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# Board of Directors Manual

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Revision May, 2018

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## KITCHEN



## ANGELS

# Kitchen Angels

Dedicated to providing free, nutritious meals to our homebound neighbors living with chronic and terminal illness.

FOUNDED APRIL 1992

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1222 Siler Rd., Santa Fe, NM 87507

505-471-7780



*. Angel's Creed*

*I am here to be helpful.*

*I take care of myself so that I can help take care of others.*

*. Although the tasks I do may seem small or unimportant, I contribute light*

*and healing by the very fact that I show up and care.*

*I remember that the only correct way to do anything is to do it with love.*

*I bless myself by helping others.*

*I am rich with the gifts of compassion, understanding, joy and hope - that I give freely.*

*I believe that one person can make a difference.*

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[Note: For additional Kitchen Angels policies, including  
Records Retention, please see the Executive Director  
Tony McCarty.]

## Mission

Kitchen Angel's mission is to provide free, nutritious meals to our homebound neighbors facing life-challenging conditions.

Founded in 1992, Kitchen Angels serves residents of Santa Fe and other Northern New Mexico communities who are homebound, in a health crisis, lack the resources for regular meals, and are not eligible for other local meal services. Kitchen Angels believes no one in our community who is homebound because of a chronic, surgery-related, or terminal medical condition should ever go without appropriate nutrition. Making sure those in need have enough to eat is simply the right thing to do.

We formulate meals carefully to meet individual needs, serving healthy, fresh, and, when possible, local food to our clients. Hot meals are delivered five days a week and frozen meals are made available for the weekends. To serve more people, we keep our operating costs low by having only 4 paid staff persons and rely on an amazing, dedicated army of volunteers over 350 strong to cook, package, and deliver meals to our clients. In addition to meals, our volunteers provide a friendly face, a kind word, and encouragement to homebound individuals who may be isolated, alone, and without social support.

Since we first started cooking in 1992, we have provided over 1,000,000 meals to homebound individuals and we have never had a waiting list for our services. Every year our client enrollment increases and the majority of people served live below Federal Poverty Guidelines. Our wonderful volunteers and generous donors make our important work possible each and every day. Kitchen Angels is truly privileged to provide much-needed support to homebound individuals in Northern New Mexico.



## History

### 1992: Year of Firsts

Three visionary First Angels—**Tony D’Agostino**, **Anna Huserik**, and **Leise Sargent**—establish Kitchen Angels in April. On June 1, Kitchen Angels volunteers prepare, pack, and deliver the first meals from the **Westminster Presbyterian Church** kitchen. On September 27 the first fundraiser, **The Power of Miracles**, is held with Marianne Williamson, Marsha Mason, and Joyce Dewitt. In October, the **Frost Foundation** awards our first large grant. The first year ends with an **Angel Art and Fantasy Auction** fundraiser at Santuario de Guadalupe. Within the first six months of year one, **2,000 meals** are delivered to **80 clients**.

### 1995: Location Change

Kitchen Angels moves to the old National Guard Armory.

### 1996: Major Milestone

Kitchen Angels volunteers prepare and deliver our **50,000th meal**.

### 1997: Organic Food

Kitchen Angels partners with **Beneficial Farms**, a community supported agriculture project producing organic food, which allows us to provide nutrient-rich and pesticide-free meals to clients. Beneficial Farms uses our kitchen trimmings as compost for future crops.

### 1998: Ensuring Our Future

A Kitchen Angels **Endowment Fund** is established at the Santa Fe Community Foundation.

### 1999: Weekend Meals

Our **Frozen Meal Program** is initiated, providing weekend meals to those who might otherwise go without and making meals available to

those outside our daily delivery area. In the first month of this new service, **114 meals** are delivered to clients.

## 2000: Seasons of Santa Fe Cookbook

Kitchen Angels publishes its first cookbook, **Seasons of Santa Fe**, and delivers our **100,000th meal**. We expand our Frozen Meal Program into more rural areas of Northern New Mexico and over **4,000 meals** are distributed to clients.

## 2001: Another Location Change

Working to end hunger in Northern New Mexico, Kitchen Angels partners with The Food Depot and Feeding Santa Fe, Inc. We move to our new offices and kitchen in the **Coll-Green Angel Depot at 1222 Siler Road**.

## 2002: Our 10th Anniversary

At year 10, Kitchen Angels has provided meals to more than **1,500 clients**. We continue the expansion of our Frozen Meal Program into Taos, Los Alamos, Espanola, and Pojoaque and deliver **6,000 frozen meals**.

## 2003: Pinon Award

At the Santa Fe Community Foundation's **17th Annual Pinon Awards**, Kitchen Angels is the recipient of the **Dr. Brian Moynahan Award for Health and Human Services**.

## 2004: Health & Human Services Week

Vanessie of Santa Fe hosts the first annual **Health & Human Services Week** in Santa Fe to raise community awareness of critical health and human service needs in the community and to benchmark the community's progress in meeting those needs. Proceeds of the week are donated to 16 organizations participating in the event.

## 2005: Santa Fe Futures Award

Kitchen Angels delivers **40,000 meals** to more than **200 clients** and receives a **Santa Fe Futures Award** for addressing a serious community problem (hunger) that often is “under the radar.”

### 2006: Best of Santa Fe

The readers of the Santa Fe Reporter vote Kitchen Angels **Best of Santa Fe for Making the World A Better Place**. We begin work on the **Declaration of Food Rights**.

### 2007: 15 Years of Service

A special fundraising gala with Broadway Legend **Bernadette Peters** was held at The Santa Fe Opera Theater with The Santa Fe Symphony accompanying the accomplished star.

### 2008: Best of Santa Fe Again

The readers of the Santa Fe Reporter vote Kitchen Angels **Best of Santa Fe Best Local Nonprofit Because People Need People**.

### 2009: Adventures a la Carte

Kitchen Angels launches a new fundraising event, **Adventures a la Carte**, a smorgasbord of one-of-a-kind adventures featuring secrets, sights, and surprises from Northern New Mexico.

### 2010: Smithsonian Museum

A Kitchen Angels Lavender Fair apron is included in the **Smithsonian Museum** of American History’s Division of Medicine & Science collections related to the history of HIV/AIDS, sexuality, people with disabilities, and grass-roots community activism. The readers of the Santa Fe Reporter again vote Kitchen Angels **Best of Santa Fe nonprofit**.

### 2011: Champions for Cancer Patients Award, Local Organic Meals on a Budget, and Northern New Mexico Service Providers Alliance

Kitchen Angels receives the **Champions for Cancer Patients Award** from The American Cancer Society Cancer Action Network. We help establish **Local Organic Meals on a Budget** cooking classes, a collaborative community project to educate and inspire cooking healthy meals with local, seasonal foods. Joining forces with 8 local nonprofits, Kitchen Angels becomes part of the **Northern New Mexico Service Providers Alliance** that aims to provide coordinated services to adults, youth, and children in crises and effect systemic change.

## 2012: Celebrating 2 Decades of Service

Kitchen Angels celebrated 20 years of service and served over **725,000 meals** since it's founding in 1992. The Santa Fe Reporter readers again vote Kitchen Angels the **Best of Santa Fe nonprofit**.

## 2013: Kitchen Angels Day in the New Mexico Legislature and Blue Ribbon

On February 1, 2013, the state legislature declares **Kitchen Angels Day** in honor of its 20 years of service to the community. Kitchen Angels wins the **Blue Ribbon** for best dessert in the first Annual **Hungry Mouth Festival** with its Island Spice Cake with Lemon Butter Cream & Candied Ginger.

## 2014: Angel Monologues and Food Plan for Santa Fe

Tonya Taylor's Storyhealers Monologue Series includes **Angel Monologues**.

The Santa Fe City Council and the County Board of Commissioners adopts the Santa Fe Food Council's food plan, **Planning for Santa Fe's Food Future: Querencia, a Story of Food, Farming, and Friends**.

