



Agenda

COMMUNITY DEVELOPMENT COMMISSION MEETING

Thursday, July 26, 2018

3:00 p.m. – 4 p.m.

500 Market Street; Caboose Room

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes: May 16, 2018 and June 20, 2018
5. Staff Report: General Fund RFP and Contracts (Jacqueline Beam)
6. General Fund Contract Allocation Approval Request
 - a. Homewise, \$190,000
 - b. Housing Trust, \$110,000
7. Items from the Commission
8. Items from the Floor
9. Adjournment

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RECEIVED AT THE CITY CLERK'S OFFICE

DATE: 7/18/2018

TIME: 10:55 AM

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CITY OF SANTA FE
COMMUNITY DEVELOPMENT COMMISSION
MEETING
July 26, 2018

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ROLL CALL	Quorum	1
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MINUTES OF THE
CITY OF SANTA FE
COMMUNITY DEVELOPMENT COMMISSION MEETING
Santa Fe, New Mexico

July 26, 2018

A meeting of the City of Santa Fe Community Development Commission was called to order by Councilor Renee Villarreal, Chair on this date at 3:05 p.m. at the Market Station Offices, 500 Market Street, Suite 200, Caboose Room, Santa Fe, New Mexico.

Members Present:

Councilor Renee Villarreal, Chair
Paul Goblet
Ken Hughes
Willie Marquez
John Padilla

Members Absent:

Carla Lopez
Olivia Moreno-Carlson, resigned

Staff Present:

Jacqueline Beam, Planner
Alexandra Ladd, Director, Office of Affordable Housing (via teleconference)

Others Present:

Jo Ann G. Valdez, Stenographer

APPROVAL OF AGENDA

MOTION: A motion was made by Commissioner Hughes, seconded by Commissioner Marquez to approve the agenda.

VOTE: The motion passed unanimously by voice vote.

APPROVAL OF MINUTES: May 16, 2018 CDC meeting and June 20, 2018 meeting

The following change was offered to the Minutes of the May 16, 2018 CDC Meeting:

Page 4, 4th paragraph from the bottom was changed to read: *"He noted that Sharpeville, Mississippi is another place that they have done amazing ornate affordable housing/tiny houses."*

MOTION: A motion was made by Commissioner Padilla, seconded by Commissioner Hughes to approve the Minutes of the May 16, 2018 CDC meeting as amended.

VOTE: The motion passed.
(Commissioner Goblet recused himself from voting having been absent at the May 16, 2018 CDC meeting.)

*There was not a quorum present for the June 20th CDC meeting; therefore, an informational meeting was held, and approval of the minutes was not made.

STAFF REPORT: GENERAL FUND RFP AND CONTRACTS

The City of Santa Fe has a long history of contracting with local, nonprofit housing agencies to provide homeownership support services. These services include: homebuyer training and counseling; financial fitness coaching; refinancing; HECM counseling; home repair; and general homeownership support.

On June 25, 2018 RFP#18/54/P was published and two respondents submitted proposals. Both organizations have provided these services for the City over the last 25 years, with consistent, high-performing results. The Evaluation Committee met on July 16, 2018 and opted to continue funding both organizations. This way, the residents of Santa Fe have a choice of service providers for their homebuying and homeownership needs. In addition to offering the same programs, each organization offers services that are unique from the other. For instance, Homewise provides home repair and direct mortgage financing and the Housing Trust is a HUD-certified counseling agency for Home Equity Conversion Mortgages (HECM).

The funding amounts are broken down more or less proportionately to the numbers served by each organization.

The Committee further opted not to hold interviews with respondents (scheduled for July 18th) as the proposals were deemed comprehensive and thoroughly responsive to the requirements of the RFP.

Councilor Villarreal asked Ms. Ladd if she could explain the funding source for these.

Ms. Ladd said the funds come from the General Fund and the idea behind the “fees-for-services” contracts would be that they would support the administrative operations of the non-profits. The idea is to build the capacity of the community partners and help them expand, innovate and respond to emergent conditions. The City is helping support the organizations so that they can provide services.

Councilor Villarreal asked if the funds are budgeted in the Affordable Housing office budget.

Ms. Ladd said yes.

Councilor Villarreal asked if these funds are separate from the \$100,000 that was budgeted for rental assistance.

Ms. Ladd said yes, that is correct.

Councilor Villarreal asked if the amount for this is the same every year.

Ms. Ladd said yes.

GENERAL FUND CONTRACT ALLOCATION APPROVAL REQUEST

(Copies of the responses to the Request for Proposals (RFP#18/54/P) were distributed in the Members’ packets. Copies are hereby incorporated to these Minutes as Exhibit “6”.)

The Evaluation Committee recommended and requested approval for funding RFP#18/54/P, “Homeownership Support Programs” from BU 12106 for the following vendors:

Vendor	FY2018-19	FY2019-20	FY2020-21	FY2021-22
Homewise	\$190,000	\$190,000	\$190,000	\$190,000
The Housing Trust	\$110,000	\$110,000	\$110,000	\$110,000

Councilor Villarreal asked if there were any questions from the Commission.

Commissioner Goblet asked how many clients are served-how many clients does Homewise and The Housing Trust serve in a year’s time?

Ms. Ladd said this information is included in the RFP responses.

Commissioner Marquez asked if there were any other responses.

Ms. Beam said no, only two responses were received.

Ms. Beam asked Ms. Ladd if anyone other than The Housing Trust and Homewise apply in the past.

Ms. Ladd said no one else applied in 2014.

Commissioner Padilla said for full disclosure, he was part of the Evaluation Committee in the selection process.

Ms. Beam noted that Commissioner Padilla, and City staff members: Rich Brown of Economic Development, Roberta Catanach and herself were also part of the Evaluation Committee.

Commissioner Marquez asked if this is the full amount that has been set aside in the General Fund for this purpose.

Ms. Ladd said yes, the total amount (\$300,000) was budgeted to support homeownership.

Commissioner Hughes asked if this approval is for all four years.

Ms. Ladd said no, the approval is for this year specifically and the contract is for one year.

MOTION: A motion was made by Commissioner Goblet, seconded by Commissioner Padilla to approve the Evaluation Committee's recommendation for funding RFP#18/54/P, "Homeownership Support Programs" from BU 12106 for the following vendors:

Homewise	FY2018-2019 \$190,000
The Housing Trust	FY2018-2019 \$ 110,000

VOTE: The motion passed unanimously by voice vote.

ITEMS FROM THE COMMISSION

Councilor Villarreal said they have another date to co-host an open house, entitled Housing the Future: Housing for All". She asked Ms. Beam for an update on this.

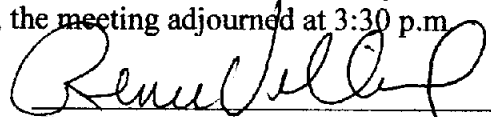
Ms. Beam said August 25th has been decided as the new date for the Open House. She said MPO and Economic Development have been talking about some ideas to make it more interesting and appealing for people to attend.

ITEMS FROM THE FLOOR

There were no items from the floor.

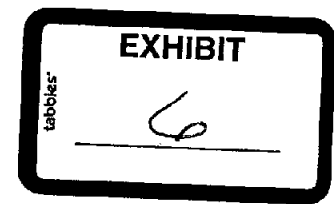
ADJOURNMENT

Its business being completed, Commissioner Padilla moved to adjourn the meeting, second by Commissioner Goblet, the meeting adjourned at 3:30 p.m.


Councilor Renee Villarreal, Chair

Respectively submitted by:


Jo Ann G. Valdez, Stenographer



City of Santa Fe Homeownership Support Programs

As a long-time partner of the City of Santa Fe, Homewise is pleased to respond to the Request for Proposals for Homeownership Support Programs.

Introduction

Our mission at Homewise is to help create successful homeowners so that they improve their financial wellbeing and contribute to the vitality of our communities. The ultimate goal of every service provided by Homewise is to further the long-term financial success of our customers.

Since our founding in 1986, we have adapted to Santa Fe's evolving challenges, adding services to fill community needs, refining our processes to improve customer service, and building our capacity and sophistication to bring more resources to Santa Fe. At the same time, we have become nationally recognized as a pioneer in the affordable homeownership and community financing industries. Our work in Santa Fe is cited in the industry as an example of how mortgage lending can be combined with support services like financial coaching and education to help families overcome their obstacles to homeownership. Even as we gain national attention, our heart and core remain in Santa Fe. Our staff has grown to 85 and 71 of them are located in our Santa Fe headquarters, and we are in the process of expanding that headquarters to house continued growth.

Homewise offers a full range of home purchase and home improvement services including homebuyer coaching and education, non-commissioned real estate sales services, real estate development, lending for home purchase and home improvement, refinance and loan servicing. These client-forward services are backed by an impressive team who provide finance and accounting services, marketing and outreach, data analysis, and capital resource development. Working together, these team members provide outstanding customer service to our families and ensure accountability to our partners such as the City of Santa Fe.

Since July 2014, Homewise has achieved the following results under the city "Affordable Housing Programs" contract:

Homeownership Results July 2014 through March 2018	
Homebuyer Results	
#of New Homebuyers	696
# of HH completed Homebuyer Education	1,647
# of HH completed Financial Literacy classes	611
# of NEW HH receiving 1-on-1 Homebuyer Counseling/Prequalification	3,154
# of City SFHP and HOP affordable housing liens recorded	33
\$ amount of City affordable housing liens recorded (SFHP, HOP and NSP)	\$2,781,696
# of City assistance mortgages provided (CDBG and AHTF)	82
\$ amount of City assistance provided (CDBG and AHTF)	\$1,257,011
# of new homes built and sold	146

Homeowner Results	
Total # of homes improved	179
# of homes improved with energy or water conserving measures	134
Total # of homeowners who refinanced mortgage to lower rate, better terms or make needed home improvement	137
Community Education and Outreach	
# of outreach presentations to local businesses and other audiences	350

The impact of these affordable housing programs on the local economy and broader community are equally impressive. Our creation of new homeowners, permanent financing for new construction, and financing of home improvement supports local economic activity, which generates Gross Receipts Tax and creates jobs. We estimate that in our last four fiscal years, the construction and home improvement projects we have financed have generated over \$44 million in local construction related income and \$6 million in Gross Receipts Tax. The projects also supported 820 construction-related full time equivalent jobs.

Over the next three years, Homewise proposes to provide all the services described in the Homeownership Support Programs RFP including:

- ✓ Homebuyer Assistance for Low to Moderate Income Households
- ✓ Verifications and Certifications for Affordable Housing
- ✓ Santa Fe Homes Program, Housing Opportunities Program, and Low Price Dwelling Unit Lien Assistance and Management

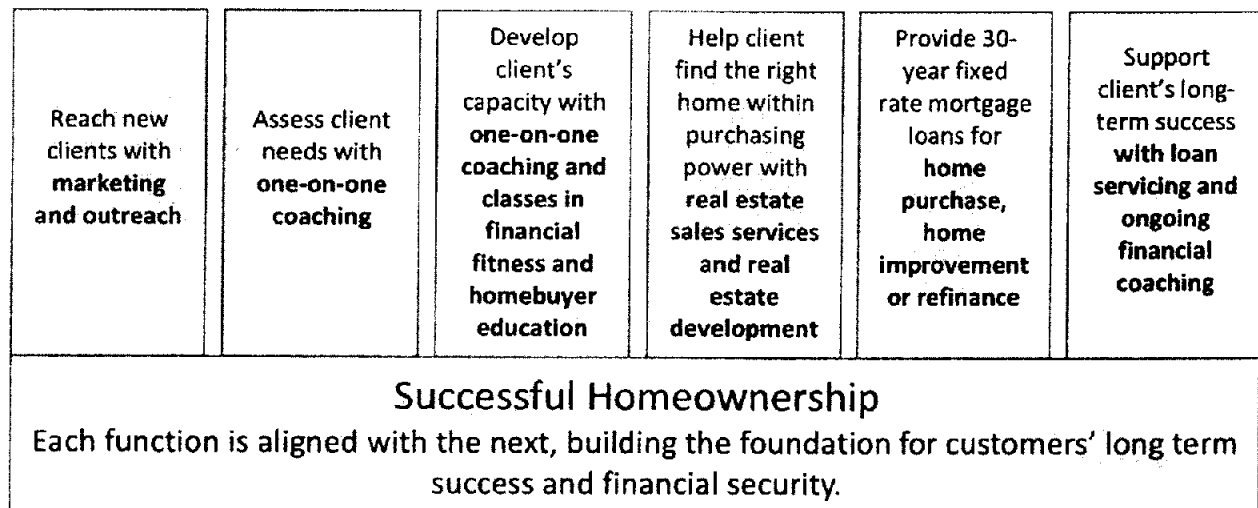
In addition to these services, we will also continue to provide supplemental services including education and outreach to promote affordable housing opportunities and accomplishments of the City of Santa Fe and its partners, home improvements services including energy conservation improvements and home improvement service, refinance services to households who can secure a better rate or terms than their current mortgage, and pro-active loan servicing to support sustainability among existing homeowners.

