

Evaluation of Rincon UCC's 2019 Six Month Migrant Shelter Commitment

Submitted 2019.11.19 by Barbara Lamb, Shawn Shelby, Beth Shelby, Seth Wispelwey

History of Rincon Migrant Shelter

In the fall of 2018 Rincon set up a shelter for legal asylum seekers. This was accomplished almost overnight in response to the urgent need in the community. The shelter was entirely managed and staffed by members and friends of Rincon and from many others in the community. The shelter was open on an intermittent basis throughout the remainder of the year and into 2019. By February of 2019, 600 individuals had received shelter, food and transportation services.

Beginning in February discussions and study began regarding setting up a more permanent shelter. The Justice & Witness Migrant Shelter Ad Hoc Committee presented a motion at a Special Congregational Meeting on March 3, 2019 to open a “scaled down and regularized Migrant Shelter with dedicated staff.” The motion passed.

The shelter was open continuously from March through August 2019 when a decision by church leadership was made to “pause” the operation of the shelter and conduct “an assessment of needs and resources” as was specified in the original proposal. This document is a summary of that assessment.

Overview of the Assessment Process

Church Council appointed a review committee which used 3 documents as a framework for the evaluation: “Rincon UCC Migrant Shelter Proposal FAQs, February 2019”, “What Has Been the Impact of the Migrant Shelter at Rincon Congregation UCC”, March 2019 and “Ad Hoc Committee on Migrant Ministry Proposal and Details, March 2019”. The review committee focused on the areas of migrants served, volunteers, facility, management, finances, and volunteer feedback.

Discussions were held with Ad Hoc Shelter committee members. Church members and shelter volunteers were invited to informally share thoughts and a survey was sent to all shelter workers for whom there was contact information.

Outcome of the Assessment Process

This document was reviewed by Church Council and a motion was approved on Oct. 27 to recommend to the congregation that the migrant shelter be discontinued and residual funds be distributed to Tucson groups caring for migrant asylum seekers.

A special congregational meeting has been scheduled for Dec. 1 to bring this before the congregation for their consideration and vote. It is hoped this document will be helpful to the congregation as they consider this important matter.

Please contact any member of the evaluation committee with comments and questions.

1. MIGRANTS SERVED

Data available consisted of travel cards kept for guests, although it is unclear whether all cards were found. Travel cards were dated March 6, 2019 - August 19, 2019.

Women: 305 Men: 299 Children: 638 Families: 464

Total Number of Guests: 1,242

Numbers by month:

March - 49

April - 297

May - 302

June - 287

July - 147

August - 160

13 Countries Represented:

Guatemala, Mexico, Brazil, Honduras, El Salvador, Kyrgyzstan, Russia, United States, Cuba, Tajikistan, Venezuela, Peru, and India

2. VOLUNTEERS

Only partial data was available for analysis. Specific records of volunteer training, Code of Conduct, background checks and volunteer sign-in sheets were incomplete or missing. Additionally, the online sign-up tool changed in mid-April and data prior to this could not be located.

- **Total Volunteer Database Estimate (VDE) = 318** (is based on Sign Up Genius (April-August), volunteer master list and Guest Travel Card Driver notations, if any) This number does not include several large groups of volunteers from other organizations. Anecdotally, there were those who volunteered on-the-spot, without record.
- Approximately 203 people volunteered at least one time, 64% of those in the total VDE.
- 39 Rincon members and attendees volunteered at least one time=19% of total VDE.
- Volunteer applications and completed Code of Conduct forms could not be located for most volunteers. 39 completed forms were located.
- Some applications did not include required photo I.D.
- No information was found on completion/non-completion of background checks.

Kitchen: 498 meals served and no guest went unfed!

- 63% of the asked-for volunteer spots were filled by 4 volunteers, 3 of whom are Rincon folks.
- 20 people volunteered 10 times or more

Volunteer Spots filled by month:

April - 62%

May- 84%

June - 86%

July (began asking for 11 volunteers per day) - 76%

August - 65%

Average = 75%

Bodega/Other Volunteers:

Sign-Ups began with an ask for 11 volunteers/day

- 144 positions filled= 10%
- At a minimum of 2/day = 55%
- 5 people volunteered 10 or more times
- Full days without volunteers or Shelter Manager- 17
- Full days with only the Shelter Manager on site - 12

Guests arriving without a volunteer or Shelter Manager were met by Hospitality Guest #1 or the Church Administrator, an unsafe situation for Hospitality Guest #1 and not within the job description of the Church Administrator.