## 2015: Our 1 Millionth Meal!

We delivered our one millionth meal on October 8, 2015! Volunteer Laura Holt delivered the meal to a client she's been bringing food to



for 20 years. Volunteer Jocelyn Orner prepared the millionth meal for delivery in our kitchen. What a milestone! Here's to one million more!

## 2015: Grand Opening of Kitchenality, a Tabletop and Kitchen Reuse Store

Kitchenality opens for business during the December Spirit of Giving event and achieves great success in its first full year of operation, 2016.

## 2016: Capital Campaign Completion

Completion of our "Spreading Our Wings" Capital Campaign. Preparations begin to build a greater site for our angel miracles to happen.



## 2017: Renovations to Angel Depot Begin and 25th Anniversary Celebration!

Longhorn Construction chosen as the contractor for renovations to the Angel Depot with the work being done in two phases. Temporary food service conducted at the Santa Fe Convention Center. Kitchen remodel finished in November, 2017.

The largest fundraiser in Kitchen Angels history takes place at the Santa Fe Opera featuring Pink Martini and the Santa Fe Symphony Strings.

## 2018: Renovations Completed at the Angel Depot

All planned renovations are concluded. This includes our updated kitchen, new delivery room, new volunteer room, all new or newly decorated offices, store space for Kitchenality reuse store, new electrical service, new walk-in refrigeration and freezer spaces, and many general building upgrades.

## 2018: Hiring of Development Officer

For the first time in the history of Kitchen Angels, a Development Officer was hired.

# Bylaws of Kitchen Angels, Inc.

## **ARTICLE 1: PRINCIPAL OFFICE**

The principal office of Kitchen Angels, Inc. shall be at 1222 Siler Road, Santa Fe, New Mexico 87507.

## **ARTICLE 2: MEMBERS**

Individuals serving on the Board of Directors shall be considered members.

## **ARTICLE 3: BOARD OF DIRECTORS**

### Section 1: Powers

The activities and affairs of the Corporation shall be managed and all Corporate powers shall be exercised by or under the direction of the Board of Directors. The Board may delegate the management of the activities of the Corporation to the Executive Director or committee, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board. Without prejudice to these general powers, and subject to the same limitations, the directors may have the power to:

- a. Elect and remove all officers and agents of the Corporation.
- b. Prescribe any power and duties for all officers and agents that are consistent with applicable law, with the Articles of Incorporation, and with these By-Laws.
- c. Set or Approve compensation of agents and employees.
- d. Cause the Corporation to be qualified to do business in any state, territory or country.
- e. Conduct business within or outside of the State of New Mexico. Designate the place of any meeting.
- g. Authorize or enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation.
- h. Authorize any contract or loan on behalf of the Corporation, except that no loan or other indebtedness shall be issued in the name of the Corporation unless authorized by a resolution of the Board. No loan shall be made to any Director or officer of the Corporation.

### Section 2: Qualifications, Elections, Tenure

The Board of Directors shall be composed of no less than 3 and no more than 15 directors who need not be a resident of the State of New Mexico. The Directors shall be elected for a term of three (3) years and shall hold office from the start date of that term. Directors may succeed themselves in office for two (2) terms, for a total of three terms, then must sit out a year before being reelected to the Board. A vacancy in the Board shall be filled by action of the Board and the new Board member shall be elected to a three (3) year term.

### Section 3: Annual Meeting

The annual meeting of the Board shall be held within the first quarter of the fiscal year at such time and at such a place as the Board may determine. Written notice stating the place, day and hour of the meeting shall be given personally, mailed or sent electronically (e-mailed) to each Board member at least 10 days prior to the date fixed for the annual meeting. The annual meeting of the board shall be for the purpose of electing officers and for the transaction of such other business as may come before the meeting.

### Section 4: Regular Meetings

A regular meeting of the Board shall be held a minimum of 6 times per year. Written notice stating the place, day and hour of every regular meeting shall be given to each member of the Board at least three (3) days before the date fixed for the meeting. The Executive Committee may call meetings in time of emergency without five (5) day notice. Emergency shall be determined by the Executive Committee. The notice of a regular meeting need not specify the business to be transacted at any such regular meeting of the Board.

### Section 5: Special Meetings

A special meeting of the Board may be called at any time by the President or by two thirds of the members of the Board. Special meetings shall be held at such time and place as may be designated by the authority calling such meeting. Notice stating the place, day and hour of every special meeting shall be given to each member of the Board at least five (5) days before the date fixed for the meeting. The notice of such special meeting shall specify the business to be transacted at and the purpose of any special meeting of the Board.

### Section 6: Quorum, Voting, Absentee Voting

A quorum at all meetings of the Board shall consist of the lesser of three (3) directors or a majority of the directors holding office. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board. Directors are considered to be "present" at any meeting in which they participate in person, by telephone or by proxy. A director may vote by proxy

which need not be in writing but which shall be valid only for the meeting for which it is given.

#### Section 7: Resignation and Removal

A Board member may resign at any time. Such resignation should be in writing. The Board may remove from office a director who has been found by the Board to be unfit or unqualified to hold office, but such removal must be by affirmative vote of two thirds of the Board present at a meeting where there is a quorum.

#### Section 8: Action Without a Meeting

Any action which may be taken at a meeting of the Board may be taken without a meeting if consent in writing, setting forth the action so taken, is signed by all of the directors. Such consent may be signed in counterparts, and by electronic signature.

#### Section 9: Compensation

No member of the Board shall receive any compensation for serving on the Board, provided that the Corporation may reimburse any member of the Board for reasonable expenses incurred in connection with service on the Board.

### **ARTICLE 4: OFFICERS**

#### Section 1: Number

The officers of the Corporation shall include a President, one or more Vice-Presidents, a Secretary, and a Treasurer. Any individual may hold more than one office, except that of the President and Secretary.

#### Section 2: Powers and Duties

1. President: The President shall be the Chairman and a member of the Board and shall preside at all meetings of the Board. With the approval of the Board, the President may sign any document necessary for the operation of the Corporation. The President shall also perform all duties incidental to the office of President and such other duties as may be assigned by the Board from time to time.

2. Vice President: In the absence or disability of the President, unless the Board designates another person, the Vice President shall perform all the duties of the President. Each Vice President shall have other powers and perform such other duties as may from time to time be assigned to such person by the President or by the Board.

3. Secretary: The Secretary shall keep accurate minutes of the proceedings of the Board and of the signing of any needed documents provided, however, that the Secretary may delegate the taking of minutes at committee meetings to another person in his or her absence. The Secretary shall perform such additional duties as are incidental to such office and as may be assigned by the Board or the President

4. Treasurer: The Treasurer shall submit monthly reports to the Board as to the financial condition of the Corporation, and perform other additional duties as are incidental to the office and as may be assigned by the Board or the President. The Treasurer shall make an annual financial report to the Corporation at the annual meeting of the Board.

### Section 3: Selection and Terms of Office

All officers of the Corporation shall be elected by the Board at its annual meeting and shall hold office for one year and until their successors shall have been elected.

### Section 4: Compensation

No compensation shall be paid to officers of the Corporation for serving in such capacity. The Corporation may reimburse any officer for all reasonable expenses incurred in connection with services rendered to or for the Corporation.

### Section 5: Removal

Any officer may be removed by the Board whenever in its judgment such removal will serve the best interests of the Corporation.

### Section 6: Vacancies

A vacancy in any office for whatever reason may be filled by the Board for the unexpired portion of the term.

## **ARTICLE 5: COMMITTEES**

### Section 1: Regular

The Board may designate from its members by resolution adopted by a majority of the entire board, an executive committee and one or more other committees, each of which shall have and may exercise such authority in the management of the Corporation as shall be provided in such resolution or in these Bylaws. No such committee shall have the power or authority to amend, restate, alter or repeal the Articles of Incorporation, to elect, appoint or remove any member of any such committee or any officer or director of the Corporation, to do any financial transaction except under the terms of a resolution of the Board, or to

take any other action in contravention to the Articles of Incorporation of these Bylaws. All committees shall keep regular minutes of their transactions and shall report their actions to the Board at the meeting of the Board following such actions. The chairman of each committee shall be designated at the time of appointment of such committee.

