

Santa Fe, NM	New Mexico ▼
---------------------	--------------

Consolidated Plan

Strategic Plan for Years	2008 ▼	to	2013 ▼	2
--------------------------	--------	----	--------	---

Annual Action Plan and

Consolidated Annual Performance and Evaluation Report

Presented to the U.S. Department of Housing and Urban Development

Albuquerque ▼	Field Office of Community Planning and Development
---------------	--

Strategic Plan Submission Date	02-Jun-08
--------------------------------	-----------

Amendments:

	▼		MM/DD/YY	Name:	
	▼		MM/DD/YY	Name:	
	▼		MM/DD/YY	Name:	
	▼		MM/DD/YY	Name:	
	▼		MM/DD/YY	Name:	

* If Necessary



5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

GENERAL

Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

5 Year Strategic Plan Executive Summary:

COMMUNITY PROFILE

As of January 1, 2008 it is estimated that 69,142 people live within the Santa Fe incorporated city limits, with an additional 18,499 people residing in the urban area outside of Santa Fe and 31,159 more living in the region outside of the urban area. According to the 2000 Census, 48% of the city population is Hispanic, 45% is White (non-Hispanic), and less than 3% is Native American and other minority. By the end of 2007 the city's area included 41.6 square miles, with 2,474 acres annexed in the current decade of which 2,150 is the new airport.

PUBLIC PARTICIPATION PROCESS

Public participation was a major part of putting together the Consolidated Plan, and the plans that helped to inform this Plan. The *Housing Needs Assessment, 2007* analyzed the housing needs in the community, in part by the use of household surveys, employer surveys and key informant interviews. The needs from this study were then incorporated into the City's *Housing Plan*, which used a citizen committee to choose the priorities for the City for next five years, as well as two public input meetings.

The Economic Development Division is guided by the Angelou Plan, officially entitled *Cultivating Santa Fe's Future Economy*, to identify the economic development needs of the community. Much public process was used to create this original plan. To implement action strategies, the Economic Development Division held a series of key informant interviews and a series of professionally facilitated seminar meetings with input from members of the local business and economic community.

The 5-Year Consolidated Plan will be approved by the Community Development Commission and recommended for City Council approval in July 2008.

HOUSING

The *City of Santa Fe Housing Needs Assessment, 2007* analyzed the housing market and needs of the community. The City's objectives for affordable housing are based primarily on that study and are listed below in the Summary table.

Summary of Specific Annual Objectives - Housing

Objective #	Specific Objective	Sources of Funding
1	Assist in acquisition of land for, or the construction of, new rental housing aimed at those who earn less than 60% of the AMI.	CDBG, Affordable Housing Trust Fund (AHTF), HOME
2	Educate potential low and moderate income homebuyers about owning a home.	City of Santa Fe

3	To help first time homebuyers who are low and moderate income purchase a home.	CDBG, AHTF, CDBG Program Income
4	Provide rental assistance to low and moderate income persons	Shelter Plus Care, HUD-Public Housing
5	Help Santa Fe's workforce (those who earn 80-100% of the AMI) purchase a home.	AHTF
6	Obtain rental homes for essential city employees and rent out at affordable rates. Use program as a recruitment tool.	City of Santa Fe, NMMFA grant, NMMFA loan
7	Help low and moderate income homeowners maintain their home.	CDBG Program Income, Rehab Loans, City of Santa Fe CIP, AHTF
8	Provide funding to maintain emergency shelter and transitional living facilities.	CDBG, AHTF
9	Retain affordable housing stock.	AHTF, City of Santa Fe, Public

HOMELESS

The City has adopted a Five Year Plan to End Homelessness in Santa Fe. Many homeless initiatives are priorities for funding. In the past, there was no clear direction to follow for funding programs to alleviate the homeless problems in the community.

Summary of Specific Annual Objectives – Homeless

Objective #	Specific Objective	Sources of Funding
1	Assist in acquisition of land for, or the construction of, new rental housing aimed at those who earn less than 60% of the AMI.	CDBG, AHTF, HOME, HUD, Santa Fe County, State of NM
4	Provide rental assistance to low and moderate income persons.	SPC, HUD Public Housing, AHTF
19	Provide emergency rental, utility and mortgage assistance.	City of Santa Fe

ECONOMIC DEVELOPMENT

The Economic Development Division is following an aggressive plan to bring high paying jobs to Santa Fe in order to give residents the ability to live and work in the community.

Summary of Specific Annual Objectives – Economic Development

Objective #	Specific Objective	Sources of Funding
12	Pursue overall affordability where local wages can support living in Santa Fe – high wage jobs.	City of Santa Fe
13	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – facilitate business expansions, startups, retention or recruitment.	City of Santa Fe, State of NM Economic Development
14	Bolster Santa Fe's leadership position and/or potential in innovation – development one infrastructure project per year.	City of Santa Fe, State of NM Economic Development, Private Sector
15	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – develop up to two workforce development programs.	City of Santa Fe, Workforce Development, Federal Funds
16	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – support the Business Incubator and their Business Opportunity Program.	City of Santa Fe, Rent From Businesses, State, Foundations
17	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – support and	CDBG revolving loan funds, City of Santa Fe, local lenders

	oversee The Loan Fund small business development loan program.	
--	--	--

FUNDING

The objectives and funding priorities identified in this plan are primarily to support housing. In previous years, economic development initiatives were also funded, but CDBG funding has decreased by too much to continue.

The overall decrease in funding available for housing initiatives made it necessary to search out new sources of funding. The Office of Affordable Housing is in the process of setting up an Affordable Housing Trust Fund, which will be used to fund some of the objectives listed in this report. The City is also in the process of putting a Real Estate Transfer Tax (RETT) to a vote by the public. If the RETT passes, the funds from this will be added to the Housing Trust Fund. The City of Santa Fe general fund is also a source of funding for housing initiatives. CDBG funding rounds out the funds available for housing initiatives.

Economic development initiatives are funded through City and State sources.

Strategic Plan

Due every three, four, or five years (length of period is at the grantee’s discretion) no less than 45 days prior to the start of the grantee’s program year start date. HUD does not accept plans between August 15 and November 15.

Mission:

The 5-year Consolidated Plan is a blueprint for the City of Santa Fe’s housing and community development activities. The Plan ensures that the policies and program supported by the City of Santa Fe relate to the U.S. department of Housing and Urban Development’s statutory goals of providing decent housing, providing a suitable living environment, and expanding economic opportunity. Santa Fe’s Plan document how the City will continue to meet community development needs.

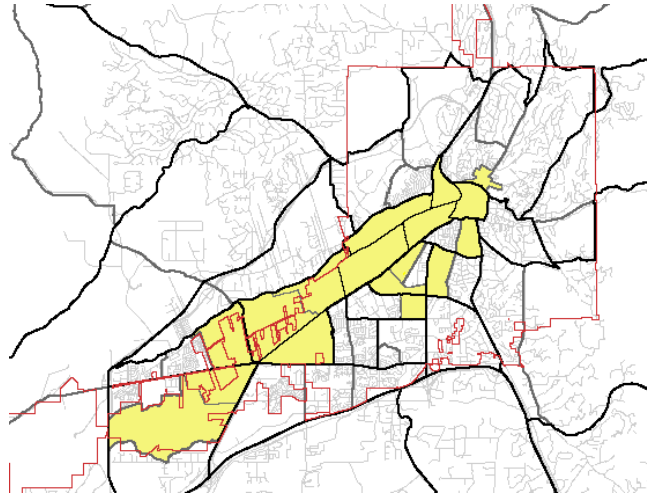
The goals, policies and activities outlined in this document will expand the City of Santa Fe’s Community Development Division’s ongoing commitment to address the preceding issues. Maintaining current structures and developing new financial resources that will promote the availability of housing, coordinating interdepartmental efforts involving community development issues, and expanding public and private partnerships to provide economic development benefits are some of the goals of the proposed activities outlined in this plan.

General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

5 Year Strategic Plan General Questions response:

1. The geographic area consists of the City of Santa Fe (City) boundaries, as shown in red on the included map. The low income areas consist of seventeen Census Tract- Block Groups and are in yellow on the map. There are times when the City will fund subrecipients in Santa Fe County with its entitlement grant, but only when these activities benefit low/mod income persons who live in the City.



2. Allocations are based on whether a project serves low/mod income persons. Most of the City's allocations go toward activities that serve low/mod persons City-wide, as exemplified by downpayment assistance loans. Alternately, the City allocates funds to entities that serve only low income persons, such as homeless shelters or alcoholism treatment programs. Activities that benefit low/mod income areas, as identified by the 2000 Census, are especially of interest because so few of these applications are received. An example is the Triangle District, which has the highest percentage of low income persons in the City. When applications are received that serve low income persons in the Triangle District, or other low/mod income areas identified in the accompanying map, they are given the same consideration as other low/mod income projects. Funding of all projects is based on factors such as who the project serves, the number of people impacted, the ability of the subrecipient to carry out the project and their ability spend the funding in a timely manner.

3. The biggest obstacle to meeting underserved needs is a lack of funding. This is seen throughout the community – non-profit funding is more difficult to obtain than ten or even two years ago. The reduction of CDBG funding over the years adds to the pinch felt by local non-profits, as does as the dwindling funds available at the City level.

Also, when trying to address affordable housing through new construction, the costs of land, water and construction are prohibitive unless a significant portion of the project is subsidized.

Managing the Process (91.200 (b))

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

5 Year Strategic Plan Managing the Process response:

1. The City of Santa Fe is the lead agency for overseeing the development of the *5-Year Consolidated Plan*. Our major partners responsible for administering programs covered by this plan include Homewise, Santa Fe Community Housing Trust, and Habitat for Humanity. We also work with St. Elizabeth Shelter and the Coalition to End Homelessness for homeless issues. Life Link distributes Shelter Plus Care funds, as does the Santa Fe Community Housing Trust.

2. This plan was developed through a combination of data gathering, agency interviews, public surveys, and public input meetings. Three main plans were used to inform the Consolidated Plan: the *Housing Needs Assessment, May 2007*; the *City of Santa Fe Housing Plan*; and the *5-Year Plan to End Homelessness*. The City of Santa Fe Economic Development Division also produced a plan called *Economic Development Strategy for Implementation* that identified specific actions to be taken to implement the City's *Economic Development Plan* (Angelou Plan); both were used for the Community Development section of this plan.

Agencies that helped formulate this plan, and the previously mentioned plans, include Enterprise Community Partners, the Mayor's Blue Ribbon Panel to End Homelessness, staff in the Community Services Division, the Community Development Commission, and numerous agencies who showed up for the Housing Summit and the public input meeting held at the Chavez Center on May 8, 2008.

3. Housing agencies that were consulted for this plan are Homewise, Santa Fe Community Housing Trust, and Habitat for Humanity. Life Link was consulted regarding mentally ill homeless issues, and the New Mexico Coalition to End Homelessness, St. Elizabeth Shelter, Esperanza, and Youth Shelters and Family Services were consulted for homeless issues, as well. Santa Fe Community Housing Trust and Southwest Care Center were consulted for HIV/AIDS issues.

Citizen Participation (91.200 (b))

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

5 Year Strategic Plan Citizen Participation response:

1. Much work has been done over the last year to plan for housing issues in Santa Fe. Three documents that assess housing needs and solutions were produced in 2007 and 2008. The *Consolidated Plan 2008-2013* is based on the City of Santa Fe's *Housing Needs Assessment, May 2007* and *Housing Plan* (2008). The *Housing Needs Assessment* is an in depth study of the housing rental and purchase market in Santa Fe. It also reviews the needs of special populations such as the homeless, elderly, and those with disabilities. The information from the *Housing Needs Assessment* was used to produce the *Housing Plan*, which outlines the City's action items over the next three to five years for housing and housing related issues. In 2007, the City also formed the Mayor's Coalition to End Homelessness that produced a document called *Plan to End Homelessness in Santa Fe in 5 Years*.

Extensive public input was used to produce each plan. The *Housing Needs Assessment* used four types of surveys in addition to key informant interviews with realtors, developers and service and housing agency representatives.

For the *Housing Plan*, staff coordinated five meetings with community stakeholders to assess and prioritize the actions the City should take over the next three to five years to address housing issues, based on the recommendations in the *Housing Needs Assessment*. On April 5, 2008, staff convened a Housing Summit to garner public input on the *Plan*. A second public input meeting was held on April 29, 2008.

The *Plan to End Homelessness in Santa Fe in 5 Years* was created by a 27-member task force that included representatives of non-profit and governmental agencies that provide services to the homeless, the homebuilders, local businesses, community advocates and the homeless and formerly homeless. Other representatives attended these meetings and were treated as honorary members of the Task Force. This group began meeting in January 2007 and worked in various sub-committees and as a whole panel. The full meeting sessions were professionally facilitated. An open house was held May 24, 2007 at St. Johns Soup kitchen for the public to comment on the primary concepts outlined in the plan. Comments from this open house were taken into consideration when preparing the final plan.

Data gathered from the previously described plans was compiled and integrated into the goals, policies and objectives of the *Consolidated Plan*, which was then presented at a public hearing for additional comment. The *2008-2009 Action Plan* reflects the goals and objectives set forth in the *Consolidated Plan 2008-2013*.

2. There were no citizen comments submitted for the Consolidated Plan.

3. The Housing Needs Assessment resident housing survey was translated into Spanish and distributed to Spanish speaking residents through Somos Un Pueblo Unido to assess their housing needs. Specific questions were in the in the housing survey that addressed the needs of persons with disabilities and other special populations.

4. No citizen comments were submitted for the Consolidated Plan.

(Please see the Citizen Participation Plan submitted with this plan for more information.)

Institutional Structure (91.215 (i))

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

5 Year Strategic Plan Institutional Structure response:

1. The City of Santa Fe will carry out the priorities in the Consolidated Plan by continuing to collaboratively work with our non-profit partners. The City's philosophy is to help build the capacity of our service

providers, rather than increase the size of the City's bureaucracy. The City and its staff serve as advocates and coordinators for our partner non-profits. The City continues to work with the following organizations:

HOUSING

- **Affordable Housing Roundtable:** The Roundtable meets on a monthly/as needed basis to discuss housing policy issues in Santa Fe. (The money disbursed in the past by the Roundtable now goes into the Affordable Housing Trust Fund and is overseen by the City.)
- **Enterprise Community Partners:** Enterprise provides technical assistance and low interest loans to housing development agencies in Santa Fe and is responsible for providing assistance with administrative and policy activities for the City of Santa Fe, and communities throughout New Mexico.
- **Habitat for Humanity:** Habitat provides home ownership opportunities for Santa Feans who make less than 50% of the AMI. The homes are built with volunteer labor and donated materials, including sweat equity by the future homeowner.
- **Homewise:** Homewise helps people who earn less than 100% of the AMI prepare for the home buying process, as well as maintaining the home once it is purchased. This includes conducting homebuyer education classes, financial fitness classes, and income certifications. Homewise works as an agent for the City to place people into affordable homes that result from the City's inclusionary zoning ordinance. Homewise offers low interest loans for the future homeowner and for those who need to make essential repairs on their home. They are a certified Community Development Financial institution (CDFI).
- **Life Link/La Luz:** mentally ill and substance abuse services; permanent supportive housing.
- **Santa Fe Community Housing Trust:** SFCHT offers homebuyer training classes, income verification classes, zero-interest non-amortizing due on sale second mortgages, reverse mortgages for the elderly and seriously ill, and amortizing first mortgages. The Housing Trust works as an agent for the City to place people into affordable homes that result from the City's inclusionary zoning ordinance. The Housing Trust also manages seven leases for affordable homes on city-owned land. In addition, SFCHT administers a Shelter Plus Care grant for those with HIV/AIDS. They are a certified Community Development Financial institution (CDFI).
- **Tierra Contenta Corporation:** TC is in charge of overseeing the development of Tierra Contenta Planned Community by providing ready-to-build land for single-family and multi-family homes, small business development and community services. Forty percent of the development's complete units will be affordable to residents at or less than 80% of the AMI.