Drivers: 29 (no information on insurance)

3. FACILITY

Building & Grounds report

From the pop-up shelter review committee we set up new guidelines to include the number of migrants served at a time. This figure was 22 people. This complete discussion is set up with that figure in mind. There are no firm facts or figures for this discussion so these are my impressions of how the facility fit the operation and the function of the shelter.

Kitchen:

Refrigerator & freezer storage were too small. The shelter needed more space than is available. This left little or no room for church needs. This includes ministries such as Casa Maria sandwich making or in house functions such as potluck dinners. B & G added an additional home refrigerator to ease the situation.

Ice machine is just too small and too old to keep up with the needs 3 meals a day for 22 people. It needs to be replaced.

Food storage in the pantry off the kitchen is too small for the shelter as well as other church functions. There was cross use of food items between groups. With the lack of space, there was no clear way to keep each group's food separate.

Drain issues continue to be a problem. The 1 ¼" drain that connects the 3 sink dishwashing station is seriously undersized and until that is changed, it will continue to plug up. A new grease trap has been installed which has helped the problem. Continued efforts by the kitchen staff to keep food out of the drain has been a big help too, but the problem still exists.

Laundry & Shower :

The Stedman Room storage room was cleaned out. A residential sized washer & dryer were installed as well as two temporary shower stalls. Two problems became apparent with the laundry operation. The migrants did not know how to operate the machines. They used too much soap. They did not let the washer run its full cycle. They did not clean out the dryer lint trap. Repairs had to be made to keep the equipment running. The units were undersized for cleaning migrants clothes as well as migrant bedding. We had not considered the volume of blankets that needed to be washed when the laundry was planned. The two shower stalls in the storage room worked well but were lacking privacy. The space available was just too cramped. There was little room to dry off and get dressed. A small curtain separates the showers from the rest of the room. Cleaning supplies are also stored in the room so there are people showering, washing clothes, and getting cleaning supplies in one small room. There is just too much traffic in the area.

Stedman room:

The room was used as the migrant dining room. It worked well for that function, but it was also used for social meeting and as a children's play area. With the addition of bookshelves and toy storage shelves the room became too small. People accessing the cleaning functions in the storage room also added to the general traffic in the room.

Sleeping quarters:

For the most part the sleeping area was large enough to accommodate up to 25 people. What was not addressed was how to house families, single women & single men. There was no separation for these groups. We had one documented issue of migrant on migrant abuse that could have been avoided with group

separation and evening curfew lock up. Going forward this issue must be carefully considered.

Bodega Room:

The room was a bit small for all the items that were donated and given out to the migrants. This could have been improved by improved shelving to increase storage capacity.

Shelter offices:

The shelter office was housed in the Rincon Church financial office. This turned out to not be a good fit. The business office needs its own space. Shelter volunteers got too close to the financial side of the office and boundaries were not respected. The whole room became open territory. The financial function includes confidential information, church donations and the financial computer. These items should not be available to unauthorized people. Also it was hard for our bookkeeper and financial officers to hold their weekly meeting. It was impossible to discuss private church issues with shelter people in the room.

Security:

There was little attention given to internal or external security. It was wise to move most of the shelter operation to the southeast corner of the campus, but we had no way of keeping outside people from coming into that area. People could come and go at will. There was one incident where unauthorized people came into the shelter and asked questions of the migrants. This did not come to anything, but it does point out that physical barriers around the shelter need to be considered. Safety of the migrants from internal interactions has to be discussed. As noted in the sleeping quarters section, there was an incident of migrant on migrant bad behavior. I do not know what the answer to this problem is, but we have to look at what can be done before moving ahead.

Facility wear & tear:

After almost six months of shelter operation there was almost no long term damage to the church facility. We had normal operational repairs to the refrigerator and freezer. The grease trap was replaced and the drain cleaned out several times. At the conclusion of the operation the rugs were cleaned. All these repairs were paid for out of shelter funds. Going forward we will have to decide what to do with the laundry and the showers, but if there are any expenses in removing these items the shelter has the funds to pay for any work needed.

Utility costs:

There are no clear cut figures to indicate what additional costs were incurred by the operation of the shelter. Over the last few years we have had a number of variables that have affected the water and electric bills. Therefore there is no sure way to pin down what the shelter operation added. Any additional charges have been estimated by the shelter committee, church treasurer, and the B & G chairman.