Scope of Services

Homebuyer Assistance for Low to Moderate Income Households

Program Proposal

Homewise will assist income qualified homebuyers to buy homes using the integrated home purchase business model that we have developed over our 32-year history in Santa Fe. We provide a one-stop-shop with all the essential services needed to prepare for homeownership, find a home, finance a home, and succeed as a homeowner. The diagram below illustrates the full line of home purchase, refinance lending and home improvement services provided to Homewise customers to support long-term financial security.



The services above are provided in a coordinated effort, with an emphasis on customer service. The most significant challenges we anticipate in providing the activities and deliverables listed below are related to unpredictable market conditions. Home prices are once again rising in Santa Fe, which can make it more challenging to help buyers find homes within their purchasing power. This can result in lower production numbers than predicted. Rising interest rates also exacerbate the affordability challenge and dampen the demand for refinance loans. Homewise will address these changing market conditions in the same way we have for the last three decades: by adapting our services to the needs of the community and leveraging resources from outside sources. For example, we have recently secured three large-scale downpayment assistance programs, including Project Reinvest Homeownership, LIFT, and Capital Magnet Fund. These programs provide enough capital to fund hundreds of deferred assistance loans across the state, including here in Santa Fe and will help us address the city's increasing home prices. In addition, Homewise strategically acquired land when prices were low to create a multi-year land bank. This will help us continue to build affordably-priced new homes even as land prices increase.

Since Homewise provides all of the services needed to purchase, improve and refinance a home in an integrated model, we have control over significant components of the process. This allows us to make changes as we see opportunities to improve service. For example, in the past few years, Homewise entered into a new partnership to provide loans for buyers who use an Individual Taxpayer Identification Number in lieu of a Social Security Number. This allows us to provide low fixed rate financing for a significant part of Santa Fe's population that would otherwise lack access to home loan capital. We have developed other new lending products that meet our clients' needs and lower interest rates in order to improve affordability. Our integrated business process affords us a large degree of adaptability to address challenges raised by changing market conditions.

Activities Summary

1. Marketing and Community Outreach

The Homewise marketing and outreach strategy is a multi-faceted plan that leverages community and business partnerships, public relations, client testimonials, events, advertising, sales collateral, direct mail, website and e-marketing, social media, and brand management. We take care to ensure that materials are impactful and accessible, consistent in design and message, with clear and inviting language. Past clients are an integral part of our strategy. They are effective ambassadors because they are approachable, trustworthy and share their experiences of working with Homewise to overcome obstacles to home purchase. Clients share their experiences via social media as well, and Homewise has developed over 10,000 Facebook fans who share their stories and our message within their social networks. By featuring real clients and their stories in our marketing and outreach and at public and media events, we tap into the influential nature of peer recommendations and motivational success stories.

Homewise also conducts in-person outreach with a focus on two major Santa Fe employers: Christus St Vincent Hospital and Santa Fe Public Schools. Outreach staff hold "Power Hour" classes at these work sites, where they provide short financial fitness lessons over the hour and serve invite participants to access Homewise's complete set of services. Outreach staff also hold tabling sessions at the worksite to provide general information. Homewise holds about 100 such tabling and Power Hour sessions a year. Newly started this year, our outreach staff have also initiated a new opportunity called New Homebuyer Night. This weekly event gives prospective clients the opportunity to drop in and visit the Homewise office and speak to a Home Purchase Advisor in an accessible and casual way between 5:00 and 7:00 PM. These events fit into people's busy work schedules and are a less intimidating first-contact than a full assessment session. The combined Marketing and Outreach strategy effectively conveys the opportunities for homeownership assistance that are provided by Homewise and the City of Santa Fe.

2. One-On-One Homebuyer Preparation

a. Development of Action Plans to help customers qualify for a home purchase

Homewise has a staff of 17 in the Coaching, Education and Training Department in Santa Fe's office who work with customers to help them become ready to purchase a home through the initial contact at outreach and with financial coaching and training. During the previous contract, the Homewise staff counseled a total of 3,154 new households, in addition to providing ongoing

service to households who had started with us prior to the contract period. Each customer received a customized “Action Plan” at their intake and follow up sessions to help guide them in the steps they need to take to qualify for the best available 30-year fixed rate loan.

Working with their Home Purchase Advisors, customers are empowered to:

- improve their credit;
- reduce debt to increase their purchasing power;
- increase savings for their down payment and reserves; and
- learn budgeting techniques and set goals for long term financial success.

b. Follow-Up Coaching

Homewise Home Purchase Advisors also initiate follow-up contacts with customers on at regular intervals, no less than once a month. Follow-up activities include credit repair, collection negotiation advice, debt-reduction planning, and budgeting advice. Advisors typically follow up with customers each month, either by phone or in-person and manage an on-going caseload of about 700 clients at any given time. There is no limit to how long a client can work with Homewise Home Purchase Advisors or how many coaching sessions they can receive. We will continue to work with a client for as long as they desire our help until they reach their financial goals and become mortgage ready.

c. Maintenance and tracking of customers through Homewise’s customer relationship management system, STARS

Homewise has built a customized database that allows us to track customers’ progress through the various stages of home buying: inquiry, intake, home purchase advising, training, and buyer ready, real estate sales services, financing, closing and loan servicing. At each stage of the process, staff is able to track their individual caseload and be pro-active about following up with customers based on their needs. Each customer has a “Next Follow Up Date” noted in the database that allows staff to keep in contact with that customer through time. The database enables seamless transitions as clients progress through the system. Staff from different departments are able to see client data simultaneously and work together to best serve the customer’s needs. We are also able to produce customized reports for our management team, the Board of Directors and funders on production outcomes and operational efficiency.

3. Financial Fitness Classes and Homebuyer Education Classes

Homewise marketed and provided a total of 128 Homebuyer Education and Financial Fitness workshops for 2,258 households during the contract period through March 2018, with an average of 17 households per class. Classes were offered regularly in English and Spanish. Classes are taught by Homewise professional staff with both content expertise and education experience. The Homebuyer Education curriculum includes information about all stages of the home purchase process, as well as segments on refinancing, home equity lines of credit, and predatory lending.

a. Financial Literacy Classes – Financial Fitness for Life

Homewise's Financial Fitness class was first offered in 2002 and since that time 3,389 Santa Fe households have attended the classes in order to improve their financial skills to buy a home or to build wealth and financial security. These free classes are held bi-monthly and are also taught at various sites throughout the City in conjunction with community partners.

Some of the topics covered in the Financial Fitness and other educational workshops offered to community groups include the following:

- Goal setting
- Developing a budget (spending and savings plan)
- Understanding ways to improve credit scores and repair credit problems
- Learning savings strategies
- Evaluating spending in order to meet personal financial goals
- Debt-reduction tools (reducing debt to increase purchasing power)
- Other strategies that help families gain control over their money and financial future

b) Homebuyer Education Classes

Homewise provides eight-hour Homebuyer Education classes to Santa Feans who are preparing themselves to purchase a home, many of whom are first-time homebuyers. Since 1995, over 10,000 households have taken Homebuyer Education. The classes help customers understand what they need to know to protect their interest when buying a home, which for most people will be the largest purchase they will ever make. Homebuyer Education is offered in English and Spanish and covers the following topics:

- The vocabulary and homebuyer process through all phases of purchase.
- Prequalification criteria and obtaining a mortgage
- Mortgage financing and down payment assistance programs including ways to shop for the lowest cost mortgage loan
- Household budgeting and credit basics
- Real estate transaction, including inspections, purchase contracts and negotiating offers
- Closing process
- Post purchase resources around maintaining a home, insurance, taxes and other financial issues that help homeowners protect their equity
- Understanding refinancing, home equity loans and lines of credit, and predatory loans

4. Home Improvement Assistance and Refinance Lending

Since 1986, Homewise has helped over 2,181 homeowners improve their homes with investments valued at over \$31 million. As an alternative to Home Equity Lines of Credit, high-cost personal loans or credit card, the Homewise Home Improvement program provides low-cost loans that help owners make repairs and maintain the value of their most important asset.

The overall strategy of Homewise is to increase the financial security of modest income families by providing affordable financing for essentials such as roofs, windows, stucco and heat/cooling systems. By helping homeowners maintain and improve critical infrastructure and systems as problems arise or earlier, homeowners can minimize damage and the need for costly corrective

repairs later, and in doing so, likely reduce their utility consumption. In recent years, Homewise has increased our focus on providing financing for installation of photovoltaic solar systems. We created the Solar Opportunity Loan (SOL) Fund, which was further supported by assistance from the City's Verde Fund. The SOL Fund is our effort to increase the use of solar by homeowners with modest income.

In addition to home improvement, Homewise supports existing owners with a refinance lending program. Homewise refinance loans help owners reduce their monthly payment by securing a lower interest rate, combine a necessary home improvement with their mortgage or get out from risky adjustable rate, sub-prime, or interest only mortgage. This program dovetails with home improvement services. When a customer comes to Homewise for a home improvement loan, lending staff looks at the potential of refinancing to lower the interest rate or provide a more financially secure mortgage. The customer may benefit with a home improvement, a fixed interest rate mortgage and lower monthly payment.

Deliverables

	Projected in Fiscal Year
Number of classes to be provided in fiscal year	30
Number of households attending classes	510
Number of mortgage ready prospective borrowers	450
Number of income qualified homebuyers placed in homes	60
Number of income-qualified owners assisted with refinancing	12
Number of income-qualified owners assisted with home repair, energy efficiency improvements and lending services	12

Homewise projections are based on our assessment of the future market opportunities. We anticipate that home purchase activities will increase as the market continues to strengthen. We project a decrease in refinance activity as so many existing owners have already secured interest rates that are comparable to those currently available.

Verifications and Certifications -- Affordable Housing

Program Proposal

Since adoption of the Housing Opportunity Program and the subsequent adoption of the Santa Fe Homes Program, Homewise has assisted City staff, SFHP and HOP Developers and prospective buyers to fully implement the programs. Homewise will continue to help carry out SFHP and HOP by providing the services described below. The biggest program challenge we identify for Verifications and Certifications of Affordable Housing is the potential for changes and to the Santa Fe Homes Program. Changes make it more difficult for our staff to stay abreast of current regulations and make disclosures more challenging as rules differ for various buyers. To mitigate this challenge, our staff works closely with the City staff to monitor changes to ordinances and administrative procedures. We update internal documents whenever changes are made and ensure that staff is trained on any changes.

In addition, changes that weaken the program will result in fewer units being produced, which will make it difficult to meet the production levels we project. It is difficult for Homewise to mitigate any changes that result in fewer affordable units. Instead, we will continue to work City staff to provide our input on proposed changes through the appropriate forums.

Activities Summary

1. Income verifications for the City's Santa Fe Homes Program (SFHP) and Housing Opportunity Program (HOP)

Homewise certifies the eligibility of the buyer for the purchase of a specific SFHP or HOP unit and provides that certification to the developer and the City. Homewise has worked with City staff to develop the tools necessary to complete these certifications and has conducted internal training to ensure that staff is versed in the requirements of SFHP and HOP. In addition, Homewise compiles and maintains the necessary documentation showing exactly how eligibility was certified and completes a checklist for each certification showing what document or information was used to satisfy each component of eligibility. This information is available for review by the City on any SFHP or HOP file, providing maximum transparency and accountability in the certification process.

2. Certificates of Eligibility for waivers and benefits available for low-priced dwelling units

Homewise certifies Low Priced Dwelling Units for the applicable fee waivers, reductions and reimbursements. Developers of these units work with Homewise, either through our direct relationship with them or through a referral from City staff, to have their units certified by Homewise prior to the applications for the various permits. Homewise verifies that the intended home price and income limit for the unit meets the designated limits for the Low Priced Dwelling Unit fee waiver requirements. Because these waivers are granted before the unit is sold to the final buyer, Homewise also assists City staff on any unit where a post-purchase verification is requested by providing the City with the documentation showing that purchase price and household incomes are within required limits.