ECONOMIC DEVELOPMENT

- **New Mexico Community Development Loan Fund:** A tax-exempt organization that provides loans, training and business consulting to entrepreneurs, business owners and non-profit organizations throughout the state and the entire Navajo Nation. Their services support the efforts of low-income individuals and their communities to achieve self-reliance and control over their economic destinies. They operate The Loan Fund specifically for Santa Fe. The original financing of this fund was with CDBG.
- **New Mexico Partnership:** The New Mexico Partnership is a public-private non-profit organization created in 2004, and tasked with generating economic growth via attracting businesses to the state of New Mexico. They encourage and help businesses locate in New Mexico.
- **North Central New Mexico Economic Development District (NCNMEDD):** NCNMEDD is the local representative for the Economic Development Administration (EDA). They administer an EDA program called the Tri-County Revolving Fund for a region that includes Santa Fe County.
- **Regional Development Corporation (RDC):** The RDC is a private non-profit, 501(c) (3) Economic Development Organization (EDO) whose primary service area is Northern New Mexico (NNM). The RDC assists Northern New Mexico communities and small businesses with economic development activities. They work with community leaders to address the increasingly rapid pace of technological, social and environmental change in NNM by assisting communities and industry in managing their economic projects and initiatives.
- **Santa Fe Business Incubator (SFBI):** SFBI is an award winning incubator program located in a 30,000 square foot facility in southwestern Santa Fe. In addition to offering a series of workshops and business advising for its clients, the Incubator operates a program targeted at low and moderate income business owners called the Business Opportunity Program (BOP). The BOP, initially funded by CDBG, provides technical assistance and rent support to businesses owned by persons who make less than 80% of the AMI. BOP received the John J. Gunther Award for Best Practices in Economic Development from HUD in 1999.

- **Santa Fe Alliance:** The Santa Fe Alliance is working to build a diverse network of local businesses, community members, and non-profit and governmental leaders to educate them about the importance of buying goods and services from locally-owned businesses. By doing so, they help to create more and better job opportunities and successful businesses that enrich the community and create a prosperous regional economy.
- **Santa Fe Chamber of Commerce:** The Chamber was formed in 1882, and has since been the voice of the region's business community. Their four areas of focus are 1) creating a stronger local economy, 2) promoting the community, 3) providing networking opportunities, and 4) representing business issues through lobbying and political action.
- **Santa Fe County:** The City is working with Santa Fe County Economic Development planners on the Santa Fe Regional Telecommunications effort to bring broadband to SF County.
- **SCORE:** The mission of SCORE is to promote the economy of Santa Fe and Northern New Mexico by counseling small for-profit and nonprofit businesses, either in the start-up phase, or in an ongoing phase. They offer free and confidential team counseling sessions, specialized counseling, e-mail counseling, and free workshops. They are staffed with volunteers who are both generalists and specialists in a wide spectrum of business segments and who have varied backgrounds, experiences, and skills.
- **Small Business Development Center at SF Community College (SBDC):** SBDC is part of a statewide network of centers affiliated with the Small Business Administration. The SBDC provides technical assistance to companies in everything from writing business plans and e-commerce to loan packaging and financial analysis. Assistance is provided on a one-on-one basis and through classroom offerings at SFCC, where the organization is located.
- **State of New Mexico Economic Development Department (NMEDD):** NMEDD offers business expansion services, financial assistance, promotes business incentives, oversees the state's business incubator certification program, and runs the certified community program. The City of Santa Fe became a certified community in 2006. To become a certified community, the City of Santa Fe had to pass a Local Economic Development Act. NMEDD then provided the City with a CCI grant and extra support through their Co-op Advertising Program. NMEDD then helps publicize Santa Fe and attract new businesses.

The City will continue to develop viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities principally for low- and moderate-income persons, in accordance with 24 CFR 91.1(a)(1).

2. The main strength of the delivery system is that the City has been managing the CDBG grant for 24 years. We have established solid relationships with business partners who have proven over time their ability to effectively manage contracts and carry out program goals. The only advantage of the CDBG funding continually decreasing is that the small amount of funds available are given to those organizations who perform well in that they give the greatest return for the amount of funding they receive.

A gap noted in the delivery system was that funds for affordable housing were being managed by the Affordable Housing Roundtable, an award winning organization of affordable housing providers in Santa Fe, and that there was not extensive diversity in applicants for these funds. But, the City of Santa Fe has created an Affordable Housing Trust Fund (AHTF) that uses multiple sources, such as a fee in lieu of providing affordable units under the inclusionary zoning program, loan repayments and Capital Improvement Loan Proceeds, so the potential for more housing options has been increased. The AHTF will be funded through numerous sources of monies that, when combined, will provide a larger impact to affordable housing projects.

3. The Santa Fe Civic Housing Authority (SFCHA) is a local housing authority whose commissioners are appointed to five years terms by the Mayor of Santa Fe. The Authority's finances, personnel, procurement and service delivery operations are autonomous from the City. The SFCHA is considered a "quasi-governmental entity." Review of capital improvements, development, demolition or disposition of public housing developments is limited to permitting and land use restrictions overseen by the City, keeping in mind that many of the units owned and operated by SFCHA are built on land that is owned by the City. The Authority receives no direct financial assistance from the City.

One strength of the SFCHA set up and delivery system is that they have high occupancy of their units. They are also actively applying for funds to upgrade their Villa Alegre facility. One gap in their delivery system is that the demand for public housing units exceeds supply. Currently there are 538 people on the waiting list for public housing, and 609 people on the Section 8 voucher list. A second gap in the delivery

system is the age of the public housing they manage. Over 100 units at Villa Alegre were built in 1964. HUD recently approved a demolition/disposition plan that will allow this site to be redeveloped as a mixed-income rental property, which is better suited to current practice in Santa Fe. Other sites, such as Hopewell and Mann, were also built in 1964, while Villa Verde, Cerro Encantado, Pasa Tempo, Villa Hermosa and Villa Consuelo were built between 1972 and 1976. Casa del Ceste and Jardines de Agua Fria were built in 1991.

Monitoring (91.230)

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

5 Year Strategic Plan Monitoring response:

Long-term compliance with Santa Fe's *Consolidated Plan* is imperative to meet the goals and objectives offered in the *Plan* and in numerous additional housing and community development planning documents. The Community Development Commission (CDC) and the City Council consider compliance with the requirements of the Consolidated Plan when reviewing other comprehensive planning efforts. Between these public entities, the Affordable Housing Roundtable and the Business and Quality of Life Committee and association between city staff and local nonprofit economic development groups, there is constant monitoring of the City's comprehensive planning efforts.

Every effort is made by the CDC and housing staff to recommend funding activities that are in line with the *Consolidated Plan*. When proposals and recommendations from these various groups conflict with proposals in the *Consolidated Plan*, the issue will be resolved in consideration of the best short and long term needs of the community. Every effort will be made to continue to comply with the *Consolidated Plan*, which serves as the basis for all housing and community development decisions. If it is necessary to proceed on a course that is in direct conflict with the *Consolidated Plan*, an appropriate amendment will be submitted to HUD for approval.

In order to monitor implementation of the *Consolidated Plan*, the City's Office of Affordable Housing works closely with housing, economic development, and other non-profit service providers. The Office of Affordable Housing requires quarterly reports from all of its sub-recipients that mandate adherence to specific programs and requirements. In addition to quarterly reports, programs are monitored through site visits, file audits, and management of all fiscal functions inherent in contract administration.

CDBG Program Monitoring Requirements

Housing planners monitor programs to ensure that they comply with CDBG requirements through site inspections and documentation pertaining to organizational structure, with applicability to HUD national objectives and scope of work. The City of Santa Fe utilizes HUD's "Guidebook for Grantee's on Sub-recipient Oversight, Managing CDBG", and "Ensuring CDBG Sub-recipient Timeliness Guidelines" to ensure compliance.

In addition, citizens are encouraged to comment on the performance of city and non-profit agencies in implementing *Consolidated Plan* programs and projects and in meeting program objectives.

Citizens have reasonable and timely access to information and records relating to the City of Santa Fe's *Consolidated Plan* and its use of funds for the preceding five years.

Comments from citizens concerning *Consolidated Plan* activities, amendments or performance should be directed to the Office of Affordable Housing, 120 S Federal Place, Room 314, Santa Fe, NM, 87504 between the hours of 8 a.m. and 5 p.m., Monday through Friday. Citizen comments submitted in writing will be answered within 15 working days where practicable.

1) Site Visits

All site visits include meeting with staff, discussing current projects, evaluating the efficacy of the sub-recipient's performance on past projects and reviewing the contractor's adherence to the scope of services in the contract. Staff reviews the following contractual items on an annual basis:

- Personnel policies and procedures
- Conflict of interest clause
- Non-discrimination policies
- Affirmative marketing policies

2) Reporting and Fiscal Management

Sub-recipients submit minutes from board meetings and other policy documents to the Office of Affordable Housing to be monitored for compliance with *Consolidated Plan* policies. In addition, staff ensures that all sub-recipients keep track of detailed information for the Performance Measurement System to evaluate the effectiveness of the project in meeting the needs of targeted populations. Relevant data includes:

- Number of clients served
- Ethnicity and age breakdown
- Client income and assets breakdown (when appropriate)
- Performance Measurement data by project type (Housing, Economic Development, Public Service, or Facilities & Improvements)

This info is submitted in quarterly and final reports. The reports track completion of the contracted scope of services and track program demand and utilization by demographic category for services provided by the program. The program also must submit financial statements for the quarter under examination. A balance sheet and income statement for the program (statement of revenues and expenditures against budget) must be submitted. Staff from the Office of Affordable Housing is responsible for reviewing subrecipient's account drawdown requests and submitting the request to the City's Accounts Payable Department for payment.

3) Evaluation

At the end of each program year, staff completes a detailed evaluation of the sub-recipients performance. Based on information from the quarterly and final reports, staff evaluates whether the needs of low income people are being met and if not, which areas require expansion of City support and/or other technical assistance. The *Consolidated Plan* provides a framework for setting program goals, monitoring performance and evaluating the City's progress in meeting community development needs.

Committee Meetings

The Office of Affordable Housing, Community Services and Economic Development staff is responsible for coordinating and/or staffing various citizen committee meetings. These include: Economic Development Review Committee, Human Services Committee, Children and Youth Commission, Community Development Commission, Santa Fe Arts Commission, and the Mayor's Committee on People with Disabilities. Staff also acts as the City's Liaison to the Santa Fe Affordable Housing Roundtable and participates in periodic meetings. The implementation of the *Consolidated Plan* and the monitoring of resulting activities rely on continued communication at the staff and interagency levels.

Other Monitoring Actions – Plans That Guide the Consolidated Plan

1) Housing

The Housing office hired an outside company in 2006 to perform a housing needs assessment that assessed the City's housing needs. The *Housing Needs Assessment, May 2007* identified housing gaps and provided quantitative information that was used to produce a Housing Plan for the City of Santa Fe, as well as to document the goals of the *Consolidated Plan*.

2) Economic Development

The *Consolidated Plan* corresponds closely with goals and policies articulated in the City's *Community Economic Development Plan (CEDP)*, adopted in 1996. The *Santa Fe Economic Development Plan* was adopted in 2004. An *Economic Development Implementation Plan* is in the process of being approved by City Council.

Priority Needs Analysis and Strategies (91.215 (a))

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

5 Year Strategic Plan Priority Needs Analysis and Strategies response:

Priority needs were determined through many layers of public process. The *Housing Needs Assessment, 2007* analyzed the housing needs in the community, in part by the use of surveys and key informant interviews. The needs from this study were then incorporated into the City's *Housing Plan*, which used a citizen committee to choose the priorities for the City for next five years, as well as two public input meetings. The Economic Development Division is guided by the Angelou Plan, officially entitled *Cultivating Santa Fe's Future Economy*, to identify the economic development needs of the community. Much public process was used to create this original plan. To implement action strategies, the Economic Development Division held a series of key informant interviews and a series of professionally facilitated seminar meetings with input from members of the local business and economic community.

Throughout this report, the greatest obstacle to meeting underserved needs is identified as a lack of funding for programs.

Lead-based Paint (91.215 (g))

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

5 Year Strategic Plan Lead-based Paint response:

1. The definition of a lead-based paint hazard as stated in Section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992:

The term "lead-based paint hazard" means any condition that causes exposure to lead from lead- contaminated dust, lead-contaminated soil, lead-contaminated paint that is deteriorated or present in accessible surfaces, friction surfaces, or impact surfaces that would result in adverse human health effects as established by the appropriate Federal agency.

There are approximately 14,775 total homes in Santa Fe that possibly contain lead-based paint, according to the 2000 Census. These are homes built before 1980 (1978 is the year specified by Section 1004, but the home built dates are by decades in the Census). According to the New Mexico Department of Health, homes built before 1950 pose the most danger: there are 2,499 homes in Santa Fe built before 1950.

For many reasons, lead-based paint is usually not an issue in New Mexico. Historically, homes were covered with mortar and plaster or stucco, not paint. Also, paint containing lead was more expensive, because of its durability, than non-lead paint. But, with New Mexico being a poor state, most homeowners were not able to afford lead paint.

As part of their home repair program, Homewise has tested 53 homes for lead since 2002. Of these, only two tested positive, which is 4% of the homes they tested. Extrapolated to the number of homes in Santa Fe built before 1950 (2,499 homes), a rough estimate is 100 homes could contain lead-based paint.

2. Actions being taken to address lead-based paint: The City of Santa Fe has two housing partners that deal with homebuyers who should be notified of lead-based paint issues.

Santa Fe Community Housing Trust – If a homebuyer purchases an already existing home, they are given a lead-based paint disclosure form that must be signed. If a home is purchased that was built before 1978, the EPA lead-based paint pamphlet entitled “Protect Your Family From Lead In Your Home” is also given to the homeowner.

Homewise – Homewise helps low-income buyers purchase homes as well as provides funding for home rehabilitation. Homewise always tests for paint if a home was built before 1978 and federal funds are used for the project. If only Homewise dollars are used, they issue the EPA pamphlet. Homewise also advises to test for lead-based paint if the homeowner has children under three years of age. The homeowner must also sign a series of forms acknowledging they were informed of the lead-based paint issue.

The actions taken by our non-profit partners to address lead-based paint are sufficient based on the low rate of occurrence of lead in Santa Fe homes.

HOUSING

Housing Needs (91.205)

*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost- burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

5 Year Strategic Plan Housing Needs response:

1. HOUSING NEEDS TABLE

The Housing Needs Table (part of the CPMP tool) was filled in with Santa Fe population estimates from 2007, while using the percentages from the 2000 CHAS table. These are the housing needs according to the Housing Needs Table:

- Extremely low-income, low-income, moderate-income and middle income families who are renters are experiencing housing problems and many are cost burdened at >30% of their income. Many of those who report having housing problems are likely overcrowded.
- Many extremely low-income families who own their homes are experiencing housing problems and are cost burdened to 30% of their income, if not at 50% of their income.
- Many low-income and moderate-income families who own their homes have housing problems and are cost burdened, although not to the extent of those in the <30% AMI category.
- At least half of elderly persons who are renters in all three income categories in the Housing

- Needs Table are likely to experience housing problems and to be cost burdened by >30%.
- Elderly homeowners who are extremely low-income are likely to have housing problems and be cost burdened by >30%, while elderly persons who are low-income and moderate-income are less likely to be cost burdened and have housing problems.
- Large related families, no matter whether renters or owners, and across all income categories, are likely to experience housing problems that are assumedly due to overcrowding.
- Single persons tend to experience greater exposure to cost burden than 2-income households.