Summary:

Many issues have been pointed out in this review. It was not a perfect situation. With more planning and experience, we could have done better. But it must be noted that with little experience and a lot of help, Rincon UCC assisted many people getting on their way. We should all be proud of that!

4. MANAGEMENT

Overview: The evaluation of Shelter Management was established through review of primary shelter proposal documents, and documenting outcomes based on those stated commitments as accurately as possible through shelter committee and hospitality program interviews, experience of church leadership, and existing documentation.

The evaluation that follows is focused on the six-month 2019 shelter, and is not an appraisal of the core church members who established/ran the original 2018 pop-up shelters or managed the creation of the 2019 shelter and its initial protocols that led to the hiring of a dedicated Shelter Manager staff position.

Proposals and Outcomes:

- “We would **hire a staff person for 20 hours per week** to administer this program.” (1 et al: “hiring a staff person to manage the logistics...” (2)

OUTCOME: A Shelter Manager position was advertised and hired, beginning one week after the shelter was already operating. In conversation with Pastor in August, Shelter Manager stated that she consistently worked no less than 30 hours a week in the role. Director of Church Administration stated that during Shelter operations, 75% of the phone calls and multitude of unscheduled office visits she received were Shelter-related (i.e. not connected to her job description).

- “We currently have enough dedicated funding for this program in the bank to allow us to purchase necessary supplies, make some needed modifications, and **fund a staff position for six months.**” (1)

OUTCOME: The Shelter Manager stayed in her position close to six months. Before tendering her resignation, Pastor proposed she stay on to help with shelter evaluation, and be paid according to her 30 weekly hours of work, along with bringing on a Guest Services Coordinator (20 hrs/week). Her position had been funded with a UCC grant that was set to expire at the end of September 2019, and new funds were in need of being sought/raised, or the Shelter account could also have been spent down.

- “Regularizing this ministry means that we would no longer be operating on an emergency/all-hands-on-deck mode but would instead **incorporate this program as one of many that Rincon operates** in service to God and our community.” (1)

OUTCOME: Viewed strictly from a management perspective, the Shelter operated quite separately from existing church programs.

- “We can overlap some responsibilities between the shelter ministry and our hospitality program (particularly overnight stays), while also **recognizing their different goals and needs.**” (1)

OUTCOME: Responsibilities for shelter ministry and hospitality program became completely overlapped early on in shelter operations, at expense of the latter and at risk to the former. Overnight stays were ostensibly combined under responsibility of Hospitality Guest #2 but these responsibilities were never formalized in writing, nor was Guest #2 provided with necessary protocols for safety (hers and those of Hospitality Guest #1 and migrant guests) or equipment to exercise those responsibilities for the shelter. The different goals and needs of the hospitality program were not recognized in that health and wellness of both guests were not prioritized/addressed, and fundraising for hospitality ceased entirely.

- “We would have the flexibility to respond to emergency needs if we determine that is needed.” (1)

OUTCOME: Unclear what is meant by ‘emergency needs’ - whether for migrants in general or the Rincon Shelter in particular. If the latter, protocols were posted, but capacity was not developed and/or people were not trained to enact them.

- “We will: hire...**[a] staff person to oversee the program, who would report to the Pastor.** This person would take over the responsibilities of coordinating with ICE, interfacing with volunteers, and ensuring the overall success of the program. The Pastor would continue to supervise all paid staff.” (1)
 - “The Migrant Shelter Manager reports to and is directly supervised by the Senior Pastor in consultation with the chair of Personnel. This is a half-time position (20 hours per week).” (4)
 - “Question: The 20-hour per week person (Shelter Manager), who do they report to? Response: The senior pastor.” (5)

OUTCOME: When the Intentional Interim Pastor came on board in early-mid August 2019, it came as news to the Shelter Manager that she would be supervised by the Pastor, with general expectations for check-ins, workplan, etc. One quote: “I told my spouse last night that I didn’t think of myself as a church employee.” While not openly resistant to the idea, something had been missed in her understanding of her role *vis a vis* the church’s organizational structure and expectations.

