

1 **CITY OF SANTA FE, NEW MEXICO**

2 **RESOLUTION NO. 2013-21**

3 **INTRODUCED BY:**

4 Councilor Bushee

5 Councilor Ives

6 Councilor Calvert

7 Councilor Rivera

8 Councilor Wurzburger

9 Councilor Dimas

10 Councilor Dominguez

11 **A RESOLUTION**

12 **RELATING TO THE SANTA FE RESOURCE OPPORTUNITY CENTER (“SFROC”);**
13 **DESIGNATING FUNDING FOR SFROC THAT WILL BE USED FOR A MANAGEMENT**
14 **POSITION THAT WILL CREATE AND MAINTAIN A MANAGEMENT AND**
15 **ACCOUNTABILITY STRUCTURE FOR SFROC; AND DIRECTING STAFF TO**
16 **RENEGOTIATE THE TERMS OF THE CURRENT LEASE FOR THE SFROC FACILITY.**

17 **WHEREAS**, the City of Santa Fe has invested many resources to assist people in finding
18 help to end homelessness; and

19 **WHEREAS**, pursuant to Resolution No. 2010-61, adopted by the Governing Body on July
20 28, 2010, the Governing Body directed staff to find and allocate \$1,000,000 for a one-stop and
21 permanent homeless shelter at 2801 Cerrillos Road, the current location of SFROC; and

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

25 **WHEREAS**, a collaboration, expansion and restructuring of services was initially to be

1 determined by involved agencies in order to provide a welcoming as well as a productive one-stop for
2 homeless services at the SFROC; and

3 **WHEREAS**, because of Santa Fe’s current economic climate, it is necessary to involve many
4 separate entities, beyond the current service provider agencies; and

5 **WHEREAS**, it has become equally clear that the SFROC is currently not functioning as the
6 envisioned “seamless and welcoming” one-stop provider of multi-faceted services to a challenged and
7 challenging client base which includes individuals and families; and

8 **WHEREAS**, after many meetings with the current service providers it is has been
9 determined and deemed necessary to assign a single point of management accountability to develop
10 and execute a clearly articulated strategic plan and a monthly management accountability reporting
11 structure for the current provider-community and the City of Santa Fe; and

12 **WHEREAS**, a clearly articulated single-point accountability management structure is
13 necessary for sustainability of the SF ROC; and

14 **WHEREAS**, the Santa Fe Community Foundation has offered a matching grant to fund a
15 program manager this fiscal year with \$20,000 and will continue that offer for the next two fiscal
16 years, along with technical assistance; and

17 **WHEREAS**, the Governing Body finds that it is necessary for the SFROC to continue as a
18 one-stop resource center for the homeless and desires to assist in funding for a contract management
19 position at SFROC that will provide accountability for the resources and services that are provided at
20 the SFROC.

21 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
22 **CITY OF SANTA FE** that staff is directed to collaborate with the new SFROC management team to
23 establish a contract management position that will create and maintain a management and
24 accountability structure to run the one-stop for homeless services in accordance with the proposed
25 management plan, attached hereto as Exhibit A.

1 **BE IT FURTHER RESOLVED** that for the contract management position, the Governing

2 Body hereby:

- 3 • Makes a budget adjustment for Fiscal Year 2012/2013 in the amount of up to \$40,000 for
4 the contract management position; and
- 5 • For Fiscal Year 2013/2014, requests funding through the budget process of up to
6 \$70,000, subject to available appropriations; and
- 7 • For Fiscal Year 2014/2015, requests funding through the budget process of up to
8 \$70,000, subject to available appropriations.

9 **BE IT FURTHER RESOLVED** that City staff, in consultation with the City Attorney's

10 Office, shall renegotiate the terms of the current lease with ICSG to:

- 11 1. Change the Lessee from ICSG to SFROC; and
- 12 2. Define the maintenance responsibilities for the facility which shall include the
13 industry standard whereby the City shall be responsible for maintenance of the roof,
14 the HVAC and other major structural repairs and the Lessee shall be responsible for
15 all other maintenance of the facility.

