



CITY CLERK'S OFFICE
Agenda DATE 12/27/16 TIME 8:50-
PREPARED BY Julie Sanchez
REVIEWED BY SSS

**HUMAN SERVICES
COMMITTEE MEETING**

Thursday
**Tuesday, January 5, 2017
Market Station
Conference Room
500 Market Station
2:00 p.m. - 4:00 p.m.**

1. Call to Order
2. Approval of Agenda
3. Approval of Minutes: June 14, 2016, October 18, 2016
4. New Business/Action Items:
 - a. Congrats to Patricia Boies
 - b. Immigration Discussion
 - c. Theory of Change Discussion
 - d. Presentation on 1st Quarter Reports and Grantee Funding
 - e. Discuss and Recommend Approval: Data Consultant
 - f. Discuss and Recommend Approval: Electronic RFP System
 - g. Discuss and Recommend Approval: 2017 Calendar
 - h. Discuss and Recommend Approval: RFP for Contract/LEAD
 - i. Discuss and Recommend Approval: La Familia
 - j. Discuss Behavioral Health/Substance Abuse Conference
5. Old Business
6. Comments from the Chair and Committee Members
7. Report from Staff
 - a. Site Visits
8. Matters from the Floor
9. Adjournment

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CITY OF SANTA FE
HUMAN SERVICES COMMITTEE
MEETING
January 5, 2017

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MINUTES OF THE
CITY OF SANTA FE
HUMAN SERVICES COMMITTEE
MEETING
Santa Fe, New Mexico

January 5, 2017

A meeting of the City of Santa Fe Human Services Committee was called to order by Marizza Montoya-Gansel, Chair at 2:02 p.m. at Market Station Offices, 500 Market Street, Suite 200, Caboose Conference Room, Santa Fe, New Mexico.

Roll Call indicated the presence of a quorum as follows:

MEMBERS PRESENT:

Marizza Montoya-Gansel, Chair
Kristin Carmichael
Jeremy Perea
Anthony Romero
Brian Serna

MEMBER(S) ABSENT:

Patricia Boies
1 vacancy

STAFF PRESENT:

Chris L. Sanchez, Youth and Family Services Division Director

OTHERS PRESENT

Jo Ann G. Valdez, Stenographer

APPROVAL OF AGENDA

Chris Sanchez requested to table Item 4d (*Presentation on Quarter Reports and Grantee Funding*) until Julie Sanchez can present the reports. She was out sick today.

Mr. Serna moved to approve the agenda as amended. Mr. Perea seconded the motion. The motion passed unanimously by voice vote.

APPROVAL OF MINUTES: June 14, 2016 and October 18, 2016

Mr. Romero moved to approve the Minutes of the June 14, 2016 and October 18, 2016 meetings. Mr. Serna seconded the motion. The motion passed unanimously by voice vote.

NEW BUSINESS/ACTION ITEMS:

a. Congrats to Patricia Boies

Ms. Boies was appointed to the Committee; however, she was not present today.

b. Immigration Discussion

Mr. Sanchez said the Committee should have copies of the draft letter regarding President-Elect Trump's promise to deport millions of undocumented immigrants. Chair Montoya-Gansel and the Chair from the Children and Youth Commission had a discussion in lieu of the change that is about to come with the new presidential administration. They both decided to draft letters of support with regards to pro-immigrant policies.

The Santa Fe Children and Youth Commission wrote a letter about the fact that many immigrant parents are caring for and supporting US born children in our community and protecting this union is a priority for the Committee. The letter indicates that as early as January 20, 2017, President-Elect Trump can begin undoing executive orders and setting policy into motion which will lead to the deportation of undocumented men, women, and children. Though it is difficult to say at this time what exactly that means, this threat and these uncertainties have generated fear and anxiety for immigrant children from our kindergarten classrooms to our universities. There are fears that homes and businesses will be raided, that family members will become separated, or that immigrants will no longer be allowed to live and pursue their dreams with dignity.

Mr. Sanchez requested the Committee's approval to write a similar letter on behalf of the Human Services Committee and publish it as a press release. He will add the word "families" and it will also refer to children, youth and families.