In addition, Homewise provides verifications for individual households who are building their own home that qualifies as a Low-Priced Dwelling Unit and wish to receive fee waivers or reimbursements. We collect the requisite documentation to verify income and we make the process approachable for the individual owner-builder.

3. Providing the City of Santa Fe with pipeline reports

Homewise maintains a database called STARS of all customers who are working with Homewise. Our database maintains detailed information on our Buyer Ready customers, including their household size, income, AML and mortgage qualification amount. This database allows us to efficiently match buyer-ready clients with available Santa Fe Homes Program properties.

4. Documentation that states the policies of the SFHP/HOP program with regard to pricing of SFHP/HOP homes and buyer eligibility.

Homewise has developed documents to explain policies of SFHP and HOP with regard to pricing and eligibility. We use these documents internally to guide and help staff explain the requirements of the programs to our clients. Staff is trained on these documents to ensure they understand the programs and can guide potential buyers appropriately.

In addition, Homewise provides disclosures for such items as the deed restrictions, restrictive covenants, affordability liens, owner occupancy requirements and any other necessary requirements before the buyer closes on the home. This includes the provisions specific to SFHP and HOP. Homewise has already developed this process as part of our integrated service model. During the home selection stage, buyers are told about different requirements on the house they have chosen. At the lending stage, the loan officer walks the buyer through every required form and explains what each form means and what kind of restrictions accompany the house. The loan officer also explains any and all mortgages or liens that will be placed on the home. Homewise has trained our staff to ensure that they understand the SFHP and HOP affordability liens. In addition, Homewise has developed tools to help explain these requirements to buyers.

5. Fairly Allocating Homes

Homewise has a history of managing large projects where immediate demand outstrips supply. Homewise maintains an equitable process for allocating the opportunities to purchase SFHP or HOP units. Homewise uses a model that has been successfully proven on past projects in which the builder provides Homewise with a list of buyers who have inquired about a project. Throughout the homebuyer preparation and home selection stages, Homewise Home Purchase Advisors maintain interest lists for all upcoming projects for which demand is expected to exceed supply. Any customer who expresses an interest in a specific project, inquires about that project, or is referred from the developer or another agency is included on that interest list.

When the developer releases lots for sale, Homewise contacts all the buyers on the interest list to find out if they are still interested. Homewise then re-verifies their eligibility for the project and develops a final list of interested buyers who have been verified as eligible. Homewise then ranks these buyers through a lottery, which can be attended and witnessed by anyone interested in the outcome. Buyers are then allowed to select a unit and go under contract in the order of the ranked list. This process has been successful in past projects as it provides every buyer with an equal opportunity to purchase an affordable unit. Homewise feels this is extremely important to the fair implementation of SFHP and HOP because it prevents situations where buyers who have received "insider" information get an unfair advantage in locating and reserving a SFHP or HOP unit. It also creates a level of transparency that ensures confidence in the system for the buyers, the developers and the City.

6. Marketing available units

Homewise markets SFHP and HOP homes equally to all of its eligible buyers and provides information in the marketing materials about the requirements of the SFHP and HOP. Homewise realtors provide consistent information for each unit they show that allows a potential buyer to compare each unit, ensuring they understand the home price, any applicable association fees

and if there are restrictions on eligibility. More detailed information about the programs is then provided on an individual basis when a buyer shows interest in SFHP or HOP Homes.

Our on-staff real estate agents are familiar with the intricacies of SFHP and HOP requirements, and they keep abreast of the available inventory offered by various developers. Clients can work directly with one of our agents or they can work with an outside agent. In the latter case, Homewise will work closely with the client's agent to make sure the agent understands the options and requirements of SFHP and HOP. The goal is to ensure that buyers are aware of the available opportunities that are available to them because of the City of Santa Fe's efforts to improve affordability.

In addition, Homewise markets the SFHP and HOP programs in general through our extensive marketing and outreach efforts. During these efforts, we inform potential clients of the programs we implement and let Santa Feans know that there are options available beyond those listed on Multiple Listing Service.

Deliverables

	Projected in Fiscal Year
Number of income qualified homebuyers matched with homes built to comply with SFHP or HOP	20
Number of Low Priced Dwelling Units that will benefit from waivers, reimbursements or reductions	15
Number of income qualified homebuyers who purchase market rate housing that qualifies as a LPDU	15

Santa Fe Homes Program/Housing Opportunity Program/Low Priced Dwelling Unit Lien Assistance and Management

Program Proposal

Homewise will assist the City in preparing deeds of trust and program agreements for SFHP and HOP buyers, drawing upon our understanding of these City programs and our expertise in mortgage lending and loan servicing. Homewise anticipates few challenges in completing the activities described below to support the City in preparing and managing affordability liens. Most of the program challenges revolve around anticipating the questions and difficulties of clients and other parties to the transaction who are not familiar with SFHP, HOP, and LPDU regulations. Homewise mitigates this challenge by producing user-friendly explanatory documents and by keeping abreast of changes to City regulations. Also, though not required, Homewise notifies borrowers of the balance of any deferred liens annually along with the mandated 1098 mortgage interest deduction statements mailed to all borrowers each January. This has helped homebuyers to remember any subordinate assistance they may have received when they purchased their home, and helped reduce unhappy surprises at resale.

Activities Summary

1. Counseling to all SFHP/HOP/LPDU buyers regarding conditions of purchase

Homewise provides counseling to potential SFHP and HOP buyers regarding the terms and restrictions of agreements at two stages in the process: first during the meetings with the realtors in choosing a home and again during the lending process. When meeting with Homewise realtors, buyers are informed of the basic agreements and requirements that attach to each SFHP and HOP home they view so that they are fully informed as they make their decisions. During the lending process, any SFHP and HOP buyer receives more thorough counseling and disclosure about the specifics of the agreements and liens that attach to the homes from Homewise loan officers. In addition, Homewise staff is cross-trained in the requirements of SFHP and HOP homes so that buyers with general or specific questions can receive accurate information at any stage in the process, including post purchase. As part of this counseling process, we utilize tools that clearly explain the how affordability liens work.

2. Completion of SFHP/HOP/LPDU income certification

Homewise is experienced in preparing income certifications for all three of the City's major affordable housing types: SFHP, HOP and LPDU. We have developed the internal training tools and staff expertise to accurately complete certifications which include the following aspects:

- ✓ Determining market value of home
- ✓ Determining SFHP/HOP/LPDU priced based on appraised value
- ✓ Determining lien amount
- ✓ Verifying family's AMI percentage and household size
- ✓ Identifying other sources of financing

3. Support and assistance to the City of Santa Fe and to parties involved in SFHP/HOP/LPDU transactions

Homewise currently provides support and assistance to City Staff with regard to the terms and conditions of SFHP and HOP deeds of trust and program agreements whenever it is requested. Homewise staff will continue to help develop and/or review affordable housing documents as needed. Because Homewise has expertise as a seller of affordable units, a mortgage lender, and a loan servicer, Homewise staff is able to provide valuable input as basic forms are developed and adopted. In addition, Homewise makes its staff available on an as-needed basis to answer questions that may arise about any specific deals.

Homewise uses this same expertise to provide technical assistance to other parties involved in the transactions of affordable housing, including developers, realtors, title companies, lenders, and attorneys. Homewise will provide support and assistance to these parties regarding the deed of trust and program agreements, helping them understand the program requirements and procedures.

4. Quarterly report on affordability liens

Homewise tracks all of the liens we hold on the properties we build using our loan servicing software. Along with STARS, we use this software to manage our portfolio and provide reports

as needed to various funders and partners. Homewise will provide to the City on a quarterly basis a report detailing the affordability liens we hold for the SFHP and HOP units we build. The report will include the value and terms of liens, income levels of homebuyers, subordination history of the liens, and the payoff history, including any recycling of liens to another qualified homebuyer. Homewise will work with the City to ensure that these reports are in an appropriate and useful format.

Deliverables

	Projected in Fiscal Year
Number of SFHP/HOP deeds of trust and program agreements recorded against affordable units	20
Number of deeds of trust and program agreements recorded against affordable units built by applicant	12

Additional Service Opportunities

Program Proposal

Homewise will provide additional services to the City of Santa Fe under this contract which will improve access to homeowner services and help advance the City's mission of creating and supporting housing opportunities that maintain and enhance economic, social and cultural diversity. These additional services included strategic outreach and education as well as ongoing post-purchase support for homeowners.

Activities Summary

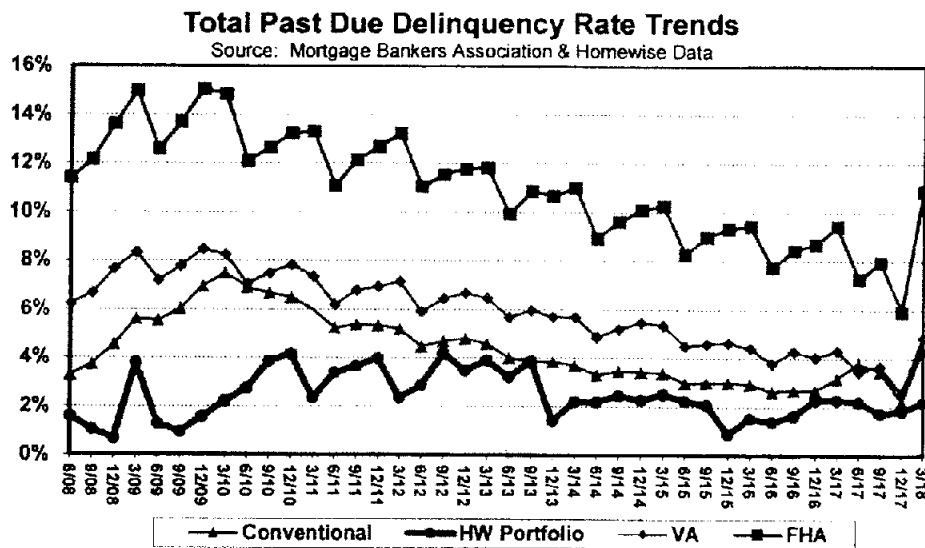
1. Community Outreach and Education with Strategic Partners

Homewise provides our coaching, outreach and education services to the general public and all of these services are free to the client. Homewise will continue to provide these services city-wide with a special emphasis on reaching employees of strategic partners, including Christus St. Vincent Hospital, Santa Fe Public Schools, Santa Fe Community College and the City of Santa Fe (including the Police Department). Outreach and education to these targeted partners is important to Santa Fe's vitality because these institutions provide essential services to the community. Recruiting and retaining workers for these critical positions is a challenge because of the high cost of ownership in Santa Fe, and the relatively low cost in surrounding communities. Our partnership helps these employers provide an additional benefit to existing and prospective employees to help stabilize their workforce.

The quality of the services provided by these critical institutions is improved when the workers live here in Santa Fe. Santa Fe residents are more in tune with the needs of the community and better able to relate to their students, patients, and constituents. And encouraging Santa Fe's workforce to live in Santa Fe also reduces the negative economic impact of out-commuting, which occurs when workers spending their income in surrounding communities instead of in Santa Fe. Homewise will continue to provide our general marketing and outreach services and to target critical workers through our strategic partnerships.

2. Post purchase coaching and support

Homewise provides coaching and support to help homeowners with financial and homeowner issues after their home purchase. Homewise staff write and distribute a quarterly newsletter, *At Home*, to homeowners covering issues such as how to avoid repair scams or unscrupulous contractors, ways to protect and build equity, and ways to save money by reducing water and energy use in their homes. Homewise also provides coaching support to homeowners who are in financial trouble and need assistance understanding the financial options to help them catch up on mortgage payments and/or prevent foreclosures. Homewise services all of the loans we originate, which creates an ongoing link to our homeowners and gives us early warnings whenever a family may be experiencing financial hardships. The effectiveness of this hand-on assistance and our in-house loan servicing is reflected in our consistently low delinquency rates, as shown in the following chart.