HOUSING NEEDS ASSESSMENT, 2007

The Office of Affordable Housing hired an outside company to conduct a study of the City's housing market. The *Housing Needs Assessment, 2007* is the resulting report. The housing needs of Santa Fe are discussed in more detail below:

RENTERS

In addition to the severe increases in home prices, average market rents have increased almost 38% between 1999 and 2006, while renter incomes have increased only 29%. Today, an average two-bedroom apartment is approximately \$882 per month and this figure does not include utilities. Incomes of renters, like those individuals and families wishing to purchase a home, have not kept pace with rising rents.

The largest gap of rental housing occurs in the less than 30% AMI and 30-50% AMI categories.

OWNERS

The median household income of Santa Fe households increased by about 24% between 1999 (\$40,392) and 2006 (\$50,000), compared to an 80% increase in single-family home prices and a 38% increase in condominium/townhome sales prices in the City of Santa Fe.

The median price of single-family homes in 1999 (\$191,875) was about 475% higher than the median household income (\$40,392). The median price of single-family homes in 2006 (\$346,125) was about 692% higher than the median household income (\$50,000). Households can typically afford to purchase homes priced between about 300% - 400% higher than their household income, depending on the size of their down payment and other factors.

Also, the availability of lower price homes on the general market is declining. About 33% of sales that occurred between July 1, 2005 and June 30, 2006, were priced under \$250,000, compared to 17.5% of the MLS listings on March 28, 2007. About 55% of current listing are priced over \$400,000 (which would be mostly affordable to local high-end buyers and the second homeowner market) compared to 36.6% of sales between July 1, 2005 through June 30, 2006.

SENIORS

Senior households are also impacted by the affordability issue and they account for approximately 7,318 households. A large percentage of seniors who rent (49%) are cost-burdened by their housing payment (820). About 221 senior headed households have at least one person with a disability and are in housing that does not adequately accommodate their needs. Another 20% (1,463) would be interested in: 1) Rental housing with services; 2) Receiving assistance to make current housing more accessible or 3) Living in a community solely for persons age 65 and over. Ten percent (731) would consider reverse mortgages. In total, 12% of all senior households (878) want to purchase a new or different home in the City. The most commonly cited reason for wanting to buy a different home is to find a smaller one. Of these households, 64% (562) would be interested in an affordable residence through an equity-sharing program. Neither smaller homes nor affordable rentals have been built to address these needs, and the needs are increasing.

PUBLIC HOUSING RESIDENTS AND PUBLIC HOUSING/SECTION 8 WAITING LISTS

The Santa Fe Civic Housing Authority (SFCHA) serves those who make 50% or less of the AMI. They currently have 538 people on their waiting list for public housing, and 609 people on the Section 8

voucher waiting list. The Section 8 waiting list is currently closed and will reopen in 2009. SFCHA receives approximately 70 applications per month for public housing.

SFCHA is also in the process of relocating residents at their West Alameda/Villa Alegre facility. This will contribute to a temporary loss of 104 units. It will take at least the next five years to rebuild units at this facility, which will consist of 74 tax credit units and 50 Senior 202 units. There will be a net gain of 20 units when the project is finished. In the meantime, all the residents at Villa Alegre must be relocated.

The temporary elimination of 104 public housing units, combined with the already existing need for rental housing in the less than 30% AMI and 30-50% AMI categories means a tight rental market is going to be even tighter unless more rental housing is provided.

PERSONS WITH DISABILITIES

About 14% of households have at least one person with a disability, or about 4,359 households in 2007. Of these, a fairly high 30% indicated that their homes do not adequately accommodate the disabilities of persons in their households, or about 1,287 households. About 12% live with immediate and extended family members versus 2% of all households. Of those with disabilities, 31% are adults who live alone, followed by couples without children (27%).

Most common disabilities:

- Mobility Impairment 49%
- Need of In-home Care 25%
- Hearing Impaired 24%
- Chronically Mentally Ill 12%
- Developmentally Disabled 9%
- Blind/Sight Impaired 5%
- Other 26% (includes Parkinson's, stroke, back injuries, AIDS and brain injuries).

Persons with disabilities are more likely to earn less than 50% of the AMI (36%) than households without a person with a disability (21%). The likelihood of being cost burdened is similar for both (about 28% each). These households are also more likely to have persons age 65 and over (44%) versus Santa Fe households on average (24%). Also, 21% of households with a disabled person receive their primary income from disability pay.

Households by AMI	No Disabilities	At least one disabled person
50% or less AMI	21%	36%
50.1 to 80% AMI	21%	18%
80.1 to 100%	11%	11%
100.1 to 120%	8%	13%
OVER 120% AMI	40%	23%

Cost-Burdened AMI	No disabilities	At least one disabled person
Under 30%	71%	72%
30-35%	8%	5%
35-50%	9%	4%
Over 50%	11%	19%
Median rent	\$855	\$771
Median mortgage	\$1,300	\$1,095

PERSONS WITH HIV/AIDS

The Southwest Care Center served 190 individuals or households with HIV/AIDS in Santa Fe County in 2007. Southwest Care Center estimates that two to three times as many clients could be served if

they had additional funding. This equates to 380-570 additional people/families that could be served with either housing assistance or services.

VICTIMS OF DOMESTIC VIOLENCE

Victims of domestic violence are served by Esperanza Shelter. In the Five Year Plan to End Homelessness, they are not asking for more shelter beds. But, victims of domestic violence would be placed in the additional units of permanent transitional housing when they become available.

2. It is not known if there are racial and ethnic groups with disproportionately greater need per income category than the needs of the category as a whole. There are no valid or reliable counts of ethnicity or race by income level that can be reliably reported. In other communities outside of New Mexico or the Southwest, Hispanics would be considered a minority. In Santa Fe, Hispanics are not a minority. A common sense assessment of the programs we fund or are familiar with suggests that there may be more Hispanics, or Native Americans, served than are present in the general population. The good news is that these programs, such as low and moderate income first time homebuyers programs, are active in our community. The good news is that these programs exist and can serve the low and moderate income populations that need assistance.

Priority Housing Needs (91.215 (b))

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

5 Year Strategic Plan Priority Housing Needs response:

1. The Housing Needs Assessment was conducted in 2007 and provides a much better picture of the housing market and needs of Santa Fe than the data from the 2000 Census. Please refer to the Housing Market Analysis and Specific Housing Objectives sections of this report for information on the priority housing needs and activities for housing.

2/3. For many years, the main housing focus for the City of Santa Fe has been providing affordable homes for first time homebuyers in the 50-100% AMI category. That program has proven very successful, but there is still much need for this focus. Thus, providing homeownership to the large and small related homeowner at 51-80% AMI is given a High priority.

Severe mental illness and HIV/AIDS receive a high priority because Shelter Plus Care funding is already directed to these programs, and there is still unmet need.

The Housing Needs Assessment showed that more rental housing is needed in the 0-50% AMI category, thus the High priority for small related renters in the 31-50% AMI category and the elderly in the 0-30% AMI category.

The categories receiving Medium priority may very well need to be addressed, and will be if funding allows. In the meantime, the City's funding will go towards the categories ranked High priority.

The categories receiving Low priority are either being addressed by the market or were not identified by the Housing Needs Assessment as needing immediate or urgent attention.

See the next section – Housing Market Analysis – for details about the Santa Fe housing market. These details directly influenced the City’s housing priorities.

4. The main obstacle to providing underserved needs is lack of funding for programs. The City’s Housing Plan is only limited by the amount of funding available to address the community’s housing needs presented in the Specific Housing Objectives section.

Housing Market Analysis (91.210)

*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

5 Year Strategic Plan Housing Market Analysis responses:

1. HOUSING MARKET CHARACTERISTICS

According to the *Housing Needs Assessment*, a total of 6,579 additional homes were needed in Santa Fe at the end of 2007 to accommodate all persons wishing to buy (>50.1% of AMI) or rent (<50% of AMI) a home. This number also includes a conservative estimate of in-commuters who would like to live in Santa Fe but currently do not, as well as a projection of the housing needed for people moving to Santa Fe who are entering the workforce. See the table below for a breakdown of the housing needs in Santa Fe as of 2007. The goal of the City of Santa Fe is to help 25% of the need over the next five years.

Total Housing Needs

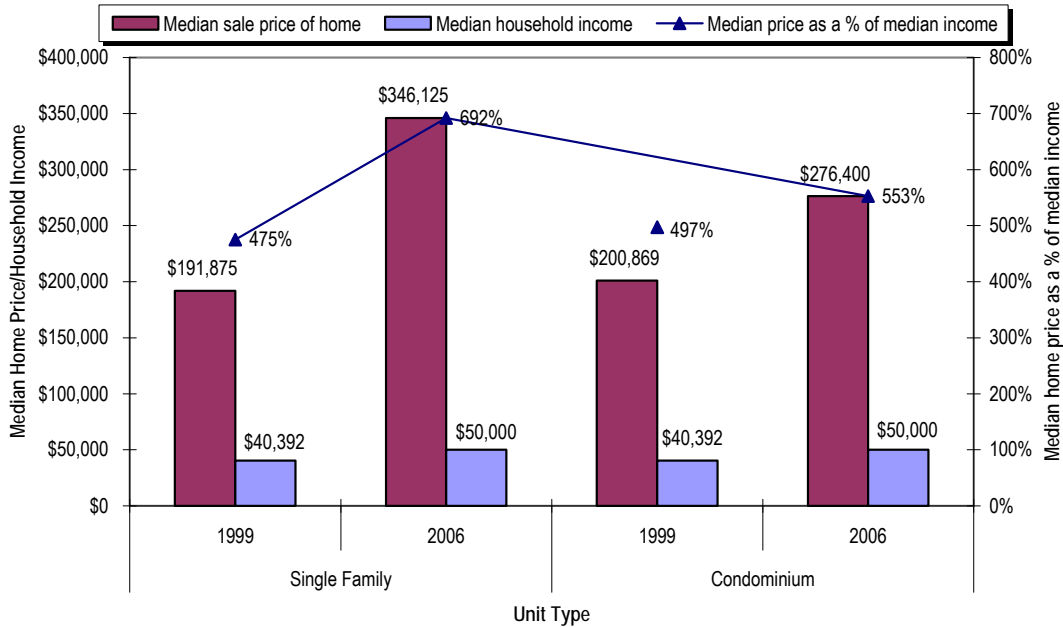
% AMI	2007			TOTAL NEED	City of SF 25% Goal
	Current Residents	In-commuters	Keep-up New Jobs		
<50	68	425	23	516	129
50.1-100	669	1,547	50	2,266	567
100.1-150	515	1,469	44	2,028	507
>150.1	429	1,276	64	1,769	442
TOTAL:				6,579	1,645

Most people considered the condition of their home excellent or good. On a scale of 1 to 5, with 5 being excellent and 1 being poor, owners rated their home on average 4.0 while renters rated their

home on average 3.4. Only 5.8% of renters reported their home to be in poor condition, or 724 renter households in 2007.

Prices of homes were also analyzed in the *Housing Needs Assessment*.

Median Price of Homes vs. Median Family Income: 1999 to 2006



Source: Santa Fe Association of Realtors; 2000 US Census; 2007 Household and Employee surveys; RRC Associates, Inc.

As shown above, the median price of a home is out of reach to a person earning the median income. The tables below show that while a majority of homes are priced above \$200,000, the buyers who make less than 100% of the AMI have only a small number (less than 3%) of homes available to purchase on the market.

Number and Percent of Sales By Price, 7/1/05 to 6/30/06: City of Santa Fe

	Single Family	Condominium	Other	Total (#)	Total (%)
Under \$100,000	1	6	1	8	0.5%
\$100 to \$149,999	3	71	7	81	5.1%
\$150 to \$199,999	28	156	23	207	13.0%
\$200 to \$249,999	100	78	51	229	14.4%
\$250 to \$299,999	139	59	37	235	14.7%
\$300 to \$399,999	156	83	18	257	16.1%
\$400 to \$499,999	102	41	11	154	9.7%
\$500 to \$649,999	122	35	10	167	10.5%
\$650 to \$799,999	74	33	4	111	7.0%
\$800 to \$999,999	44	13	0	57	3.6%
\$1,000,000 or more	79	8	1	88	5.5%
Total	848	583	163	1,594	100%

Source: Multiple Listing Service (MLS); RRC Associates, Inc.

**Percent of Units Available by AMI Range, March 28, 2007
City of Santa Fe**

AMI Range	Maximum affordable purchase price (2-person HH)	% MLS	# MLS
Under 50%	\$83,507	0.2%	2
50 to 60%	\$100,209	0.1%	1
60 to 65%	\$108,560	0.0%	0
65 to 80%	\$133,643	0.8%	7
80 to 100%	\$167,015	1.6%	15
100 to 120%	\$200,418	6.8%	62
120 to 150%	\$250,522	9.9%	91
Over 150%	Over \$250,522	80.6%	738
TOTAL units	-	100%	916

Source: MLS listings on-line (March 28, 2007); Department of Housing and Urban Development; RRC Associates, Inc.

According to the 2000 Census, 9.7% of housing units were vacant in Santa Fe. The largest percentage was in the northeast quadrant of the City (20.2%). This has more to do with second homeowners than dilapidated buildings. The overall low percentage of vacant units suggests that high land values keep a significant amount of vacant buildings from being prevalent.

Persons with disabilities are served by the Life Link. They have 104 units available through vouchers and units they manage themselves or in cooperation with other agencies.

Southwest Care Center and Santa Fe Community Housing Trust assist in housing those with HIV/AIDS and their families. Southwest Care Center assists 190 individuals/households and SFCHT assists 22 individuals/families.

3. The condition of the housing market directly affects the use of funds available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please see the Specific Housing Objectives section for more detail on how the needs have influenced how the funding is spent on specific housing objectives.

Specific Housing Objectives (91.215 (b))

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

5 Year Strategic Plan Specific Housing Objectives response:

1. Please see the following pages for the City of Santa Fe's five housing priorities and objectives, taken from the City's Housing Plan, which will take place over the next five years. Following a description of the five priorities is a description of the housing priorities based on the Annual Objectives tables.

PRIORITIES AND OBJECTIVES #1 - Housing Funding Allocations

In the past, the development of affordable housing relied primarily on federal and state funding sources. While the City and its housing partners will continue to pursue such funds, it is clear that local funding options need to be broadened. This is essential if local housing efforts are to be successful in recruiting and retaining employees, providing needed housing for special populations such as the homeless, seniors and disabled and efforts to support green building and other housing innovations are to be realized.

GOALS:

- A. To achieve an average leverage of public resources with \$3 of private, state or federal funds for every \$1 of local funding allocated to support projects and programs identified in the housing plan;
- B. To establish an on-going, local source of revenue such as a RETT to support affordable housing programs in Santa Fe; and,
- C. To provide funding so that it supports innovative and sustainable housing solutions that result in permanently affordable and sustainable housing for residents who live and/or work in Santa Fe.