- “We will: **Create greater clarity about responsibilities.** Job descriptions have been written for all coordinator positions, with responsibilities more widely distributed. We have also created additional policies to safeguard the wellbeing of our guests and volunteers.” (1, et al)

OUTCOME: Outside of kitchen work and volunteer recruitment/scheduling, the point person responsible for the bulk of on-the-ground Shelter operations was Hospitality Guest #1, who was not compensated monetarily or given a job description/work plan. Shelter manager stated same sentiment shared by everyone familiar with the Shelter program: that if anything happened to Hospitality Guest #1, the Shelter would grind to a halt rapidly.

- **Q: How does this impact Rincon’s hospitality program?**
 - “The impact on our hospitality program will be positive - we will use the same volunteers for evening and overnight coverage for both programs. Our hospitality guests have helped create this plan and will be invited to volunteer with the program. We value their leadership.” (2)

OUTCOME: The overnight coverage responsibility for both programs went to Hospitality Guest #2 upon her residency at the church. However, she was not provided with any safety or action protocols for how to exercise this function. Shelter guests were not made aware of her existence or their need to reach out to her in emergencies (or how). A support backup system was not created for Guest #2's ostensible coverage responsibilities. These oversights created/exacerbated deep stress, confusion, and frustration for Hospitality Guest #2 that was not addressed by Shelter Manager despite repeated requests for aid. As previously stated, a bulk of vital Shelter operation responsibilities were shouldered by Hospitality Guest #1, including interfacing with ICE. This caused deep stress for Guest #1 at times, though his attorney adds that this is somewhat "normal" at other shelters. The Shelter Manager stated that operations would grind to a halt if something happened to Guest #1, and when incidents occurred, they happened when he was incapacitated, and Shelter Management did not respond in a timely, effective, or appropriate manner in his absence in these incidents. The Shelter was positive in that it provided avenues for staying busy for Guest #1, but without any meaningful protocols, trackable workplans, or professional oversight from formal Management.

- **Q: Who would oversee the shelter program?**

- "The Ad Hoc committee's work will be done following the vote on March 3rd. All the members of the Ad Hoc committee have agreed to serve on an initial oversight committee, with several responsibilities:
 - Create a new oversight committee, with opportunities for additional people to get involved.
 - Convene a meeting of those interested in volunteering to provide information, training, and ways to volunteer.
 - Support the Personnel Committee in hiring a new staff person.
- The Shelter Manager, supervised by the Pastor, would be responsible for the day to day running of the shelter. This person will be hired following the standard church procedures, like any other staff member." (2)

OUTCOME: A Shelter Committee was convened following the dissolution of the original Ad Hoc Committee. They met regularly with Shelter Manager through bulk of six month period.

- **Q: What about spiritual care?**

- "...Our plan is to create an on-call list of clergy willing and able to offer support for those who request it; we already have some volunteers..." (2)

OUTCOME: No evidence found or heard of on-call list of clergy doing spiritual care for/within the Shelter program. This does not mean spiritual care was not provided *ad hoc*, but no formal plans/guidance found.

- **Q: What are key changes we would make in the future?**
 - “...Specific job descriptions for various aspects of shelter management and new policies to ensure greater safety for volunteers and guests...” (2)

OUTCOME: At the request of the Interim Pastor, the Shelter Manager began drafting a job description for a Guest Services Coordinator and Travel Coordinator 5 months into operations, before resigning. Goals were to hire these positions along with development of robust and enforceable Security/Code of Conduct protocols during evaluation period.

- **[Evaluation of Pop-Up Shelter in 2018] “Pastoral Care:** Both the pastor and the Called to Care team continued to provide spiritual care to all who requested it during the time that the shelter has been operating. This took tremendous effort and commitment on their part, which we deeply appreciate. While some have expressed concern about pastoral needs being met - and this is a very important issue for a congregation - we believe it is a credit to our pastor and congregation that this has not been a problem. However, it is also important that our future plans ensure that meeting spiritual care needs is sustainable.” (3)

OUTCOME: Anecdotal - Upon stepping into the role in mid-August 2019, the Intentional Interim Pastor heard directly and second-hand from multiple members that pastoral care was still sorely needed given all of the transitions and efforts of the past year (not just Shelter related). Some of this was related to a period of a few months without a formal pastor in place, but most was attributed to feelings that the Church had “become the Shelter” and much else was falling by the wayside. Called to Care committee filled in admirably for those facing loss, sickness, and more, but as to the larger spiritual needs of the congregation, the overall consensus is that this suffered a great deal over the course of 2019 for myriad intersecting (and understandable) reasons, inclusive of the Shelter. The heavy load of work/volunteering taken on by some church members at the Shelter also led to self-identified burnout.