Ms. Carmichael asked if there could be a mention of adults also.

Mr. Sanchez said yes.

Chair Montoya-Gansel asked Mr. Sanchez if it will be translated to Spanish.

Mr. Sanchez said yes, it will be written in Spanish and English.

Chair Montoya-Gansel asked if there was any more discussion, if not, could she have a motion to approve the letter with the changes detailed by Mr. Sanchez.

Mr. Romero moved to approve the letter with the changes noted. Mr. Serna seconded the motion. The motion passed unanimously by voice vote.

c. Theory of Change Discussion

A handout on the Theory of Change concept was distributed to the Committee

Members. A copy is hereby incorporated to these Minutes as Exhibit "A".

Mr. Sanchez said he was asked by the Chair to talk about the Theory of Change.

He said the Committee has been evolving in terms of focusing specifically on high-risk situations.

Mr. Sanchez explained what Theory of Change is and how it works. TOC is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. TOC maps out the initiatives and the gaps that are in a community through six stages. They are as follows:

- 1) Identifying long-term goals.
- 2) Backwards mapping and connecting the preconditions or requirements necessary to achieve that goal and explain why these preconditions are necessary and sufficient.
- 3) Identifying your basic assumptions about the context.
- 4) Identifying the interventions that your initiative will perform to create your desired change.
- 5) Developing indicators to measure your outcomes to assess the performance of your initiative.
- 6) Writing a narrative to explain the logic of your initiative.

Mr. Sanchez said he would like the Committee to figure out who they are as a Committee; and what their mission and vision is; and what are the outcomes and goals that the Committee is hoping to achieve based upon the funding that is available. He asked if there is something different or specific that the Committee would like to focus on; What could the Committee do programmatically to impact this community. He said the Committee already has some outcomes and indicators that they would like to achieve. He suggested that the Committee set aside one meeting, possibly the next meeting, to discuss this further and define what steps needs to be taken to achieve this. He would like to put a mission statement/document on the City's website for people to know who the Human Services Committee is; and what their mission is, etc.

Mr. Sanchez mentioned that they are doing the same thing for the Children and Youth Commission.

Mr. Romero asked how soon Mr. Sanchez would like to see this done, what is the timeframe for this.

Mr. Sanchez said he would like to do this in the next month or so, and they could have a special meeting in February, if possible.

Ms. Carmichael said she has been working with Michelle to use the RBA (Results Based Accountability) process from a funder prospective and she has been very helpful in showing how they can link themselves to outcomes.

Mr. Sanchez said Mark is the founder of RBA and he is working with the City and maybe he could attend a meeting and give the Committee a quick summary. Possibly they

can invite Michelle to come also.

d. Presentation on 1st Quarter Reports and Grantee Funding

As noted above, this agenda item was tabled until Julie Sanchez can make a presentation on the reports and grantee funding.

e. Discuss and Recommend Approval: Data Consultant

Chair Montoya-Gansel asked if everyone had a chance to review the two proposals: one from Aspen Solutions and one from Jill Richman.

Ms. Carmichael said she looked over both proposals and had a few questions. She said she knows that Jill Richman already has a contract with the City and she wondered how this is going.

Mr. Sanchez explained that the City contracted Jill Richman to do some work for the Children and Youth Commission and they found out that there are a lot of components that must be done prior to getting to the work portion. For example, developing a relationship with the agencies and then doing a program evaluation, etc. He said there were some delays in getting the data but in terms of quality of work, Jill Richman is very good.

Ms. Carmichael asked if it would be OK for the Committee do have a different consultant than that of the Human Services Committee.

Mr. Sanchez said it would be OK if this Committee chose to go with an alternate consultant.

Chair Montoya-Gansel asked if Jill Richman had the capacity to do both Committees.

Mr. Sanchez said he did not know. He explained that Jill Richman worked with six agencies for the Children and Youth Commission contract but the Children and Youth Commission required that she work with 18 agencies within the next year. There is also a specific timeframe as to when things have to get done.