POLICY:

- a. Give priority in funding for programs that will support recruitment and retention of difficult to recruit and retain employees;
- b. Provide funding to support new rental housing that will address a variety of housing needs in the community, including affordable housing for very low income renters;
- c. Establish a new funding source for housing development, preservation and related services; and
- d. Support the efforts of non-profit and for profit developers and housing agencies to increase the supply of housing for very low to moderate-income households, with an emphasis on homeownership and mixed income rental developments or programs.

PROGRAMS

- a. Develop partnerships with public and private lending institutions to reduce housing costs for both builders and consumers;
- b. Work with the state and federal governments to expand funding for affordable housing, especially housing for people with disabilities, seniors and other special needs populations;
- c. Develop partnerships with public and private lending institutions to reduce housing costs for both builders and consumers;
- d. Implement the Affordable Housing Trust Fund for Santa Fe.

KEY RESULTS AREAS

- Establishment of the Affordable Housing Trust Fund, with an on-going, dedicated stream of funding;
- Management of a financially sound and effective program;
- Implementation of a housing plan that addresses the full spectrum of housing needs, promotes sustainable design and green building techniques and supports strategies to increase the number of employees who live and work in Santa Fe; and,
- Leverage of outside resources on a \$3 to \$1 basis.

PRIORITIES AND OBJECTIVES #2 - Housing for Local Employees Programs

Revenues will be needed to support housing for local employees, with an emphasis on critical and emergency workers and those employed in educational services. The City of Santa Fe, as well as other local employers, could use this program to enhance recruitment and retention so employees can live and work in Santa Fe.

The Housing Needs Assessment found the following:

- Employers perceive housing and the cost of living in Santa Fe to be a problem for retaining and recruiting qualified employment. They are also supportive of city efforts to address housing through partnerships and regulations.
- The inability to find qualified, skilled labor and applicants for current jobs, the loss of 7.6 percent of the combined workforce due to the cost of living in the area and the percentage of in-commuters leaving the community after 5 years of employment points to the adverse effects that housing and the cost of living is also having on more senior positions in the community.
- About 54 percent of in-commuters were one-time residents of the city that have moved to afford housing. The group that is most likely to be households with children that have been employed in the city for at least five years and earn between about 100 and 150 percent AMI, followed by households earning between 50 and 80 percent AMI.
- Resident households earning less than 50 percent AMI and over 150 percent AMI are more likely than other income groups to remain in the community. A similar percentage of in-commuters that used to live in the city and current resident worker households earn between 80 and 100 percent AMI, indicating current ownership programs in the city may be helping to retain some of these households.

GOAL:

- A. To create and maintain housing that is affordable for Santa Fe Employees earning less than 120% of the Area Median Income.
- B. To encourage employees earning 121% to 150% of the AMI to purchase homes in Santa Fe.

POLICY:

- 1. To focus local housing programs and funding toward difficult to recruit and retain employees, including police officers, firefighters, medical personnel and teachers.
- 2. Provide a preference for local employees to receive assistance so they may remain and/or return to Santa Fe to live and work.
- 3. Allow difficult to recruit and retain employees that own a home out of the City to purchase a SFHP and/or HOP unit to support local recruiting efforts.

PROGRAMS:

- a. Continue the Santa Fe Homes Program, as it focuses on producing housing for households that earn 50% to 100% of the AMI.
- b. Continue current down payment assistance and homebuyer counseling programs and use funds such as a RETT for this purpose.
- c. Establish a down payment, shared equity or other homebuyer assistance to local employees who are earning 100% to 150% of the AMI and use funds such as a RETT for this purpose.
- d. Make low interest rehabilitation loans available that may be combined with buying existing homes in need of repair or rehabilitating existing homes so that local employees remain in and/or purchase these homes and stay in the community.
- e. Establish a land banking program for both future development and potential short-term development pending favorable market conditions.

KEY RESULTS AREAS

- ▶ Produce 300 units annually through SFHP, Tierra Contenta and other new developments and continue incentives that support these efforts (fee waivers and provision of water for affordable units);
- ▶ Sell 30% of homes produced through these programs to difficult to recruit and emergency workers and those employed in education;
- ▶ Provide 20 down payment assistance loans to purchase new and/or existing homes at an average of \$20,000 per loan (\$400,000).

PRIORTIES AND OBJECTIVES #3 - Rental Housing

Affordable rental housing is one component of an overall housing strategy. For many households, rental housing is the only reasonable option available to them to live and work in Santa Fe. Its availability is one of the first steps to be taken toward home ownership, as living in a place that is affordable provides for predictability in the housing payment and allows them to keep debts lowered and save the money needed for a down payment. For other households, including seniors and those living on disability income, rental housing is the only choice they will have to live in the community due to their limited incomes.

► *Current rents in the city average about \$882 per month, which is affordable to a 2-person household earning about 65 percent of the AMI. Comparing incomes of renters needing and demanding housing to the distribution of existing units shows a primary gap for rental housing for renters earning less than 30 percent AMI and between 30 and 50 percent AMI.*

► *To catch-up with current rental needs, about 47 units would be demanded by persons in-commuting to jobs in the city (city, county and school district employees only) and another 759 units would be needed to relieve existing renters in either overcrowded or substandard units. About 41 percent of these units will need to be priced for households earning less than 50 percent AMI, or about 331 total units.*

► *To keep-up with new job growth in the city, about 739 rentals will be needed by 2012 and another 292 units between 2012 and 2015. About 28 percent of these units will need to be priced for households earning below 50 percent*

GOAL:

- A. To use public and private resources to provide rental housing for very low, low and moderate income households in the community;
- B. To encourage renters to become homeowners;
- C. To increase the supply of rental housing that is priced to be affordable to households earning 50% or less of the AMI; and,
- D. To introduce set-asides for special populations including seniors, disabled, the homeless and single parent households.

POLICY:

- a. Encourage and foster diverse housing opportunities for very low, low and moderate-income households (earning less than 60% of the AMI).
- b. Use incentives and encourage proposals that support the production, acquisition and redevelopment of rental housing that would be affordable to households earning 50% or less of the AMI; in mixed income developments; and,
- c. Provide for increased use and support of tenant/landlord educational and mediation opportunities.

PROGRAMS:

- a. Work with the New Mexico Housing Finance Authority to establish priorities for allocating federal tax credits to mixed income rental developments where at least 30% of the rental units will be affordable to households earning less than 50% of the AMI;
- b. Fund a local housing voucher program to provide assistance to the homeless and near homeless;
- c. Allow up to 10% of the for sale units produced under the Santa Fe Homes Program to be sold to non-profits and used as rental housing for families;
- d. Create a marketing and public relations program to get renters to be buyer ready;
- e. Continue support for landlord tenant programs;
- f. Ensure that sites are identified that will have zoning that is appropriate for rental housing and have City donate land where possible to enhance a projects' competitive advantage in securing federal tax credits/subsidies.
- g. Working with for-profit and non-profit organizations, develop one new multi-family, mixed income rental property. Total units not to exceed 100 per project;
- h. Identify all existing affordable rentals and develop a preservation plan as needed.

KEY RESULTS AREAS

- Establish an agreement with the NMMFA regarding priorities for tax credit allocation in Santa Fe;
- Set aside funding to support a local voucher program that would support 30 vouchers annually at a cost of \$150,000.00 or \$5,000 per voucher in order to buy down the cost of rental housing so that it is affordable to households earning less than 50% of the AMI. Impose a requirement that these units are to remain permanently affordable; and,
- Prepare an inventory of sites that may be suitable for multi-family development and support efforts to acquire these properties and use them for rental housing. Determine a dedicated source of funding for these projects.

PRIOTIES AND OBJECTIVES #4 - Rehabilitation of Existing Housing

Santa Fe has many fine neighborhoods with a variety of housing styles and types. Conserving and maintaining this housing will help preserve the character of the City's neighborhoods. It will also encourage reinvestment in the neighborhoods and provide additional housing opportunities for moderate-income households interested in and willing to purchase a "fixer-upper". Rehabilitation of existing homes can be coupled with programs to improve energy efficiency and reduce water usage in existing units, thus addressing green building goals of the community.

GOAL: To conserve and maintain Santa Fe's existing housing stock and residential neighborhoods.

- ▶ **Forty-nine percent of current owners and 63 percent of current renters expressed interest in home improvement loans.**
- ▶ **Promote the low-interest home improvement loan programs. Expand and promote home improvement and green building loans. Also consider remodel/sweat equity assistance to both existing residents (to allow them to make needed improvements to their homes) and to new buyers (to allow them to acquire and make needed improvements to older, existing homes upon purchase).**

POLICY:

- a. Promote the rehabilitation of deteriorating or substandard residential properties.
- b. Promote use of energy conservation and water conservation techniques when homes are rehabilitated or upgraded.

PROGRAMS:

- a. Provide information about green building incentives recently adopted at the state level that would encourage conversion to solar hot water or other technologies. Package these incentives with a rehabilitation loan program;
- b. Continue the rehabilitation loan program targeted toward low to moderate income homeowners which includes home renovations and water conservation measures including the purchase of new appliances, retrofits, and water catchment projects.
- c. Create a "focus neighborhood program" for singles, families and seniors alike. Explore financing mechanisms including the new NMMFA rehab program.

KEY RESULTS AREA

- ▶ Major renovation of at least 10 homes owned by low to moderate income homeowners at a total cost of \$250,000.00 annually;
- ▶ Support buyers in acquired and upgrading at least five homes per year and
- ▶ Provide home improvement funds for home repairs and water and energy-savings measures for at least 260 homeowners at an average loan of \$800 or \$210,000 annually.

PRIORITIES AND OBJECTIVES #5 - Support Sustainable Development and a Green City

One of the major initiatives identified by the City Council is to support sustainable development and a green city. To this end, the housing plan places an emphasis on facilitating and supporting goals and programs to further sustainable residential development.

GOALS:

1. Encourage green building techniques;
2. Evaluate options, in conjunction with Planning and Land Use and Economic Development, that require and establish incentives for green building in residential properties;
3. Incorporate sustainable design and green building principles in the Master Plan for the Northwest Quadrant that will be a replicable model as part of the design guidelines for this project; and,
4. Continue to support non-profits in green building initiatives.

POLICY:

1. Incorporate sustainable design and green building as part of the land use code;
2. Identify reasonable incentives to support green building innovation which exceeds the requirements established through the land use code;
3. Provide water for affordable housing developments, especially those that incorporate multiple water saving techniques in the design and construction of the homes.
4. Promote pilot projects to test alternative energy use, passive solar design and unique water harvesting techniques, including the use of gray water, in residential construction.

PROGRAMS:

1. Integrate available state incentives with local incentives to promote green building and design. Provide financial incentives, including low interest loans or grants for developments that exceed minimum green building thresholds; Partner with existing green development loan funds, i.e., NMMFA, Enterprise, Los Alamos National Bank.
2. Work with the NMMFA, Fannie Mae and other lenders to use green mortgages, which allow for a higher sales price and still maintain the same monthly mortgage because of lower energy and water consumption.
3. Develop a green remodel loan program for low to moderate income homebuyers that would provide below market rate rehabilitation loans for remodeling projects that incorporate use of energy efficient appliances, heating and roofing systems, windows and water harvesting techniques. As part of this program, an energy audit team consisting of highly trained workers would perform energy audits and assist homeowners and landlords in prioritizing energy improvements and locating materials and appliances to reduce energy consumption.
4. Support transit oriented residential development that provides for a mix of uses, including residential, small commercial and retail and use of alternative modes of transportation.

KEY RESULTS AREAS

- ▶ Development of educational materials outlining state incentives and local requirements for green building and other techniques. Materials to include a cost/benefit analysis and contact information;
- ▶ All new residential development would meet the minimum thresholds established through the SF Green Building Code. At least 10% would exceed this requirement and receive incentives to encourage production of these types of homes;
- ▶ Pilot at least one sustainable design/green building project every two years;
- ▶ Provide loans to low to moderate income households who remodel their homes for more energy efficiency and sustainable living for a total cost of \$500,000.00; and
- ▶ Initiate planning for at least one transit oriented development.

SUMMARY OF SPECIFIC ANNUAL OBJECTIVES - HOUSING

Objective #	Specific Objective	Sources of Funding
1	Assist in acquisition of land for, or the construction of, new rental housing aimed at those who earn less than 60% of the AMI.	CDBG, Affordable Housing Trust Fund (AHTF), HOME
2	Educate potential low and moderate income homebuyers about owning a home.	City of Santa Fe
3	To help first time homebuyers who are low and moderate income purchase a home.	CDBG, AHTF, CDBG Program Income
4	Provide rental assistance to low and moderate income persons	Shelter Plus Care, HUD-Public Housing
5	Help Santa Fe's workforce (those who earn 80-100% of the AMI) purchase a home.	AHTF
6	Obtain rental homes for essential city employees and rent out at affordable rates. Use program as a recruitment tool.	City of Santa Fe, NMMFA grant, NMMFA loan
7	Help low and moderate income homeowners maintain their home.	CDBG Program Income, Rehab Loans, City of Santa Fe CIP, AHTF
8	Provide funding to maintain emergency shelter and transitional living facilities.	CDBG, AHTF
9	Retain affordable housing stock.	AHTF, City of Santa Fe, Public

Please see the Annual Objectives Tables for more details.

2. Financial Resources:

Funding Source	Year 1 FY 2008	Year 2 FY 2009	Year 3 FY 2010	Year 4 FY 2011	Year 5 FY 2012
Federal: CDBG	\$570,000	\$570,000	\$580,000	\$600,000	\$600,000
Federal: CDBG Program Income	\$300,000	\$350,000	\$350,000	\$350,000	\$350,000
Federal: Shelter Plus Care	\$696,900	\$675,000	\$675,000	\$675,000	\$675,000
City of Santa Fe: Affordable Housing Trust Fund	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
City of Santa Fe: General Fund	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000

Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

5 Year Strategic Plan Needs of Public Housing response:

The Santa Fe Civic Housing Authority (SFCHA) is the public housing agency in Santa Fe. They oversee 463 units of public housing, and manage 643 Section 8 vouchers in Santa Fe (809 total vouchers – an additional 100 in Los Alamos and 66 in Mora County were added over the last year). There are also 132 units of Tenant Based Housing – Section 8 vouchers are used for these units. Currently, 538 people are on the public housing waiting list, and 609 people on the Section 8 waiting list. SFCHA receives approximately 70 applications per month for public housing. The Section 8 wait list is currently closed and will re-open in one year (2009).

Three hundred fifty-nine (359) of the units are in livable condition but in need of some repairs, at a cost of \$5.6 million. SFCHA has plans to raze the remaining 104 units located at the Villa Alegre site on West Alameda. They are currently in the process of relocating the residents of this facility and estimate this will be completed in October 2008. Most of the vacancies shown on the Housing Market Analysis are due to relocation of the Village Alegre residents. Redevelopment of Villa Alegre will cost approximately \$12.4 million. The new facility at Villa Alegre would consist of 74 tax credit units and 50 Senior 202 housing units.

Public Housing Strategy (91.210)

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.
2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

5 Year Strategic Plan Public Housing Strategy response:

1. The purpose of the SFCHA is to serve the needs of extremely low to moderate income families within the City of Santa Fe. The overall strategies are to maximize HUD funding, develop and revitalize units, build capacity, and establish and empower the resident council as they move clients forward through self sufficiency assistance.

