



AGENDA

HUMAN SERVICES
COMMITTEE
JUNE 30, 2021
2:00 PM
ATTEND VIRTUALLY

SPECIAL PROCEDURES FOR HUMAN SERVICES COMMITTEE MEETING

Attendance: In response to the State's declaration of a Public Health Emergency, the Mayor's Proclamation of Emergency, the ban on public gatherings in excess of those permitted in the current Public Health Order, and the need to incorporate technology and practices to re-institute in-person meeting consistent with the limitations established by the Order, the Human Services Committee meeting will be conducted virtually.

Viewing: Members of the public may join the Zoom meeting by internet or phone, as follows:

Internet: To join the Zoom meeting on the internet using a computer, laptop, smartphone, or tablet, use the following link: <https://santafenm-gov.zoom.us/j/95604434945?pwd=NVIJVVdzS3hXK3h1aS9LbTBhQmQvQT09>

Passcode: 732039

Attendees should use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

Phone: To join the Zoom meeting using a phone, use the following phone numbers and Webinar ID: **US: 1 (346) 248-7799 - Meeting ID: 956 0443 4945**

Passcode: 732039

Phone attendees should press *9 to use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

The agenda and packet for the meeting will be posted at <https://santafe.primegov.com/public/portal>.

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF AGENDA**
4. **APPROVAL OF MINUTES**
 - a. Approval of April 20, 2021 Meeting Minutes



AGENDA

**HUMAN SERVICES
COMMITTEE
JUNE 30, 2021
2:00 PM
ATTEND VIRTUALLY**

5. MATTERS FROM THE PUBLIC

6. PRESENTATION

- a. Santa Fe County La Sala Crisis Center; Services, Collaboration and Challenges (Informational) (Rachel O'Connor, Santa Fe County Community Services Director/Alex Dominguez, Behavioral Health Administrative Program Manager)
- b. City of Santa Fe Alternative Response Unit (informational) (Kyra Ochoa, Community Health and Safety Department Director)
- c. Built For Zero Initiative, Ending Chronic Homelessness in the City of Santa Fe; Collaboration, Challenges and Gaps (informational) (Anna Cale Pendas, Youth and Family Services Project Administrator)

7. DISCUSSION/ACTION ITEMS

- a. Welcome New Committee Members and Introductions (Brian Serna, HSC Chair/Tres Schnell, HSC Vice Chair)
- b. Discussion: 2021 Strategic Plan; Plan, Timeline and Dates (Julie Sanchez, Youth and Family Services Division Director)
- c. Action: Communicate Collective Impact Plan (Tres Schnell, HSC Vice Chair)
- d. Action: Direct the Youth and Family Service Division Director to release and award new allocated Human Services GRT funding in the amount of \$182,002.00 to the Committees agreed upon priority areas (Brian Serna, HSC Chair)

8. MATTERS FROM THE COMMISSION

9. MATTERS FROM THE CHAIR

10. NEXT MEETING: Tuesday, August 17, 2021



AGENDA

HUMAN SERVICES
COMMITTEE
JUNE 30, 2021
2:00 PM
ATTEND VIRTUALLY

2:00pm to 4:00pm

11. **ADJOURN**



MINUTES

HUMAN SERVICES
COMMITTEE
APRIL 20, 2021
ATTEND VIRTUALLY

1. **CALL TO ORDER**

Meeting began at 3:03.

2. **ROLL CALL**

Members Present:

Member Brian Serna
Member Douglas Zang
Member Patricia Boies
Member Tres Hunter Schnell

Members Excused:

None

Others Attending:

Elizabeth Peterson, Children and Youth Program Manager
Julie Sanchez, Children and Youth Division Director

3. **APPROVAL OF AGENDA**

MOTION: Member Hunter Schnell moved, seconded by Member Zang, to approve the as presented.

VOTE: The motion was on the following Roll Call vote:

For: Member Serna, Member Zang, Member Boies, Member Hunter Schnell

Against: None

Abstain: None

4. **APPROVAL OF MINUTES**

- a. Approve minutes of February 16, 2021

MOTION: Member Hunter Schnell moved, seconded by Member Zang, to approve the as presented.