- “The Migrant Shelter Manager is responsible for the daily running of the Rincon Migrant Shelter working with the Volunteer Coordinator and Kitchen Coordinator in order to ensure a safe, welcoming, and well-coordinated process to assure Migrant guests success in their efforts to reach their final destinations.” (4)

OUTCOME: Due to seasonal transition of existing Volunteer Coordination help, the Shelter Manager became key Volunteer Coordinator, a role that consumed majority of her time. Complaints were received by Shelter Manager within program and by Interim Pastor within community about the welcome Migrant guests were receiving from Hospitality Guest #1, who was doing all intake/welcome until Shelter was paused.

- “The Migrant Shelter Manager coordinates with the Senior Pastor and Migrant Shelter Coordinating Committee regarding issues, policies, and practices that interface with the larger ministries of Rincon Congregational United Church of Christ.” (4)

OUTCOME: The Shelter Manager worked without a Senior Pastor in place until mid-August 2019, but had received feedback on need for bolstered policies and practice before that time from church leadership. When approached in August about ongoing need to make necessary changes and a more formal working relationship with church leadership (per job description) from Pastor, Shelter Committee, and leadership, Manager chose to resign before changes could be implemented.

- Specific Duties:
 - Assure Volunteer schedule is filled in coordination with Volunteer Coordinator, [including] interview, train, and supervise Coordinators of Guest Services, Laundry, Kitchen, Phone calls, Transportation, Bodegas, Guest Activities...Maintain clear job descriptions and schedules for volunteers.” (4)

OUTCOME: Shelter Manager handled these duties well, though some volunteers expressed confusion about their roles and responsibilities at times during/after Shelter operations (See: Volunteer Survey Results, attached).

- Other Responsibilities:
 - “Coordinate with Buildings and Grounds Ministry Team and Church Administrator the safety, care, cleaning and maintenance of all church equipment and spaces.”
 - “Design, organize, and implement fund/friend raising strategies in collaboration with the Senior Pastor and Stewardship and Finance Team.”
 - “Adhere to all church policies including Safe Church, Financial, and Personnel handbooks.” (4)

OUTCOME: Hospitality Guest #1 took responsibility for much maintenance of church spaces, along with Buildings and Grounds committee. Coordination with Shelter Manager took place to improve spaces for migrant guests in real time. The Shelter Manager did not coordinate with Pastor or Stewardship & Finance Team to implement fundraising strategies (in large part because of work load, lack of Pastor in place for bulk of operations, and because the Shelter was seen as “self-funding.”) Shelter Manager unilaterally submitted grant application materials for future funding for her role to UCC Conference leadership in late August 2019 instead of consulting with Pastor and S&F team first.

- “Question: What is our timeline? Would the Shelter begin after hiring of the Shelter Manager? Response: It’s important to do this if we can. The Shelter will open when the Committee gets everything in place.” (5)

OUTCOME: The Shelter opened operations at least a week before the Shelter Manager began working.

- “Question: Summer is coming up and we will lose some of our members. How can we handle that? Response: People are aware of this and we will get other volunteers.” (5)

OUTCOME: Core church leaders instrumental to the setting up of the Shelter, along with several others, were not present during Summer 2019. Anecdotally - trying to replace them with volunteers did not lead to similar outcomes in oversight and operations.

Sources:

- Ad Hoc Committee on Migrant Ministry Proposal and Details, March 2019. (1)
- Rincon UCC Migrant Shelter Proposal FAQs, February 2019. (2)
- “What has been the impact of the Migrant Shelter at Rincon Congregational UCC?” - Document evaluating initial pop-up shelter program (3)
- Migrant Shelter Manager Job Description used in hiring process (4)
- Meeting Minutes: Rincon UCC Special Congregational Meeting, 3/3/19 (5)

5. FINANCES

Rincon Shelter Income January 2019-September 2019

Rincon Member Contributions	\$ 5,855
Non-Member Contributions	\$11, 394
Other Churches and Religious Institutions	\$7,138
SW Conference Grants	\$1,000
Cash	\$739
Income Total	\$26,126