Deliverables

	Projected in Fiscal Year
Number of Outreach Presentations	90
Number of Home Purchase intakes (clients who participate in an initial buyer assessment appointment)	800
Number of Financial Fitness and Homebuyer Education Class Attendees	510

Cost

Homewise is requesting \$300,000 annually to cover the costs of all of the services and deliverables described in this RFP response. We request that this compensation be formatted as follows:

Base Compensation Amount

One-third of the amount, or a request of \$100,000, will be a base compensation amount. This is important for several reasons: first, the coaching and education services we provide are free to our clients and essential to the successful homebuyer process. Moreover, they are widely marketed to the community as a public service. Second, the services we propose include a variety of activities for which per-unit reimbursement is not practical. This includes all of the services in the Verifications and Certifications section as well as the Lien Assistance and Management section. Such activities include outreach and education to the community about the affordability programs, and technical assistance to other builders, real estate agents, title companies and the City Staff on an as-needed basis. Finally, Homewise can use general operating support from the City as matching funds for other grant applications like the US Treasury's Community Development Financial Institution's Fund, which allows us to leverage an equal amount of additional grant funding. (Per units payments for desired outcomes is viewed as a fee for service contract which makes it ineligible for use as matching funds). Creating this base compensation amount allows us to further leverage the City's resources to bring outside funds into our community.

Per Loan Amount

One-third of the contract amount, or a requested \$100,000, will be payable on a per-loan cost of \$1,000 per loan to eligible family. Homewise will receive a fee of \$1,000 for each household placed into an affordable home, or assisted with a home repair or refinancing that results in a loan closing. The per unit reimbursement will apply to households who earn less than 100% AMI and are placed into a SFHP, HOP, LPDU, or market rate home. It will also include households who earn 100-120% AMI and are classified as essential workers in City Code.

Education/Outreach Amount

One-third of the contract amount, or a requested \$100,000, will payable for education and outreach activities with particular emphasis on key employers including Christus St Vincent Hospital, Santa Fe Public Schools, Santa Fe Community College, and City of Santa Fe (including Santa Fe Police Department). Homewise will bill the City quarterly and request payment based on the percentage of the goal achieved in that quarter. For example, the total goal is for 1,400 total activity units. If Homewise achieves 350 activity units, we will bill for 25% of the contract amount for this general activity, with the total amount not to exceed \$100,000.

Leveraging other resources

Homewise will continue our successful practice of leveraging other resources. Homewise has been very active in efforts to get the County of Santa Fe to fund affordable housing programs in

the entire county, including that portion of the county that lies within the City of Santa Fe, and we have effectively used their downpayment assistance program to help eligible buyers. No City funding under this RFP will be used to fund activity outside the city limits.

In addition, we are successful at leveraging other funds to provide investment in Santa Fe. As mentioned previously, Homewise has recently secured capital from three major downpayment assistance programs that can be used in Santa Fe. We recently secured two New Markets Tax Credit allocations which will bring significant investment to a distressed census tract along Agua Fria Road. And we recently closed on a \$15 million Bond Guarantee Loan Program transaction, the first time this federal program will be used in Santa Fe.

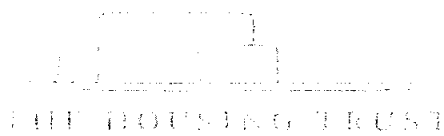
Project Schedule

The project schedule for the major activities of this RFP is shown below. Homewise is already operating the activities included in this proposal and will continue direct service to customers immediately upon receipt of a contract. These services are on-going throughout the year.

Task	Existing	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
Obtain approval for Contract Activities from City		X			
<i>Homebuyer Assistance for Low to Moderate Income Households</i>					
Marketing and Community Outreach	X	X	X	X	X
One-on-One Homebuyer Preparation	X	X	X	X	X
Financial Fitness and Homebuyer Education Classes	X	X	X	X	X
<i>Verifications and Certifications – Affordable Housing</i>					
Verify that all forms are current for most recent SFHP, HOP, and LPDU regulations		X			
Provide income verifications for SFHP and HOP		X	X	X	X
Certificates of eligibility for waivers for LPDU builders	X	X	X	X	X
Develop format of pipeline reports for City	X				
Provide pipeline reports for City		X	X	X	X
Verify that documentation for SFHP/HOP buyers reflects most recent program regulations		X			
Provide buyers with documentation for SFHP/HOP program requirements		X	X	X	X
Fairly allocating homes	X	X	X	X	X
Marketing available units	X	X	X	X	X
<i>SFHP, HOP, and LPDU Lien Assistance and Management</i>					
Counseling to all SFHP/HOP/LPDU Buyers	X	X	X	X	X
Support and assistance to the City and other parties in SFHP/HOP/LPDU transactions	X	X	X	X	X
Create format for quarterly reports on Homewise affordability liens	X				
Provide quarterly report on Homewise affordability liens		X	X	X	X
<i>Additional Services</i>					
Community outreach and education	X	X	X	X	X
Post purchase counseling and education	X	X	X	X	X

Organizational Chart and Resumes

The Homewise organizational chart is attached along with resumes of the Homewise management team and other staff assigned to this project.



July 16, 2018

City of Santa Fe
Purchasing Office
2651 Siringo Rd Bldg. H
Santa Fe, NM 87505

To Whom It May Concern:

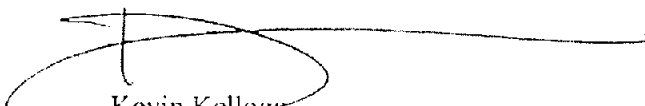
The Santa Fe Community Housing Trust is very excited to submit this proposal for homebuyer services to the City of Santa Fe. We have been working hand-in-hand with the City for over 25 years with astounding results. We remain focused on the hardest to serve clients, fostering as many creative options for affordable housing as possible.

As a trusted partner, we have a proven record of addressing the housing needs of the Santa Fe Community through a variety of innovative development projects and programs. In addition to our down payment assistance programs, a particular success is our mortgage insurance saving loan for low and moderate-income home buyers. We continue to explore additional services to make homeownership possible and improve the financial security of the Citizens of Santa Fe.

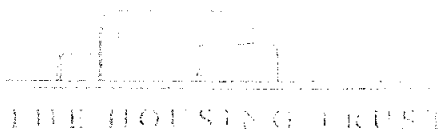
The Housing Trust looks forward to continuing our close collaboration with the City so together we may provide the most comprehensive homeownership services possible.

As Executive Director I hereby certify that I am fully authorized to submit this proposal on behalf of the Santa Fe Community Housing Trust.

Sincerely,



Kevin Kellogg
Executive Director



July 16, 2018

City of Santa Fe
Purchasing Office
2651 Siringo Rd Bldg. H
Santa Fe, NM 87505

To Whom It May Concern:

Per the direction of the City of Santa Fe Purchasing Office, this letter certifies that the application for a Resident Business Certification is currently being processed by the New Mexico Taxation and Revenue Department. The Certification will be provided upon contract award.

Sincerely,

Kevin Kellogg
Executive Director

CAMPAIGN CONTRIBUTION DISCLOSURE FORM

Pursuant to NMSA 1978, § 13-1-191.1 (2006), any person seeking to enter into a contract with any state agency or local public body for professional services, a design and build project delivery system, or the design and installation of measures the primary purpose of which is to conserve natural resources must file this form with that state agency or local public body. This form must be filed even if the contract qualifies as a small purchase or a sole source contract. The prospective contractor must disclose whether they, a family member or a representative of the prospective contractor has made a campaign contribution to an applicable public official of the state or a local public body during the two years prior to the date on which the contractor submits a proposal or, in the case of a sole source or small purchase contract, the two years prior to the date the contractor signs the contract, if the aggregate total of contributions given by the prospective contractor, a family member or a representative of the prospective contractor to the public official exceeds two hundred and fifty dollars (\$250) over the two year period.

Furthermore, the state agency or local public body shall void an executed contract or cancel a solicitation or proposed award for a proposed contract if: 1) a prospective contractor, a family member of the prospective contractor, or a representative of the prospective contractor gives a campaign contribution or other thing of value to an applicable public official or the applicable public official's employees during the pendency of the procurement process or 2) a prospective contractor fails to submit a fully completed disclosure statement pursuant to the law.

THIS FORM MUST BE FILED BY ANY PROSPECTIVE CONTRACTOR WHETHER OR NOT THEY, THEIR FAMILY MEMBER, OR THEIR REPRESENTATIVE HAS MADE ANY CONTRIBUTIONS SUBJECT TO DISCLOSURE.

The following definitions apply:

"Applicable public official" means a person elected to an office or a person appointed to complete a term of an elected office, who has the authority to award or influence the award of the contract for which the prospective contractor is submitting a competitive sealed proposal or who has the authority to negotiate a sole source or small purchase contract that may be awarded without submission of a sealed competitive proposal.

"Campaign Contribution" means a gift, subscription, loan, advance or deposit of money or other thing of value, including the estimated value of an in-kind contribution, that is made to or received by an applicable public official or any person authorized to raise, collect or expend contributions on that official's behalf for the purpose of electing the official to either statewide or local office. "Campaign Contribution" includes the payment of a debt incurred in an election campaign, but does not include the value of services provided without compensation or unreimbursed travel or other personal expenses of individuals who volunteer a portion or all of their time on behalf of a candidate or political committee, nor does it include the administrative or solicitation expenses of a political committee that are paid by an organization that sponsors the committee.

"Family member" means spouse, father, mother, child, father-in-law, mother-in-law, daughter-in-law or son-in-law.

"Pendency of the procurement process" means the time period commencing with the public notice of the request for proposals and ending with the award of the contract or the cancellation of the request for proposals.

"Person" means any corporation, partnership, individual, joint venture, association or any other private legal entity.

"Prospective contractor" means a person who is subject to the competitive sealed proposal process set forth in the Procurement Code or is not required to submit a competitive sealed proposal because that person qualifies for a sole source or a small purchase contract.

"Representative of a prospective contractor" means an officer or director of a corporation, a member or manager of a limited liability corporation, a partner of a partnership or a trustee of a trust of the prospective contractor.

DISCLOSURE OF CONTRIBUTIONS:

Contribution Made by: _____

Relation to Prospective Contractor: _____

Name of Applicable Public Official: _____

Date Contribution(s) Made: _____

Amount(s) of Contribution(s) _____

Nature of Contribution(s) _____

Purpose of Contribution(s) _____

(Attach extra pages if necessary)

Signature Date

Title (position)

--OR--

NO CONTRIBUTIONS IN THE AGGREGATE TOTAL OVER TWO HUNDRED FIFTY DOLLARS (\$250) WERE MADE to an applicable public official by me, a family member or representative.

Signature

Date

KEVIN KELLOGG
EXECUTIVE DIRECTOR

THE HOUSING TRUST 1111
Agua Fria
Santa Fe, NM 87501
505-989-3960
kkollogg@housingtrustonline.org
www.housingtrustonline.org

PROPOSAL TO THE CITY OF SANTA FE
FOR HOMEBUYER PROGRAM SUPPORT SERVICES
RFP NUMBER: 18/54/P

July 16, 2018

Housing Trust Proposal for Homebuyer Supportive Services

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PROPOSAL FOR HOMEBUYER PROGRAM SUPPORT SERVICES RFP NUMBER: 18/54/P

THE HOUSING TRUST, 1111 Agua Fria, Santa Fe, NM 87501 505-989-3960

July 16, 2018

I. Introductory Statement

The Santa Fe Community Housing Trust's (The Housing Trust) primary mission is to promote community development. A 501(c)(3) non-profit, we help low-income residents of Santa Fe become economically self-sufficient by giving them access to capital, economic literacy and affordable housing. Established in 1991 as part of a coordinated effort on the part of the City of Santa Fe and concerned citizens in response to the increasing displacement of low-income families, The Housing Trust was the City of Santa Fe's original partner in implementing the first housing trust fund and inclusionary zoning agreements and liens. The Housing Trust assists lower income residents in purchasing homes using conventional first mortgages. We educate and counsel prospective homebuyers to prepare them for and sustain them in homeownership. Our award-winning homebuyer training courses conducted monthly were the first of their kind to be offered in this region. Since 2008, The Housing Trust has become a rental developer with over 120 units in Santa Fe serving 25% special needs emerging from homelessness as well as low and moderate income families. In 2017, we were awarded the full requested amount of tax credits for the development of Soleras Station, an 87-unit affordable housing development, with which the City is a partner. Soleras Station will be placed in service in August 2019.

Facilitating the construction and sale of decent, green-built, energy efficient and environmentally sound homes and developing affordable, service-enriched multifamily housing developments are also priorities of The Housing Trust. We work with the City and County of Santa Fe, lenders, and with our non-profit community partners to maximize service provision to our clients. Another Housing Trust goal, stemming from our development of affordable/special needs rental housing, is to help residents of these and similar assisted rental housing complexes climb the ladder to homeownership. We adapt and respond to community housing needs as they arise and to remain focused on the hardest-to-serve families and other special constituencies such as the elderly, disabled and terminally ill. The Housing Trust's goal is to provide homeownership opportunities to our clients through well-designed needs-based programming.