MINUTES

HUMAN SERVICES
COMMITTEE
APRIL 20, 2021
ATTEND VIRTUALLY

VOTE: The motion was approved on the following Roll Call vote:

For: Member Serna, Member Zang, Member Boies, Member Hunter Schnell

Against: None

Abstain: None

5. DISCUSSION/ACTION ITEMS

- a. Discussion: Additional HSC Funding: (Julie Sanchez, Division Director, Youth and Family Services Division jjsanchez@santafenm.gov, (505) 955-6678)

\$182,000 additional funding has been allocated to HSC for Fiscal Year 2022. Suggested areas to focus funding on could be Behavioral Health services, flexible funding/Wellness Fund contribution for CONNECT and special projects. Ms. Sanchez will work with staff to offer project and programmatic ideas for HSC consideration.

Tres Hunter-Schnell suggested that a special, interim meeting could be arranged of the HSC if necessary to discuss proposed funding.

6. PRESENTATION

7. MATTERS FROM THE COMMISSION

- a. HSC Data Snapshots and Communication Plan: (Tres Hunter-Schnell, HSC Vice Chair, treshunterschnell@gmail.com)

Vice Chair Tres Hunter-Schnell presented a plan to provide data snapshots of organizations funded both by the Human Services Committee as well as the Children and Youth Committee to highlight results of funded organizations. She suggests that a communication plan be developed to share results on investments with a focus on collective impact of both City but also County funding. The committee agrees and would like to move forward. Aspen Solutions, the data consultants for HSC and CYC funding will develop one page fact sheets on organization outcomes.

8. MATTERS FROM THE CHAIR



City of Santa Fe

MINUTES

HUMAN SERVICES
COMMITTEE
APRIL 20, 2021
ATTEND VIRTUALLY

- a. HSC Member Recruitment: Interviews of applicants on the short list for consideration of appointment (Brian Serna, HSC Chair brian@sernasolutionsllc.com)

Carrie Thielen, Chris Bruce, Dennis McCutcheon, Emily Hazous and Meghan Thomas were interviewed by the committee as candidates for recommendation for appointments to the HSC. Ms. Thielen, Bruce and Hazous were selected for recommendation to the City Clerk and Mayor for consideration of an appointment to the Human Services Committee.

9. **NEXT MEETING: June 30 2021**

10. **ADJOURN**

Meeting ended at 4:46 pm

Liaison

Chair

https://www.santafenewmexican.com/news/local_news/santa-fe-county-set-to-open-first-phase-of-crisis-center/article_d40052ac-cac4-11eb-9150-23fe3bda6698.html

Santa Fe County set to open first phase of crisis center

By Phaedra Haywood phaywood@sfnewmexican.com

Jun 11, 2021



Santa Fe County Community Services Director Rachel O'Connor, left, embraces Marisol Atkins during an opening ceremony Friday for Santa Fe County's new La Sala Crisis Center. The center will provide detox services starting this month and aims to offer counseling by summer's end — all free to people who are uninsured.

Jim Weber/The New Mexican

Maybe you lost a family member and can't stop crying.

Perhaps you're having an anxiety attack and think death is near.

Or, maybe, you're ready to stop drinking or taking drugs, but you are afraid to go through withdrawal alone.

Santa Feans in crisis will soon have a safe place to access myriad behavioral health services — including medically monitored detoxification — in a welcoming setting that isn't a hospital or jail.

La Sala Crisis Center — so named to evoke the homey feeling of a *sala*, Spanish for living room — will begin offering detox services later this month as part of a phased opening. By summer's end, officials say the center expects to be offering on-site crisis services and a mobile unit that can deliver help to people who can't make it to the center.

Santa Fe County spearheaded the project and owns the building that houses it on Galisteo Street.

Officials celebrated the completion of renovations to the building Friday, proclaiming the beginning of the end of stigmatizing seeking help for behavioral health problems.

The county will contract with a nonprofit, New Mexico Solutions, to provide the services, Community Services Director Rachel O'Connor said Friday. But that agreement isn't in place yet.

The center is divided into two portions — one for crisis intervention and one for detoxification.

On the crisis side, a large open common area furnished with semicircular sofas and big, blue beanbag chairs is flanked by suites of offices where people will be able to talk privately with peer counselors, social workers and nurses.

The detoxification side will be operated by Santa Fe Recovery, which has previously provided services in the space.

It includes a women's dormitory with a capacity of 11 and a men's dormitory of 18, plus two exam rooms and a glass-walled conference room. That's an increase from the organizations' capacity of 15 people before it was renovated.