Five year agenda for the SFCHA:

- Maximizing HUD Funding
 - Continue to pursue funding for additional Housing Assistance Vouchers (rental assistance)
 - Continue to increase Section 8 voucher capacity
 - Continue the high occupancy rate (97%) of the voucher programs
- Develop & Revitalize Units
 - Raze 104 units at Villa Alegre (West Alameda)
 - Replace units taken out of commission at Village Alegre by building 50 new units of Senior Housing, including 9 units in a Section 202 complex
 - Replace units at Village Alegre with 74 new Tax Credit units
 - Build 4-10 units of public housing
- Capacity Building
 - Pursue the opportunity to become a regional housing authority
- Resident Council
 - Continue support of an active resident council
- Self Sufficiency Assistance
 - Continue the successful operation of the FSS (Family Self Sufficiency) Program. Families in this program become economically independent through the cooperative efforts of the public and private sectors. The program is designed to organize and provide employment training, education, counseling, and other services along with housing assistance in an ongoing system of self-help and eventual economic independence from government assistance.
 - Continue the successful operation of the IDA (Individual Development Accounts). Over 60 clients in 2007 utilized the accounts, which are matched on a 4:1 basis. SFCHA is the number one provider of the IDA in the state.

2. The City of Santa Fe, and specifically the Office of Affordable Housing (OAH), supports the efforts of the SFCHA to redevelop Villa Alegre. The OAH will assist with the redevelopment process by helping SFCHA navigate the necessary development and City Council processes. The City also recently signed a 99-year lease for the properties the Housing Authority units are located on.

The OAH also supports the efforts of the Housing Authority to assist their residents in becoming homeowners. The City will direct all potential new homeowners to our housing partners, Santa Fe Community Housing Trust and Homewise, to help with the purchase of an affordable home.

3. The SFCHA is not designated as troubled. In fact, the Housing Authority is in talks with the NM Mortgage Finance Authority to become a regional housing authority with jurisdiction over five counties in Northern New Mexico.

Barriers to Affordable Housing (91.210 (e) and 91.215 (f))

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.

2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

1. The cost of housing in Santa Fe is rising at a faster rate than incomes. From 1999 to 2006, the median price of a single-family home increased by 80%, while there was a 38% increase in condominium/townhome sales prices. At the same time, incomes increased by only 40%. Usually, a household can afford to purchase homes priced between about 300 and 400% higher than their household income, while the difference between the median income and the median home price in Santa Fe is 692%.

The cost and availability of affordable housing is affected by City policy in many subtle ways. One city policy that inhibits affordable housing is the Historic Preservation requirements, which mandates building height, materials used, color, roof form, massing, solar/energy collecting strategies, and parking. Following and implementing these guidelines can add to the cost of constructing a home, especially in the case of trying to do infill in or near the downtown.

Another policy that can inhibit affordable housing is zoning, although there are many different zoning areas throughout the City. Low densities can inhibit infill and the provision of affordable housing, especially when combined with the high cost of land. Low densities, as well as residential single-family zoning (instead of multi-family), also prohibit the location of group home facilities in neighborhoods that would otherwise be suitable for this type of living arrangement.

2. Santa Fe, for many reasons, is a desirable place to live. There is beautiful weather, mountain scenery, shopping, art and restaurants. Because of this desirability, land prices in Santa Fe are one of, if not the, most prohibitive factors in producing affordable housing. A prohibitive factor to retaining affordable housing is that older homes are often more expensive than newly built homes, making it difficult to maintain a stock of affordable, entry level housing. Water is also a limiting factor in providing housing – a developer must secure and purchase water rights for each unit they build, thus increasing the cost of the home.

These factors have contributed to the policies and incentives put forth by the Santa Fe City Council to develop, maintain and improve affordable housing. The City is ameliorating the negative effects of public policies by:

- o Santa Fe Homes Program (inclusionary zoning): all developments are required to provide 30% of units as affordable housing. This has been in place since 2005. Before that, inclusionary zoning had a sliding scale applied to new development that was dependent on the proposed sales prices of market rate units. This was a confusing system and resulted in limited opportunities for affordable housing where affordability was maintained over a long period of time.
- o The City holds a shared equity lien on all affordable units that are sold, helping to retain the stock of affordable housing through either reselling the home to another affordable buyer or collecting the money from the lien. The collected funds go into the Affordable Housing Trust Fund, which is used to fund affordable housing projects.

The incentives for the inclusionary zoning program are:

- o 15% increase in the number of units allowed to be built (up to what is allowed by the underlying zoning)
- o Provision of water for all affordable units (value of \$10,000)
- o Fee waivers for infrastructure (value of \$8,000)

These policies help to increase and maintain the supply of affordable housing.

The Historic Preservation and zoning policies that inhibit affordable housing are not likely to change any time soon. In fact, there is an effort by neighborhood groups to further decrease the zoning densities in downtown neighborhoods. Currently, the City Council is deciding whether to use one neighborhood as a pilot area for this program. Unfortunately, while Santa Fe sees itself as a pro-affordable housing community, there are many policies and actions initiated by neighborhood groups that have deleterious effects on affordable housing.

The City is in the process of introducing a Green Building Code. The affordability of owning a home will increase when energy and water efficiency is built into a home, thus decreasing a homeowner's electric, gas, and water costs.

HOMELESS

Homeless Needs (91.205 (b) and 91.215 (c))

*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

5 Year Strategic Plan Homeless Needs response:

HOMELESS COUNT

In January 2007 the New Mexico Coalition to End Homelessness conducted a count of the homeless in Santa Fe as part of a larger count of the homeless in New Mexico. The count was conducted in cooperation with the agencies assisting the homeless and is probably the most comprehensive count to date of homeless people in Santa Fe. The count was conducted according to standards set by the federal government for counting the homeless, which means that only people who were encountered on the day of the count, or within a few days of the count day and could be identified as homeless on the day of the count, were counted. A count of this sort prevents any inflation of the numbers but has limitations. There is always an undercount of homeless persons because the staff and volunteers doing the count do not encounter everyone who is homeless in Santa Fe. The chart below shows the results of this count.

January 24, 2007 Count of the Homeless in Santa Fe, NM

Homeless Situation	Number of People
Living outside (camping, in car, etc.)	202
Doubled up with friends or family	416
In emergency shelter	137
In transitional housing	105
In motel with voucher	39
Other	18
Total	917

With 917 homeless people found in Santa Fe on one night and a total of only 314 beds for them to sleep in, there is a gap of 603 beds overall in the winter. Since the goal is to house everyone in either permanent or transitional supportive housing, the gap in supportive housing is 718 supportive housing beds (917 people minus the 199 supportive housing beds). The goal over the next five years is to supply 493 beds to address this gap.

BREAKDOWN OF HOMELESS INDIVIDUALS AND FAMILIES

As shown in the Continuum of Care Homeless Population and Subpopulations Chart, there are 504 homeless individuals, and 341 homeless families, for a total of 845 homeless individuals and families. (There is a discrepancy with the 917 people in the homeless count due to the possibility of double counting.) Many (75% or 347 out of 461 counted at Adelante Program) of the homeless children are doubled up with family or friends.

According to the *Housing Needs Assessment*, the households at risk of displacement are relatively small in number: about 2% of owners (448 households) and very few renters.

The ethnic or racial group was not taken into account during the 2007 homeless count. In general, there are a higher percentage of non-whites, including Hispanics, who are homeless than in the general population, while the overall population is 47.8% Hispanic or Latino.

HOMELESS SERVICE AGENCIES

The main agencies who serve the homeless are:

- **SF Public Schools Adelante Program** - supports homeless youth and their families in the Santa Fe Public Schools
- **Esperanza Shelter** – for battered families; crisis intervention, emergency shelter, counseling, life skills education, court advocacy, community outreach and education, Coordinated Community Response Council (CCRC)
- **La Familia** – Health Care for the Homeless program
- **St. Elizabeth Shelter and Resource Center** –homeless shelter, meals, resource center
- **Salvation Army** – emergency shelter
- **Santa Fe Community Services** – services for the homeless; homeless meals
- **St. John’s Soup Kitchen** – meals for homeless
- **The Life Link** – mentally ill and substance abuse services; permanent supportive housing
- **Youth Shelter and Family Services** - shelter, transitional housing, and street outreach to homeless youth; comprehensive mental health services to children, youth and families
- **New Mexico Coalition to End Homelessness** – statewide homelessness advocacy

Priority Homeless Needs

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A,

the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.

2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

5 Year Strategic Plan Priority Homeless Needs response:

SUMMARY OF SPECIFIC ANNUAL OBJECTIVES - HOMELESS

The objectives and goals described below are taken from the *Five Year Plan to End Homelessness in Santa Fe*.

Objective #	Specific Objective	Sources of Funding
1	Assist in acquisition of land for, or the construction of, new rental housing aimed at those who earn less than 60% of the AMI.	CDBG, AHTF, HOME, HUD, Santa Fe County, State of NM
4	Provide rental assistance to low and moderate income persons.	SPC, HUD Public Housing, AHTF
19	Provide emergency rental, utility and mortgage assistance.	City of Santa Fe

(Please see the Annual Objectives Tables for more details.)

How Goals Are Specific To The Homeless

Objective #1 – 60 new affordable rental units for those at <60% AMI will be provided through The Village. A total of 90 rental units (multifamily residences) for individuals and families are needed. A total of 300 permanent supportive housing homes are also needed.

Objective #1 – assist with completing construction of 14 new transitional living units for homeless teens (\$200,000 total from City). A total of 60 transitional teen units are needed.

Objective #4 – 150 vouchers for individuals through Shelter Plus Care that are managed by Life Link, of which 63 are administered by the City. These vouchers are already in place.

Objective #4 – 75 new vouchers for individuals and families that are paid for and administered by the City. (\$500,000 total from City per year)

Additionally:

- 30 new vouchers for the mentally ill will be acquired by New Mexico Human Services Department
- Hire staff person at the City who is a homeless initiative liaison (\$70,000 per year from City)
- Provide operational funds for homeless outreach (\$50,000 from City)
- Operation of expanded year-round emergency overflow shelter (\$80,000 from City)

Looking at the Homeless Needs Table for Individuals, the gap of 60 transitional housing beds is provided through Goal #1. The gap of 191 permanent supportive housing beds is provided

through a combination of rental units, vouchers, homes and Shelter Plus Care.

Looking at the Homeless Needs Table for Families, the gap of 30 emergency shelter beds is provided through overflow shelter beds. The 212 bed gap in permanent supportive housing is provided through rentals, vouchers and homes.

Number of Units Provided Over Five Years

	Individuals	Families	Teens/Youth	Mental Illness
Vouchers - other	150 (SPC)			30
Vouchers - City	33	32		
Homes	40	200		
Rentals	45	45		
Transitional			60	
TOTAL	268	277	60	30

Homeless Inventory (91.210 (c))

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

5 Year Strategic Plan Homeless Inventory response:

The following facilities provide the shelter beds available in the community.

Shelter and Housing for the Homeless in Santa Fe

Agency	Winter Only Emergency Shelter Beds	Year Round Emergency Shelter Beds	Beds in Transitional Housing Apartments	Beds in Permanent Housing Apartments	Agency Total
St. Elizabeth Shelter	64 (I)	34 (28 I, 6 F)	41 (8 I, 33 F)	28 (I)	167
Life Link	0	0	0	104 (I)	104
Esperanza	0	42 (F)	18 (F)	0	60
Youth Shelters and Family Services	0	13 (I)	8 (I)	0	21
Total	64	89	67	132	352

(I = Individual, F = Family)

Shelter beds available summary:

Emergency Shelter Beds: 105 Individual; 48 Family
 Transitional Shelter Beds: 16 Individual; 51 Family
 Permanent Shelter Beds: 132 Individual; 0 Family

Please see the previous Homeless Needs section for a breakdown of services available to the

homeless.

Homeless Strategic Plan (91.215 (c))

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

5 Year Homeless Strategic Plan response:

1. **Change From Continuum of Care Model to Housing First Model**

In 2007, the City organized the Mayor's Blue Ribbon Panel to End Homelessness by 2012. A plan entitled the Plan to End Homelessness in Santa Fe in 5 Years was produced. The Plan asks for a major change in how homelessness is addressed in Santa Fe. It calls for a broad and systematic integration of new practices. In the context of ending homelessness this means integrating services and housing through single points of entry (providing access to both housing and services), service enriched permanently supportive housing and new funding.

Currently, programs that work with homeless households are based on a Continuum of Care Model. Under this model, homeless households may stay in emergency shelter as long as they agree to case management and stay sober. If they are successful in meeting these conditions, they are able to move to a transitional housing location where they can stay for up to two years, as long as they continue to meet the objectives established by their case management plan(s). This focus is on emergency shelter and transitional housing, with a constant threat of losing their homes. The temporary nature of their housing affects their ability to utilize the services and support that is being offered.

Housing First is a change from the Continuum of Care Model. The Housing First model has had success in other communities, including Albuquerque. This is a relatively new model in use throughout the United States by agencies assisting the homeless. The basic philosophy of the housing first model is that homeless people are better able to improve their lives if they are provided with safe, secure, affordable housing first and then offered services to meet their other needs. This is in contrast to what has been practiced at many agencies assisting the homeless, which is to provide services for mental health and substance abuse and mandate some sort of progress in these areas as a prerequisite for providing housing.

Although the name Housing First came into vogue in the past few years, the importance of supportive housing for the homeless has been recognized by Santa Fe agencies since the early 1990's. In cooperation with the Affordable Housing Roundtable, all of the shelter agencies began developing supportive housing programs. Currently all four shelter programs operate supportive housing programs for their clients, and all have found that clients in supportive housing are much more successful than those who receive only emergency shelter.

This plan, while recognizing the need for emergency shelter for emergency situations, is proposing a further shift to the Housing First approach by creating enough supportive housing for all of the homeless people in Santa Fe. In this view, permanent housing and supportive services for those in the housing becomes the main focus for homeless assistance. Emergency shelters would still be needed with the hope that stays in emergency shelters could be reduced in duration with most people getting permanent housing within a few weeks.

Another shift in emphasis that is part of the housing first model is that services become optional instead of mandatory. This means that a homeless person would not be forced out of a housing program simply for not agreeing to participate in a set of services that are attached to the housing. The homeless person is more likely to benefit from services that they have chosen for themselves.

In order for Housing First to work, supportive services need to be readily available which means a commitment from mainstream service agencies as well as the homeless agencies to make the services available. The Housing First Program establishes a system that is more efficient, avoids duplication and keeps persons housed rather than cycling through expensive and disjointed system of services, emergency housing, transitional housing and a permanent housing.

Change in Approach to Mixed Income Rental Housing

The Colorado Coalition for the Homeless has pioneered an approach to housing the homeless which they call Renaissance. This model is centered around the development of rental housing, using Low Income Housing Tax Credits and other sources of funding, to provide mixed income, service enriched rental housing where homeless households are able to live in affordable rental housing in a nice apartment complex. They have found that the ideal mix is two thirds affordable rentals and one third very affordable supportive housing.

The Renaissance model has a number of advantages:

- Homeless housing is integrated with other housing in a well designed apartment community, which is much like any other apartment complex in the community;
- When homeless households no longer need the supportive housing they can become regular renters without having to move (when this occurs the next available unit becomes the supportive housing unit for a new homeless household);

- The model can be used for single individuals or families with children;
- The model can use the low-income housing tax credit program which is the largest source of funding for affordable rental housing available.