16 **BE IT FURTHER RESOLVED** that SFROC shall present the following information to the

17 City of Santa Fe Human Services Committee:

- 18 1. A quarterly progress report on SFROC's management efforts to meet the objectives
19 in the management plan;
- 20 2. The initial one-year strategic plan for calendar year 2014 which shall include
21 financials, budgets, fundraising goals and strategies and community outreach plans;
22 and
- 23 3. On an annual basis, SFROC's strategic plan for the following calendar year.

24 PASSED, APPROVED and ADOPTED this 27th day of February, 2013.

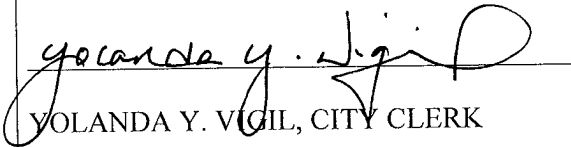
25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

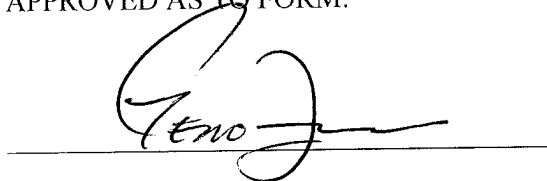


DAVID COSS, MAYOR

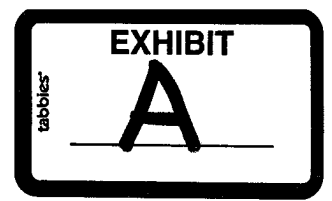
ATTEST:


VOLANDA Y. VIGIL, CITY CLERK

APPROVED AS TO FORM:



GENO ZAMORA, CITY ATTORNEY



Governance and Management for the Santa Fe Resource and Opportunity Center (SFROC)

As part of the Five Year Plan to End Homelessness, the Youth and Family Services Division Director requested a special discussion regarding the governance and funding of the SFROC. This discussion entailed a review of the history of the SFROC's operations since its inception and consideration of ideas and information presented in an all-day strategic planning session. Participants at this planning session were Deborah Tang of St. Elizabeth Shelter, Tom Ortiz with Interfaith Community Shelter Group, John Cassidy of La Familia, Erica Campos with Christus St. Vincent's Hospital, Karen Rowell of Youth Shelters and Family services, Terrie Rodriguez with the City of Santa Fe, Daniel Yohalem SFROC facilitator, William Gregoricus a consultant and Phil Crump as moderator. Key results of the planning session were reflected in a matrix reviewed by participants.

Although it is obvious that in order to provide a one-stop for homeless services at the SFROC it is necessary to involve many separate entities, it has become equally clear that the SFROC is currently not functioning as the envisioned "seamless and welcoming" one-stop provider of multi-faceted services to a challenged (in some cases, severely challenged) and challenging client base. This is largely because the July 2010 Preliminary Memorandum of Understanding (always intended as an interim approach) failed to:

- a. Assign a single point of accountability (and decision-making responsibility) to any one of the current providers, and
- b. Present a clearly articulated management and accountability structure along with supportive decision-making processes for the current provider-community.

These two points (along with other factors) have frustrated the development and implementation of a clear strategic vision for the SFROC along with the required supporting operating goals and objectives. One major result is that the SFROC now has a muddled

service-provider identity: people in Santa Fe do not know what the SFROC is and how it differs from the major programs operating there part time. A lack of clear leadership, responsibilities and over-arching accountability – as well as the lack of clear operating objectives and the necessary supporting programs to meet long-term objectives – have prevented the SFROC from becoming the cohesive and welcoming one-stop service provider that the Mayor desired and that this community needs. The purpose of the SFROC is to provide services that help people work towards independence and self-responsibility. Without operating clarity based on single-point accountability and a clear operating identity being established, it is difficult to see any significant changes from what the SFROC currently is: a less-than-cohesive service provider and more of a gathering point for winter shelter, meals, clothing and a loose assortment/coalition of daytime service providers.