Ms. Carmichael asked how much her contract was for.

Mr. Sanchez said the contract was for \$48,000.

Ms. Carmichael said if the City is switching towards the RBA framework, she wonders if the Data Consultant could help the agencies set up the RBA framework while they are setting up the data collection.

Mr. Sanchez said he thinks this could happen and the Committee could put this requirement into the contract – that they will need to be able to connect to work with those who are already working in those areas.

Mr. Perea said he could speak from a provider prospective and being involved with the Children and Youth Commission - Jill Richman did a good job in guiding them into the right direction on how to track the right data.

Mr. Serna noted that Aspen Solutions has more than one staff person.

Mr. Romero said the timeframes should have been included in the RFP however, the RFP already went out.

Mr. Sanchez said the Committee could formulate some questions for the consultant and require that the Consultant meet with a specific number of agencies that they propose to help; and provide a status report to the Committee on a bi-monthly basis. He said the Committee could call an emergency meeting to approve the contract for the Data Consultant.

Mr. Sanchez would like the Chair to have the data to submit quarterly reports to the governing body on the impacts/results or outcomes that the Human Services funding is having, or not having. This will also help the City know whether or not the funding that was allocated is being used to meet the outcomes that have been identified.

Ms. Carmichael said her preference would be to stick with the Data Consultant who is presently working with the City because she has done this before and is a known entity. She also has a background in RBA.

The Committee would like to address the questions before making a decision or approving the contract for the Data Consultant.

Ms. Carmichael moved to table (approval of Data Consultant contract) until they get some of these questions answered. An emergency meeting will be called to vote on this. Mr. Romero seconded the motion. The motion passed unanimously by voice vote.

f. Discuss and Recommend Approval: Electronic RFP System

Mr. Sanchez reported that the Purchasing Division did not support an electronic RFP system at this point in time.

g. Discuss and Recommend Approval: 2017 Calendar
(Copies of the 2017 Calendar were distributed.)

The meeting dates are scheduled as follows:

February 14, 2017

April 11, 2017

June 13, 2017

August 8, 2017

October 10, 2017

December 12, 2017

The Strategic Planning Session is not scheduled. Mr. Sanchez would like to plan it for some time in July.

*All Meetings will be held from 2:00 p.m. to 4:00 p.m. at the Market Station Conference Room, 500 Market Station, Santa Fe.

Chair Montoya-Gansel asked for a motion to approve the 2017 Calendar.

Ms. Carmichael moved to approve the 2017 Calendar with the exception of the Strategic Planning Session. Mr. Perea seconded the motion. The motion passed unanimously by voice vote.

h. Discuss and Recommend Approval: RFP for Contract/LEAD

Mr. Sanchez said LEAD is a Law Enforcement Assisted Diversion program that is doing some incredible things. LEAD is a collaboration of area services and organizations designed to provide wrap around services, including life skills, employment opportunities, drug and emotional counseling, and multiple forms of education for low-level drug offenders who show serious intentions of turning their lives around.

The program is based on pre-booking diversion in which low level, non-violent drug offenders are diverted into treatment instead of jail. They are selected by trained property crimes detectives only and must fit a specific set of criteria prior to being selected for the program. If the offender deviates from the case worker's plan or program, the initial criminal charges can be refiled and the offender would be subject to the normal judicial process.

The City of Santa Fe is soliciting requests from interested parties to service as the primary service-provider/intensive case management provider for the diversion component of the Santa Fe Law Enforcement Assisted Diversion (LEAD) project. Applications for funding must comply with the Operations/Implementation Team recommendations and the Santa Fe LEAD Task Force values.

Mr. Sanchez said the Mayor has approached staff to consider putting a contract out for someone to manage the LEAD contract for the City. He informed the Mayor that he would bring this to the Committee and get back with him.

Mr. Sanchez said the contract would be for approximately \$25,000 and would be funded out of Human Services funding with an additional \$25,000 matching grant from LEAD. The RFP is presently open and will close on Friday. Mr. Sanchez offered to send copies of the RFP to the Committee Members.