2. Chronic Homelessness - The following services should be developed or expanded to address chronic homelessness in Santa Fe:

- A “one-stop shop” will be established and provide a place for the homeless to go and access needed services including job training, behavioral health counseling, laundry facilities, case management services, legal assistance and emergency shelter;
- A 24-hour hotline about where to go for services;

3. Homelessness Prevention – It is clear that the community needs to strengthen the services that are provided to the homeless or those at risk of homelessness. The following services should be developed or expanded to prevent homelessness in Santa Fe:

- Foreclosure prevention and assistance with rental payments;
- A combination of permanent housing, case management and support services that are available at each housing site;
- A 24-hour hotline about where to go for services;

4. Institutional Structure – The City of Santa Fe was the lead agency to coordinating the agencies on the Mayor’s Panel to End Homelessness. The plan is for the organizations involved to move forward by starting or partnering with a 501(c) 3 non-profit development organization that focuses on building and/or acquiring rental housing, with a goal of adding 300 new rental units for the homeless in mixed income developments or through scattered site acquisition. The non-profit will address housing needs for the homeless as well as low and moderate income families in need of rental housing in Santa Fe.

The strategy to end homelessness in Santa Fe will be carried out with the following institutional partners:

- Adult Protective Services
- City of Santa Fe
- Enterprise Community Partners
- Esperanza Shelter
- Health Care for the Homeless
- The Life Link
- New Mexico Coalition to End Homelessness
- Santa Fe Civic Housing Authority
- Santa Fe Community Housing Trust
- Santa Fe Community Services
- St. Elizabeth Shelter
- St. John’s Church and Soup Kitchen
- Youth Shelters and Family Services

Members of the non-profit will be drawn from this list of institutional partners, who also took part in assembling the 5-Year Plan to End Homelessness.

5. Discharge Coordination Policy – The City of Santa Fe does not receive ESG funds and therefore does not have an ESG policy. But, agencies the City works with, such as Life Link, Santa Fe Community Housing Trust, and St. Elizabeth Shelter, follow the policy of the New Mexico Coalition to End Homelessness. The policy is for service providers to coordinate amongst the agencies to ensure that no person ends up homeless when being transferred or discharged from one service to the next.

Emergency Shelter Grants (ESG)

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

The City of Santa Fe does not receive ESG funding. All ESG funding in Santa Fe is through the NM Mortgage Finance Authority.

COMMUNITY DEVELOPMENT

Community Development (91.215 (e))

*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

5 Year Strategic Plan Community Development response:

1. SUMMARY OF SPECIFIC ANNUAL OBJECTIVES – ECONOMIC DEVELOPMENT

Objective #	Specific Objective	Sources of Funding
12	Pursue overall affordability where local wages can support living in Santa Fe – high wage jobs.	City of Santa Fe
13	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – facilitate business expansions, startups, retention or recruitment.	City of Santa Fe, State of NM Economic Development
14	Bolster Santa Fe’s leadership position and/or potential in innovation – development one infrastructure project per year.	City of Santa Fe, State of NM Economic Development, Private Sector
15	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – develop up to two workforce development programs.	City of Santa Fe, Workforce Development, Federal Funds
16	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – support the Business Incubator and their Business Opportunity	City of Santa Fe, Rent From Businesses, State, Foundations

	Program.	
17	Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths – support and oversee The Loan Fund small business development loan program.	CDBG revolving loan funds, City of Santa Fe, local lenders

These objectives take place over a five year period. The priority level for all six economic development objectives is High. None of these programs will be funded with CDBG over the next five years. Please see the Annual Objectives Tables for more details.

SUMMARY OF SPECIFIC ANNUAL OBJECTIVES – PUBLIC FACILITIES

Objective #	Specific Objective	Sources of Funding
11	Fund community service projects that provide a low/mod income area benefit	CDBG, other HUD
18	Provide rental/lease assistance for community service entities who are expanding their services.	CDBG

Objective #11 – one year funding for a new community center in Triangle District at Hopewell Mann public housing site.

Objective #11 – one time funding for a streetscape improvement project.

Objective #18 – one year of rental assistance for Santa Fe Recovery Center.

The priority level for the Hopewell Mann community center and one year of rental assistance to the Santa Fe Recovery Center is High. A streetscape improvement project has a Medium priority level. Any additional projects that fall under objectives 11 and 18 would be Low priority. Please see the Annual Objectives Tables for more details.

2. The Economic Development priorities were developed by conducting key informant interviews and holding a series of professionally facilitated seminar meetings with input from local businesses and the economic community. The priorities are also in line with the recommendations from the Angelou Plan which is officially entitled *Cultivating Santa Fe’s Future Economy*.

3. The main obstacles are time and money. Time is needed to carry out the objectives. Additional funds could serve more businesses.

4. COMMUNITY DEVELOPMENT OBJECTIVES

Economic Development Division

The mission of the City of Santa Fe Economic Development Division is to achieve long-term sustainable and focused economic growth by building a diverse, innovative economy with high-wage, high-impact jobs that provide opportunity and prosperity for the City’s residents, businesses and entrepreneurs.

To implement this mission, the Economic Development Division is in the process of creating an *Economic Development Strategy for Implementation*, which should be approved by Council at the end of summer 2008. This plan has five main goals or community development objectives. (The statutory goals described in section 24 CFR 91.1 are underlined when City goals meet a statutory requirement.)

1. Job Creation and Retention: Create 900 high-wage jobs
2. Increase the average wage from \$31,000 to \$33,000
3. Establish, Stabilize and Expand Small Businesses: Facilitate 36 business expansions, startups, retention or recruitment
4. Sites & Infrastructure: Complete or develop at least one infrastructure project per year
5. The Provision of Public Services Concerned With Development: Facilitate and assist with the increase and/or creation of workforce career pathways and skill levels in targeted industry sectors by developing up to two workforce development programs. This will enable those born in Santa Fe

to work, live and stay in Santa Fe. Two workforce projects that would provide workforce training and educational opportunities for at-risk youth, Tino Griego and the RCTC, are currently being evaluated for support by the City.

There are numerous additional actions within the Economic Development Division that contribute to expanding economic opportunities for low and moderate income persons.

- Job Creation; Establish, Stabilize and Expand Small Business; Public Services for Employment: Support the Santa Fe Business Incubator and their Business Opportunity Program (BOP). The Santa Fe Business Incubator is a nonprofit organization that promotes economic development in Santa Fe. They support new and growing businesses under one roof, offering a wide range of business training, support programs, flexible leases, and shared equipment in a professional working environment. The BOP program is specifically targeted to those who earn less than 80% of the AMI, and was piloted with CDBG funds for many years. The Incubator also provides numerous free business development classes.
- Access to Capital and Credit for Development Activities That Promote the Long-Term Economic and Social Viability of the Community: Continue to support and oversee The Loan Fund, a small business development loan program for Santa Fe businesses that was initially funded by CDBG.

Community Services Department

The Community Services Department at the City of Santa Fe consists of seven divisions, of which four are considered Community Development activities.

Senior Services: This division has four programs.

- Nutrition Program – Serves congregate meals at the senior centers, as well as deliver Meals On Wheels.
- Transportation – Curb to curb transportation to run errands, go to the grocery store, etc. Trips cost \$18 each, while the suggested donation is 0.50 cents.
- Senior Centers – There are eleven senior centers managed in this division. Five are in the City and 6 are in the county.
- In Home Support Services – Services provided include bathing, cleaning, shopping for groceries and other non-medical support.

Youth and Family Services: This division has three components.

- Juvenile Justice programs – These are grant funded by the State of New Mexico. The programs are intervention programs for truancy, a coordination of services for youth when they are in a juvenile detention center, and family support services.
- Direct Childcare services – Provided at Monica Roybal center and the Ortega Teen Center. Two hundred kids are served during the school year and 1200 during the summer youth programs. Youth job training is also provided through the summer youth program.
- Human Services Committee – This committee awards contracts to non-profits who provide the basic services of emergency shelter, accessibility to food and crisis services. The funds can pay for staff positions and operating costs.

Children and Youth Commission: Contracts are given to organizations that serve children from birth to 18 years of age. One-third of the organizations work directly with the Santa Fe Public Schools. The city staff that oversees the program conducts a yearly needs assessment to coordinate the grant-making process with other grant makers. In Fiscal Year 2007, \$1.2 million in contracts was distributed.

Arts Commission: The Commission is funded through the Lodgers Tax, which amounted to \$1.5 million being put into the community in Fiscal Year 2007. Funding is used to support the art industry in Santa Fe. Classes are provided that teach things such as how to run a business and how to get a piece of art considered for public art.

The Office of Affordable Housing coordinates with the Human Services staff when considering applicants to the CDBG program. Applicants for community development CDBG funding are typically also funded through Human Services. The Human Services staff is familiar with the applicant organizations and their needs and assists the Housing staff with prevention of funding duplication. CDBG funds are only ever used for community development if an organization is providing new services or expanding their level of service. At this time, with CDBG funds decreasing, the level of CDBG support provided to community development, and specifically public services, is on hold until CDBG funding is increased. If CDBG funds increase, or an overwhelming community need is presented to the Community Development Commission, public service applications will be considered. The exception is applications for homeless and alcohol treatment centers.

Antipoverty Strategy (91.215 (h))

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

1. Goals, Programs and Policies for Reducing the Number of Poverty Level Families:

City Policies

- Continue to support and enforce the City of Santa Fe Minimum Wage Law, which currently is at \$9.50/hour.
-

Economic Development Programs and Initiatives

- Create 900 high-wage jobs.
- Increase the average wage from \$31,000 to \$33,000.
- The creation of job training centers.
- Decreasing the high school drop-out rate.

Housing Programs and Initiatives

- Continue to oversee and enforce the 30% inclusionary zoning ordinance
- Implement the City's Housing Plan and the five action items of that plan:
 1. Housing for Local Employees
 2. Rental Housing
 3. Rehabilitation of Existing Housing
 4. Support Sustainable Development and a Green City
 5. Housing Funding Allocations

Specific Rental Housing goals that reduce the number of poverty level families are:

- ◇ Use public and private resources to provide rental housing for very low, low and moderate income households;
- ◇ Encourage renters to become homeowners;
- ◇ Increase the supply of rental housing that is priced to be affordable to households earning 50% or less of the AMI; and

- ◇ Introduce set-asides for special populations including seniors, disabled, the homeless and single parent households.
- Specific Rental Housing programs that reduce the number of poverty level families are:
 - ◇ Work with the NM Mortgage Finance Authority to establish priorities for allocating federal tax credits to mixed income rental developments where at least 30% of the rental units will be affordable to households earning less than 50% of the AMI;
 - ◇ Fund a local housing voucher program to provide assistance to the homeless and near homeless;
 - ◇ Allow up to 10% of the for sale units produced under the SF Homes Program to be sold to non-profits and used as rental housing for families;
 - ◇ Create a marketing and public relations program to get renters to be buyer ready;
 - ◇ Continue support for landlord tenant programs; Ensure that sites are identified that will zoning that is appropriate for rental housing and have City donate land where possible to enhance a projects' competitive advantage in securing federal tax credits/subsidies;
 - ◇ Working with for-profit and non-profit organizations to develop one new multi-family, mixed income rental property. Total units not to exceed 100 per project;
 - ◇ Identify all existing affordable rentals and develop a preservation plan as needed.
- Specific Rehabilitation goals that reduce the number of poverty level families are:
 - ◇ Conserve and maintain Santa Fe's existing housing stock and residential neighborhoods.
- Specific Rehabilitation programs that reduce the number of poverty level families are:
 - ◇ Continue the rehabilitation loan program targeted toward low to moderate income homeowners, which includes home renovations and water conservation measures including the purchase of new appliances, retrofits, and water catchment projects.
 - ◇ Create a "focus neighborhood program" for singles, families and seniors alike. Explore financing mechanisms including the new NMMFA rehab program.
- Specific Sustainable and Green goals that reduce the number of poverty level families are:
 - ◇ Encourage green building techniques.
 - ◇ Incorporate sustainable design and green building principles in the Master Plan for the Northwest Quadrant that will be a replicable model as part of the design guidelines for this project.
 - ◇ Continue to support non-profits in green building initiatives.
- Specific Sustainable and Green programs that reduce the number of poverty level families are:
 - ◇ Develop a green remodel loan program for low to moderate income homebuyers that would provide below market rate rehabilitation loans for remodeling projects that incorporate use of energy efficient appliances, heating and roofing systems, windows and water harvesting techniques. As part of this program, an energy audit team consisting of highly trained workers would perform energy audits and assist homeowners and landlords in prioritizing energy improvements and locating materials and appliances to reduce energy consumption.
- Specific Housing Funding goals that reduce the number of poverty level families are:
 - ◇ Achieve an average leverage of public resources with \$3 of private, state or federal funds for every \$1 of local funding allocated to support projects and programs identified in the housing plan.
 - ◇ Establish an ongoing, local source of revenue such as a Real Estate Transfer Tax to support affordable housing programs in Santa Fe.
 - ◇ Provide funding so that it supports innovative and sustainable housing solutions that results in permanently affordable and sustainable housing for residents who live and/or work in Santa Fe.
- Specific Housing Funding programs that reduce the number of poverty level families are:
 - ◇ Develop partnerships with public and private lending institutions to reduce housing costs for both builders and consumers.
 - ◇ Work with the state and federal governments to expand funding for affordable housing, especially housing for people with disabilities, seniors and other special needs populations.
 - ◇ Develop partnerships with public and private lending institutions to reduce housing

- ◊ costs for both builders and consumers.
- ◊ Implement the Affordable Housing Trust Fund.

2. The goals and programs described above will assist in reducing the number of poverty level families by addressing two crucial factors: the cost and availability of affordable housing and provision of jobs that pay more than the minimum wage. Housing that is affordable and jobs that pay a living wage are two components that are inextricably linked that can help bring families out of poverty.

Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

1. The City of Santa Fe does not coordinate Low-Income Housing Tax Credits. The City does, however, comment on applications given to the NMMFA and works closely with developers proposing tax credit projects.

NON-HOMELESS SPECIAL NEEDS

Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

5 Year Non-homeless Special Needs Analysis response:

[See the Non-homeless Special Needs section below.](#)

Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

5 Year Non-homeless Special Needs Analysis response:

According to service providers in the community, there is a gap of housing available for those with mental illness (129 units) and those who are leaving alcohol treatment (15 units). There is a large need for supportive services for those who have HIV/AIDS (380 persons/families in need of housing assistance and/or supportive services). Public housing is addressed in the public housing section of this report. Elderly and frail elderly services are provided through the City's Community Services Division through the City's general fund (see Community Development section of this report).

The City does not receive HOPWA or HOME funding. The City will continue to fund senior supportive services. There is not enough CDBG funding to serve non-homeless special needs at this time.

Housing Opportunities for People with AIDS (HOPWA)

*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also

describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

5 Year Strategic Plan HOPWA response:

The City of Santa Fe does not receive HOPWA funding. Two agencies, Southwest Care Center and Santa Fe Community Housing Trust, receive HOPWA funds through NM Mortgage Finance Authority.

Specific HOPWA Objectives

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

5 Year Specific HOPWA Objectives response:

1. The City of Santa Fe does not receive HOPWA funding.

OTHER NARRATIVE

Include any Strategic Plan information that was not covered by a narrative in any other section.

SHELTER PLUS CARE (SPC)

This grant provides rental subsidies for persons who are at risk for becoming homeless because of mental illness, substance abuse problems or HIV/AIDS. The Life Link/La Luz and the Santa Fe Community Housing Trust (SFCHT) use Shelter Plus Care funds for ongoing rental assistance

programs. La Luz assists people with chronic mental illness. Housing services for people with HIV/AIDS and their families are made available through a collaborative effort among AIDS providers, led by the Santa Fe Community Housing Trust (SFCHT) and the Southwest Care Center. Southwest Care Center does not receive SPC funds from the City.