Therefore, the best way to move forward is to designate a SFROC Management Team made up of the Director of Life Link as a representative from the day service provider group and the Director of the Interfaith Community Shelter Group (“ICSG”) to be responsible for and in charge of development and oversight of the operations of the SFROC building to ensure that the day service component is fully developed with the necessary array of day service providers in efficient and effective coordination with the night shelter. ICSG clearly has a substantial interest in the care and success of the building and has proven itself a responsible steward over the past two years of the building’s ownership by the City. Life Link and its Executive Director Carol Luna Anderson are long-time effective providers of services to the homeless in Santa Fe. Together they will hire the SFROC Administrator to oversee and direct the SFROC’s development and operations.

The attached outline describes the management structure and roles of ICSG, Life

Link and the other groups operating at SFROC. In order for this new structure to be put into place and to give this new approach sufficient time to establish a strong SFROC identity in the Santa Fe Community and reach financial independence, the SFROC asks the City to provide an additional \$180,000 over 2½ years (beginning 2/1/2013, see Finances section of outline below)), at the end of which time the SFROC will be operating independently with a strong fundraising capability. For the first two years, these funds for the SFROC Administrator would go through Life Link, which will not deduct any administrative fee.

This approach will:

- establish a dedicated management structure and performance accountability,
- provide much needed stability and continuity to the clients and service providers at SFROC, and
- provide the future support opportunities and platform to create a more cohesive SFROC community for its clients.

In particular, Carol Luna Anderson's participation on the management structure will:

- provide her invaluable experience to the ICSG board as well as to the SFROC
- ensure that the day program side of the SFROC will be as important as the shelter component
- bring enhanced and valuable community-based SFROC visibility and support since her professional track record and reputation are well-recognized and first-rate
- bring statewide, regional and federal contacts that can only serve to improve the SFROC's delivery of services and scope as it moves forward

By November 1, 2013, the SFROC Administrator and Management Team will be responsible for presenting their initial one-year strategic plan for calendar year 1014. The Plan will include all relevant financials, budgets, fundraising goals and strategies,

community outreach plans. This Plan will also include an evaluation of the effectiveness of the service agreements used at SFROC and of the services actually provided.

Governance and Management for the Santa Fe Resource and Opportunity Center (SFROC)

I. Single Entity Authority

A. As described below the SFROC Administrator and Management Team have the responsibility and authority for the SFROC building's day to day operations, effectiveness of services, safety, security, renovation (in coordination with the City) and maintenance.

B. The SFROC Management Team is comprised of:

- Carol Luna Anderson, Executive Director of Life-link
- Sandra Tompkins, ICSG Executive Director
- Appropriate Financial Officer, designated by Carol and Sandra

This Management Team will provide written monthly reports to the Mayor's designate and all SFROC service providers on the accomplishments and any red-flag issues that arise at the SFROC. The responsibilities and accountability of this Management Team shall include but not be limited to:

1. Hiring and supervising the SFROC Administrator
2. Developing and implementing the SFROC operating business plan to include:
 - a. SFROC strategic goals, objectives, and action plans
 - b. Operating budget
 - c. SFROC Service providers terms and agreements
 - d. SFROC Fundraising program(s)
 - e. SFROC Community outreach efforts
3. Set priorities for building improvement, renovation and major repairs
4. Develop and distribute SFROC operating policies