We assure that clients receive consistent, quality service in homeownership education and counseling. Education and guidance before purchasing a home has a proven impact on sustainable homeownership. Housing Trust activities are conducted in collaboration with HUD, other industry partners such as real estate professionals, title insurers, homebuilders, hazard insurers, home inspection services, home maintenance professionals, financial institutions, mortgage insurers, national housing counseling organizations, secondary markets, and government entities.

Housing Trust counselors and trainers are well qualified to deliver homebuyer support services, as each has been through hundreds of hours of training and certification. As a result, our staff has strong knowledge in the area of homeownership - specifically the home buying process, budgeting, money management, credit, banking, mortgage financing, down payment assistance, insurance, community involvement, home maintenance, loss mitigation, foreclosure prevention, fair housing, delinquency intervention, refinancing, anti-fraud or anti-predatory

lending, with advanced specialization in Home Equity Conversion Mortgage lending, financial literacy education, and the relevant local, state, and federal regulations.

The Housing Trust has a 25+ year track record of implementing effective program operations, including outreach and marketing, partnership building, fundraising, customer service, customer tracking, reporting, program evaluation, and program design.

The Housing Trust leverages other funds and resources to assure that its clients receive the highest quality of services. Our proposed budget estimates that funds will be leveraged 3:1 to provide these services. Other sources of public funds include HUD, the Housing Partnership Network, Enterprise, the New Mexico Mortgage Finance Authority, and Santa Fe County, which provides some direct funding to homebuyers for downpayment assistance and originates its own mortgages directly. We receive no administrative support from the County but continue to pursue projects that could yield additional housing resources. Other sources include program fees, private and foundation donations, and earned income from development activity.

More than 90% of our clientele live and/or work in the City of Santa Fe. Clients are informed of the City's investment in their well being as sustainable homeowners. Since 2008, the trends in first time homebuyer programs have encountered new obstacles, including requirements for larger personal investment, higher private mortgage insurance costs, decreased supply of Low Priced Dwelling Units (LPDU), and the prospect of flat to negative home equity appreciation. Other global trends include reduced credit scores correlating with higher student loan debt among the under 40 population group and the emergence of immigrants as a major segment of demand for home ownership. Demand remains greater than supply and increases the value of the homebuyer support services in the community.

Word-of-mouth referrals remain our strongest medium of outreach. Programming additions necessitated redevelopment of our print media and website. As many of our current clients/target audience are Spanish-speaking, offering our promotional publications and website in Spanish is a priority. Demographic research demonstrates that most information about home buying is gathered online among the 25 to 35-year target age group. We are constantly updating our website and creating an engaging, digital campaign working with Loka Creative media group. Newsletters are distributed online via our website, Facebook, and electronic mailings. We are always developing new and creative techniques to effectively reach our customers. Promotions associated with development products are carried out in collaborations with Washington Federal Bank, Century Bank, Wells Fargo Bank, First Mortgage, Academy Mortgage, Gateway Mortgage, Alterra Homes, New Mexico Bank and Trust, Del Norte Credit Union, Guadalupe Credit Union and State Employees Credit Union to highlight favorable mortgage terms. In addition to the regular homebuyer training classes conducted throughout the year, The Housing Trust also conducts homeownership education outreach at Santa Fe Community College.

Adapting to accommodate the changing needs of our clients as well as incorporating new methods to reach those we serve, The Housing Trust remains steadfast in its mission to promote community development by assisting residents of northern New Mexico in the procurement of a secure home and in turn, the attainment of economic sustainability.

II. Scope of Services

Part 1: HOMEBUYER ASSISTANCE FOR LOW TO MODERATE INCOME HOUSEHOLDS

Deliverables:

- 500 Perform intake and counseling to meet housing needs of clients
- 14 At least **11 Homebuyer** classes are to be provided in fiscal year (minimum) with 100 attendees completing the training
- 14 At least **4 Financial Literacy** classes are to be provided in fiscal year (minimum) with 6 attendees completing the training
- 90 "mortgage ready" prospective homebuyers earning below 100% AMI will fulfill all classes and counseling during the fiscal year(minimum)
- 45 income-qualified homebuyers will placed in homes (minimum)
- 80 Income-qualified homeowners assisted with refinancing, including Home Equity Conversion Mortgages (HECM)(minimum)
- 28 loans originated under the MI-Saver program

Description of services:

Our certified housing counseling and training curricula provide necessary tools, resources and information to assist clients in making decisions about finances, home buying or homeownership challenges based on the client's needs and preferences. In instances when clients experience, literacy or language challenges, our counselors take steps to ensure client comprehension. Sometimes this includes arranging for a qualified interpreter or translator or referral. Two of our counselors are fully bilingual and are certified for training and counseling in Spanish.

We do not discriminate or engage in self-serving conflicts of interest by filtering clientele to support our business. While we offer a variety of services and products, Housing Trust products are properly disclosed to inform of any potential conflicts of interest. Clients have the option of buying homes that we build or using in-house loan products on the same basis as outside products. In fact, we advise clients of products with superior terms when available. For instance, clients are advised when City inclusionary homes have lower effective pricing than homes built for sale by The Housing Trust and some MFA zero interest downpayment loans are forgiving as opposed to our due on sale ones. Customer satisfaction surveys are used to evaluate the effectiveness of the homeownership education and support services.

Upon completing eight classroom hours of standardized homeownership education curricula, clients are tested to assure that they demonstrate an understanding of the following: preparing for homeownership; budgeting and credit management; financing a home; selecting a home; maintaining a home and finances; and avoiding delinquency and foreclosure. We collect and maintain specific information from the students participating in the homebuyer education clients in accordance with all laws and governing organizations such as HUD, City of Santa Fe HOP/SFHP, and MFA.

- **Homebuyer Training:** We educate several hundred prospective homebuyers per year through our homebuyer-training program. Homeownership education usually occurs before a purchase contract is signed. A certified homebuyer trainer leads every class. These classes teach the basics of homeownership, from deciding whether to buy a home through post-purchase issues such as household budgeting and home maintenance. Participants receive a 256-page textbook and a certificate of completion upon graduation.
- **Financial Literacy Training:** Our special 3-hour Financial Literacy courses currently are offered on an “as-needed” basis and are tailored to assist clients who are challenged in developing a budget. Often this is used as a remedial tool for post-purchase homeowners who are at risk of default or foreclosure. It is also used when intakes reveal serious credit issues and deficiencies.
- **Homebuyer Counseling:** Actively counseling more than 500 households in a given year, we help clients establish specific goals for financial planning, credit repair, debt reduction and obtaining mortgage financing. All of our counselors hold certifications in homebuyer counseling. Our files are maintained in secure cabinets inaccessible to the public, and client privacy is further protected by coding and refraining from use of their names and addresses without explicit permissions. Files are kept for seven years after closing or inactivity.

Counseling services are custom-tailored to individual client need and are on-going, following clients through the preparation process as long as necessary to bring them to financial readiness to become qualified for homeownership and home sustainability post purchase. Our HECM counseling services are in great demand, serving an average of 90 clients per year.

Our three counselors have advanced certifications in multiple specialty areas. One is a certified HECM counselor, two are certified for bilingual counseling and training, one is a certified special needs counselor, two are certified foreclosure mitigation counselors, and two are certified for financial literacy education. All are certified as homebuyer trainers and counselors.

Aspects of the one-on-one counseling include:

1. Intake –gather baseline information from client to conduct accurate needs assessment
2. Document the client’s financial situation including household income, debt and expenses (at intake and continue periodic updates until they close on the purchase), and savings
 - a. Review client’s credit report(s) to identify credit challenge
 - b. Analyze household budget and recommend modification
 - c. Calculate housing payment affordability based on income and debt
3. Develop a written action plan
4. Assist with housing search through apprising clients of affordable homes currently available for purchase, maintain wait list for identified LPDU’s under construction, and provide realtor referrals for access to modestly priced existing homes
5. Assist clients through the pre-closing process and attend the closing
6. Property Tax – Our staff helps the client to establish affordable

housing deductions on their property taxes by providing and helping to fill out the forms and providing copies of the necessary documentation to taxation at the appropriate level for their home's "effective price" (sans subsidized mortgages and land trust values)

7. Provide client follow up including needed referrals and information
 8. Maintain uniform complete documentation in client files that are secured and retained for at least seven years from the date of final disposition
- **Mortgage Financing:** We match prospective homeowners with affordable housing opportunities and any beneficial first mortgage programs. This includes providing a list of referrals to at least 8-10 financial institutions for first mortgages. We work with their chosen lender (with the signed consent of the client to collect the application, origination and underwriting material and to assist the client with providing the first mortgage lender with necessary verifications and certifications). We coordinate with the lender to assure documentation of The Housing Trust's policies, procedures and program criteria for second mortgage loans and secondary market approvals such as evidence that The Housing Trust is a HUD-approved Housing Counseling Agency and that Fannie Mae and Freddie Mac have approved the form of our mortgage documents. The latter helps the client to meet minimum downpayment requirements.
 - **Provide Housing Subsidies and Below Market Rate Financing including:**
 - Revolving loan funds for zero interest or below market rate interest second mortgages used to subsidize home purchases.
 - Subsidized home purchases with deferred payment second mortgage loans.
 - A rent subsidy and homeownership program for people living with HIV/AIDS.
 - A home equity conversion mortgage program for the elderly and terminally ill.
 - Counseling for clients at risk of foreclosure and, if needed, financial assistance or help refinancing.
 - **Develop Green-Built Affordable Homes:**
 - Development of land and construction of homes, which have won awards for design and sustainability. We use bargain purchases and project subsidies to write down the costs. Creation and operation of a land trust with 90 resident families.
 - Helping conventional builders to plan, design, market, and help obtain financing for affordable homes.
 - Promotion and use of green building techniques and technology.

Part 2: VERIFICATIONS AND CERTIFICATIONS – AFFORDABLE HOUSING

Deliverables:

- 20 income qualified homebuyers matched with homes built to comply with the Santa Fe Homes Program and Housing Opportunity Program
- 5 low priced dwelling units that will benefit from waivers, reimbursements or reductions
- 5 income qualified homebuyers purchased market rate housing that qualifies as a LPDU

Description of services:

The Housing Trust will support the City of Santa Fe's priorities and initiatives by carrying out the above homebuyer activities and by processing the City's liens and deeds of trust. There are a few points where the SFHP administrative procedures, and the SFHP, HOP, and LPDU ordinances' criteria diverge from HUD and banking methodology. In these cases, special documentation is prepared to show the verification to the City's special definition. An example of this is conversion of assets to an annual income figure. The issue is compounded when a HUD source is used in addition to the subsidy provided through the City's lien. Every source of funds treats the calculation differently resulting in divergent final determination of a client household percentage of median income. In these cases, the process requires multiple statement/verifications/certifications which are documented and explained in client files.

Verifications for housing programs take place a multiple times in the service process for potential homebuyers. At the initial client intake, all parameters for program qualification are assessed to determine income eligibility. This preliminary analysis leaves the client with an idea of what types of assistance are available for them. When a client receives loan prequalification from one of our lender partners, a preliminary income certification is completed based on current income information. This certification includes the family size, percentage of area median income, and the loan prequalification amount. The preliminary certification allows for the various sales staff from our builder partners to know exactly where the family fits in the matrix of home size and price as determined by income level. This preliminary certification is required for a client to initiate the purchase contract with one of our builder partners and this ensures that only buyer-ready clients are going under contract. A final income certification is completed within 30 days of closing in accordance with HOMES program guidelines. Up-to-date financial documentation is collected and an income calculation form is completed showing the income determination rationale.

Our quality control and compliance mechanisms ensure that the process of determining income is transparent and the necessary backup documentation is complete and easily available in a standardized system of file organization.

Following are responses to how the activities listed in the RFP are carried out by The Housing Trust on behalf of the City:

- **Income verifications for the City's Santa Fe Homes Program (SFHP) pursuant to Sections 26-1.20, 26-1.21, 26-2.3 SFCC**

Income Verifications for the City's Santa Fe HOMES program: The Housing Trust has experience performing income certifications for Federal and State programs that pre-dates the creation of City housing programs. All housing counselors are highly versed in the guidelines for income qualification for the Santa Fe Homes program. Thorough income documentation is collected at intake to determine income eligibility. Financial documents for the final income certifications are collected within 30 days of closing and counselors detail the logic model used for final income determination in a form retained in the file. Housing Trust staff strictly adheres to City standards for income determination and use HUD HOME regulations for safe harbor in areas of documentation and determination not specifically detailed in the HOMES ordinance and administrative procedures.