## **ARTICLE 6: MISCELLANEOUS**

### **Section 1: Checks, Drafts and Notes**

All checks, drafts or other orders for payment of money, notes or other evidence of indebtedness shall be issued in the name of the Corporation.

### **Section 2: Deposits**

All funds of the Corporation shall be deposited in a timely manner to the credit of the Corporation.

### **Section 3: Investment Manager**

The Board shall have the authority to designate any bank, trust company, brokerage firm, or investment advisor to manage the assets and investment of the assets of the Corporation.

### **Section 4: Fiscal Year**

The fiscal year of the Corporation shall be determined by the Board.

### **Section 5: Inspection of Corporate Records**

Every director shall have the absolute right at any reasonable time to inspect and copy any books, records or documents of the Corporation.

### **Section 6: Indemnification**

To the extent permitted by Chapter 53, Article 8 NMSA 1978, the Corporation may indemnify any person who was or is a party or is threatened to be made a party to any proceeding by reason of the fact that such person is or was a director, officer, employee, volunteer or other agent of the Corporation against expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred in connection with such proceeding. Subject to the same limitation, the corporation may advance expenses in connection therewith.

The corporation shall purchase and maintain insurance on behalf of any director, officer, employee, agent or volunteer of the Corporation against any liability asserted against or incurred by such person in his capacity or arising out of his status.

## **ARTICLE 7: AMENDMENTS**

These Bylaws may be amended and new Bylaws may be adopted by the Board by a vote of two thirds of the directors present at any meeting of the Board at which a quorum is present, provided that notice of the proposed amendment shall have been delivered to the directors in advance with notice of the meeting at which the proposed amendment will be presented to the Board. The Board shall not have the power to amend these Bylaws in any way which affects the nonprofit status of the Corporation.

## **ARTICLE 8: ENDOWMENT FUND**

The Corporation shall establish an endowment fund (“Endowment Fund”) for the purposes of supporting the financial stability and viability of the Corporation. Funds may be placed into the Endowment Fund by designation of the donor or by designation of the Board of Directors. Funds placed into the Endowment Fund shall be governed by Section 46-9A-4 NMSA 1978.

A. Use of Income from Endowment Fund. Except as restricted by an individual Donor Agreement, interest, dividends, and other income from the Endowment Fund may be used for ordinary business purposes of Kitchen Angels and special projects of Kitchen Angels. Funding for a special project must be authorized by a vote of 2/3 of a quorum of the members of the Board of Directors.

B. Use of Appreciation on Endowment Fund. In any one year, the Board of Directors may, by a two-thirds vote of the Board of Directors in its entirety, spend the difference between the current value of the endowment fund and the historic dollar value of the fund. No such expenditure shall exceed 7% of the fair market value of the endowment fund at the time, calculated on the basis of market values determined at least quarterly and averaged over a period of three or more years unless the directors are first apprised of the specific provisions of NMSA Section 46-9-2 C, as those provisions may be amended from time to time.

C. Use of Historic Dollar Value of Endowment Fund. With the written consent of each donor, including consent shown by the original individual written Donor Agreement, or with the approval of an appropriate court as provided by law, the historic dollar value of the Endowment Fund may be invaded under an emergency situation as authorized by a 2/3 vote of the Board of Directors in its entirety.

The Executive Director may call a special or emergency meeting of the full Board of Directors to discuss any issue related to the Endowment Fund, as needed.



Any director may attend the meeting by telephone conference which allows each director to speak to and hear all other directors.

The above Second Amended Bylaws were approved and adopted by the Board of Directors of KITCHEN ANGELS, Inc on the 25<sup>th</sup> day of October 2018.

**Kitchen Angels Staff**  
**505-471-7780**

Tony McCarty, *Executive Director*  
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Lauren LaVail, *Community Liaison*  
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Jeanette Iskat, *Client Services Manager*  
jiskat@kitchenangels.org

## Board of Directors

### Officers:

Elva Busch - *President*  
Ben Alaimo-Monson - *Vice-President*  
Ginny Selvin - *Treasurer*  
Sarah Taylor - *Secretary*

Ben Alaimo-Monson  
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505-660-4855 (C)  
elvabusch@comcast.net  
Term: 1/13 - 1/19  
Retired Certified Registered Nurse Anesthetist

Geraldine Cerf  
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505-660-4653 (C)  
505-466-6608 (H)  
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Term: 1/18 - 1/21  
Retired Corporate and Non-Profit Executive

Linda Dressman  
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505-501-5286 (C)  
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Term: 11/13 - 11/19  
Retired Business Owner

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Term: 6/16 - 6/19  
Vice-Pres. of Students, SFCC - Retired

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Term: 4/18 - 4/21  
Psychiatrist, Food Blogger, Cookbook Writer, Chef

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Owner, Joseph Art Video

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Term: 5/16 - 5/19  
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Term: 8/15 - 8/21  
Accountant

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Term: 4/18 - 4/21

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Term: 1/17 - 1/20  
Fundraiser and Development Professional

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Term: 5/16 - 5/19  
Realtor, Sotheby's International Real Estate

## Advisory Council

**THE ADVISORY COUNCIL** is comprised of a variety of well-known members of the community who are important to Kitchen Angels.

### **DUTIES**

1. Ambassadors of Kitchen Angels mission and goals to the broader community
2. Share expertise on specific issues as requested
3. Allow name to be printed on Kitchen Angels stationery

### **REASSURANCES**

1. Updates of current issues
2. Annual Report of Kitchen Angels overall well-being
3. Members are always welcome at Kitchen Angels meetings

### **MEMBERSHIP**

Jonathan Altman

Julia Barnes

James Brack

Roddey Burdine

Linda Carey

Pamela Egan

Stephanie V. Gonzales

Mary Dale Gordon

Carolyn Hummer

Jill Markstein

Carmon McCumbee

Julie Roybal Robinson

Karen Sanchez

Bill Thornton

# Strategic Plan 2018 - 2022

1222 Siler Road  
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www.kitchenangels.org  
info@kitchenangels.org

## From the Heart

The original drive to create Kitchen Angels came from the heart. It was in response to a desire to bring food to people who were sick and who didn't have much of a support system.

For many of us, the most basic thing to do when someone isn't feeling well is to bring them soup. But helping a friend who is suffering from a cold or the flu is one thing. A serious or life-threatening illness is something else altogether.

With Kitchen Angels, we wanted to be there for those "invisible" homebound neighbors who found themselves alone and suffering from a life threatening illness.

Our task was four-fold: provide food that was appealing, appetizing, and nutritious; make sure the food was comforting; deliver the food by a friendly, caring face who provided a smile along with regular human contact; and finally, give those with caring hearts a place to be of service to the community.

In a nutshell, we started Kitchen Angels to do good, to be Angels in the community. Our goal was to transform our community and give service to our neighbors in need.

*Tony D'Agostino, Founder*

Kitchen Angels was founded in 1992 by Tony D'Agostino, Anna Huserik, Leise Sargent and the very first group of volunteer Angels.

### Mission Statement ~

The mission of Kitchen Angels is to provide free nutritious meals to our homebound neighbors living with life-challenging conditions.

### Vision Statement ~

Kitchen Angels will improve our clients' lives by addressing nutrition and isolation, and by supporting their independence.

### Values ~

- ~ We value integrity by demonstrating accountability, honesty, and trust in all our interactions.
- ~ We value quality in our commitment to organizational improvement and responsible oversight of our resources.
- ~ We value compassion and acceptance in our concern and empathy for our clients, volunteers, and staff.
- ~ We value social responsibility in meeting the needs of the community in a confidential and responsive manner.
- ~ We value and appreciate our donors and our Board of Directors.