Rincon Shelter Expenses January 2019-September 2019

Food and Beverages	\$9,785
Travel Expenses	\$2,746
Rental	\$235
Other	\$530
Non-durable equipment-tools	\$2,125
Durable Capital Equipment	\$853
Capital Equipment Installation	\$281
Bodega Cost	\$82
Labor and Related	\$7,412
FICA and Worker's Comp	\$1,291
Insurance	\$730
Total Expenses	\$26,270

The Rincon UCC Migrant Shelter which was approved at the March 3, 2019 Rincon Congregational Meeting and began functioning almost immediately, had funds of \$21,084 (as reported in Congregational Meeting Minutes March 3, 2019) which had been raised during operation of the "Pop-Up Shelter" which operated from October 2018 until the Migrant Shelter was approved. The current balance of Migrant Shelter funds is \$20,940.

In informally speaking with shelter staff and volunteers, the consensus was that obtaining funding for the shelter was not a limiting factor for the 5 months of operation. And the above figures do not include in-kind donations of which there were many.

However, as other areas of concern in operating an ongoing shelter are considered, (more paid staff hours, security, etc.,) adequate funding will need to be addressed.

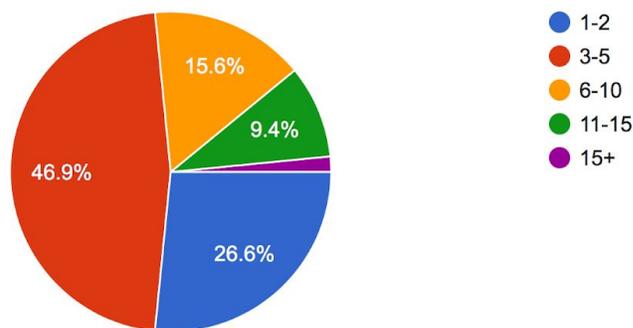
Items that were not addressed in planning for the shelter were fundraising plans and record keeping systems that would be helpful in ongoing evaluation of a shelter operation in the future.

6. VOLUNTEER FEEDBACK

- A survey was sent to the Rincon Shelter Volunteer list via Mailchimp in early October 2019. As of October 24, 2019, **64 responses were submitted**, comprised of individuals who volunteered in every aspect of the shelter's operations (kitchen, ESL, driver, etc). Complete responses are attached to this evaluation.
- **Key Respondent Aggregate Data:**
 - A quarter of respondents (26.6%) volunteered 1-2 hours a week. Nearly half (46.9%) volunteered 3-5 hours a week. 15.6% of respondents volunteered 6-10 hours a week, and the remainder over 10 hours/week.

How many hours per week did you volunteer (including travel/driving, signing up, etc)

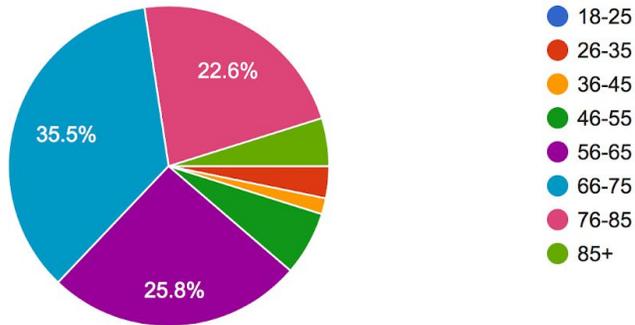
64 responses



- Nearly 90 percent (88.7) of respondents were age 56 or older. 63% were age 66 and over.

Age (Optional)

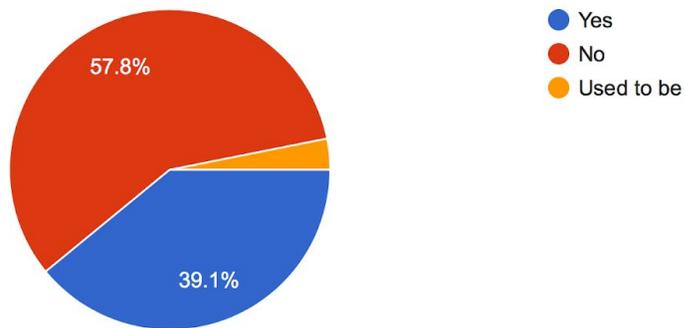
62 responses



- Nearly 60 percent of respondents are not members/attendees of Rincon.

Are you a member, friend, or frequent guest of Rincon UCC church services?