After an assessment, people needing help coming off alcohol or substances will be able to stay there for three to 10 days and will be provided food, medication and connections to continued care after they leave.

The center, officials said, has been a long time coming. It began as a discussion at a behavioral health care summit in 2016.

In 2017, voters approved a bond for construction of the center — which turned into renovation of an existing building on Galisteo Street — and the Santa Fe County Commission authorized a twelfth-cent gross receipts tax increase to fund the operation of the center for about \$1.6 million per year.

Christus St. Vincent is partnering with Santa Fe Recovery to provide extra funding for detoxification services, which will be free to New Mexico residents without insurance, said Recovery Center CEO Sylvia Barela.

A copay may be required for those who have insurance.

The expansion in services was supported by funding from the county, Christus St. Vincent and Anchorum St. Vincent.

Regardless of what a person needs, O'Connor stressed clients will be welcomed without judgment and encouraged to talk about what they need to get better — or just calm themselves in one of the center's comfortable armchairs.

“It's a voluntary service,” she said. “Crisis is self-defined. People may need varying kinds of support to get through it. If we can avoid isolation or escalation or a feeling aloneness for someone, then we consider that a success.”

Phaedra Haywood

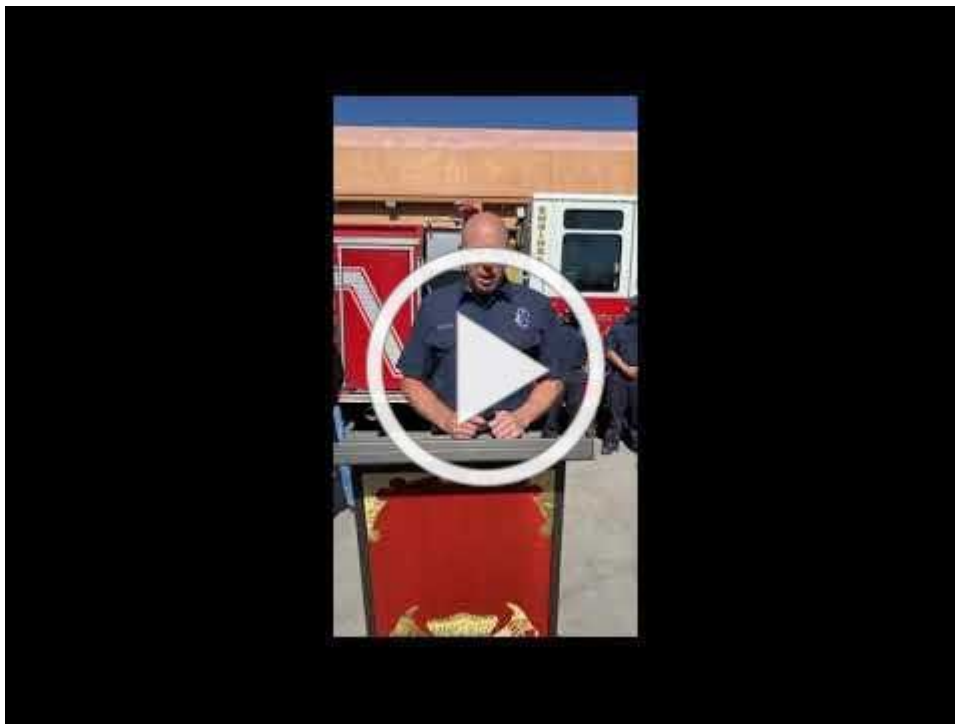
Courts Reporter

News & Announcements

April 19, 2021

City Introduces Alternative Response Unit

City Launches Alternative Response Unit for Social Service and Behavioral Health Needs



Today the City of Santa Fe introduced the new Alternative Response Unit (ARU), a project under the new Community Health and Safety Department that was established in the reorganization of City government last year. The unit is a collaborative effort between City Fire and Police Departments, and Community Services; it will be staffed by a paramedic, a police officer, and a case manager, all trained in Crisis Intervention.

The ARU will provide an appropriate level of response to a variety of calls that come in through the dispatch center, which are non-violent and involve people in need of social and behavioral health services. These calls have historically utilized police cars, fire trucks, and ambulances in the response, which is inefficient and can be counter-productive for people in mental health or substance abuse crises.