This process is complimented by a robust quality control system. Prior to closing, all certifications must be reviewed by another staff member using a comprehensive compliance checklist.

- **Income verifications for the homes that are governed by the Housing Opportunity Program (HOP) that remains in full force and effect due to prior written and binding agreements**

Income Verifications for homes that are governed by the Housing Opportunity Program: As the original agent for Housing Opportunity Program, Housing Trust staff is thoroughly versed in the program certification parameters for the multiple variations of the Housing Opportunity Program. Staff utilizes the same rigorous processes and standards for documentation that are outlined above but within the unique program parameters specific to the HOP program.

- **Certificates of eligibility for waivers and benefits available for low-priced dwelling units**

Certifications of eligibility for waivers and benefits available for low priced dwelling units: Housing Trust staff is available to certify any member of the community seeking an eligibility determination for a Low Priced Dwelling Unit (LPDU) and the associated benefits. Housing counselors certify income of the perspective family and document compliance of the subject property according to City guidelines. Because LPDU certifications are relatively rare and not particularly time consuming, they have been included in the verification and certification hours depicted in Process Step Cost proposal.

Further detail related to the verification and certification of SFHP/HOP/LPDU

Efficient matching of the incomes of prospective SFHP/HOP/LPDU buyers to specific SFHP/HOP home prices: As the original certifying agent for the City, The Housing Trust has been placing prospective homebuyers with appropriate HOP/SFHP homes since the programs' inception. Clients are placed on various waiting lists for homes at their request based on their family size, income, as well as by housing location and type. Income ranges are clearly defined on a

continually updated program matrix that shows income levels by family size and the corresponding home prices for various tier-structured housing programs. Counselors use this matrix to educate clients about the various housing options and to create hypothetical purchase scenarios including calculations of debt ratios and final PITI mortgage payments. Specific attention is paid to clients total debt ratio and loan ratios to ensure that a given home purchase scenario is sustainable. The verification is documented on a form signed by the counselor and maintained their file.

Assist income-qualified homebuyers who purchase affordably priced market-rate homes: The Housing Trust also has a close relationship with numerous Realtors who have helped program participants in the past or who volunteer to teach in our homebuyer training classes. The Housing Trust also maintains a close relationship with, and is an affiliate member of the Santa Fe Association of Realtors. Housing Trust staff are continually conducting outreach to Realtors and educating them about how our programs can assist people purchasing market rate homes. Clients are always welcome to use the realtor of their choice when working with our program.

- **Providing to the City of Santa Fe on a quarterly basis a “pipeline report” – a list of “mortgage ready” homebuyers who are income qualified, sorted by household size and income ranges that match the pricing schedules established for the SFHP/HOP requirements**

Provide lists of prospective SFHP/HOP buyers who have passed preliminary prequalification for financing: The status of client loan qualification is closely tracked on our CounselorMax client tracking software. Current reports of prequalified clients can be generated on demand across our entire client base, as well as on lists for specific development projects. (Reports to the City conceal names and addresses in deference to the Privacy Act provisions.) The Housing Trust is committed to maintaining lists of preapproved clients waiting to find affordable housing solutions in a complete and timely fashion, while still maintaining compliance with all disclosure and confidentiality policies that protect client’s personal financial information. The clients are contacted by The Housing Trust at the request of sellers or upon notification of new affordable units coming online or when an existing SFHP/HOP/LPDU unit comes up for sale. We contact them either by phone and by email.

Provide a list of income qualified buyers sorted by household size and income range that matches the City’s requirements on a quarterly basis: The use of CounselorMax client tracking software allows us to generate reports detailing income level, loan qualification and household size on demand. A buyer-ready list can be provided with other necessary quarterly reporting. Again, federal law protects certain personal financial information and the report format would have to meet the guidelines of these federal regulations and our internal client confidentiality policies.

- **Documentation that states the policies of the SFHP/HOP program with regard to pricing of SFHP/HOP homes and buyer eligibility**

The Housing Trust provides proper disclosure forms that are acknowledged by clients prior to execution of loans: Prior to the execution of a HOP or SFHP lien, Housing Trust staff meets one-

on-one with the prospective homebuyer to review the obligations associated with the HOP/SFHP lien and provide them with a signed program agreement describing those requirements in detail. This is in addition to early one-on-one counseling that describes the various implications and restrictions that exist with different programs.

Reasonable matching of household sizes of prospective SFHP/HOP homebuyers to the size and type of SFHP/HOP homes: The Housing Trust believes very strongly in matching prospective homebuyers with appropriate housing solutions. Responsible fiscal stewardship of affordable housing resources and the long-term financial sustainability of our homeowners are at the core of The Housing Trust's operating philosophy. As a result, we work to place buyers in homes that are appropriate for the household size, the potential for future family growth, all while ensuring that homes are never over-subsidized. All homebuyer counselors are thoroughly trained in both SFHP/HOP program parameters and more subjective aspects of home selection. The match of home size is clearly defined in SFHP as well as most variations of the HOP program, and these policies are strictly adhered to. Having placed more than 2,000 families in homes, we have a very well established base of experience upon which to determine housing compatibility.

Assure that marketing materials clearly state the policies of the SFHP/HOP program with regards to pricing of SFHP/HOP homes: The Housing Trust has a clear understanding of the policies and procedures of the SFHP/HOP programs and constantly works to educate clients about the program parameters. All project related marketing material has pricing clearly stated and counselors always provide access to the up-to-date program pricing matrix.

- **Establishment and maintenance of a fair and competitive process for allocating rights to purchase the homes (for SFHP/HOP developments for which the City expects immediate effective demand to outstrip the supply)**

Equal access to housing opportunities: Waiting lists of qualified clients are created on a project-by-project basis and maintained by the Homebuyer Services and Lending Manager. Priority is based on the date of completion of intake counseling, homebuyer education classes, and loan qualification. In the case of projects where demand outstrips supply, allocation is based on waiting list priority. In the case of the HOP program, it is the developer's right to maintain a waiting list as well as to refer prospective buyers for their units. This is dealt with on a case-by-case basis. The Housing Trust will maintain waiting lists for developers at their request. Sometimes a prequalified client has not maintained the same eligibility since their preliminary qualification because they spent their downpayment, their income increased, their credit score dropped, their family status changed or they are unable to meet the first mortgage lenders requirements. Clients are informed that the homes cannot be held for them if they are unable to meet the criteria to close (including loan approval, having downpayment and closing funds as needed, and that they remain qualified under the program.)

Maintain an equitable process of marketing homes including maintaining waiting lists where demand exceeds supply: The Housing Trust maintains a list of all projects, which are distributed to clients when they have completed intake counseling and preliminary loan and income qualification. These lists are updated on a weekly basis and distributed at staff meetings. Waiting lists are maintained for all projects where demand exceeds supply. These list are prioritized on a first-come basis.

Maintain a website describing the process for qualifying to be a buyer of a home: The Housing Trust maintains a website (www.housingtrustonline.org) that outlines all programs and services available to the community. Included on the site is a page dedicated to the home buying process and steps necessary for program qualification. Also included are links to download program applications, email technical assistance and many of our partner organizations.

- **Marketing materials/information to advise potential buyers of units that are currently available for sale and/or will be available in the future**

Marketing to advise potential buyers of units currently available: As described above, The Housing Trust maintains a weekly updated list of affordable housing opportunities. This includes all development projects and any affordable homes being resold through the organization. This sheet is distributed to prospective homeowners with a preliminary income certification when they have achieved loan prequalification.

Part 3: SANTA FE HOMES PROGRAM (SFHP)/HOUSING OPPORTUNITY PROGRAM (HOP)/LOW PRICED DWELLING UNIT (LPDU) LIEN ASSISTANCE AND MANAGEMENT

- 20 SFHP/HOP deeds of trust and program agreements recorded against affordable units
- 6 deeds of trust and program agreements recorded against affordable units built by applicant (Project under construction follows Tierra Contenta guidelines and isn't subject to SFHP/HOP)

Description of services:

- **Completion of SFHP/HOP/LPDU income certification form (upon receipt of appraisal) reviewed and approved by the City, which will be attached to the purchase agreement and ultimately to the closing documents (includes specific SFHP/HOP/LPDU price, market value of home, lien amount, percentage of AMI, family size other sources of financing in addition to lien)**

The Housing Trust has been administering second mortgages and permanently affordable land trust homes for more than 25 years. The first project undertaken by The Housing Trust utilized a shared-appreciation second mortgage mechanism very similar to HOP/SFHP, and the financial mechanisms built into our 90 land trust homes function similarly as well. Housing Trust staff works with the lender, appraiser, and developer sales staff to gather the data to complete this form. Once completed, the form is forwarded to the City for review and preparation of the deed of trust and affordable housing agreement. We then contact the developer sales staff for inclusion as an addendum to the purchase agreement. The Housing Trust also works very closely with the title companies to ensure that all proper documentation is included in the final closing documents. In the current SFHP/HOP established procedure for loan closure, upon receipt of the originals of the Deed of Trust and Affordable Housing Agreement from the City, The Housing Trust takes the documents to the closing for client signatures. The closing documents are then recorded by the title company and returned to The Housing Trust for procurement of the appropriate City staff signatures and the assignment of a City item number. The Housing Trust is then called when completed to pick up the documents. The Housing Trust then takes the documents to the title company for re-recording. Upon completion of the re-recording, the title company issues title insurance. Utilizing this current method, the client incurs an additional cost of up to \$85 (recording fees + additional \$25 endorsement fee). These same steps are taken in the AHTE program, with the exception of originally recording the mortgage under The Housing Trust and the simultaneous assignment of the lien to the City.

- **Counseling to all prospective SFHP/HOP buyers with regard to the terms and conditions of the SFHP/HOP deed of trust and program agreement:**

All Housing Trust counselors are fully trained to explain the terms and conditions of both the HOP program and the SFHP. Our dedicated staff is ready to explain the terms and conditions of various inclusionary zoning programs. This information is disclosed at intake, during homebuyer

education classes, as well as in relation to specific developments subject to HOP/SFHP. Prior to closing, clients participate in a one-on-one session dedicated to reviewing and signing disclosure documents.

The Housing Trust provides formal disclosure statements and additional education at the preclosing when the client signs the documentation. The client will sign a form attesting that they were informed of the terms of the SFHP/HOP/DPLU lien.

- **Support and assistance to the City of Santa Fe regarding information and technical assistance regarding the SFHP/HOP/LPDU deed of trust and program agreement to the SFHP/HOP/LPDU developers, attorneys, title companies, lenders, and Realtors that are involved in a SFHP/HOP/LPDU home transaction**

The Homebuyer Serving and Lending Manager works closely with City staff to field questions and confer on the SFHP/HOP/LPDU program. We are available at all times to explain to owners of new developments about how The Housing Trust can work with their sales staff to recruit buyers for the SFHP/HOP program restricted unit sales during the time the initial contract with the developer is negotiated and again when the vertical construction is underway.

However, most questions about technical issues arise at closing on a client's home purchase and post purchase. The Housing Trust has a strong knowledge of current trends in the real estate market due to the constant interaction with attorneys, Realtors, lenders and appraiser on such transactions. It also has depth of expertise through its Board members who are expert in the areas of mortgage lending and real estate sales. The Housing Trust also has very good legal counsel versed on real estate and mortgage lending laws. All of our resources are available for responding to ongoing program administration. We feel that the public and the buyers who purchased the restricted homes are better served in this scenario than the closed system in place at the County.

Support and assistance to the City of Santa Fe in educating lenders and Realtors about how the SFHP/HOP work, with particular emphasis on the mechanics of how the shared equity liens work: The Housing Trust relies heavily on education and outreach within the community in order to achieve its goals of helping the hardest-to-serve clients and focusing on long-time community residents. The Housing Trust owes much of its success over the years to innovative collaborations and partnerships with private sector real estate professionals. Many Realtors and lenders receive specific training as instructors for our homebuyer education classes. Prior to teaching these classes, they are required to go through an orientation process that includes the basic functioning and requirements of HOP/SFHP lien mechanisms.

Because The Housing Trust is not primarily a first mortgage lender, we work with numerous local banks and mortgage companies that provide the best loan programs for our clients. All our of banking partners are very well versed in the mechanics of SFHP/HOP liens, and when a client comes to us with a lender who isn't, we make sure the loan officer understands the lien structure and staff works with them to obtain program approvals from their mortgage investors.