Ms. Carmichael asked what managing the contract means.

Mr. Sanchez said there are two parts to this: 1) Being there day-to-day to be able to see what is going on and report to the City; and 2) all the requirements of the

Professional Services Agreement would have to be met, which include quarterly reports; technical assistance training; working with law enforcement, etc.

Mr. Perea moved to approve the RFP/Contract for LEAD. Mr. Romero seconded the motion. The motion passed unanimously by voice vote.

i. Discuss and Recommend Approval: La Familia BAR

Mr. Sanchez said he received a letter from La Familia informing the City that the Diabetes Educator/Coordinator has decreased her hours because she is going to retire. They would like to do a Budget Adjustment Request (BAR) to put these monies into the Program Manager's line item.

Mr. Romero asked if the Program Manager will be picking up those duties for those days.

Mr. Sanchez said yes, the Program Manager will be increasing her hours to pick up the caseload. This will only be temporary until the position is filled.

Chair Montoya Gansel asked if they could get assurance from them that this would only be temporary and that they expect to fill the position, prior to approving the BAR.

Mr. Sanchez said this item could also be tabled until they get answers to the following questions:

- 1) Is this temporary?
- 2) What is the plan to fill the vacancy?
- 3) What is the timeframe for filling the vacancy?

Ms. Carmichael moved to table this until the above questions are answered. Mr. Romero seconded the motion. The motion passed unanimously by voice vote.

j. Discuss Behavioral Health/Substance Abuse Conference

Mr. Sanchez noted that he received an email from Mr. Serna and the Mayor also asked him about putting on a behavioral health/substance abuse conference. He said one of the components that the Youth Summit is talking about is putting on a conference for mental health and substance abuse within the community. He would like the Human Services Committee to be the lead for the conference, which could be marketed as a human services initiative. They could invite the providers to give input and feedback around behavioral health and substance abuse. This would be a great opportunity for the Committee and a great benefit for the community. He asked Mr. Serna if he had anything more to add.

Mr. Serna said he gets a lot of questions from people on how they can help someone with an addiction because there is not a lot of services out there for this. He would like to do something in the City for people who need some guidance on how to help family members who are dealing with addiction. He said this came out of a LEAD meeting where he was asked to speak at. He likes the idea of expanding it beyond addiction and getting the youth and providers involved because Santa Fe is overdue for something like

this.

Ms. Carmichael said when she hears the word “conference” it is usually for providers to come together.

Mr. Sanchez said this would primarily be for the general constituents (parents and children) to be able to come to a conference and get good insight knowledge and possible referrals and/or access to services that they need.

Ms. Carmichael said what is really missing is navigation. There is really no navigator to help families get where they need to go.

Mr. Sanchez thinks that one summit would not be enough. He mentioned that the City receives a lot of calls from people on where they can go to get services on a lot of various issues. He suggested that a subcommittee be created to design what this would look like and come back to the Committee with recommendations.

Ms. Carmichael noted that the Friendship Club does a fair of some sort every year on sobriety and she asked if there is a way to coordinate with them. The Friendship Club also distributes provider information in the community.

Mr. Serna mentioned that the month of September is “Recovery Month” around the country and possibly they could coordinate something with the Friendship Club then. He offered to put together a skeleton for a summit/conference.

OLD BUSINESS

Vacancy on Committee

Mr. Serna asked about Tom Starke and whether or not he applied to be a part of the Committee. Of note: Mr. Starke attended a past meeting and expressed an interest in serving on the Committee.

Chair Montoya-Gansel said she believes that he submitted his resume and this was distributed to the Committee Members.

Mr. Sanchez said he remembers that there were other possible candidates. He said there is one vacancy on the Committee. Interested candidates need to send in a letter of interest and a resume. These will be brought to the Committee and the Committee will make a recommendation to appoint someone at that time.