### Strategic Intents and Goals ~

#### Over the next 3-5 years Kitchen Angels will:

1. Identify and develop a staffing pattern to meet client needs by:
  - ~ Attracting and training excellent volunteers
  - ~ Identifying essential staff positions
  - ~ Improving current position descriptions
2. Identify, improve, and design new programs by:
  - ~ Collaborating with other non-profits in our service area
  - ~ Collaborating with existing and new business partners
  - ~ Developing programs for youth
3. Meet the needs of our client base by:
  - ~ Attending to the needs of our current clients both older and younger than 60
  - ~ Exploring short term services for people experiencing temporary isolation and health needs
  - ~ Providing access to underserved, forgotten or unknown people in need of our services
4. Develop contemporary communication strategies by:
  - ~ Creating and implementing a comprehensive public relations plan
  - ~ Enhancing Board and staff networking skills
  - ~ Using social media mechanism for outreach
  - ~ Expanding coverage of Kitchen Angels events using effective marketing strategies
  - ~ Identifying and supporting a cadre of Kitchen Angels champions
5. Ensure fiscal responsibility by:
  - ~ Expanding our endowment
  - ~ Safeguarding stewardship of earned income
  - ~ Cultivating on-going and new donors
  - ~ Seeking grant funding as it becomes available



## Why Now?

If you don't know where you're going, it's hard to know when you've arrived—or even *if* you've arrived. Planning strategically helps us know where we're going, how to get there, what to watch for, and to anticipate challenges.

When Kitchen Angels began we never dreamed that we would serve as large a population of over 60 year-olds as we serve today. With 30 percent of the county's population projected to be over 65 within 15 years, we will want to accommodate that growing population and continue to serve those under 60 who need our services.

How will Kitchen Angels fit into the future health and social service landscape? When Medicaid expanded its coverage in 2014, we saw a huge influx of newly enrolled individuals whose healthcare providers sent them to us to help meet their need for consistent and appropriate nutrition. Health care costs are in a state of flux, but research on the positive impact of home-delivered meals on those costs is clear, and we will see more demand for access to meal delivery services.

Kitchen Angels knows how to address the nutritional needs of homebound and chronically ill people. Our major challenges are these:

- ≈ how to continue to handle the steadily increasing demands for service
- ≈ how to expand our reach beyond our current service area's boundaries, and
- ≈ how to deliver the alternative services this expanding client base will require.

Our goal is simple – Make sure no one in Santa Fe who is homebound and chronically or terminally ill goes without appropriate nutrition. Making sure we have the financial, physical, and human resources to do that is more complex. Our strategic plan will help us keep our focus on the goal while paying attention to the day-to-day challenges and opportunities that will crop up.

That's how we'll know where we're going and how we're going to get there.



## Board Of Directors Expectations

*This list is reviewed each year by the Board Development Committee, changed accordingly, and voted on by the full board. The Expectations are a clear indication of the success of the individual board member and the board itself.*

### **Board Attendance**

Regular attendance at meetings of the board of directors is a basic element of prudent performance as a director.

### **Committee Assignments**

The strength of any board rests more in the positive work of the committees than in the board meetings themselves. The Expectation is to serve on 2 committees and to sign onto these committees *after* your first meeting.

- *Current members are expected to review and confirm assignments at the annual meeting;*
- *New members are expected to choose committees at the February meeting.*

### **Committee Attendance**

The Expectation is to attend 70% of the committee meetings on which you work.

### **Participation in Giving**

All board members, 100%, are expected to give to the Annual Giving Campaign.

- *2017 appeals include “No Show Ball” and “Holiday Appeal.”*

All board members shall contribute an annual gift at a personally significant and meaningful level.

In lieu of donating (GIVE) from a board member’s own personal resources, the member can raise an equivalent amount from others (GET). The GIVE/GET option will be considered on an individual basis.

### **Endowment Fund**

All board members, 100%, are expected to give a *onetime gift* to the Endowment Fund. The Expectation is for all board members to contribute financially to the Endowment.

- *Board members may choose a “Legacy Angels” bequest as their gift to the Endowment Fund.*

### ***Working on Campaigns***

All board members, 100%, are expected to work in the Annual Giving Campaign and the Endowment Campaign. The Expectation is for each board member to identify, cultivate, solicit and thank donors.

- *Board Members are expected to work for and contribute to any Capital Campaign approved by the Board of Directors.*

### ***Advocacy***

All board members are expected to become familiar with our mission, programs and goals. The Expectation is for each board member to bring 3 new volunteers/ financial supporters into the organization each year.

### ***Special Events***

All board members are expected to participate in our special events. The Expectation is for each board member to participate financially in one or more events through underwriting, selling, purchasing, or sponsoring.

- *Events generally include “Adventures a la Carte” and “Angels Night Out.”*

### ***Area of Interest/Skill***

Kitchen Angels Board of Directors is a working board. The Expectation is for each member to share his/her special interests and particular skills to further our mission.

Updated January 27, 2018

## CODE OF CONDUCT POLICY FOR BOARD MEMBERS

Kitchen Angels has adopted the following Code of Conduct that all Board members agree to adhere to by signing below.

### **1. Conflict of Interest**

It is the policy of Kitchen Angels that all members of the Board of Directors avoid any conflict, or appearance of conflict, between their personal interests and the interests of Kitchen Angels in dealing with any organizations or individual having, or seeking to have, any relationship which results or may result in a conflict of interest with Kitchen Angels. This includes the following:

- All board members shall disclose any possible conflict of interest at the earliest practical time. Such disclosure shall be a matter of record.
- No Board Member shall vote on any matter under consideration at a Board meeting, in which such member has a possible conflict of interest, but such member may be counted in determining the quorum at such meeting. Such member should be prepared to excuse himself or herself from the room while the matter is discussed and voted on. The minutes of such meeting shall reflect that a disclosure was made and that the member having a possible conflict abstained from voting. The foregoing requirements shall not be construed as preventing the member from briefly stating his or her position in the matter, nor from answering the questions of other members since his or her knowledge may be of assistance.
- A board member shall be considered to have a possible conflict of interest if:
  - (a) such member has an existing or potential financial or other interest which impairs or might appear to impair such member's independent, unbiased judgment in the discharge of his or her responsibilities to Kitchen Angels, or
  - (b) such member is aware that a member of his or her immediate family or any organization, in which such member (or member of his or her immediate family) is an officer, director, employee, partner, trustee or controlling stockholder, has such existing or potential financial or other interest. A board member shall not receive any compensation,

monetary or otherwise, for referrals.

- All candidates for membership on the board should be advised of this policy prior to assuming their responsibilities as members.
- The Executive Director will be responsible for seeing that board members sign the Code of Conduct Statement.

## **2. Prohibition Against Sexual Harassment**

Kitchen Angels strives to maintain a workplace that is free from illegal discrimination and harassment. While all forms of harassment are prohibited, sexual harassment is specifically prohibited. Any board member who engages in discriminatory or harassing conduct is subject to removal from the Board. Complaints alleging misconduct on the part of Board members will be investigated promptly and as confidentially as possible by a task force of the Board.

## **3. Confidentiality**

Board members are reminded that financial, personnel and other matters concerning the organization, donors, staff or clients/consumers may be included in board materials or discussed. Board members should not disclose such confidential information.

## **4. Active Participation**

Board members are expected to exercise the duties and responsibilities of their positions with integrity, collegiality, and in a professional manner. This includes:

- Being prepared to discuss the issues and business on the agenda, and having read all background material relevant to the topics at hand.
- Cooperating with and respecting the opinions of fellow Board members, and leaving personal prejudices out of all board discussions, as well as supporting actions of the Board no matter the Board member's personal position.
- Putting the interests of the organization above personal interests.
- Representing the organization in a positive and supportive manner.

- Showing respect and courteous conduct in all board and committee meetings.
- Refraining from intruding on administrative issues that are the responsibility of management.
- Observing established lines of communication and directing requests for information or assistance to the Executive Director and/or President.
- Adhere to the Kitchen Angels "Expectations of Board Members" provisions.