Santa Fe Community Housing Trust

There are 280 households reported to have AIDS or an HIV-related disability in the City of Santa Fe. Among people with AIDS, 50% are in need of housing assistance, and 80% are very low or low income. The SPC grant overseen by the SFCHT for people with HIV/AIDS is for rental assistance (tenant based) through vouchers mirrored after the Section 8 program. There are 12 vouchers, with a total of 23 people served through the SPC program.

Life Link/La Luz and Casa Milagro

Life Link offers housing, counseling and other services to people who are mentally ill and homeless. Life Link/La Luz offers rental assistance through four Shelter Plus Care grants, one for residents within their own project (project based) and three for tenants located throughout the community (tenant based).

SHELTER PLUS CARE – HUD CONTRACTS

Subrecipient	Start	Expiration	Amount \$	Project Based	Tenant Based	Term in Years	2008 Renewal
Life Link – A	7/01/08	6/30/09	204,696		*	1	Y
Life Link – B	7/1/06	6/30/11	104,892		*	5	n/a
Life Link – C	7/1/08	6/30/09	203,928	*		1	Y
Life Link – D	7/1/08	6/30/13	61,332		*	5	New Contract
SF Comm Hsg Trust	7/1/08	6/30/09	122,052		*	1	Y

For FY 2008, there are a total of 85 vouchers for units offered through the SPC program. The Housing Office anticipates that at least 85 vouchers will be offered in fiscal years 2009, 2010, 2011, and 2012.

NORTHWEST QUADRANT

The Northwest Quadrant is the remaining undeveloped land in the original Spanish Land Grant and is owned by the City of Santa Fe. The land, which encompasses approximately 2,770 acres, is recognized for not only its history but for its scenic terrain and natural beauty. The City Council designated a portion of the undeveloped land as a future master planned neighborhood of approximately 750 dwellings. The master plan area is approximately 540 acres in size, out of which approximately 280 acres is envisioned for future development. The remainder of the area is envisioned as natural preserves, open spaces and pedestrian trail networks.

A major component of the development of the NW Quadrant is to supply affordable housing. The location is also exciting because of its proximity to downtown. Most affordable homes are in the southwest portion of the City. The expected unit mix by price is 37% affordable (50-100% AMI), 33% mid-range/workforce (100-150% AMI), and 30% market rate (>150% AMI).

Development of the NW Quadrant is still in the planning phase. When fully built out, it would supply 11.4% of the homes needed as of 2007. The number of homes needed will only increase as time moves forward.

“SANTA FE CORRIDORS” PLANNING PROGRAM: CORRIDOR REDESIGN & REDEVELOPMENT

St. Michael’s Drive

... Transforming a Suburban Highway into an Urban Boulevard & Mixed Use District

Background

The City of Santa Fe Long Range Planning Division has embarked on an ambitious corridor planning project. The program will include the study of existing conditions and provide future plans for St. Michael's Drive, a major roadway, and its adjoining land development.

Originally designed to serve the edge of Santa Fe as a connecting suburban highway "by-pass," this road has since become a major urban corridor. St. Michael's Drive, along with Cerrillos Road and Airport Road, acts as a transportation and land use "spine" extending through the geographic and population center of the growing Santa Fe Urban Area. This roadway represents one of the city's most heavily traveled thoroughfares. St. Michael's Drive has now become essential to the urban fabric of the area, yet it is often cited by the public as a "tired" and particularly uninspiring part of Santa Fe.

Over time, this roadway and its adjoining lands will contain greater value for new types of development ... new economic development in the form of new office, retail and arts-related space ... new housing development in the form of higher density, more affordable residential units for rent and ownership and even provide a venue for public art.

History

St. Michael's Drive was built in the late 1950s/early 1960s as a major highway bypass built on what was then the south side of Santa Fe. It replaced Cordova Road as the "connector" between Old Pecos/Old Las Vegas Highway, leading southeast of town, to the Old Albuquerque Highway (now Cerrillos Road) leading southwest of town. Built as a "modern" highway, St. Michael's Drive contains 6-thru lanes of traffic west of St. Francis on its way to Cerrillos Road. The adjoining land development pattern primarily includes a combination of shopping centers and older car dealerships, marked by large expanses of under-used parking lots along the road and large, aging big-box buildings setback from the road.

Program

The planning program will have two parts:

- 1. Existing Conditions** – Roadway and the adjoining land development; and
- 2. Corridor Design Plan** – recommended changes to the street and urban design of adjoining land development.

The corridor design plan will involve a public input process that would engage residents of the Triangle District, which is bordered by Cerrillos Road to the North, St. Francis Drive to the East and St. Michael's Drive to the South.

Transforming this roadway into a truly great boulevard that is beautiful, pedestrian and bicycle-friendly, transit-oriented, and supporting well-designed urban places along its length...is the goal of the "Santa Fe Corridors" program.

		Household Income >50 to <=80% MFI																
				Small Related		Large Related		All other hshold		Elderly		Small Related		Large Related		All other hshold		
Owner	Related	Small Related		Large Related		All other hshold		Elderly		Small Related		Large Related		All other hshold		Elderly		
		Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	
Renter	Large F	Cost Burden > 30%	39.8	45	5	5	5	5	5	25	0	0%	M	Y				
		Cost Burden >50%	3.9	4	0	0	0	0	0	0	0	0	####	M	Y			
		NUMBER OF HOUSEHOLDS	100%	260														
		With Any Housing Problems	62.4	162	16	16	16	16	16	80	0	0%	M	Y				
	All other hshold	Cost Burden > 30%	62.4	162	16	16	16	16	16	80	0	0%	M	Y				
		Cost Burden >50%	43	112	11	11	11	11	11	55	0	0%	M	Y				
		NUMBER OF HOUSEHOLDS	100%	279												100%	5544	34
		With Any Housing Problems	52.8	147	15	15	15	15	15	75	0	0%	L	N		18.0	998	
	Small Related	Cost Burden > 30%	52.8	147	15	15	15	15	15	75	0	0%	L	N				
		Cost Burden >50%	19.7	55	1	1	1	1	1	5	0	0%	L	N				
		NUMBER OF HOUSEHOLDS	100%	1013														
		With Any Housing Problems	61.5	623	62	62	62	62	62	310	0	0%	M	N				
Large Related	Cost Burden > 30%	47.5	481	48	48	48	48	48	240	0	0%	M	N					
	Cost Burden >50%	6.6	67	1	1	1	1	1	5	0	0%	M	N					
	NUMBER OF HOUSEHOLDS	100%	147															
	With Any Housing Problems	97	143	14	14	14	14	14	70	0	0%	M	N					
All other hshold	Cost Burden > 30%	14.2	21	1	1	1	1	1	5	0	0%	M	N					
	Cost Burden >50%	0	0	0	0	0	0	0	0	0	####	M	N					
	NUMBER OF HOUSEHOLDS	100%	1,350															
	With Any Housing Problems	49.6	670	67	67	67	67	67	335	0	0%	M	N					
Owner	Elderly	Cost Burden > 30%	47.7	644	64	64	64	64	64	320	0	0%	M	N				
		Cost Burden >50%	5.4	73	1	1	1	1	1	5	0	0%	M	N				
		NUMBER OF HOUSEHOLDS	100%	922														
		With Any Housing Problems	29	267	27	27	27	27	27	135	0	0%	M	Y				
Small Related	Cost Burden > 30%	29	267	27	27	27	27	27	135	0	0%	M	Y					
	Cost Burden >50%	13.5	124	12	12	12	12	12	60	0	0%	M	Y					
	NUMBER OF HOUSEHOLDS	100%	1018															
	With Any Housing Problems	52.2	532	53	53	53	53	53	265	0	0%	H	Y					
related	Cost Burden > 30%	48.5	494	49	49	49	49	49	245	0	0%	H	Y					
	Cost Burden >50%	18.6	189	19	19	19	19	19	95	0	0%	H	Y					
related	NUMBER OF HOUSEHOLDS	100%	242															
	With Any Housing Problems	69.1	167	17	17	17	17	17	85	0	0%	H	Y					

All other hshold	Large F	Cost Burden > 30%	50.9	123	12		12		12		12		60	0	0%	H	Y							
		Cost Burden >50%	4.5	11	0		0		0		0		0	0	0	####	H	Y						
		NUMBER OF HOUSEHOLDS	100%	573																				
		With Any Housing Problems	66.5	381	38		38		38		38		190	0	0%	M	Y							
		Cost Burden > 30%	66.5	381	38		38		38		38		190	0	0%	M	Y							
		Cost Burden >50%	22.6	130	13		13		13		13		65	0	0%	M	Y							
		Total Any Housing Problem		8164	817	0	817	0	817	0	817	0	4085	0				Total Disabled		3607				
		Total 215 Renter		516	25		26		26		26		129	0				Tot. Elderly	1483		Total Lead Hazard	100		
		Total 215 Owner		1310	65		65		66		66		328	0				Tot. Sm. Related	6419		Total Renters	12447		
		Total 215		1826	90	0	91	0	92	0	92	0	92	0	457	0			Tot. Lg. Related	1383		Total Owners	7108	

Jurisdiction						
Housing Market Analysis						
		<i>Complete cells in blue.</i>				
Housing Stock Inventory	Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedroom	Total	Substandard Units
Affordability Mismatch						
Occupied Units: Renter		4833	4374	1216	10423	
Occupied Units: Owner		951	4192	10463	15606	
Vacant Units: For Rent	6%	317	240	108	665	
Vacant Units: For Sale	1%	20	97	105	222	
Total Units Occupied & Vacant		6121	8903	11892	26916	0
Rents: Applicable FMRs (in \$s)		648	872	1,141		
Rent Affordable at 30% of 50% of MFI (in \$s)		577	742	858		
Public Housing Units						
Occupied Units	95%	206	148	85	439	44
Vacant Units	5%	7	8	9	24	16
Total Units Occupied & Vacant		213	156	94	463	60
Rehabilitation Needs (in \$s)		6,000,000	6,000,000	6,000,000	18,000,000	

Continuum of Care Homeless Population and Subpopulations Chart

Part 1: Homeless Population		Sheltered		Un-sheltered	Total	Jurisdiction														
		Emergency	Transitional			Data Quality														
1. Homeless Individuals		83	16	152	251	(N) enumerations ▼														
2. Homeless Families with Children		31	17	23	71															
2a. Persons in Homeless with Children Families		93	51	68	212															
Total (lines 1 + 2a)		176	67	220	463															
Part 2: Homeless Subpopulations		Sheltered		Un-sheltered	Total	Jurisdiction														
						Data Quality														
1. Chronically Homeless		20		30	50	(E) estimates ▼														
2. Severely Mentally Ill		40		60	100															
3. Chronic Substance Abuse		30		45	75															
4. Veterans		30		45	75															
5. Persons with HIV/AIDS		1		2	3															
6. Victims of Domestic Violence		35		34	69															
7. Youth (Under 18 years of age)		13		15	28															
Part 3: Homeless Needs Table: Individuals		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H, M, L	Plan to Fund? Y, N	Fund Source: CDBG, HOME, HOPWA, ESG or Other
					Year 1		Year 2		Year 3		Year 4		Year 5		Goal	Actual	% of Goal			
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete						
Beds	Emergency Shelters	105	105	0	0	0	0	0	0	0	0	0	0	0	0	####	L	N		
	Transitional Housing	76	16	60	12	0	12	0	12	0	12	0	12	0	60	0	0%	H	Y	C, Hm, O
	Permanent Supportive Housing	323	132	191	38	0	38	0	38	0	38	0	39	0	191	0	0%	H	Y	C, Hm, O
	Total	504	253	251	50	0	50	0	50	0	50	0	51	0	251	0	0%			
Chronically Homeless		50																		

Part 4: Homeless Needs Table: Families		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H, M, L	Plan to Fund? Y/N	Fund Source: CDBG, HOME, HOPWA, ESG or Other
					Year 1		Year 2		Year 3		Year 4		Year 5		Goal	Actual	% of Goal			
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete						
Beds	Emergency Shelters	78	48	30	30	0	0	0	0	0	0	0	0	0	30	0	0%	M	Y	C,E,O
	Transitional Housing	51	51	0	0	0	0	0	0	0	0	0	0	0	0	0	####	L	N	
	Permanent Supportive Housing	212	0	212	0	0	27	61	0	62	0	62	0	212	0	0%	H	Y	C,Hm,O	
	Total	341	99	242	30	0	27	0	61	0	62	0	62	0	242	0	0%			

Completing Part 1: Homeless Population. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The counts must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Completing Part 2: Homeless Subpopulations. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The numbers must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Sheltered Homeless. Count adults, children and youth residing in shelters for the homeless. "Shelters" include all emergency shelters and transitional shelters for the homeless, including domestic violence shelters, residential programs for runaway/homeless youth, and any hotel/motel/apartment voucher arrangements paid by a public/private agency because the person or family is homeless. Do not count: (1) persons who are living doubled up in conventional housing; (2) formerly homeless persons who are residing in Section 8 SRO, Shelter Plus Care, SHP permanent housing or other permanent housing units; (3) children or youth, who because of their own or a parent's homelessness or abandonment, now reside temporarily and for a short anticipated duration in hospitals, residential treatment facilities, emergency foster care, detention facilities and the like; and (4) adults living in mental health facilities, chemical dependency facilities, or criminal justice facilities.

Unsheltered Homeless. Count adults, children and youth sleeping in places not meant for human habitation. Places not meant for human habitation include streets, parks, alleys, parking ramps, parts of the highway system, transportation depots and other parts of transportation systems (e.g. subway tunnels, railroad car), all-night commercial establishments (e.g. movie theaters, laundromats, restaurants), abandoned buildings, building roofs or stairwells, chicken coops and other farm outbuildings, caves, campgrounds, vehicles, and other similar places.