Homeless One-Stop/Door Shop

Mr. Sanchez noted that there have been discussions to have a One-Stop Shop for the homeless community but one of the problems with this concept is that they want to do it on the outskirts of the City. This has failed in other communities. He feels that there are a lot of other major issues to focus on. One important piece is how Santa Fe handles the housing piece of this-transitioning from a shelter to permanent housing. He mentioned that the Mayor is not in support of a One-Stop/Door concept but he is in support of referrals; the wraparound services and discussions. He said the goal is to try and figure out

the housing piece of this-transitioning from a shelter to permanent housing. He mentioned that the Mayor is not in support of a One-Stop/Door concept but he is in support of referrals; the wraparound services and discussions. He said the goal is to try and figure out how they can collectively do this together. He noted that none of the providers have been approached in terms of this thus far but they need to get the providers together to have a discussion.

Mr. Sanchez said another issue with homelessness is panhandling and how to get control over this and there are innovative ideas around this. The City of Albuquerque has implemented ideas to address panhandling.

Mr. Sanchez mentioned that there is also a huge population of disconnected youth, ages 18-24, who are homeless and aging out of the system. He noted that Adelante received a grant for \$50,000 to work on this and they need to find a place to house this population. Gail Herling of Adelante may be approaching the Committee to discuss this further.

Ms. Carmichael offered to add this to the agenda for the funder meeting. Mr. Sanchez will make a brief presentation.

COMMENTS FROM THE CHAIR AND COMMITTEE MEMBER

There were no comments from the Chair or Committee Members.

REPORT FROM STAFF

a. Site Visits

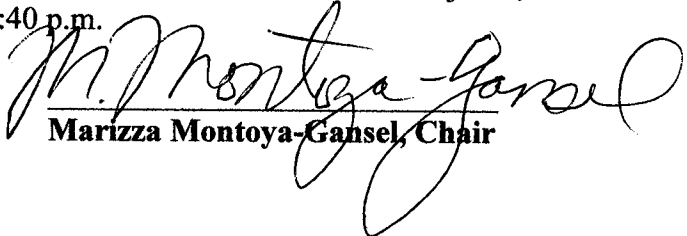
This item was not discussed.

MATTERS FROM THE FLOOR

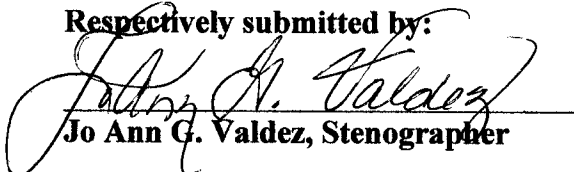
There were no matters from the floor.

ADJOURNMENT

There being no further business to discuss, Mr. Romero moved to adjourn, second by Mr. Serna, the meeting adjourned at 3:40 p.m.

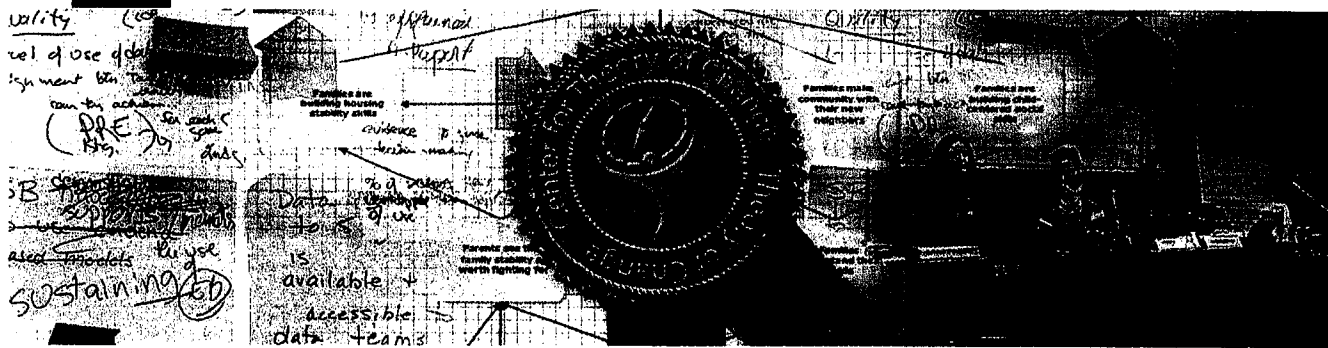

Marizza Montoya-Gansel, Chair

Respectively submitted by:


