶ Accu-detox and syringe exchange
- ▶ Addiction Services - AA & NA
- ▶ Housing referral services (LifeLink)
- ▶ Medical screenings and referral (Healthcare for the Homeless)
- ▶ Haircuts
- ▶ Bus Passes
- ▶ Cell Phones
- ▶ Open Art studio
- ▶ Accommodation for weekend lunches

Objectives

Per-spective	Outcome Objectives	Potential Measures of Success	Targets
Financial Stewardship	F01. Secure adequate financial support to remain sustainable in our mission	<ul style="list-style-type: none"> • Six month Financial Cushion • Two year plan execution on target with milestones (<i>Action Plan completed & submitted to August Board Meeting: Joe & Nancy</i>) • In kind/dollars in donations and grants • Cost per person served (overall and winter-specific) • Cost savings to other programs 	<p><i>Management to identify baselines and propose targets at July Board Meeting</i></p>
Voice of the Customer	<p><i>The Homeless & Vulnerable:</i></p> <p>C01. “Provide me with survival services”</p> <p>C02. “Provide me with ongoing assistance services”</p>	<ul style="list-style-type: none"> • Deaths due to hypothermia • # People served • # People turned away • Guest Survey results improvement (for example 2 per winter, 1 early fall) 	<ul style="list-style-type: none"> • Zero
	<p><i>The Faith Communities & Volunteers:</i></p> <p>C03. “Provide me with meaningful, purposeful experiences”</p>	<ul style="list-style-type: none"> • # of Repeat/Ongoing volunteers • # of New volunteers • Experience survey • Database to track demographic/skills/interest info of volunteers (incl as a source for potential Board members) 	
	<p><i>The Donors & Grantors:</i></p> <p>C04. “Educate me about how my support will add value”</p>	<ul style="list-style-type: none"> • # of Repeat/Ongoing donors • # of New donors • Perception Study • # \$10,000 plus donors 	<ul style="list-style-type: none"> • Initiate first study by Aug 1st

Per-spective	Driver Objectives	Potential Measures of Success	Targets
Strategic Actions	S01. Operate smoothly & efficiently with well-defined processes and roles	<ul style="list-style-type: none"> • Clear policies & procedures acknowledged by: Staff, Team Leaders, Core Volunteers, and Other Providers • Job descriptions for every employee and volunteer role • Emergency preparedness plan created and rolled out 	<ul style="list-style-type: none"> • Dates completed • Dates for staff & volunteer rollout
	S02. Provide & consistently evaluate needed services	<ul style="list-style-type: none"> • Key Service Volumes** • Service-specific questions on client survey • Experience questions on volunteer survey 	
	S03. Collect and analyze accurate and timely data	<ul style="list-style-type: none"> • Accuracy of financial forecasting • Legal or donor-mandated reports 100% on time (for example City of Santa Fe) • Plan for documentation of reporting & related processes 	
	S04. Communicate clearly and effectively with stakeholders, especially faith communities	<ul style="list-style-type: none"> • Number of faith & community groups participating • Develop CSV partnership and support other partnerships • Annual report & quarterly newsletter • Website clicks • Donations (online & other) • Unpaid media • City council appearances • Calls for information 	<ul style="list-style-type: none"> • For example: One teamleader per group at appreciation event • For example: attendance at every City council meeting
	S05. Provide community and donors with an understanding of the face of homelessness	<ul style="list-style-type: none"> • # of presentations provided (by Board, Leadership and clients) • # requests for presentation • Perception study • # of educational pieces distributed 	



Talent & Technology

T01. Develop an IT Infrastructure to support Objectives & Initiatives

- Timely and accurate reports
- Staff feedback on technology as a tool to get job done
- Staff hours to generate report
- Percent of technology uptime
- Percentage of objectives accomplished and on-time
- Time estimated: Time required

T02. Staff appropriately to deliver services (Skills, Bandwidth, and Scope)

T03. Maintain appropriate skill set within Board of Directors

- Define appropriate skill set and representative makeup
- 100% of Board donates
- 100% of Board provided defined role
- Board's self-assessment performance fulfilling role

T04. Garner sufficient volunteer, faith community and provider support to sustain programs

- # volunteers needed: # supplied
- % space available occupied by other cost-sharing service providers

**** Key Service Volumes/Scorecard:**

- Number of people put to work
- Bed nights
- Meals Served
- Clothing items provided
- Number of showers
- Post 9 pm-inebriate entries
- Volumes to each partner assistance service

Memorandum of Agreement

MEMORANDUM OF AGREEMENT

THIS MEMORANDUM OF AGREEMENT is entered into on this ____ day of _____, 2015, by and between Interfaith Community Shelter (“CONTRACTOR”) and the CITY OF SANTA FE, a municipal corporation ("CITY").