Fire Chief Paul Babcock said: "My goal is to right-size our response model, but more importantly, connect the people we respond to with the right service. This will allow the larger fire apparatus be in a state of readiness for the appropriate call types that they were designed to respond to. Having this option will benefit the community."

Police Chief Andrew Padilla said the cross-departmental Alternative Response Unit represents the evolution of law enforcement and out-of-the-box thinking about community policing. Although the first phase begins with Police as part of the response, it can ultimately liberate the police force from responding to basic calls for service that don't require a law-enforcement solution, so they can focus on crime and community engagement.

The first Alternative Response Team will hit the streets May 4, 2021, and pending Council approval of the Community Health and Safety budget, another team will be added this summer

The ARU will not only improve outcomes for community members but also "right-size" our public safety response and help reduce overall calls for service for the Police Department.

The launch event was held this morning at Fire Station 1, near Ft. Marcy, and included statements by several ARU members. Hear their enthusiastic comments in the attached video.

Mayor Webber says: "Santa Fe should be proud of the Alternative Response Unit and what it means to our families. We're showing innovation and flexibility in how we help people who have mental and behavioral health

needs. At the same time, we'll allow our police officers and fire fighters to respond to calls for service that better match their training and skills."

Kyra Ochoa, Acting Director of the Community Health and Safety Department, added: "We are getting people who are suffering the help they need, to make the whole community safer." She emphasizes that Santa Fe Fire and Police have a reputation for providing humane and compassionate responses in an evidence-based way—and that this unit builds on that by applying the appropriate response to behavioral health crises so the PD and FD can do what they do best. "This exciting City project builds on the longstanding work we've been doing with our partners at Santa Fe County, and with our local clinics, hospitals, and advocacy groups to ensure people with behavioral health challenges are treated with dignity and connected to the help they need. The purpose is to make our whole community a healthier, safer place for everyone."

To Tackle Homelessness, Santa Fe Found a Better Plan

Based on real-time data and a focus on individuals, the “Built for Zero” model for delivering homeless services is designed to break cities of ineffective habits.

By [Kriston Capps](#)

March 4, 2021, 12:57 PM MST



Homelessness surged in Santa Fe in recent years, forcing Mayor Alan Webber to look for a new approach. *Photographer: Robert Alexander/Getty Images)*

For years, the plan for solving homelessness in Santa Fe wasn't much of a plan at all. As in a lot of communities, reaction was the rule. Cleaning up encampments only meant chasing them from one part of the city to another. The city didn't have a data-driven strategy; it couldn't boast a people-oriented focus, either. Different agencies saw unique parts of the problem, but rarely the

whole issue. By 2018, New Mexico topped U.S. lists for the percentage of people experiencing chronic homelessness. “We spent a lot of money not solving the problem,” said Santa Fe Mayor Alan Webber.

Late that year, Webber decided to try something different. He committed the city to the “Built for Zero” strategy, an administrative philosophy that focuses on better use of data and coordination to tackle homelessness. Santa Fe is one of more than 80 communities that have taken up the Built For Zero pledge, a commitment to reduce homelessness to a standard called “functional zero.”

When the coronavirus pandemic arrived a little more than a year later, the city was better prepared for a public health crisis that exposed vulnerable unhoused populations while threatening to increase their number. As the mayor explained during the CityLab 2021 conference, he came to see Santa Fe’s main congregate shelter as the city’s version of a cruise ship, a bottled-up environment where Covid-19 would spread unchecked. Santa Fe was better able to address the challenge than it would have been before the city shifted gears, since it knew a great deal more about the people involved. In November 2020, the city bought a defunct hotel to create 122 affordable studio apartments for people without housing or struggling to keep their homes through the economic crisis. The city used \$2 million in CARES Act funds along with \$6 million from Community Solutions, the nonprofit organization behind the Built for Zero model. For Santa Fe, the pandemic unlocked a rare opportunity to address chronic homelessness.

“There is more money coming into homelessness services with the CARES Act than the field has ever seen at one time,” said

More from

The U.S. Doubled Down on its Housing Problems During the Pandemic

4 Ways Transit Can Lure Back Post-Covid Commuters

Paris Will Keep Its Covid-Era Cafe Terraces

The Quest to Green an Empire of Mega-Warehouses

Rosanne Haggerty, president and CEO of Community Solutions, during the conference, hosted by Bloomberg Philanthropies and the Aspen Institute.