Jo Ann G. Valdez, Stenographer

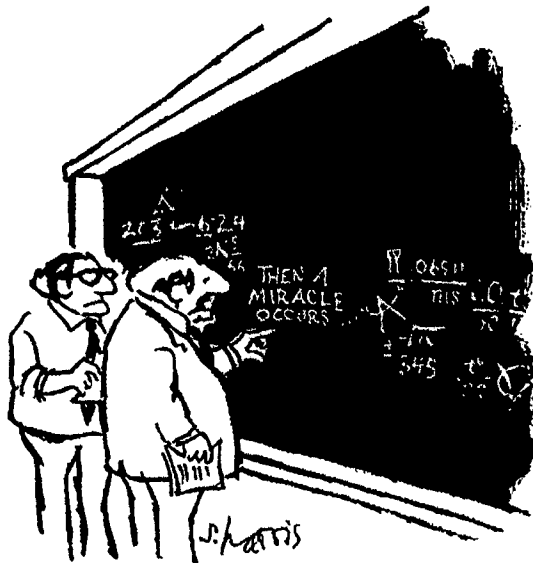


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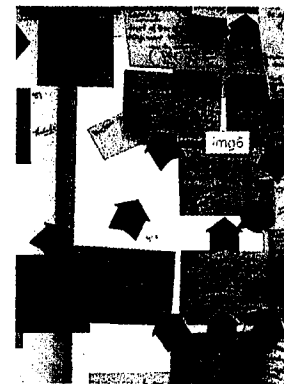
What is Theory of Change?



"I think you should be more explicit here in step two."

Image credit: Sidney Harris

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework.



Theory Of Change

> How Does Theory of Change Work?

> Example

1. Identifying long-term goals
2. Backwards mapping and connecting outcomes
3. Completing the outcomes framework
4. Identifying Assumptions
5. Developing Indicators
6. Identifying Interventions

>When to Use TOC

> Glossary

> TOC Background

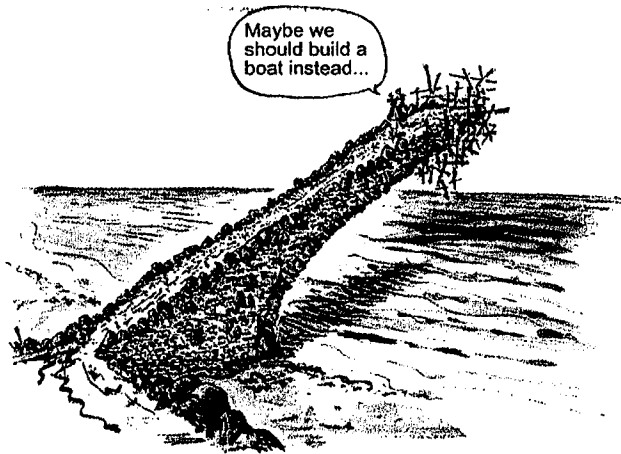
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> TOC Origins

> FAQs

TOC Featured Tip

When using TOCO, you have to create a long-term outcome to begin drawing your Theory of Change; unless you've already deliberated on the long-term outcome in a participatory session, just choose a working title and move forward with your theory of change.



The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal. Through this approach the precise link between activities and the achievement of the long-term goals are more fully understood. This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs.


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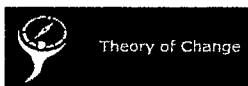
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number of details about the nature of the desired change — including specifics about the target population, the amount of change required to signal success, and the timeframe over which such change is expected to occur. This attention to detail often helps both funders and grantees reassess the feasibility of reaching goals that may have initially been vaguely defined, and in the end, promotes the development of reasonable long-term outcome targets that are acceptable to all parties.