I, \_\_\_\_\_, recognize the important responsibility I am undertaking in serving as a member of the Board of Directors of Kitchen Angels and pledge to carry out in a trustworthy and diligent manner the duties and obligations associated with my role as a Board member and abide by this Code of Conduct. I understand that failure to abide by this Code of Conduct may result in my removal as a Board Member.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Adopted June 16, 2015

**CONFLICT OF INTEREST DISCLOSURE STATEMENT**

I have read the Kitchen Angels Code of Conduct Policy for Board Members.

I am hereby disclosing a possible conflict of interest in a matter concerning Kitchen Angels, as stated below.

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Signature

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Date

Adopted June 16, 2015

# WHAT SHOULD I KNOW BEFORE JOINING THE BOARD?

## ***Questions Prospective Board Members Should Ask***

Serving as a board member is one of the most challenging and rewarding of volunteer assignments. While appointment or election to a board is an honor, board members have important legal and fiduciary responsibilities that require a commitment of time, skill, and financial resources. Prospective board members do themselves a service, and show that they are serious about the commitments they make, by asking some basic questions before joining an organization's board. You can find the answers from the board member who issues the invitation to join; the Executive Director of the organization; the Board President; other board members, current and former; or written materials. Long-time board members might also benefit from an organization review that answers these questions.

### **Ask questions about the organization's programs.**

- What is the organization's mission?
- How do its current programs relate to the mission?
- Can I visit the organization to observe a program firsthand?
- Does the organization have a strategic plan that is reviewed and evaluated on a regular basis?

### **Ask questions about the organization's financial status.**

- Is the financial condition of the organization sound?
- Does the board discuss and approve the annual budget?
- How often do board members receive financial reports?
- Do you understand the fiduciary responsibilities of being a board member?

### **Ask questions about the organization's clients or constituencies.**

- Whom does the organization serve?
- Are the organization's clients or constituencies satisfied with the organization?

### **Ask questions about the obligations of the board.**



How is the board structured?

Are there descriptions of the responsibilities of the board as a whole and of individual board members?

Are there descriptions of board committee functions and responsibilities?

Who are the other board members?

Checks and balances exist to prevent conflicts of interest between board members and the organization. Members are asked to sign a conflict of interest policy.

Does the organization have directors and officers (D & O) liability coverage?

### **Ask questions about individual board members' responsibilities.**

What are the ways that you think I can contribute as a board member?

How much of my time will be required for meetings and special events?

How are committee assignments made?

What orientation will I receive to the organization and to the responsibilities of board service?

Does the organization provide opportunities for board development and education?

What is the board's role in fund-raising?

Will I be expected to make a specific annual financial contribution?

What role will I play in soliciting donors?

### **Ask questions about the board's relationship to the staff.**

Is the board satisfied with the performance of the staff?

How do board members and staff typically work with each other?

### **Evaluate your interest in serving on the board.**

Once you are satisfied with the information you have received, it is time to evaluate your own interest in serving on the board. Ask yourself the following questions:

Am I committed to the mission of the organization?

Can I contribute the time necessary to be an effective board member?

Am I comfortable with the approach and tone of the organization's

fund-raising efforts?  
Can I contribute financial support consistent with the organization's expectations of board members and with my own means and priorities? Can I place the organization's purposes and interests above my own professional and personal interests when making decisions as a board member?  
Am I willing to hold information about the organization in confidence when needed?

### **Background materials.**

Selected background information can provide a useful overview of the organization, the board's work, and the responsibilities of board members. Helpful material includes:

- the organization's annual report
- Bylaws of the organization
- the most recent audited financial statement
- the long-range planning materials and financial plan
- a list of current board members, titles, and affiliations
- a description of board members' responsibilities
- the organization's newsletter, brochure, or other publications newsletter
- and media articles about the organization

### **How is the board structured?**

Every board has a fundamental responsibility for self-management - for creating a structure, policies, and procedures that support good governance. The term "board organization" encompasses a variety of tasks, from routine matters to actions with broader consequences such as developing policy. Here are some of the most frequent questions board members ask about board organization:

### **How can we ensure an effective board organization?**

Have the following items in place:

- Board of Directors Expectations listing
- An annual schedule of meetings, determined a year in advance, with a minimum of ten meetings per year
- Clear and thorough information materials, including an agenda, sent to all members

Maintenance of complete and accurate minutes of all meetings  
Meetings kept as brief as possible and well focused

Stimulate the broadest possible participation by members.  
Acknowledgment of members' accomplishments and contributions in all ways.

Committee assignments made according to the background, expertise, and schedule of each member.

An appropriate staff member to work with each committee.

### **How large is the board?**

Every board needs a sufficient range of expertise to accomplish the organization's mission. If a board is too small, its members may be overworked and unproductive. If a board is too large, every member may not participate actively or bring their expertise to the board. At present, we strive to have a board of fifteen members.

### **What is the length of a board member's term?**

At this time members of the Board can serve three consecutive terms of three years each. A board member must then sit out a year before being reelected to the Board. A board can profit from experience of veteran board members, but should welcome the fresh perspective that new members offer. New board members are approved by the Board.

### **What committees does the board have?**

Much of the work that a board does is accomplished through its committees. With the exception of the Executive Committee, which acts on the board's behalf, committees recommend action to the full board for discussion and action. Current committees are the following:

Executive Committee  
Nominating Committee  
Audit/Finance Committee  
Fundraising/Events Committee  
Development Committee  
Strategic Planning Committee

Facilities (Angel Depot) Committee  
Marketing and Public Relations Committee  
Capital Campaign Committee

**How should committee members be chosen?**

Every board member should serve on at least two committees. Members are appointed by the chairperson. Committee size depends on the needs of the board and the organization. Committee assignments are based on the experience, skills, interests, and available time of board members. Each member must make a serious commitment to participate actively in the work of the committee. Board committees may include people who are not board members.

**What is the relationship of the Executive Director to the Board?**

The Executive Director is an ex officio, non-voting member of the board. The Executive Director and board members work together to fulfill the mission of the organization. The Executive Director's insights into the daily operations of the organization are essential to decision-making by the board.

Adopted February, 2015

# FIDUCIARY DUTIES FOR OFFICERS AND DIRECTORS

Officers and directors of nonprofit corporations have certain fiduciary duties to the organization. **The two main duties are the *duty of care* and the *duty of loyalty*.**

Fiduciary *duty of care* for nonprofit corporations is described by New Mexico statute, [Section 53-8-25.1](#). It reads: "A director shall perform his duties as a director including his duties as a member of any committee of the board upon which the director may serve, in good faith, in a manner the director believes to be in or not opposed to the best interests of the corporation and with such care as an ordinarily prudent person would use under similar circumstances in a like position. In performing such duties, a director shall be entitled to rely on factual information, opinions, reports or statements including financial statements and other financial data in each case prepared or presented by:

- A. one or more officers or employees of the corporation whom the director reasonably believes to be reliable and competent in the matters presented;
- B. counsel, public accountants or other persons as to matters which the director reasonably believes to be within such persons' professional or expert competence; or
- C. a committee of the board upon which the director does not serve, duly designated in accordance with a provision of the articles of incorporation or the bylaws as to matters within its designated authority, which committee the director reasonably believes to merit confidence, but the director shall not be considered to be acting in good faith if the director has knowledge concerning the matter in question that would cause such reliance to be unwarranted."

Some examples of performing the *duty of care* include clearly making a reasonable and good faith effort to:

Know the Kitchen Angels mission, policies, activities and plans, making certain they serve the needs of the community they serve.

Fully participate in Board meetings, discussions and decisions.

Read, evaluate and ensure the accuracy of reports, though reliance on certain financial reports presented as stated above is acceptable. Board members can and should ask thoughtful questions aimed at understanding the facts and circumstances surrounding certain financial transactions.

Ensure that Kitchen Angels has sufficient resources, including staff, volunteers, funding, and supplies.