It’s hard for public health experts to say how much the pandemic has deepened the homelessness problem in U.S. cities. The U.S. Department of Housing and Urban Development requires Continuums of Care – cities, counties or special coordinating bodies that serve unhoused people – to perform biennial counts of the homeless population. But this year’s point-in-time count didn’t get off the ground in Santa Fe or many other cities, leaving administrators without one clear indicator for how things have changed since 2019.

Yet the point-in-time counts can only do so much: Critics say they suffer from flaws under the best of circumstances. Real-time, by-name listings for people experiencing homelessness are the foundation for Built for Zero. By sharing comprehensive data between shelters, clinics, nonprofits and public health departments, leaders can tailor housing solutions and wrap-around services to specific individuals.

“We come at this viewing health as a very broad issue,” said John Vu, vice president of strategy for community health at Kaiser Permanente, which has helped to implement Built for Zero across 25 of its communities and in 7 states and the District of Columbia. “It’s not just the coverage we provide and the health-care services but all these other factors. Affordable housing and homelessness is one of those.”

Federal dollars make it possible to implement some of the permanent supportive housing solutions that shelter providers and affordable housing advocates have asked for for years. State authorities in California closed on 94 properties in 2020, using \$750 million in CARES Act funds to provide more than 6,000 long-term housing units for people facing homelessness. More resources are coming as part of the coronavirus relief package passed by Congress in December and the third measure currently being weighed by lawmakers.

Better data is key to making the most of federal resources, the panelists said. So is organization: Central to the Built for Zero method is a command center to coordinate the work of volunteers, doctors and administrators. “The by-name information really means that you have the capacity to match a dynamic problem with a dynamic system,” Haggerty said. “We know what is going on in real time, and where to intervene.”

While people often feel good about the work they are doing to help unhoused people, Webber said, it doesn’t always add up to meaningful change without a systemic approach. The Built for Zero model is replicable, he said, and it can help cities break out of well-intentioned habits that aren’t working, like maintaining separate datasets and pursuing siloed efforts to address a single need.

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People don’t always love to be told to fundamentally re-think how they do their work, but adopting Built for Zero means that groups need to find ways to come together. Kathy Shaheen, mayor of Albany, New York, offered an example. There’s a privately funded emergency shelter in Albany – part of a national network of faith-based ministries – that doesn’t work with the rest of the city, she says. At night, it offers people a place to sleep, but during the day it turns them out, offering no real opportunity for services. “We have a homeless shelter that is basically a superstore,” Shaheen said, instead of a local operator that coordinates with the city’s overall strategy.

Change is hard, even for people who believe in change, said Webber, acknowledging that adopting the Built for Zero methodology or incorporating new strategies with CARES Act dollars were not seamless transitions.

Haggerty said that there is an opportunity now to grab the brass ring – to make homelessness rare, brief and non-recurring – and mayors and county executives are in a special position to build a coalition to achieve change, even if some people are reluctant to accept it at first. “This is very much a model we see for the complex human services problem that surround homelessness,” Haggerty said. “It’s a problem of a broken system. It’s really not about individuals and their misfortune.”

– *With assistance by Jennifer Sondag, and Max Reyes*

City of Santa Fe, New Mexico

Human Services Committee and Children and Youth Commission

Concept Paper – Results (Outcomes) on Investments: Continuous Communication on Collective Impact

The work of two identified committees falls under the mission of the Community Services Department (CSD), whose mission is:

...to hold the vision that all people in Santa Fe be connected to the resources they need to thrive. Our mission is to provide a broad spectrum of activities and supports to engage the community as a whole, especially those most in need, creating programs and policies to improve quality of life. While each division can stand alone in the services and programs it offers, all divisions align to adopt an underlying strategy of addressing the social determinants of health—access to health and behavioral health care, housing, food, transportation, personal safety, education, childcare, physical activity, social supports and employment—that make up the foundation of health and wellbeing. The Department enacts its strategy via direct services, impact funding of non-profit partners in the community, and recommendations for policy change put forth by committees and task forces. As a team, our core values are compassion, effectiveness, trust, fairness, service, and innovation.