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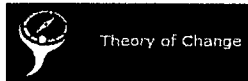
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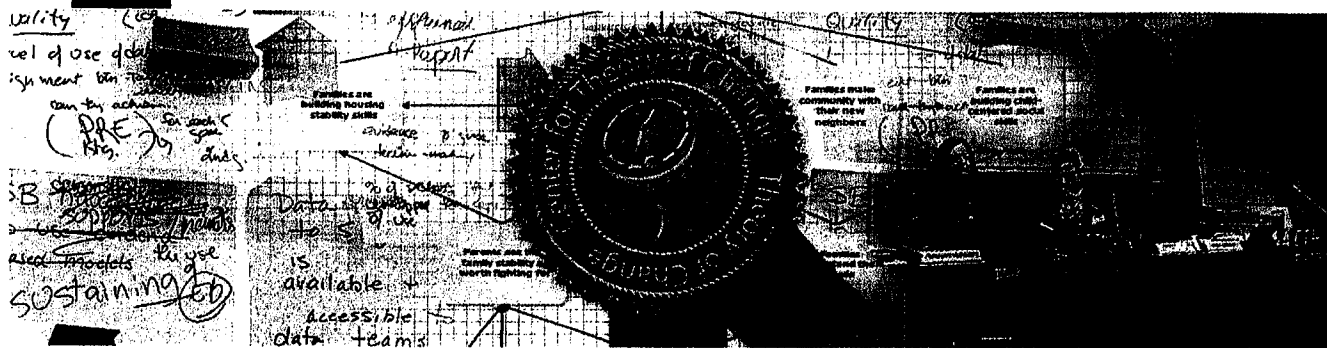
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How Does Theory of Change Work?

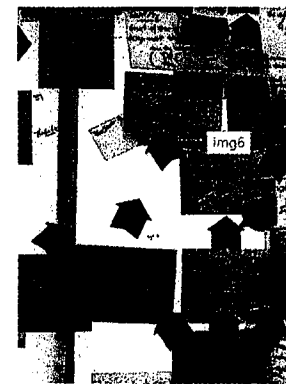
TOC maps out your initiative through 6 stages:

1. Identifying long-term goals
2. Backwards mapping and connecting the preconditions or requirements necessary to achieve that goal and explaining why these preconditions are necessary and sufficient.
3. Identifying your basic assumptions about the context.
4. Identifying the interventions that your initiative will perform to create your desired change.
5. Developing indicators to measure your outcomes to assess the performance of your initiative.
6. Writing a narrative to explain the logic of your initiative.

The TOC process hinges upon defining all of the necessary and sufficient conditions required to bring about a given long term outcome. TOC uses backwards mapping requiring planners to think in backwards steps from the long-term goal to the intermediate and then early-term changes that would be required to cause the desired change. This creates a set of connected outcomes known as a "pathway of change". A "pathway of change" graphically represents the change process as it is understood by the initiative planners and is the skeleton around which the other elements of the theory are developed.

During the process of creating the pathway of change, participants are required to articulate as many of their assumptions about the change process as they can so that they can be examined and even tested to determine if any key assumptions are hard to support (or even false). There are typically three important types of assumptions to consider: (a) assertions about the connections between long term, intermediate and early outcomes on the map; (b) substantiation for the claim that all of the important preconditions for success have been identified; and (c) justifications supporting the links between program activities and the outcomes they are expected to produce. A fourth type of assumption which outlines the contextual or environmental factors that will support or hinder progress toward the realization of outcomes in the pathway of change is often an additional important factor in illustrating the complete theory of change.

TOC approach to planning is designed to encourage very clearly defined outcomes at every step of the change process. Users are required to specify a



Theory Of Change
 > How Does Theory of Change Work?

- > Example
1. Identifying long-term goals
 2. Backwards mapping and connecting outcomes
 3. Completing the outcomes framework
 4. Identifying Assumptions
 5. Developing Indicators
 6. Identifying Interventions

- > When to Use TOC
 > Glossary
 > TOC Background
 > TOC Benefits
 > TOC Origins
 > FAQs

TOC Featured Tip

When using TOCO, you have to create a long-term outcome to begin drawing your Theory of Change; unless you've already deliberated on the long-term outcome in a participatory session, just choose a working title and move forward with your theory of change.