

Emergency Shelter Operations Update

2801 Cerrillos Rd. | Agape House

Presentation to Santa Fe City Council | June 10, 2026

What We Are Asking Today



1) Receive Information

Review Q3 shelter performance data, public safety oversight practices, and the services provided to guests at Agape House.



2) Review New Contract

Note the City's completion of a formal competitive procurement (RFP #HSRFP-087), resulting in a new 6-month contract at \$1,343,993 — within the approved FY26 budget.

Why the City Expanded to 24-Hour Operations

PREVIOUS

16-Hour Model

- ~75 beds, daily exit required.
- Guests left shelter each morning.



CURRENT

24-Hour Model

- ~100 beds, continuous 24/7 access and security.
- No exit required — stability for guests.
- Best practice for stabilization.
- Reduces daily street exposure.

City Oversight & Guest Supportive Services

Monitoring

- Weekly calls for service data from Regional Emergency Communications Center (RECC).
- Weekly data (outcomes, demographics, etc.) submitted.
- Quarterly performance reports reviewed by City staff.
- Regular site visits, communication and problem solving when issues arise.

Response

- Escalation to operator and relevant agencies as appropriate.
- Coordination with SFPD, Fire, and City leaders.
- Contract compliance monitored continuously.
- If emergencies arise, operators work directly with Emergency Responders/911.

Guest Services

- Medical care, mental health, substance use, and employment referrals.
- Three meals daily.
- 90% staff with lived experience as trauma-informed model.
- Practices align with SAMHSA's six principles of Trauma Informed Care (TIC)

Q3 Performance Snapshot (Feb – Apr 2026)

93%
Bed Utilization Rate
(85% is benchmark)

179
Unique Guests Served
Q3 (301 over 9 months)

149
Service Connections
Made in Q3

17
Permanent Housing
Exits in Q3 (13%)

How the City Collects & Uses This Data

Weekly

- RECC data pulled from SFPD
- UA data with clients served, referrals & other performance metrics
- Reported weekly to DWS per IGA

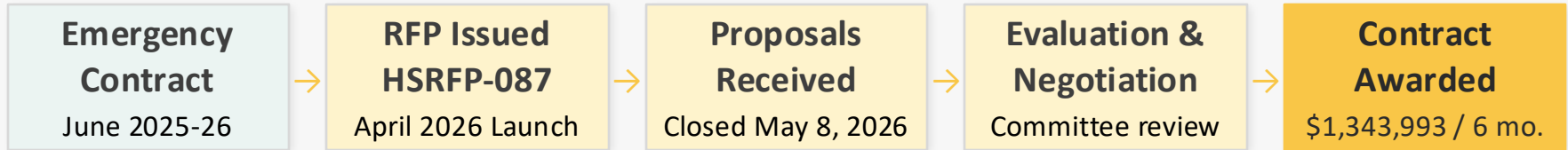
Quarterly

- Full performance report from operator showing data & trends
- Service connection data by type
- Housing exits and guest demographics

Ongoing

- Continuous improvements
- Compliance monitoring
- Site visits and regular communication on operations

Competitive Procurement: From Emergency to RFP



Key Facts About the New Contract

Was the process competitive?

Yes. A formal RFP was issued; the evaluation committee reviewed proposals and negotiated terms.

How does the cost compare?

\$1.34M for operations for 100 clients is in line with regional and national averages for 24/7 emergency shelter + case management.

Is UA the only vendor who bid?

The process followed City procurement rules. The committee selected the strongest proposal available.

Where do the funds come from?

Funds are within the approved FY26 budget — no additional appropriation required.

What's Different in the New Contract

The new 6-month shelter operations contract includes significantly stronger accountability, transparency, and performance requirements as our homeless services evolve in the City of Santa Fe.

Issue Area	Emergency Contract (Original)	New Contract (RFP-Based)
Reporting	Basic summaries of data and progress	Defined frequency and performance metrics in a standardized format to share with City staff
Staffing	General staffing overview and details	Specific job descriptions, pay scales, qualifications
Performance	Data standards specific to the operator and crisis response metrics	Standardized program evaluation and compliance measures across ALL homelessness contracts
Term & Options	Emergency term of 1 year	6-month with 2 renewal options. Allowing more flexibility and transparency in decision-making
Compliance	Emergency contract standards did not plan for all contingencies – such as building maintenance. etc.	Proactive monitoring & info sharing on operational (e.g. community hotline, escalation SOP, etc.)

Staffing Structure for Shelter Operations

*The new 6-month shelter operations contract includes increased staffing and capacity support to address the needs of guests experiencing homelessness in City of Santa Fe. **The budget includes 26.5 full time employees each week.** Urban Alchemy hires individuals who were once incarcerated and trains them to transform people and places through love and respect*

Staff Title	Role/Responsibility
Supervisor	Models dignity-centered service, maintains site safety and order, ensures policies and procedures are followed, and de-escalates.
Practitioner	Provides care while maintaining safety and order.
Care Coordinator	Case Management - conduct assessments and help guests establish and achieve their short and long-term goals.
Kitchen Supervisor	Serving 3 meals a day for guests, maintaining food safety.
Project Director	Oversees facility management, guest services, project implementation, compliance, and staff supervision.
Director of Operations	Senior management-level leadership and day-to-day operations.

Frequently Asked Questions (FAQ)

Q: Is 2801 Cerrillos still an Emergency Shelter (ES)?

Yes, a 24/7 shelter model is still ES while providing continuous access. The City has committed to identifying a new ES facility – ideally non-congregate – and pursuing funding and strategies to increase beds citywide.

Q: Are staff using evidence-based de-escalation techniques?

Yes, this is mandated in their contracts. UA is nationally recognized for trauma-informed, evidence-based practices. 90% of staff have lived experience. 24/7 shelter itself is the leading evidence-based stabilization model that promotes increased public safety.

Q: Does case management address needs beyond housing?

Case managers provide medical, behavioral health, employment, support and connection to and other services. Many guests at Agape are single adults, often with co-occurring Substance Use Disorder (SUD) and Serious Mental Illness (SMI).

Q: What is the City doing to coordinate street outreach?

We have several outreach contracts, including with the LifeLink. A dedicated staff member is coordinating outreach with ARU, Park Rangers, and constituent services. Y&F is also developing an Encampment Management Plan to drive better outcomes citywide.

Q: Is the City getting enough data to evaluate success?

We receive weekly RECC and incident data, quarterly performance reports with service metrics, housing exits, and bed utilization. Public safety data compilation directly from SFPD is underway for future reporting.

Q: Why is UA being awarded again through the formal RFP?

The City ran a formal competitive RFP, evaluated proposals, and negotiated terms in alignment with our procurement standards. The 6-month term provides us the time to reassess, expand competition, or make changes, if needed.

Next Steps & Looking Ahead



Continue Operations

Maintain 24-hour shelter, 100 beds. Monitor performance against new contract goals and requirements.



Strengthen Oversight

Standardize data and compliance across all contracts. Launch a public-facing performance dashboard for community transparency.



Facility Planning

Identify a permanent facility to replace 2801 Cerrillos Rd. Advance site assessment for suitable locations.



Broader Strategy

City-wide homelessness strategy and plans. Continuous improvement based on past learnings.



Community Summit

Homelessness Summit — June 29 at the Convention Center, in partnership with the Mayor's Office. Community partners invited.