Our trained staff is ready and willing to field any and all questions regarding HOP/SFHP and has an open policy in regards to any real estate professional desiring more information about affordable housing. Housing Trust staff has been educating clients, Realtors and lenders about the mechanics of shared equity liens for more than 25 years.

The Housing Trust believes that collaboration is the key to successful affordable housing solutions. We have been providing technical assistance to builders, attorneys and title companies for homebuyer programs since our inception. We rely on a collaborative approach to work with developers and attorneys to ensure compliance with the SFHP/HOP programs. We also have very long-established relationships with local title companies that include special discounts and benefits offered to our clients. Through our direct facilitation of affordable housing purchases, we have educated many closing officers about the nuances of these often-complex transactions. The Housing Trust's open-door policy means that we will always meet with anyone interested in learning more about any aspect of affordable housing.

- **Quarterly report that tracks data for homes built by applicant for which affordability liens are held directly by applicant, including value and terms of liens, income levels of homebuyers, subordination history of liens, and the use of payoffs, including recycling of liens to another qualified homebuyer**

The Housing Trust has built no homes subject to the affordability requirements of the SFHP/HOP/LPDU program for which it has retained the liens in the name of The Housing Trust. The Housing Trust built the Eldergrace Cohousing Condominium development of 28 condominiums in 2010 for which 10 homes had City liens which were given to the City at closing. The Housing Trust had been told by staff that the liens would be owned and serviced by The Housing Trust but City staff at that time changed the directions and required The Housing Trust to give those loans to the City. Developments prior to that time were exempt from HOP or were located in Tierra Contenta which has a different set of guidelines exclusive of SFHP/HOP.

The Housing Trust provides quarterly reports to the City with details on new loan activity. We will add to the report a spreadsheet showing the information listed above for all of the referenced loans that are serviced directly by The Housing Trust but which homes were developed by other parties. Currently The Housing Trust holds and services 588 loans totaling over \$18 million including HOP liens, CDBG funded soft second mortgages, and Housing Trust Fund loans made to homebuyers. These programs are reported separately at this time.

Part 4: ADDITIONAL SERVICE OPPORTUNITIES

A. MI-Saver

Deliverables:

- 28 Interest bearing second mortgages loaned to qualified buyers
- \$ 1.5 million already deployed
- 10 Mortgage Lenders signed on to partner in marketing and originating MI-Saver loans
- Complete set standard loan documentation and marketing materials

Description of services:

The MI-Saver is a lending tool to help low to moderate income borrowers on new home purchase mortgages to reduce the monthly payments by eliminating the cost of private mortgage insurance (MI). The Housing Trust makes interest bearing loans up to \$50,000 for the purchaser. The program was initially established through a \$1 million CDFI grant and has been bolstered by an additional \$500,000 investment from The Housing Trust's own funds. The Housing Trust is currently in the process of obtaining an additional \$1 million CDFI grant.

III. Project Schedule and Summary Cost Proposal

Project Schedule

Scope of Work Item	Estimated Start Date	Estimated Completion Date	Key Milestones and/or Reporting Points
1. Homebuyer Assistance	7.1.2018	6.30.2019	Quarterly reports detailing progress on goal numbers
2. Verifications/ Certifications for SFHP and HOP	7.1.2018	6.30.2019	Quarterly reports detailing progress on goal numbers
3. SFHP and HOP Liens Preparation	7.1.2018	6.30.2019	Quarterly reports detailing progress on goal numbers
4. Additional Service Opportunities			
a. MI-Saver Loans	Ongoing		Quarterly progress reports detailing development of program materials, partner sign-ons and client outreach

SUMMARY COST PROPOSAL

THE HOUSING TRUST
Proposed Budget for Professional Services Budget
for RFP #18/54/P

Service Provided	Service Total
1. HOMEBUYER ASSISTANCE FOR LOW TO MODERATE INCOME HOUSHOLDS	
Total for Homebuyer Assistance & Education	180,000
2. AFFORDABLE HOUSING VERIFICATIONS AND CERTIFICATIONS	
Total for Homebuyer Verifications & Certifications	30,000
3. LIEN ASSISTANCE FOR HOP, SFHP OR LPDU UNITS	
Total for Lien Assistance for HOP, SFHP & LPDU Units	8,000
4. ADDITIONAL SERVICE OPPURTUNITIES	
MI-Saver Program Start-up & Program Delivery	20,000
Financial Literacy Classes for Renters & Homebuyers	16,000
Delinquency Curement Loans (SFHP/HOP/LPDU)	12,000
Total for Additional Services	48,000
	\$ 266,000

The program will assist at least 500 households through education, counseling, referrals, lending, verifications, home purchase and home retention. Each of these transactions is recorded in our CounselorMax system and available for reporting and audit. The per unit cost is estimated at \$532 per household, although there is great variance in cost from one service category to another.

IV. STAFF COMPOSITION / ORGANIZATION STRUCTURE



THE HOUSING TRUST

Board of Directors

Kevin Kellogg
Executive Director

James Hicks
TC / Single Family
Development

Denise Benavidez
Operations
Home Ownership

Maria Ortiz
Ron Chavez
Peggy Vasquez

Zach Thomas
Development
Asset Management

Joyce Arellano
Cordy Medina

Eric Westlake
Controller

RESUME: KEVIN C KELLOGG

KEVIN C KELLOGG Executive Director Santa Fe Community Housing Trust

The Housing Trust is a nonprofit organization created to provide affordable housing in northern New Mexico and to help renters, homeowners and home buyers. Since inception in 1992 over 5000 households in Santa Fe have attended the Housing Trust's homebuyer training program and the Trust has assisted the purchasers of over 2000 homes. The Housing Trust has developed 600 new homes and built two apartment communities, 120 units operated by the Housing Trust. The Trust has capitalized assets of \$31.3 million to fund loans for home purchase and to leverage housing construction, acquisition and rehabilitation. Current projects include a 87 unit 9% LIHCT apartment development, 9 single family dwelling in construction, and on going land planning on Housing Trust owned properties.

Professional Duties

As Executive Director, Kevin is responsible for the overall operational performance, outcomes achievement, and financial performance of the Housing Trust. He evaluates new funding opportunities and represents the agency and leads relationship management and negotiations with public agency funders of programs and services. He heads up the organizations role in advocacy at the state and local level and develops coalitions for grants and strategic alliances with partner agencies. He oversees all development activities as well as the planning, funding and implementation of existing programs and new initiatives.

PROFESSIONAL HISTORY

2018-	Santa Fe Community Housing Trust, Executive Director
2017-2018	Housing Authority of Maricopa County, Housing Development Manager
2010-2013	ASU Stardust Center for Affordable Homes and the Family, housing policy advocate ASU The Design School, Visiting Assistant Professor ASU MRED Program, Professor of Real Estate Practice
2002-2018	Kellogg + Associates, Housing Consultant, Architect
1998-2002	AXIA Architects, Santa Rosa, CA, President, Principal-in-Charge
1991-1997	ASU, College of Architecture, Joint Urban Design Program Faculty

LICENSING AND AFFILIATIONS

Member, Urban Land Institute
Member, Lambda Alpha International
Member, US Green Building Council
Licensed Architect, State of California C22411
Licensed Architect, State of Arizona 53882
NCARB Certified
LEED AP Certified
2005-2009 Planning Commission Chair, Sebastopol, CA

EDUCATION

MAUD 1990 Harvard University Graduate School of Design
BArch 1984 Arizona State University College of Architecture

AWARDS & RECOGNITION

2017 Greenbelt Alliance Compact Development Endorsement, Roseland Village, SR CA
2012 Best Housing Project, North Bay Business Journal, Fife Creek, Guerneville, CA
2009 Greenbelt Alliance Compact Development Endorsement, Fife Creek, Guerneville
2008 Best Housing Project, North Bay Business Journal, Colgan Meadows, Santa Rosa CA
2006 Arizona Housing Trust Fund Award, best Housing Project, Sahara Luna, Phoenix, AZ
2006 National Building Museum, DC, Affordable Housing: An American Asset –South Ranch
2005 Greenbelt Alliance Compact Development Endorsement Las Palmas, Sonoma, CA
2002 AIA Chapter Citation Award, Jay's Place, Santa Rosa, CA
2001 Greenbelt Alliance Compact Development Endorsement Springs Village, Sonoma, CA

RESUME: ZACHARY E. THOMAS

ZACHARY E. THOMAS
Land Use and Development Director
Santa Fe Community Housing Trust

Professional Duties

Zach Thomas joined the Santa Fe Community Housing Trust as the Land Use and Development Director in September 2016. Having extensive experience in all facets of land use and land entitlement, project management, regulatory compliance, and program and policy development, Mr. Thomas is continuing the legacy of successful project development that is the hallmark of the Housing Trust. Proven success in project management and fostering trust within the local development community serve to bolster the Housing Trust's network of industry participants that has helped build the organization into a premiere developer of affordable housing within the greater Santa Fe Community.

EDUCATION

Bachelor of Arts –Political Science, 2001, California State University, Chico
Master of City and Regional Planning, 2003, California Polytechnic State University, San Luis Obispo

EMPLOYMENT

Pacific Municipal Consultants 2003-2007 (Planner)
City of Chico, California 2007-2013 (Senior Planner)
City of Santa Fe, New Mexico 2014-2015 (Senior Planner)
New Mexico Finance Authority 2015-2016 (Senior Water Resources Administrator)
Santa Fe Community Housing Trust 2016-Present (Land Use and Development Director)

PROFESSIONAL ACTIVITIES

Served as lead labor negotiator and representative for the City of Chico Management Employee Group
Served on the City of Chico City-Wide Safety Committee
NM Permanent Supportive Housing Toolkit Workshop Participant
Member of the Tierra Contenta Master Plan Architectural Review Committee
Member of the Tierra Contenta Master Plan Board of Directors
Member of Lambda Alpha International – Honorary Land Economics Society

James S. Hicks
**Single Family Development Coordinator/
Executive Director Tierra Contenta**
August 2014 to Present

Duties:

Oversees single family new development activities. Manages the assets of the Tierra Contenta Corporation (TCC) to insure the financial viability of the organization through the completion of the Master Plan Project. The development and sale of the land tracts and lots on land owned by the Corporation. (Previously was exclusively the Executive Director of the Tierra Contenta Corporation (a New Mexico nonprofit organization) until it merged with the Santa Fe Community Housing Trust.

Responsibilities include:

- Plans development and sales of single family subdivisions
- Sale of tracts of land and finished lots to builders and developers
- Financial accounting for TCC as well as establishing and managing the budget for construction phases, and administration of the TCC
- Management of financial and other assets, including working with bankers as necessary
- Investigation of housing and real estate opportunities for the Santa Fe Community Housing Trust
- Coordination with leaders within the community, and at the City government of the City of Santa Fe
- Coordination with community real estate brokers
- Providing advice to the Board of SFCHT
- Oversight of development consultants and contractors

Related Real Estate and Development and Financial Experience:

Vice President of Finance of the SW Division of Presley Homes from 1985 to 1998. Held the Contractor's license (GB-98) for construction and development of that NY Stock Exchange Company for New Mexico. Held the New Mexico Broker in Charge License for the Corporation while supervising a sales staff of 10-14 sales agents. Provided pro forma information on new products and subdivisions to the Corporate Headquarters.

Vice President of Finance of SD Cement Manufacturing Company for 3 years

Training and Education:

Current NM Real Estate Broker, held license for 20 plus years
Former NM General Contractor, GB-98

BS Accounting, University of Alabama
Substantial work toward completion of MBA from University of Texas at El Paso.