Officers and directors have a *duty of loyalty* to the organization as well. Loyalty refers to a prohibition of self-dealing or a conflict of interest. The board of directors' duty of loyalty mandates that a director act in a manner that is not harmful to the corporation. It also requires directors to avoid using their positions improperly to obtain personal benefits or advantages that might more properly belong to the corporation. In other words, usurping a corporate opportunity or using non-disseminated, nonpublic information to produce financial windfalls for a director would violate the *duty of loyalty*. In furtherance of the concept of "undivided" loyalty, the duty requires objective decision-making. The *duty of loyalty* is violated when conflicts of interest influence the decisions of directors.

[See Kitchen Angels Code of Conduct, adopted May, 2015.]

Some examples of performing the *duty of loyalty* include making a reasonable and good faith effort include:

Always be thinking about the priorities of Kitchen Angels and not that of yourself or another organization, thus avoiding conflicts of interest.

Communicating ideas, opinions and knowledge to forward the mission and progress of Kitchen Angels.

Always representing Kitchen Angels in the best light.

Additionally, the U.S. Internal Revenue Code requires that "no part of a charitable corporation's net earnings inure to the benefit of any private shareholder or individual." The Code allows sanctions to be imposed on any "excess benefit transactions" in which nonprofit organizations provide an "economic benefit [exceeding] the value of consideration" to "disqualified persons." A disqualified person is a person who exercises "substantial influence" over the nonprofit organization.

[See <https://www.irs.gov/Charities-%26-Non-Profits/Charitable-Organizations/Inurement-Private-Benefit-Charitable-Organizations>]

Under [Section 53-8-25](#), the directors, officers, employees and members of the corporation shall not be personally liable for the corporation's obligations. An officer or director who breach the duties imposed by Section 53-8-25.2 may in some circumstances be liable. This statute reads: "No director of the corporation shall be personally liable to the corporation or its members for monetary damages for breach of fiduciary duty as a director unless:

- A. the director has breached or failed to perform the duties of the director's office in compliance with [Section 53-8-25.1](#) and
- B. the breach or failure to perform constitutes willful misconduct or recklessness."

[Section 53-8-26](#) makes it unlawful for a director or officer to be indemnified by the corporation if the director has breached or failed to perform the duties of his office and the breach or failure to perform constitutes willful misconduct or recklessness.

Finally, the fiduciary duties of non-profit board members include a *duty of obedience*. There is some question as to whether this duty actually exists as a separate duty, or whether it is best described as an element of the duty of loyalty and the duty of care. The duty of obedience essentially prohibits directors from deviating in any substantial way from their duty to fulfill the particular purpose for which the organization was created unless the particular deviation is permitted by law.

Adopted November, 2015

# Kitchen Angels

## Standard Precautions in Food Preparation: Safety Guidelines for Kitchen Volunteers

### ***What are Standard Precautions?***

**Standard Precautions** refer to the usual and ordinary steps all persons need to take in order to reduce their risk of infection from bloodborne pathogens. They are **standard** because they refer to steps that need to be taken *in all cases*, not only when a known infection exists. They are **precautions** because they require foresight and planning to avoid exposure.

You may have heard of the term Universal Precautions; this term was changed to Standard Precautions in 1996. The U.S. Centers for Disease Control and Prevention (CDC) defines Standard Precautions as: *A set of precautions designed to prevent transmission of HIV, Hepatitis B, and other bloodborne pathogens when providing first aid or health care. Under Standard Precautions, blood and certain body fluids of all patients are considered potentially infectious for HIV, HBV, and other bloodborne pathogens.*

### ***Why Do I Need to Be Concerned About Standard Precautions as a Kitchen Angels Volunteer?***

You may be asking yourself why do I need to worry about Standard Precautions—Kitchen Angels doesn't provide health care services. You need to know about Standard Precautions because when you are preparing food, accidents can happen. You may cut yourself with a knife and get blood on the knife, on a cutting board, and/or on a counter top. Your blood may also get into the food you are preparing for our clients.

You also need to be aware of possible transmission of bloodborne pathogens if you have cuts, scratches, or other breaks in your skin because these can start bleeding at any time. You will ALWAYS need to wear gloves if you have any skin breaks on your hands or wrists or are wearing any type of bandage.

The bloodborne pathogens we are most concerned with include the ones that are the most frequently transmitted—Hepatitis B and Hepatitis C. The Hepatitis B virus can live outside the body—even when infected blood is completely dried on an environmental surface—for up to 7 days. The Hepatitis C virus in dried blood on a surface can survive for up to 3 weeks.

Body fluids that do not require Standard Precautions include nasal secretions, sputum, sweat, tears, and vomitus, unless visible blood is seen in them.

All the procedures in this policy are in compliance with current U.S. Occupational Safety and Health Administration (OSHA) requirements.

***When I get a cut, what do I do?***

If you get a cut during your shift:

- Stop what you are doing IMMEDIATELY and alert the Food Services Director (Kitchen Manager), who will help you if you need additional care.
- There is a first aid kit always available that you can use to clean and bandage your cut. The first aid kit is located across from the Maintenance Room on the wall and is plainly labeled and is updated regularly by the company service person. Don't touch anything, including the first aid kit—have someone help you so you do not get blood anywhere, including on the first aid kit.
- Clean and bandage your cut in the rest room—NEVER in the sinks in the kitchen. Use warm, running water and soap and apply rubbing alcohol and/or an antibiotic cream (available in the First Aid Kit) to the cut and bandage.
- If you are able to return to your work, you must wear a **Glove** at all times. We have latex-free gloves available at every kitchen shift.
- If the cut is bleeding profusely, you may need to change gloves or stop working. Talk with the Kitchen Manager who can assess your situation and make a decision about your continuing to work your shift

***What do I need to know about using gloves?***

- ALWAYS wear gloves when you have cuts, scratches, or other breaks in your skin
- ALWAYS wear gloves when cleaning up a blood spill and when disposing of contaminated items
- Never reuse a glove—gloves are single use only
- Never wear sharp or pointy rings under gloves—they may break the gloves
- When wearing gloves do NOT touch your face or nose or mouth; if you do you need to wash your hands and re-glove to avoid contamination



- Always remove gloves prior to touching non-contaminated objects
- Remove gloves promptly after use and wash hands thoroughly
- When changing gloves, wash your hands before putting on new gloves
- To remove gloves:
  1. Pinch palm of glove on 1 hand and pull glove down and off fingers
  2. Form glove into a ball and place in palm of gloved hand
  3. Insert 2 fingers of ungloved hand under inside rim of gloved hand and push glove inside out and down over fingers and around balled up glove
  4. Grasp inside out gloves and discard into a plastic bag
  5. Wash hands

***What is the proper way to wash my hands?***

- Wash hands with warm, running water
- Apply liquid soap and water
- Wash hands thoroughly using a circular motion, wash between fingers, palmer and dorsal (back of) surfaces, and wrists—wash for as long as it takes to sing to yourself one stanza of the “Birthday Song”
- Do NOT turn off the faucet
- Rinse and dry hands well
- Use a paper towel to turn off water faucet (to prevent recontamination)

***How do I clean up a blood spill?***

The area where the blood spill occurred must be cleaned and sterilized as soon as possible—including the knife, cutting board, counter top, bowl or tray, kitchen utensils, or other items that were exposed to the blood.

**Food and any used gloves must be disposed of properly:**

- Any food that blood has gotten into must be thrown away immediately
- All used gloves must removed properly (see *What do I need to know about using gloves?*) and thrown away immediately after use

- Food and gloves should be disposed of in a double-bagged, securely tied plastic bag that will be taken to the dumpster in the back of the building immediately.
- ALWAYS wear gloves when handling plastic bags/trash with contaminated items.