RECITALS:

WHEREAS, the City and the Contractor entered into an operating agreement and a lease to designate the Contractor as the Project Manager to plan, design, construct and use such space to serve as a winter shelter and a one-stop services center; and,

WHEREAS, the City and the Contractor wish to provide basic human services to our community’s most vulnerable population in an efficient manner; and,

WHEREAS, the provision of services has inherent issues of people walking to and from the site, crossing the streets and waiting for services which impact the local businesses and residents.

WITNESSETH:

NOW, THEREFORE, IT IS MUTUALLY AGREED BETWEEN THE PARTIES:

1. PURPOSE. The Contractor shall create procedures to mitigate the disruption to businesses and residents while serving the poor and destitute who are homeless.

2. SCOPE.

A. The Contractor shall:

(1) Provide teams of persons who will patrol daily the perimeter of the facility and the adjacent streets of Harrison Road and Jorgenson Road and remove trash and debris as allowed by weather.

(2) Direct guests who leave the shelter in the mornings to immediately leave the vicinity and not loiter near the business or residents in the area.

(3) Work with the businesses and residents to address the safety of the guests when on and off the property and the safety of the public accessing the businesses and residents.

(4) Engage and participate with neighbors and businesses to address above listed issues and others through open communication both face to face and through a newsletter.

B. The City shall:

(1) Direct staff to continue to work with Contractor to obtain necessary funds to ensure the safety of the community in the provision of services to homeless individuals and families.

(2) Determine the feasibility of installing new sidewalks in the immediate vicinity of the shelter.

(3) Direct staff to determine where additional lights would be most beneficial to address nighttime lighting for people accessing the shelter.

(4) Install traffic and pedestrian signage as appropriate to improve safety.

(5) Fire Department responses to the shelter will make every effort to create the least disruptive reply to shelter calls, including seeking alternative parking for fire trucks.

(6) Police Department will provide additional neighborhood patrols, evaluate crime data to develop responses, assist with neighborhood watch.

3. TERM.

This Memorandum of Agreement shall remain in effect until terminated by either party, pursuant to Article 4, below.

4. TERMINATION.

This Memorandum of Agreement may be terminated by either of the parties hereto upon written notice delivered to the other party at least 30 days prior to the intended date of termination. By such termination, neither party may nullify obligations already incurred for performance or failure to perform prior to the date of termination.

5. LIABILITY.

Each party shall be solely responsible for fiscal or other sanctions occasioned as a result of its own violation of requirements applicable to the performance of the Agreement. Each party shall be liable for its actions in accordance with this Agreement.

6. NEW MEXICO TORT CLAIMS ACT

Any liability incurred by the City of Santa Fe in connection with this Agreement is subject to the immunities and limitations of the New Mexico Tort Claims Act, Section 41-4-1, et. seq. NMSA 1978, as amended. The City and its “public employees” as defined in the New Mexico Tort Claims Act, do not waive sovereign immunity, do not waive any defense and do not waive any limitation of liability pursuant to law. No provision in this Agreement modifies or waives any provision of the New Mexico Tort Claims Act.

7. THIRD PARTY BENEFICIARIES

By entering into this Agreement, the parties do not intend to create any right, title or interest in or for the benefit of any person other than the City and the Contractor. No

person shall claim any right, title or interest under this Agreement or seek to enforce this Agreement as a third party beneficiary of this Agreement.

8. ASSIGNMENT

Neither the City nor the Authority shall assign or transfer any interest in this MOA or assign any claims for money due or to become due under this MOA without the prior written approval of the other party.

9. AMENDMENT. This Memorandum of Agreement shall not be altered, changed, or amended except by instrument in writing.

IN WITNESS WHEREOF, the parties set their hands.