5. Develop and implement a sustainable long-term funding plan for SFROC including, but not limited to:
 - setting annual rental rates for building users (see Finances, below)
 - establishing fund-raising plan (e.g., grant-writing, events, etc.)
6. Select service-appropriate building tenants (program providers), that will strengthen and broaden SFROC programs and services and be consistent with the SFROC's mission, goals and objectives, and monitor their effectiveness
7. Approve the form of the Service Agreement to be entered with all providers (tenants)
8. Hire, supervise and periodically evaluate the SFROC Administrator and, through the SFROC Administrator, the Building Manager and Case Manager
9. Protect the building's assets
10. Make decisions necessary for the safety and health of the occupants of the building
11. Make decisions concerning allocation and use of space by tenants to maximize efficient and effective use of the building
12. Oversee and report on fiscal operations
13. Ensure legal and ethical integrity.
14. Contract for periodic SFROC evaluations
15. Enhance SFROC's public standing through public relations to SF community, raise awareness level about SFROC programs, accomplishments and needs.
16. By November 1, 2013 and November 1 for each year thereafter, present to the City SFROC's one-year strategic plan for the next calendar year. The Plan will include all relevant financials, budgets, fundraising goals and strategies, community outreach plans. This Plan will also include an evaluation of the effectiveness of the service agreements used at SFROC and of the services actually provided.

II. SFROC Administrator (full time, hired ASAP with City funding)

The SFROC Administrator will report to the Management Team. Subject to the oversight by this Team, the duties of the SFROC Administrator include:

A. Manage SFROC operations, including:

1. Recruit new tenants by identifying and proposing new service providers to ensure that a broad array of services is provided at SFROC five days/week 12 months/year
2. Negotiate and implement Service Agreements setting the contractual terms for use of the facility
3. Promote positive and effective timely communication among providers' employees and all volunteers
4. Allocate and monitor effective use of space by providers and resolve any use of space issues between providers

B. Draft and implement policies and standard operating procedures. These will include, among other things, coordination of day and night operations.

C. Implement fundraising plans developed by the Management Team

D. Create a strong and clearly defined identity and presence for SFROC in the Santa Fe community.

E. Collect appropriate data, draft performance reports and fiscal reports (with Fiscal Agent).

F. Manage (with appropriate City staff) building improvement, renovation and repair priorities:

1. immediately implement second phase of renovation with State grant funds:
 - a. obtain contract management services from City or from private sector (with volunteer or by contract for services)
 - b. pay vendors and obtain reimbursement from the City in coordination with the ICSG financial officer

2. implement ongoing improvements, maintenance and repairs

G. Enter utility contracts

H. Obtain necessary insurance

I. Supervise Building Manager and Case Manager (see below)

J. Represent SFROC at community meetings and make presentations about SFROC at community forums

K. Assist the Management Team in the production of the annual plan described in section I(A)(16) above.

III. Building Manager (part-time, hired when additional funding is available)

A. Repair and maintain building either directly, by obtaining City maintenance/repair, or by contracting for maintenance and repair services

B. Ensure that building is in compliance with appropriate codes and regulations

C. Clean and stock restrooms and showers

D. Report to SFROC Administrator

IV. Case Manager (part-time, hired when additional funding is available)

A. Provide or ensure provision of appropriate and timely client referrals for services to SFROC and non-SFROC providers

B. Collect appropriate data about client needs and coordinate with statewide database

C. Report to SFROC Administrator

V. Finances

A. SFROC Administrator

The SFROC requests that the City provide \$70,000 per year for the salary and benefits of the SFROC SFROC Administrator for 2 ½ years, as follows:

FY 2012-13 \$ 40,000

FY 2013-14 \$ 70,000

FY 2014-15 \$ 70,000

Total \$180,000

This base funding, to be provided by the City through Life Link as a managing partner, will allow SFROC to operate while implementing other long term funding strategies to support the personnel described above as necessary for the operations of the one-stop location for homeless services.

B. Overhead

Program providers at SFROC pay rent to cover basic building overhead: utilities, insurance, cleaning, and maintenance. If extraordinary repairs are required, the SFROC Administrator will negotiate a cost-sharing agreement among all providers at SFROC.

C. Fundraising

When funds are available the SFROC Administrator will hire or arrange for a grant writer and an event planner to implement the approved SFROC fundraising plan to cover annual operating expenses, including for all SFROC staff.