**Contaminated surfaces, kitchen tools, and other items must be cleaned and sterilized:**

- Wash hands and put on gloves
- Wipe up the spill as much as possible with paper towel or other absorbent material
- Gently pour bleach solution onto all contaminated areas and items
- Bleach solution is made up of 1 part household bleach to 9 parts cool water; add household bleach to water and gently mix the solution; Kitchen Angels has bleach always available in the kitchen.
- Let bleach solution remain on contaminated areas or items for 20 minutes
- Wipe up remaining bleach solution
- All non-disposable cleaning materials such as mops and scrub brushes should be disinfected by saturating with bleach solution and air dried
- Any contaminated cloths or dishtowels must be placed in plastic bag, double bagged, and tied securely for transport to laundry facilities.
- Remove gloves and place in plastic bag with all soiled cleaning materials
- Double-bag and securely tie up plastic garbage bag and discard in the dumpster located behind the building (always wear gloves when disposing of plastic garbage bags with contaminated materials or food)
- Thoroughly wash hands with soap and water

***What do I do if I am exposed to blood in the kitchen?***

If you are exposed to blood you should wash your hands and other exposed skin with soap and hot water immediately after contact in the restroom (see *What is the proper way to wash my hands?*). If any of your mucous membranes (nose, mouth) come in contact with blood, flush the area with water for 15 minutes. Testing for HIV and Hepatitis C is available in Santa Fe at:

Southwest CARE Center, 505-989-8200  
 Santa Fe Public Health Office: 505-476-2600  
 CHRISTUS St. Vincent Regional Medical Center: 505-983-3361

For any questions regarding the Kitchen Angels *Standard Precautions in Food Preparation: Safety Guidelines for Kitchen Volunteers*, contact at 505-471-7780:

Joe Cates, Director of Food Services

Tony McCarty, Executive Director

For further information, see OSHA's Standard Number 1910.1030: Most Frequently Asked Questions Concerning the Bloodborne Pathogens Standard

[www.osha.gov/pls/oshaweb/owadisp.show\\_document?p\\_table=INTERPRETATIONS&p\\_id=21010](http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=INTERPRETATIONS&p_id=21010)

Adopted September 22, 2016

# Kitchen Angels Safety Policy

## 1. Purpose

To ensure Kitchen Angels emergency preparedness in order to safeguard lives and property in and around the Coll-Green Angel Depot facility during emergencies. Emergencies are considered to be extreme weather-related events (fire, floods, earthquakes, tornadoes, etc.) and an active shooter event.

## 2. Designated Safety Official

The Safety Official must be an active Kitchen Angels employee. The designated Safety Official is the Kitchen Angels Director of Food Services (Kitchen Manager).

## 3. Training and Awareness Materials

All employees will participate in initial training and annual refresher training provided by the Kitchen Angels Safety Official. The Kitchen Angels handout—*What to Do During an Active Shooter Event at Kitchen Angels*—will be provided to all employees and volunteers on what to do during an active shooter event. The Kitchen Angels handout—*What to Do During a Weather-Related Emergency When Onsite at Kitchen Angels*—will also be provided to employees and volunteers on weather-related emergencies. Additionally, all employees will be trained in basic first aid and in the basics of hemorrhage control (when to use a tourniquet, how to improvise a tourniquet, and the correct application), which can be life saving in an emergency situation.

The Safety Official will ensure that emergency numbers are available at all phone locations throughout the Kitchen Angels facility. The Safety Official is also responsible for securing and inventorying First Aid Kits at locations throughout the facility, and for making sure all employees and volunteers are aware of the locations of these kits (i.e., the Kitchen and Volunteer Training rooms). The First Aid Kits are maintained by an outside company and are re-stocked on a regular basis. If supplies run low, the Safety Official will contact the company.

## 4. Area Emergency Response Agencies and Hospitals, Weather Stations, and Mental Health Providers

- David Silver, City of Santa Fe Emergency Management Director, 200 Lincoln Ave, Santa Fe, NM 87501, 505-955-6537, [dmsilver@santafenm.gov](mailto:dmsilver@santafenm.gov)
- Santa Fe Police Department Headquarters, 2515 Camino Entrada, Santa Fe, NM 87507, non-emergency 505-428-3711; emergency

- 911, Alarm Enforcement & Registration 505-955-5752, Patrick Gallagher, Chief of Police,
- Santa Fe Fire Department and EMS Headquarters, 200 Murales Rd, Santa Fe, NM 87504, non-emergency dispatch 505-428-3730; emergency 911, Fire Chief Erik Litzeberg
  - F.B.I. Albuquerque, 4200 Luecking Part Ave NE, Albuquerque, NM 87107, 505-889-1300
  - F.B.I. Santa Fe Resident Agency, 2945 Rodeo Part Dr East, Suite 3, Santa Fe, NM 87505, 505-428-2403
  - CHRISTUS St Vincent Emergency Medical Services, 455 St Michaels Dr, Santa Fe, NM 87505, 505-913-3934
  - Presbyterian Medical Group Urgent Care, 454 St Michaels Dr, Suite 200, Santa Fe, NM 87505, 505-473-0390
  - National Weather Service, Albuquerque, 2341 Clark Carr Loop SE, Albuquerque, NM 87106, 505-243-0702, [www.srh.noaa.gov/abq](http://www.srh.noaa.gov/abq)
  - CHRISTUS St Vincent Care Connection for Mental Health Services, 2052 Galisteo St, Santa Fe, NM 87505, 505-913-4350, website: [www.bhc.state.nm.us](http://www.bhc.state.nm.us)
  - New Mexico Behavioral Health Collaborative, 37 Plaza La Prensa, Santa Fe, NM 87507, 505-476-9266

## **5. Emergency Escape Procedures**

### **a. Escape Routes**

Building Layout—Attachment

### **b. Shelter in Place or Hide in Place Locations**

For weather-related emergencies:

- Employees and volunteers present onsite will shelter in place in the Volunteer Training room.
- During high wind situations, staff and volunteers should not shelter in place in any areas with a window(s).
- Employees and volunteers should keep their cell phones with them at all times and take any available water, food, or warm clothing (if appropriate) with them to the location where they will shelter in place.
- For active shooter situations, employees and volunteers are encouraged to first run and leave the facility quickly. If this is not possible, individuals may hide in place in the Volunteer Room and any other suitable place with minimal glass and no interior windows.

### **c. Ensuring Safety for Employees or Volunteers with Disabilities**

Employees or volunteers with disabilities will have an identified person responsible for providing them with assistance during an evacuation or a shelter in place emergency; this will include the name of the person

agreeing to assist; the type of equipment required (if any), and the evacuation route from the assigned workspace.

## **6. Law Enforcement and First Responder Coordination**

During a safety-related event, the Safety Official will maintain communication with external law enforcement and other officials as required. In the event the Safety Official is unable to perform this task, another Kitchen Angels employee will be selected for this role. The Safety Official will develop a working relationship with law enforcement, and fire/EMS personnel and ensure they know the location of available public health announcement systems, security cameras, and alarm controls. The Safety Official will have knowledge of and access to alarm and utility controls and medical supplies, and will be able to communicate this information clearly to law enforcement and first responders during an emergency.

## **7. Active Shooter**

### **a. Identifying Individuals On a Trajectory to Commit a Violent Act**

Whenever an employee or volunteer suspects an individual with an intention to do harm to self and others, this should be reported immediately to the Kitchen Angels Safety Official. This information may be communicated to the Safety Official in-person or by email. The Safety Official and the Executive Director will meet with the employee or volunteer who is concerned about an individual to obtain as much detailed information as possible. The Safety Official and the Executive Director will then determine an appropriate intervention with the suspected individual, involving law enforcement and legal consultation as necessary. All actions taken shall be documented and dated online in a Safety folder that all employees have access to.

### **b. Responding To and Reporting Active Shooter Incidents**

Employees and volunteers should follow the ***What to Do During an Active Shooter Event at Kitchen Angels*** handout when responding to an active shooter incident. The Kitchen Angels Safety Official is the employee in charge during an active shooter incident and is responsible for reporting all active shooter events to local law enforcement and other offices as required such as the F.B.I. If the Safety Official is not onsite during an incident, another Kitchen Angels employee will assume command of the situation. The Kitchen Angels Safety Official shall maintain and up-to-date the Kitchen Angels list of law enforcement, F.B.I. and other pertinent agencies in the local area.