CITY OF SANTA FE :

INTERFAITH COMMUNITY
SHELTER

BRIAN K. SNYDER, CITY MANAGER

GUY GRONQUIST, BOARD
CHAIR

Date: _____

Date: _____

ATTEST:

YOLANDA Y. VIGIL, CITY CLERK

APPROVED AS TO FORM:



KELLEY A. BRENNAN,
CITY ATTORNEY

3/11/15

APPROVED:

OSCAR RODRIGUEZ,
FINANCE DIRECTOR



**City of Santa Fe
Summary of Contracts, Agreements, & Amendments**

Section to be completed by department for each contract or contract amendment

1 **FOR:** ORIGINAL CONTRACT or CONTRACT AMENDMENT

2 Name of Contractor Interfaith Community Shelter

3 Complete information requested Plus GRT
 Inclusive of GRT

Original Contract Amount: _____ \$12,990.00

Termination Date: _____ June 30, 2015

Approved by Council Date: _____

or by City Manager Date: _____

Contract is for: Staff to keep shelter open from 7:00 a.m. - 1:00 p.m. seven days a week. Until the end of the winter shelter.

Amendment # _____ to the Original Contract# _____

Increase/(Decrease) Amount \$ _____

Extend Termination Date to: _____

Approved by Council Date: _____

or by City Manager Date: _____

Amendment is for: _____

4 **History of Contract & Amendments:** (option: attach spreadsheet if multiple amendments) Plus GRT
 Inclusive of GRT

Amount \$ _____ of original Contract# _____ Termination Date: _____
Reason: _____

Amount \$ _____ amendment # _____ Termination Date: _____
Reason: _____

Amount \$ _____ amendment # _____ Termination Date: _____
Reason: _____

Amount \$ _____ amendment # _____ Termination Date: _____
Reason: _____

Total of Original Contract plus all amendments: \$ _____

Sign-In Sheets of Meeting Attendees

11AM
11/22/15

Please Sign

NAME IN Preferred Contact

- | | |
|------------------------------|------------------------------|
| 1 Jim Spacht | james.spacht@sfc.edu |
| 2 Alex Steele | arapsteele@gmail.com |
| 3 Mark Edwards | info@zpethotel.cc |
| 4 Daniel Yohalem | dyohalem@aol.com |
| 5 Reese Taylor | reeseetaylor@gmail.com |
| 6 Linda Rundell | lrundell@comcast.net |
| 7 Lorraine Romero | LORRAINE_ROMERO2003@yahoo.e. |
| 8 Yvonne E. Sherrill | 1175 Harrison Rd - same |
| 9 Judy Kall | 1175 Harrison Rd |
| 10 Karen Powell | krsantak@yahoo.com |
| 11 Norma Guerrero-Jones | normajones2001@yahoo.com |
| 12 Manuel Martinez | mannymtz@g.com |
| 13 Karen George | thzgeorge@gmail.com |
| 14 BOB GAINES | GAINES2166@GMAIL.COM |
| 15 Annie Laurie Coogan | cooganal@purooffice.net |
| 16 BRYAN GEORGE | bg55power@cnsp.net |
| 17 Thomas Chelena | |
| 18 TS LAST | tlast@cbqjournal.com |
| 19 Nancy McDonald | homelesservices@aol.com |
| 20 Joseph JORDAN-Berenis | JOE@INTERFAITHSHELTERS.ORG |
| 21 Rev Gail Lindsay Martinez | Minister@wsantafe.org |
| 22 Tom Ortiz | ortiz-tom103@gmail.com |
| 23 Bob Parker | rparker27@comcast.com |

- 24 PABLO SANCHEZ 1142 HARRISON RD 471-8851
- 25 PAI DPEL 1190 HARRISON 438-0070
- 26 Victor Lwbogeski 505 9201428
- 27 ~~Forishei Nookaij Dinec~~
- 28 Patti Burke 955-2345
- 29 Chris Rivera 955-6848
- 30 Erika Campos 470-1799 erika.campos@strin.org
- 31 Marian Seymour 2300 W. Alameda 438.9693
- 32 Ray Wallace RAY-WALLACE@COMCAST.NET
660-1900
- 33 Dianne Jones Santa Fe NM its a ba
Change Location its place
in SF
- 34 Julia Castro jcastro356@AOL.com
(620-0272)
- 35 Penelope Aley sleepesantafesilvasaddle
901-1638 .co.
- 36 Olivia Green livbg@msn.com
- 37 Mark Kestel maga.kestel@icloud.com