64 responses



- Of those respondents who chose to disclose Gender Identity (49), 83% identified as Female.

- **SAMPLING OF RESPONSES TO QUESTION: What were your most positive experiences volunteering, and of the shelter in general?**
 - “The gratitude and hopeful faces of the migrant families; working side by side with others who share my concern for the rights and welfare of those seeking safety and opportunity.”
 - “Those staying at the shelter were so very positive and hopeful and eager to learn and to move forward with their lives. Also, I really enjoyed working with others at the shelter.”
 - “We were so impressed with the overall work of the shelter and with Sarah's commitment and leadership but what really struck us was getting to meet some of the immigrants that we hear so much about. Hopefully we helped to create a positive first experience in America. Extravagant welcome!”
 - “The kitchen is set up for preparing food for many. Also, that the church has a campus which allows sleeping space and shelter separate from the worship area. It was amazing watching folks come in not making eye contact, not smiling, hungry, in need of basic hygiene and within a few hours they appeared to have hope again with smiles, children playing and eye contact.”

- **SAMPLING OF RESPONSES TO QUESTION: What, if any, were your negative experiences with the shelter?** (NB that many replied some version of ‘None’)
 - “Being unable to effectively communicate with migrant families due to language barriers.” (Shared by a few)
 - “Not enough volunteers, especially in kitchen, so that some people shouldered the burden of being head cooks. Burnout for many people for lack of more help. Sometimes confusion in communication especially when Sarah was in charge. She was overwhelmed, I believe, with the job. We depended way too much on [Hospitality Guest #1]. He was stressed and over tired.”
 - “Sometimes confusion on shifts, not enough people, too many people, etc.” (Variation on this shared by a few)
 - “sometimes communication about whether we were needed was haphazard and last-minute resulting in unnecessary trips” (Variation on this shared by a few)

- **SAMPLING OF RESPONSES TO QUESTION: Thinking about infrastructure, what did you observe working well with Shelter operations?**
 - Most responses lauded the organization of the kitchen work and food preparation.
 - “I think the clear routine regarding meals, etc, is probably helpful for the guests. Also having food that is familiar, tasty and plentiful. Having the clothing bank provides people with little more than the shirts on their backs with not only clothes but perhaps some dignity. I think when the immigrants come with so little both materially and in terms of expectations, everything that the shelter did was enriching to them.”
 - “The campus structure. Many churches have one building where everything is housed. Having separate buildings so a dorm situation is possible separate from the worship area.” (Variations on this seen in other responses)
 - “There was always good food and cheerful faces available to our guests, as far as I could see. Having a rocking chair and other chairs outside where the guests could talk and watch their children play was wonderful for them.”
 - “With Sarah, the flow became better, yet it was Susan and Ginger who held the infrastructure together. However it was [Hospitality Guest #1] who took on the responsibility of intake, overseeing, outtake--none of it would have lasted very long without him.”
 - “Taking in fewer migrants in the "2nd round" allowed us to continue to use our facilities as we had before, i.e. kitchen for Casa Maria and Primavera. Adding shower and laundry areas was a great improvement. Allowed migrants to take care of personal needs by themselves.”

- **SAMPLING OF RESPONSES TO QUESTION: Thinking about infrastructure, what if anything did you observe not working well/needing improvement with Shelter operations?**
 - Many responded that they did not observe room for any improvement, some qualifying that their exposure to the ‘whole’ picture was limited though.
 - “It appeared as if there was no infrastructure, volunteers and migrant families just showed up and somehow worked together in an ad hoc way to get needs met.”

- “Sometimes volunteers felt inadequate when no well trained leader was present”
 - “Lack of proper protocols for volunteers, lack of specific training, lack of record keeping and incomplete data. Mission creep also had an impact of use of kitchen for other purposes. It felt like Rincon's main mission was the shelter.”
 - “It appeared as if there was no infrastructure, volunteers and migrant families just showed up and somehow worked together in an ad hoc way to get needs met.”
- 49 people answered the optional question: **What are the most pressing needs the Tucson community must be addressing regarding care and justice for migrants and asylum-seekers? (list up to 3, explain answers if you wish).**
 - The responses are rich and should be read in entirety.
 - 45 people answered the optional question: **In what ways should faith communities in Tucson be most engaged in providing care, justice and resources for migrants and asylum-seekers? (list up to 3, explain answers if you wish)**
 - See spreadsheet for full answers.