## **8. Recovery and Return to Normal Operations After an Emergency Incident**

When the weather event is over or the active shooter has been incapacitated or apprehended and is no longer a threat, and law enforcement and/or fire/EMS personnel have evacuated the wounded, the Safety Official and Executive Director will conduct a post-event assessment and any other activities as required by law enforcement and emergency personnel including:

- Accounting for all individuals to determine whom, if anyone, is missing or potentially injured.
- Coordinating with first responders to account for any occupants who were not evacuated.
- Determining the best methods for notifying families of individuals affected by the emergency, including notification of any casualties in coordination with law enforcement.
- Assessing the psychological state of individuals at the scene and referring them to mental health care specialists accordingly.
- Employing continuity of operations plans to ensure mission essential functions are carried out.
- Determining a transition plan that includes when to resume normal operations, in collaboration with law enforcement when necessary.

#### **9. Other Potentially Threatening Situations**

- When a person with mental illness or a homeless person comes into the building not sure of what Kitchen Angels has to offer and appears disoriented, under the influence of alcohol or drugs, or hostile, employees and volunteers should immediately alert the Safety Official and/or the Executive Director.
- When an individual is in distress, Santa Fe's Mobile Integrated Health Office (MIHO) can be called (505-629-6255) and a professional will come to Kitchen Angels to talk with the person in distress.
- If you are working in the Kitchenality store and a person comes in and demands money from the cash register, hand it over IMMEDIATELY. Do not engage with the person.

#### **10. Resources**

Santa Fe 911 emergency alerts to sign up for information on emergency alerts in the city

[http://www.santafenm.gov/emergency\\_management#leave-site-alert](http://www.santafenm.gov/emergency_management#leave-site-alert)

City of Santa Fe Office of Emergency Management

[www.santafenm.gov/emergency\\_management](http://www.santafenm.gov/emergency_management)

City of Santa Fe Office of Emergency Management on Twitter

@SantaFeOEM

City of Santa Fe Office of Emergency Management on Facebook for preparedness information and updates during emergencies

[www.facebook.com/SantaFeOEM](http://www.facebook.com/SantaFeOEM)

[Santa Fe Mobile Integrated Health Office \(MIHO\), 505-629-6255, Andres Mercado, Program Manager](#)

Planning and Response to an Active Shooter: An Interagency Security Committee Policy and Best Practices Guide

[www.dhs.gov/sites/default/files/publications/isc-planning-response-active-shooter-guide-non-fouo-nov-2015-508.pdf](http://www.dhs.gov/sites/default/files/publications/isc-planning-response-active-shooter-guide-non-fouo-nov-2015-508.pdf)

Psychological First Aid: Field Operations Guide

[www.nctsn.org/sites/default/files/pfa/english/1-psyfirstaid\\_final\\_complete\\_manual.pdf](http://www.nctsn.org/sites/default/files/pfa/english/1-psyfirstaid_final_complete_manual.pdf)

FBI Active Shooter public site

[www.fbi.gov/about-us/cirg/active-shooter-and-mass-casualty-incidents](http://www.fbi.gov/about-us/cirg/active-shooter-and-mass-casualty-incidents)

FEMA Active Shooter Training (IS-907: Active Shooter: What You Can Do):

<http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=IS-907>

DHS Active Shooter Pocket Cards

[www.dhs.gov/publication/active-shooter-pocket-card](http://www.dhs.gov/publication/active-shooter-pocket-card)

Adopted September 22, 2016



# What to Do During an Active Shooter Event at Kitchen Angels\*

## DEFINITION

An active shooter is an individual who is engaged in killing or attempting to kill people in a confined and populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. Remember:

- The event is unpredictable
- The situation evolves rapidly
- Knowing what to do can save your life and the lives of others

## THREE OPTIONS IN AN ACTIVE SHOOTER EVENT

### 1) RUN

- Have an escape route and plan in mind (refer to the Kitchen Angels Building Layout)
  - Leave your belongings behind, except for your cell phone if possible but silence your cell phone (including vibrate mode) if you take it with you
  - Evacuate regardless of whether others agree to follow
  - Help others escape, if possible, but do not stay behind if others refuse to leave
- Do not stand in front of or near a window
- Do not attempt to move the wounded
  - Prevent others from entering an area where the active shooter may be
  - Keep your hands visible
  - Call 911 when you are safe

## INFORMATION TO PROVIDE TO 911 OPERATIONS

- Location of caller
- Location of active shooter
- Number of shooters, if there is more than one
- Physical description of shooter(s)
- Number and type of weapons shooter has
- Use or threat of explosives
- If shooting is still occurring
- Number of potential victims at location

### 2) HIDE

- Hide in an area out of the shooter's view (refer to the Kitchen Angels Building Layout)
- Lock door or block entry to your hiding place
- Close and lock windows and close blinds or cover windows

- Turn off lights
- Silence your cell phone (including vibrate mode) and remain quiet
- Remain silent
- Look for other avenues of escape
- Identify ad-hoc weapons
- When safe to do so, communicate with first responders if possible
- Remain in place until given an all clear by identifiable law enforcement

### **3) FIGHT**

- Fight as a last resort and only when your life is in imminent danger
- Attempt to incapacitate the shooter
- Act with as much physical aggression as possible
- Improvise weapons or throw items at the active shooter
- Commit to your actions—your life depends on it

### **ALERTING LAW ENFORCEMENT**

If it is safe and you are able to move around, find the closest Alarm Box and push the button. You can also pull a Fire Alarm if you are close to one. Locations of the Alarm Boxes and Fire Alarms are clearly labeled on the Kitchen Angels Building Layout.

### **ARRIVAL OF LAW ENFORCEMENT**

The first officers to arrive on the scene will NOT stop to help the injured. Expect rescue teams to follow initial officers. These rescue teams will treat and remove the injured. When you have reached a safe location, you will likely be held in that area by law enforcement until the situation is under control and all witnesses have been identified and questioned. Do NOT leave the area until law enforcement authorities have instructed you to do so.

### **HOW TO ACT WHEN LAW ENFORCEMENT ARRIVES**

- Remain calm and follow instructions
- Drop items in your hands (for example, bags, jackets)
- Raise hands and spread fingers
- Keep hands visible at all times
- Avoid quick movements toward officers, such as holding on to them for safety
- Avoid pointing, screaming, or yelling
- Do not ask questions when evacuating

*\*Adapted from the US Department of Homeland Security* Adopted Sept.22,2016  
Revised Oct. 16, 2017

## Kitchen Angels and Social Media

Kitchen Angels engages the public through the use of social media. Having a strong social media presence helps bring greater visibility to our organization. It encourages networking, connection with our stakeholders and positive regard among partnering businesses and community members. Kitchen Angels' use of social media to market events is on the rise. We currently attend to the four social media platforms as a team, with the office staff taking turns posting.

Each social media platform approaches Kitchen Angels' branding in a different way.



**Facebook** is the largest social network and our primary social media platform. We try to create at least three posts per week. Posts can include pictures, links to pertinent articles or partner organizations, upcoming news, calls to action, and event invitations. Events and posts can reach a target audience of a chosen size when you pay to “boost” the advertising. Our Facebook page has a link to the donation page on our website.



**Twitter** is built on the premise of answering the question, “what are you doing?” It has evolved into a place where people can get information/ updates from people and organizations they find interesting. Posts are limited to 144 typed characters and make use of hashtags. The hashtags Kitchen Angels uses are: #KitchenAngelsSF, #AngelMade, #Food4life



**Instagram** showcases photography. When we have a lovely, artistic picture of food, events or volunteers, this is the best place to upload it. It is primarily a mobile application. Instagram utilizes hashtags, which will group all photos using the same hashtag symbol. The hashtags Kitchen Angels uses are: #KitchenAngelsSF, #AngelMade, #Food4life



**YouTube** is the site that hosts Kitchen Angels videos. When subscribed to our channel, Kitchen Angels Santa Fe, one will receive a notification when a new video is posted.