Please Sign In

5pm
1/22/15

- 1 MARK KESTEL NIGHT STAFF SUPERVISOR INTERFAITH 505-660-9168
- 2 OLIVIA GREEN VOLUNTEER NIGHT STAFF
- 3 BOB GAINES
- 4 AMBER ESPINOSA-TRUJILLO Volunteer
- 5 SUSAN KILKEEN Volunteer
- 6 TIM KILKENNY volunteer
- 7 DAWN ALEY effected neighbor
- 8 LIZ HINDS volunteer
- 9 FREDERICK JONES RESIDENT
- 10 SHARON WIRTZ resident, shelter volunteer
- 11 MICHAEL WIRTZ Volunteer-core team
- 12 JOSEPH JORDAN BERENIS E.D. - Interfaith Community Shelter
- 13 ZACH THOMAS Senior Planner - Land Use Dept
- 14 JUD CARESWELL SANTA FE MAZDA - Volvo
- 15 SUSAN COFF Admin Assist | Volunteer Interfaith
- 16 MARVIN SCHULTZ ~~Pat~~ ICS Board Member
- 17 KITTY (KATHRYN) SHERLOCK Kathryn C. Sherlock (Volunteer Interfaith Shelter)
- 18 PAT SZOPINSKI resident, shelter volunteer
- 19 CHRIS RIVERA City Councilor - Dist #3
- 20 DEB CHAPMAN volunteer
- 21 DANIEL VIGIL Resident/Volunteer
- 22 DANIEL YOHALEM dyohalem@aol.com

24 Rick A. Martinez Neighbor

25 Dong Escue Volunteer

26 MIKE SHERMAN

Please sign-in and preferred contact

- 1) Daniel Yshalem dyshalem@aol.com
- 2) Norma Guerrero Jones norma.jones2001@yahoo.com
- 3) LORRAINE ROMERO, LORRAINE_ROMERO2003@yahoo.com
- 4) MARK STANZ stanzmark@yahoo.com
- 5) Maui Elvach info@2pethotel.com
- 6) Mary E Schruben 473-7898
- 7) BOB GAINES GAINES2166@GMAIL.COM
- 8) Joe Dudziak jmdudziak@juno.com
- 9) Susan Carr asuecarr@hotmail.com
STANTIFF MAZDA-VO LVO
- 10) Jud CARESWELL 505-690-8665
- 11) Chris Rivera
- 12) Andy Tyson wcaliente@aol.com
- 13) Brad Furry bradfurry@gmail.com
- 14) Loraine Ferrel LORAINFERREL@ATTNLINK.NET

Please sign-in + preferred
15) Renee Edwards (505) 470-7773 Contact

16) Joseph JORDAN-BERENIS

17) Paul Crompton

18) Don Hottel 471-1171

19) Susan Odiseas 471-1187

20) Kim Stephenson salters_kim@yahoo.com

21) Mary Fay spiritmary@gmail.com

22) Michael Ray mtuzen@gmail.com

23) KAREN Amundson 660 1291

24) Joseph Mastros

25) Manuel Martinez mannymtz@q.com

26) Liz Hinds eahinds20@gmail.com

27) Julia Castro jcastro356@aol.com

28) Cathy Gougeon cathy@gougeonst.org

29) Mary Ann Faust matauste@gmail.com

30) Jon Wilson jwilson12@q.com

MARYANN LUNDY lunwil1@q.com

Name	Organization	Email	Preferred Contact
Diane Bloome	Molina Health Care	Molinahealthcare.com	✓
Nancy McDonald	SF Community Services	homelesservices@aol.com	✓
David Block	Youth Shelters	dblock@youthshelters.com	✓
Kristin Carmichael	Christus St. Vincents	Kristin.carmichael@stvin.org	✓
AJ Mercado	SF Fire Department	ajmercado@santafenm.gov	
Hank Hughes	Coalition to End Homelessness	hank@speedycomputing.com	✓
Mark Boschelli	PMS	Mark.boschelli@pmsnm.org	✓
Deborah Tang	St. Elizabeth Shelter	director@steshetler.org	✓
Liz Reynolds	Health Care for the Homeless	E_reynolds@lfmctr.org	✓
Jessy Clark	Solace	jclark@findsolace.org	✓
Guy Gronquist	ICS		
Dan Yohalem	ICS		
Joe Berenis	ICS	joe@interfaithcommunitysheltersf.org	✓

NAME	ORG.	EMAIL	Contact
Joyce Arellano	SFCAT	Jarellano@housingtrustcalneer.org	
Gail Dobisz	SFCG/PMS	gail.dobisz@pmsnm.org	
STEVEN McWELL	THE LIFE LINK	SMCGENEVE@HOTMAIL.COM	
Ted Lantz	SFJPO	ted.lantz@state.nm.us	
Gail Herling	SFPS Adelante	gherling@sfpsinfo	
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Carol Lura-Anderson	The Life Link	carol@thelifelink.org	