Concept Paper’s Identified Goal: The CSD Youth and Family Services Division (YFSD) shall effectively communicate with the people of Santa Fe and partner organizations evidence of improvements and identified challenges related to allocated funding distributed through the HSC and CYC to social service partners and for the purposes of resource navigation and performance evaluation in order to improve the health and wellbeing of city and county residents.

Context: Communicate Collective Impact, using a results-based accountability (RBA) model, that includes health and wellbeing improvements by organizations that receive funding from the City of Santa Fe Children and Youth Commission (CYC) and the Human Services Committee (HSC). Communication of collective impact on identified indicators is to inform partners and the public, and to inspire community engagement for population health and wellbeing from community partners (public/private/individuals) in the City and County of Santa Fe. The intention of this initiative is to communicate results related to 4 HSC priority areas: Adult Health, Behavioral Health, Community Safety, and Equitable Society and CYC Funding Category Priority Indicators.

There are **five conditions** of Collective Impact in the RBA model. This concept paper is in support of condition #4:

1. **A Common Agenda:** The use of population Results and Indicators provides a clear, practical, and measurable way of articulating a common agenda for a community.
2. **Shared Measurement System:** Defining performance measures for each community partner that clearly align with the Common Agenda (Population Results and Indicators) provides the information needed to make decisions and revise strategies going forward.
3. **Mutually Reinforcing Activities:** Collecting data is only half the battle. Transparency in your planning can help you to use data to make decisions and guide your strategies to improve.

4. **Continuous Communication:** Communication, not just between partners but also with funders and the public, is a key component to any successful Collective Impact initiative.
5. **Backbone Support Organization:** A backbone organization provides the supporting infrastructure for a Collective Impact effort and is a facilitator of a highly structured data-driven decision-making process.
(<https://clearimpact.com/achieving-collective-impact/>)

Action:

Develop a Results Communication Plan for a sequence of snapshots as press releases that include:

1. HSC/CYC Indicator and Agency Level Indicator
2. Organization(s) funded to impact indicator/funding level
3. Baseline – current data relevant to the indicator disaggregated by race, age, gender, etc. when possible
4. Result – Performance measure: data, challenges, adjustment for pandemic, performance accomplished (intended/unintended) – how much, how well, better off
5. How does the **CONNECT** network serve the community toward realization of the result
6. Story to personalize better off
7. Suggestion for community engagement – “how you can contribute to improve community health” with contact information for the identified organization

COMMUNICATING COLLECTIVE IMPACT

Purpose:

Communicate Collective Impact of Youth and Family Services Division (HSC and CYC) funding to community-based organizations in Santa Fe to demonstrate accountability, inform the public and partners, and inspire community engagement

COMMUNICATING IMPACT

Continuous Communication Plan

Collective Impact to Improve Population Health

HSC and CYC ... Results and Challenges

FIVE CONDITIONS OF COLLECTIVE IMPACT

A Common Agenda

Shared Measurement System

Mutually Reinforcing Activities

Continuous Communication

Backbone Support Organization

CONTINUOUS COMMUNICATION

Communication, with partners, funders and the public is a key component to any successful Collective Impact initiative.

COMMUNICATE IMPACT

- ❖ Human Services Committee & Children and Youth Commission Indicators
- ❖ Organization, Funding Amount and Intended Result
- ❖ What's Being Done
- ❖ Results (Outcomes) – Impact Snapshot: How Much, How Well, Better Off Data

COMMUNICATE IMPACT

- ❖ Pandemic Adaptations and Lessons Learned
- ❖ How *CONNECT* has functioned to build partnerships for collective impact (collaboration/coordination)
- ❖ How community-based organization has helped the community with funding
- ❖ What YOU can do!

GETTING THE WORD OUT

- ❖ Submit packet of proposed Impact Snapshots (FY2022) and distribution plan to City's Public Information Officer for approval
- ❖ Impact Snapshots (HSC/CYC): boxes published in the Santa Fe New Mexican and the Reporter, other venues
- ❖ Post on the City of Santa Fe's Web Site
- ❖ Post on Nextdoor and other social media forums
- ❖ What and where else?

NEXT STEPS

If concept proposal motion passes HSC and CYC:

- ❖ Members from HSC, CYC and YFSD staff to form a subcommittee
- ❖ Develop the draft impact snapshots and distribution plan
- ❖ Submit packet to PIO for approval

DISCUSSION AND THANK YOU!