Eric Westlake
Controller
Santa Fe Community Housing Trust

PROFESSIONAL DUTIES

- Manage ongoing accounting and finance operations
- Maintain and produce Financial Statements
- Generate of pro-formas for special projects
- Oversee integration of subsidiary financials
- Coordinate liquidity requirements

EXPERIENCE

- Interim CFO, New Mexico Finance Authority (6/16 to 9/16)
- President, Encore Management Consultants, LLC (8/99 to 10/16)
- CFO, Catholic Charities (10/06 to 10/14)
- COO/CFO, Titus Software (02/03 to 08/04)
- Executive Director, Sony Pictures Entertainment (02/95 to 07/99)
- Senior Manager, The Walt Disney Company (02/92 to 02/95)
- Controller, Northwest Airlines (02/91 to 02/92)
- Senior Financial Analyst, American Airlines (07/89 to 02/91)

EDUCATION

MBA, Finance & Marketing
University of Southern California, Los Angeles, California

Bachelor of Arts – Mathematics
University of California, Los Angeles, Los Angeles, California

SOFTWARE PROFICIENCIES

Excel • PowerPoint • Fundware • Quickbooks • Word

Resume: DENISE D. BENAVIDEZ

Denise D. Benavidez
Homebuyer Servicing, Counseling & Lending Manager
Santa Fe Community Housing Trust
August 2016 to Present

PROFESSIONAL DUTIES

As Homebuyer Program Manager, my duties include but are not limited to; managing the Housing Trust's services for prospective and existing homeowner's participating in counseling and services, outreach and marketing of the program, program funding, contract management, training, maintenance and automation of operating and core systems, compliance and file documentation review, management of the homebuyer lending process, loan servicing, management of office personnel, production goals, grant writing and report preparation. In addition, the promotion of positive work attitudes, team oriented environment, providing excellent leadership and customer service skills.

EXPERIENCE

El Pueblo State Bank, Loan Secretary 1981-1985
Valley National Bank, Administrative Assistant, Closing Officer, Consumer Loan Officer 1985-2002
Century Bank, Vice President, Q C/ Documentation Manager, Loan Operations Manager 2002-2010
Valley National Bank, VP Credit Administrator, Loan Operations Manager, Security Officer 2010-2015
Century Bank, VP Conversion Team Leader, 2015-May 2016
NM State Land Office, Policy and Procedures Analyst/Staff Manager Records Division 5/2016 to 8/2016
Santa Fe Community Housing Trust, Homebuyer Program Manager 8/2016 to present

EDUCATION

NNMCC Computer Hardware and Graphics Certification
NNMCC Microsoft application Certification (Excel, Word I, II, III)
University of Phoenix Advanced Excel
Western States School of Banking
ICBA Management and Leadership Certification
Edwards & Associates Compliance Certification

PROFESSIONAL ACTIVITIES

Espanola Valley Chamber of Commerce Board Member
Northern New Mexico Supplier Alliance (LANL Small Business Program) Board Member
Espanola Valley Chamber of Commerce Spirit Days Chairperson
Las Cumbres Learning Center Sharing Tree Program Manager
Espanola Schools Coats for Kids Representative
Girls Inc. Committee Member
United Way Pancakes on the Plaza
Habitat for Humanity (Espanola) Board Member
Los Alamos Medical Center-Community Awareness Kids Program

RONALD J. CHAVEZ
Homebuyer Services (Full Time Position)
Santa Fe Community Housing Trust
January, 2005 to Present

Duties at the Housing Trust: Coordinate homebuyer training and counseling program, perform intakes, counsel consumers, direct sustainable homebuyer education program, financial literacy classes, HECM counseling, saving energy first curricula.

Highlights of qualifications: Certified by Neighborhood Reinvestment Corporation to provide instruction in Homebuyer Education, Foreclosure Prevention, Home Equity Conversion, and Budget Management. Over 15 years experience in growth, maintenance, and collection of a large portfolio of consumer loans, mortgage loans, retail finance contracts, and federal loans. Responsible for managing complex projects involving thousands of customers and millions of dollars of investments. Bilingual.

- Conducted training presentations for prospective homeowners regarding financial literacy, the homeownership process, and other specialized topics. Planned training presentations and compiled educational materials in order to create and implement a training curriculum for prospective homeowners regarding various specialized training presentations.
- Assisted with all aspects of the Full Service Lending Model (Counseling, Home Selection, Lending, and Closing) and personally navigated both Spanish and English speaking clients through the corporate process toward homeownership.
- Recruited, hired, trained, and evaluated all branch employees. Responsible for all personnel decisions regarding retention, promotion, and compensation of employees.
- Provided homeownership counseling for potential first time homebuyers in Santa Fe, Taos, Rio Arriba, and San Miguel Counties. Developed budgets, performed credit analysis, determined mortgage eligibility, and created debt management plans for customers with dreams of homeownership.
- Counseled clients who were in foreclosure. Provided quantitative analysis to management, mediated between lenders and clients, formulated strategies to resolve clients' delinquent mortgage accounts, and provided clients with the information necessary to decide on a course of action with respect to their pending foreclosures.
- As part of a team developed, composed, and implemented a State Personnel Board Audit Program designed to evaluate the human resource management operations of all State agencies. Conducted on-site reviews of state agency human resource departments to determine compliance with State Personnel Board Regulations and Procedures.

Education

B.BA, Loyola Marymount University, 1990

Graduate, St. Michael's High School, 1986

Employment History

2004-Present	Homebuyer Services Coordinator	Santa Fe Community Housing Trust
2001-2004	Homebuyer Counselor	Homewise, Inc.
1998-1999	Executive Personnel Analyst	State of New Mexico Personnel
1991-1998	Branch Manager	Norwest Financial Inc.

RESUME: MARIA ORTIZ

Maria R. Ortiz
HUD Certified Housing Counselor
Santa Fe Community Housing Trust
2006 to Present

Current Duties: Coordinate homebuyer training classes, provide direct counseling for consumers, perform intakes, lead financial literacy classes, and conduct outreach for Housing Trust programs among consumers and real estate professionals, conduct Spanish language counseling and training.

HIGHLIGHTS OF QUALIFICATIONS

- Seven years experience working in customer service positions in banking
- Patient and effective when working with a wide range of personalities
- Very well organized and able to tend to multiple tasks at once

RELEVANT EXPERIENCE

Customer Relations

- Responded to customer dispute and resolved
- Persuaded debtors in clearing outstanding debts
- Negotiated settlements

Telecommunications

- Managed phone system with 8 lines and 95 extensions without complication
- Translated in Spanish when needed
- Posses excellent telephone skills
- Majority of internal and external customer inquiries

Computer Usage

- Reviewed new customers account information input into proper data base
- Scanned new signatures for tellers to identify the customer's signature
- Internet use to skip trace an individual

EMPLOYMENT HISTORY

July 2006 - Present	Housing Counselor	The Housing Trust	Santa Fe, NM
Sept 2005 – July 2006	Collections Unit Manager	JK Collections, Inc.	Santa Fe, NM
Feb 2005 – May 2005	Bilingual Educational Asst.	Santa Fe Public Schools	Santa Fe, NM
Aug 1996 – Oct 2003	Call Center Assistant Accounting Assistant File Maintenance Specialist Customer Service Specialist	Century Bank F.S.B	Santa Fe, NM

EDUCATION

1995 Capital High School, Santa Fe, New Mexico

Joyce Arellano
Program Manager (Fulltime Position)
Santa Fe Community Housing trust
January ,2012 to present

Duties at the Housing Trust:

Federal Program Grant Administrator Housing Counselor; Rental and Special Needs Program Manager. Duties: Implementation of rental assistance programs in compliance with internal policies and controls, funding requirements and HUD policies. Outreach to client's sources in a variety of setting, apartment managers, shelters, & public agencies. Work with Department of Housing and Urban Development, case managers, screening referrals, follow up and maintain client files, reporting and auditing. Conduct HQS Inspections. Prepare annual reports, prepare grant applications, generate invoices. Assist with home buyer program including interviewing, credit counseling and arranging home viewing for clients. Pre-qualifying and lender referral. Maintaining financial records. Generate closing documents and coordinate with Title Companies. Review Title documents.

Special Skills:

All aspects of Public Records Research and Document and Survey Interpretation .
Compliance and Policy Monitoring - Real Estate Title
Compliance and Monitoring – HUD Housing and Special Needs Programs
Homebuyer Training Educator
Homebuyer Counseling

Experience:

Policy Compliance Auditor/Title Examiner--2004-2012 Southwestern Title & Escrow
Title Examiner - 2002-2004 Stewart Title Santa Fe Abstract
Program Manager - 1996-2002 Santa Fe Community Housing Trust
Title Examiner, Title Plant Supervisor - 1986-1996 American Surety Title
Medical Clerk - 1980-1986 ST. Vincent Hospital
Clerical Supervisor – 1973-1980 Santa Fe County Clerk

Education/Affiliations/Certifications:

Continuing Education Course of Study: Business Education, Bookkeeping, Business English, General Business and Tax Preparation. Certificate of Achievement in Business Math
Certified in Quickbooks Accounting Program.
Continuing Education in Title Insurance and Business Ethics. Licensed and certified Title Examiner.
Training in Section 8 and multiple HUD related Programs Tax Credits, Income Qualification, Tenant-Based Rental Assistance
Special Needs and Low Income Homebuyer Qualification
Reporting and compliance auditing for the Fair Housing Act and Enforcement. HOPWA and Shelter Plus Care Management
Certified HQS (HUD Quality Standard Sec 8) Inspector
Certified in HUD Financial Management for HOPWA
Certified New Mexico Coalition to End Homelessness
Chairperson the HARP Committee.
Mayor's Blue Ribbon Taskforce to End Homelessness

Margaret L. Vasquez (Peggy)
Administrative Assistant
Tierra Contenta Corporation and The Housing Trust
July 1999 –present

Duties

Perform all general office management duties, make independent decisions as needed to keep operations flowing smoothly. Professional, well-developed organizational skills and positive, supportive attitude ensures effective customer relations. Familiar with property development, construction, sales, closing and lending processes. Primary duties are:

- Originate new mortgages for affordable home buyers. Process subordination and payoff information.
- Work with title companies.
- Organize Tierra Contenta Board meetings and maintain minutes and records. Reconcile bank statements.
- Produce Sales Reports.

Special Skills

Transcribe Dictation	Certified HQS Inspector
New construction punch list inspections	10-key calculator
Two-way radio	Switchboard
Word Processor - 70 wpm	Computers and office software programs

Related Experience:

BT HOUSING INC., Customer Service Relations Manager for homebuilding operation, Santa Fe, NM 87505, 1993-1999

SANTA FE ASSOCIATION OF REALTORS, Information Specialist/Receptionist 1993-1995

FIRST HEALTH SERVICES, INC., Santa Fe, NM, Data entry, 1992-1993

LANPHERE REPORTING SERVICES, Santa Fe, NM, Office Manager 1992

FEDERAL ABSTRACT COMPANY, Santa Fe, NM, Title Search, 1988-1992

BANK OF SANTA FE, Santa Fe, NM, Head Teller, 1984 – 1988

Affiliations/Certifications:

Santa Fe Affordable Housing Roundtable
President of Zona del Sol
Friends of the Library
Certified Housing Quality Standards Inspector

Cordy Medina
Rental Housing Service Coordinator
2015-Present

Professional Duties: Develop supportive, professional relationships with residents; assist residents in accessing local support services and community resources that help them stay housed, be good tenants and meet their personal goals and objectives; develop and maintain partner relationships with spectrum of local agencies and service providers, staying current on available services and resources; develop and coordinate with residents on-site programs, activities and community events; work closely with property management and proactively with residents to prevent and/or resolve issues; maintain records in accordance with local, state and/or national program requirements.

Experience	1976-1981	City of Santa Fe	Santa Fe, NM
	<u>Deputy Director of Environmental Services Division</u>		
	1981-1986	Santa Fe County	Santa Fe, NM
	<u>Correction/Detention Officer</u>		
	1986-1998	Self Employed	Santa Fe, NM
	<u>Owner/Manager of Video Visions</u>		
	1996-2003	City of Santa Fe	Santa Fe, NM
	<u>Deputy Director for the Mayor's Office of Intercultural Affairs</u>		
	<ul style="list-style-type: none"> • Facilitated Groups/Organizations in diversity dialogue • Trained Non-Profit boards on policies and procedures • Coordinated city sponsored activities and events 		
	2003-2005	State of New Mexico	Santa Fe, NM
	<u>Committee Secretary for Senator Phil Griego</u>		
	<u>Program Manager-State of NM Higher Education Dept.</u>		
	2006-2015	State of NM Attorney General	Santa Fe, NM
	<u>Constituent Services Coordinator</u>		
	1. Resolve reported problems and complaints		
	2. Ensure that constituent concerns are dealt with in an Expeditious and timely manner		
	3. Collaborate with other state agencies to find solutions and answers for constituents		
	4. Meet statewide with groups and local residents concerning complaints on local government, land grant issues and other priorities		
	5. Coordinate with the Governor's Constituent Office complaints and initiate other options		
EDUCATION	1970	Santa Fe High School,	Santa Fe, NM
	1974-1976	Santa Fe Business College	Santa Fe, NM
	1981-NM	Correctional Academy	Santa Fe, NM