Non-Homeless Special Needs Including HOPWA		Needs	Currently Available	GAP	3-5 Year Quantities										Total		
					Year 1		Year 2		Year 3		Year 4*		Year 5*		Goal	Actual	% of Goal
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete			
Housing Needed	52. Elderly	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	53. Frail Elderly	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	54. Persons w/ Severe Mental Illness	233	104	129	22	0	22	0	22	0	22	0	22	0	110	0	0%
	55. Developmentally Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	56. Physically Disabled	20	20	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	57. Alcohol/Other Drug Addicted	15	0	15	0	0	0	0	0	0	0	0	0	0	0	0	####
	58. Persons w/ HIV/AIDS & their families	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	59. Public Housing Residents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	Total	268	124	144	22	0	22	0	22	0	22	0	22	0	110	0	0%
Supportive Services Needed	60. Elderly	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	61. Frail Elderly	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	62. Persons w/ Severe Mental Illness	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	63. Developmentally Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	64. Physically Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	65. Alcohol/Other Drug Addicted	230	150	80	80	0	0	0	0	0	0	0	0	80	0	0%	
	66. Persons w/ HIV/AIDS & their families	590	210	380	0	0	0	0	0	0	0	0	0	0	0	0	####
	67. Public Housing Residents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
Total	820	360	460	80	0	0	0	0	0	0	0	0	80	0	0%		



Summary of Specific Annual Objectives

Specific Obj. # 1	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-1 Availability/Accessibility of Decent Housing								
DH-1 (1)	Specific Objective Assist in acquisition of land for, or the construction of, new rental housing aimed at those who earn less than 60% of the AMI.	Source of Funds #1 CDBG	Performance Indicator #1 The number of rental units provided for those who earn less than 60% of AMI.	2008	26		0%	
				2009	26		0%	
		Source of Funds #2 Aff. Housing Trust Fund		2010	26		0%	
				2011	26		0%	
		Source of Funds #3 HOME		2012	25		0%	
	MULTI-YEAR GOAL					129	0	0%
	Specific Annual Objective Assist in providing 129 rental units over five years, or ~26 units each year.	Source of Funds #1 CDBG	Performance Indicator #2 The number of transitional units for homeless youth.	2008	0		#DIV/0!	
				2009	14		0%	
		Source of Funds #2 State of NM		2010	0		#DIV/0!	
				2011	0		#DIV/0!	
		Source of Funds #3 Santa Fe County		2012	0		#DIV/0!	
	MULTI-YEAR GOAL					14	0	0%
	Assist in providing 14 units of transitional housing for homeless youth.	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
Source of Funds #3		2012				#DIV/0!		
MULTI-YEAR GOAL						0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 2	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed
DH-1 Availability/Accessibility of Decent Housing							
DH-1 (2)	Specific Objective Educate potential low and moderate income homebuyers about owning a home.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Number of people who attend homebuyer education training.	2008	450		0%
				2009	450		0%
		Source of Funds #2		2010	450		0%
				2011	450		0%
		Source of Funds #3		2012	450		0%
		MULTI-YEAR GOAL				2250	0
	Specific Annual Objective Provide homeownership counseling to 450 low and moderate income persons per year.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0



Summary of Specific Annual Objectives

Specific Obj. # 3	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-2 Affordability of Decent Housing								
DH-2 (1)	Specific Objective To help first time homebuyers who are low and moderate income purchase a home.	Source of Funds #1 CDBG	Performance Indicator #1 The number of dpa loans or amortizing second mortgages funded for those who earn 50-100% of the AMI. (Homewise/SFCHT/AHTF)	2008	40		0%	
				2009	40		0%	
		Source of Funds #2 Aff. Housing Trust Fund		2010	40		0%	
				2011	40		0%	
		Source of Funds #3 CDBG Program Income		2012	40		0%	
	MULTI-YEAR GOAL					200	0	0%
	Specific Annual Objective Offer down payment assistance and/or amortizing second mortgages for first time homebuyers.	Source of Funds #1 CDBG	Performance Indicator #2 The number of down payment assistance loans funded for those who earn less than 50% of the AMI. (Habitat)	2008	2		0%	
				2009	2		0%	
		Source of Funds #2 Aff. Housing Trust Fund		2010	2		0%	
				2011	3		0%	
		Source of Funds #3		2012	3		0%	
	MULTI-YEAR GOAL					12	0	0%
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
	Source of Funds #3	2012				#DIV/0!		
MULTI-YEAR GOAL						0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 4	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-2 Affordability of Decent Housing								
DH-2 (2)	Specific Objective Provide rental assistance to low and moderate income persons.	Source of Funds #1 Shelter Plus Care	Performance Indicator #1 The number of units provided through SPC.	2008	85		0%	
				2009	85		0%	
		Source of Funds #2 HUD-Public Housing		2010	85		0%	
				2011	85		0%	
		Source of Funds #3		2012	85		0%	
	MULTI-YEAR GOAL					425	0	0%
	Specific Annual Objective Distribute SPC funds for those who earn less than 80% of the AMI; start a voucher program for those who earn 0-50% of the AMI.	Source of Funds #1 Aff. Housing Trust Fund	Performance Indicator #2 The number of vouchers distributed to those who earn less than 50% of the AMI.	2008	25		0%	
				2009	50		0%	
		Source of Funds #2		2010	75		0%	
				2011	75		0%	
		Source of Funds #3		2012	75		0%	
	MULTI-YEAR GOAL					300	0	0%
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
	Source of Funds #3	2012				#DIV/0!		
MULTI-YEAR GOAL						0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 5	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-2 Affordability of Decent Housing								
DH-2 (3)	Specific Objective Help Santa Fe's workforce (those who earn 80-100% of the AMI) purchase a home.	Source of Funds #1 Aff. Housing Trust Fund	Performance Indicator #1 Number of homes purchased.	2008	50		0%	
				2009	50		0%	
		Source of Funds #2		2010	50		0%	
				2011	50		0%	
		Source of Funds #3		2012	50		0%	
		MULTI-YEAR GOAL				250	0	0%
		Source of Funds #1	Performance Indicator #2	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
	Source of Funds #3	2012				#DIV/0!		
	MULTI-YEAR GOAL					0	#DIV/0!	
	Specific Annual Objective Provide downpayment assistance loans to purchase workforce housing.	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
				2011			#DIV/0!	
		Source of Funds #3		2012			#DIV/0!	
		MULTI-YEAR GOAL					0	#DIV/0!



Summary of Specific Annual Objectives

Specific Obj. # 6	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-2 Affordability of Decent Housing								
DH-2 (4)	Specific Objective Obtain rental homes for essential city employees and rent out at affordable rates. Use program as a recruitment tool.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Number of homes built for essential workforce.	2008	7		0%	
				2009			#DIV/0!	
		Source of Funds #2 NMMFA grant		2010			#DIV/0!	
				2011			#DIV/0!	
		Source of Funds #3 NMMFA loan		2012			#DIV/0!	
	MULTI-YEAR GOAL					7	0	0%
	Specific Annual Objective Build rental homes that are located in city parks as a place for essential workforce (101-120% of AMI) to affordably live.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
				2011			#DIV/0!	
		Source of Funds #3		2012			#DIV/0!	
	MULTI-YEAR GOAL						0	#DIV/0!
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
Source of Funds #3		2012				#DIV/0!		
MULTI-YEAR GOAL						0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. #7	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed		
DH-3 Sustainability of Decent Housing									
DH-3 (1)	Specific Objective Help low and moderate income homeowners maintain their home.	Source of Funds #1 CDBG Program Income	Performance Indicator #1 The number of home improvement loans offered by Homewise and/or MFA.	2008	22		0%		
				2009	22		0%		
		Source of Funds #2 Rehab Loans		2010	22		0%		
				2011	22		0%		
				2012	22		0%		
			MULTI-YEAR GOAL			110	0	0%	
	Specific Annual Objective Provide low interest loans for essential home improvement projects, including energy and water efficiency upgrades.	Source of Funds #1 Aff. Housing Trust Fund	Performance Indicator #2 The number of "green" loans offered through the Affordable Housing Trust Fund and/or MFA.	2008	15		0%		
				2009	15		0%		
		Source of Funds #2		2010	15		0%		
				2011	15		0%		
		Source of Funds #3		2012	15		0%		
				MULTI-YEAR GOAL			75	0	0%
		Source of Funds #1		Performance Indicator #3	2008			#DIV/0!	
					2009			#DIV/0!	
	Source of Funds #2	2010				#DIV/0!			
	2011				#DIV/0!				
Source of Funds #3		2012			#DIV/0!				
	MULTI-YEAR GOAL				0	#DIV/0!			



Summary of Specific Annual Objectives

Specific Obj. # 8	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-3 Sustainability of Decent Housing								
DH-3 (2)	Specific Objective Provide funding to maintain emergency shelter and transitional living facilities.	Source of Funds #1 CDBG	Performance Indicator #1 Number of units assisted.	2008	33		0%	
				2009			#DIV/0!	
		Source of Funds #2 Aff. Housing Trust Fund		2010			#DIV/0!	
				2011			#DIV/0!	
		Source of Funds #3		2012			#DIV/0!	
		MULTI-YEAR GOAL				33	0	0%
		Source of Funds #1	Performance Indicator #2	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
	Specific Annual Objective Provide St. Elizabeth Shelter with \$20,000 in FY 2008 for Casa Cerrillos Assisted Living Facility.	Source of Funds #3		2012			#DIV/0!	
	MULTI-YEAR GOAL					0	#DIV/0!	
	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!		
			2009			#DIV/0!		
	Source of Funds #2		2010			#DIV/0!		
	2011				#DIV/0!			
Source of Funds #3		2012			#DIV/0!			
MULTI-YEAR GOAL					0	#DIV/0!		



Summary of Specific Annual Objectives

Specific Obj. #9	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-3 Sustainability of Decent Housing								
DH-3 (3)	Specific Objective Retain affordable housing stock.	Source of Funds #1 Aff. Housing Trust Fund	Performance Indicator #1 Number of deed restricted affordable homes re-sold to income eligible buyers.	2008	5		0%	
				2009	5		0%	
		Source of Funds #2 City of Santa Fe		2010	5		0%	
				2011	5		0%	
		Source of Funds #3 Public Funds		2012	5		0%	
	MULTI-YEAR GOAL					25	0	0%
	Specific Annual Objective Prevent housing affordable to low and moderate income persons from being lost from the housing inventory. This includes for purchase, rental and assisted housing.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
				2011			#DIV/0!	
		Source of Funds #3		2012			#DIV/0!	
	MULTI-YEAR GOAL						0	#DIV/0!
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
Source of Funds #3		2012				#DIV/0!		
MULTI-YEAR GOAL						0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 10	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
DH-3 Sustainability of Decent Housing								
DH-3 (4)	Specific Objective Retain affordable housing stock.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Continue to fund the Landlord Tenant Hotline.	2008	3000		0%	
				2009	3000		0%	
		Source of Funds #2 Grants		2010	3000		0%	
				2011	3000		0%	
		Source of Funds #3		2012	3000		0%	
	MULTI-YEAR GOAL					15,000	0	0%
	Specific Annual Objective Provide counseling for those with housing problems.	Source of Funds #1 City of Santa Fe	Performance Indicator #2 Monitor project based Section 8 properties and LIHTC properties with expiring contracts/units.	2008	228		0%	
				2009		#DIV/0!		
		Source of Funds #2		2010		#DIV/0!		
				2011		#DIV/0!		
		Source of Funds #3		2012	203		0%	
	MULTI-YEAR GOAL					431	0	0%
	Monitor Section 8 and LIHTC properties so as not to lose units.	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009		#DIV/0!		
		Source of Funds #2		2010		#DIV/0!		
		2011			#DIV/0!			
Source of Funds #3		2012			#DIV/0!			
MULTI-YEAR GOAL						0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 19	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed
DH-3 Sustainability of Decent Housing							
DH-3 (5)	Specific Objective Provide emergency rental, utility and mortgage assistance.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Number of households who remain in their homes.	2008	80		0%
				2009	80		0%
		Source of Funds #2		2010	80		0%
				2011	80		0%
		Source of Funds #3		2012	80		0%
		MULTI-YEAR GOAL				400	0
	Specific Annual Objective Provide emergency rental, utility and mortgage assistance to prevent homelessness among low-income residents.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0



Summary of Specific Annual Objectives

Specific Obj. # 12	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed
EO-1 Availability/Accessibility of Economic Opportunity							
EO-1 (1)	Specific Objective Pursue overall affordability where local wages can support living in Santa Fe.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Number of high-wage jobs created.	2008	300		0%
				2009	300		0%
		Source of Funds #2		2010	300		0%
				2011	300		0%
		Source of Funds #3		2012	300		0%
		MULTI-YEAR GOAL				1500	0
	Specific Annual Objective Create 900 high-wage (\$19.20 per hour or more) jobs.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0



Summary of Specific Annual Objectives

Specific Obj. # 13	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed
EO-1 Availability/Accessibility of Economic Opportunity							
EO-1 (2)	Specific Objective Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 The number of businesses assisted.	2008	12		0%
				2009	12		0%
		Source of Funds #2 State of NM Ec. Dev.		2010	12		0%
				2011	12		0%
		Source of Funds #3		2012	12		0%
		MULTI-YEAR GOAL				60	0
	Specific Annual Objective Facilitate 36 business expansions, startups, retention or recruitment.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL					0
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
		2011				#DIV/0!	
Source of Funds #3		2012				#DIV/0!	
MULTI-YEAR GOAL					0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 14	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed		
EO-1 Availability/Accessibility of Economic Opportunity									
EO-1 (3)	Specific Objective Bolster Santa Fe's leadership position and/or potential in innovation.	Source of Funds #1 State Ec. Dev. \$	Performance Indicator #1 Number of infrastructure projects that were assisted.	2008	1		0%		
				2009	1		0%		
		Source of Funds #2 City of SF - Ec. Dev.		2010	1		0%		
				2011	1		0%		
		Source of Funds #3 Private Sector \$		2012	1		0%		
	MULTI-YEAR GOAL					5	0	0%	
	Specific Annual Objective Complete or develop at least one infrastructure project per year.	Source of Funds #1	Performance Indicator #2	2008			#DIV/0!		
				2009			#DIV/0!		
		Source of Funds #2		2010			#DIV/0!		
				2011			#DIV/0!		
		Source of Funds #3	2012			#DIV/0!			
		MULTI-YEAR GOAL						0	#DIV/0!
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!		
				2009			#DIV/0!		
	Source of Funds #2	2010				#DIV/0!			
	2011				#DIV/0!				
Source of Funds #3	2012			#DIV/0!					
MULTI-YEAR GOAL						0	#DIV/0!		



Summary of Specific Annual Objectives

Specific Obj. # 15	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed		
EO-1 Availability/Accessibility of Economic Opportunity									
EO-1 (4)	Specific Objective Diversify the Santa Fe Economy with an emphasis on high wage jobs and career paths.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Number of workforce development programs produced.	2008	0		#DIV/0!		
				2009	1		0%		
		Source of Funds #2 Workforce Dev. \$		2010	1		0%		
				2011	0		#DIV/0!		
		Source of Funds #3 Federal Funds		2012	0		#DIV/0!		
		MULTI-YEAR GOAL				2	0	0%	
		Source of Funds #4 Local Businesses		Performance Indicator #2	2008			#DIV/0!	
					2009			#DIV/0!	
	Source of Funds #2	2010				#DIV/0!			
		2011				#DIV/0!			
	Specific Annual Objective Facilitate and assist with the development of up to two workforce development programs.	Source of Funds #3		2012			#DIV/0!		
		MULTI-YEAR GOAL					0	#DIV/0!	
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!		
				2009			#DIV/0!		
		Source of Funds #2		2010			#DIV/0!		
				2011			#DIV/0!		
Source of Funds #3		2012				#DIV/0!			
MULTI-YEAR GOAL					0	#DIV/0!			



Summary of Specific Annual Objectives

Specific Obj. # 16	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
EO-1 Availability/Accessibility of Economic Opportunity								
EO-1 (5)	Specific Objective Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths.	Source of Funds #1 City of Santa Fe	Performance Indicator #1 Number of businesses helped through SFBI.	2008	6		0%	
				2009	6		0%	
		Source of Funds #2 Rent From Businesses		2010	6		0%	
				2011	6		0%	
		Source of Funds #3 State		2012	6		0%	
		MULTI-YEAR GOAL				30	0	0%
		Source of Funds #4 Foundations	Performance Indicator #2 Number of businesses helped through the BOP program.	2008	5		0%	
				2009	5		0%	
		Source of Funds #2		2010	5		0%	
				2011	5		0%	
	Source of Funds #3	2012		5		0%		
	MULTI-YEAR GOAL				25	0	0%	
	Specific Annual Objective Support the Santa Fe Business Incubator and their Business Opportunity Program.	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
		2011				#DIV/0!		
Source of Funds #3		2012				#DIV/0!		
MULTI-YEAR GOAL					0	#DIV/0!		



Summary of Specific Annual Objectives

Specific Obj. # 17	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed	
EO-2 Affordability of Economic Opportunity								
EO-2 (1)	Specific Objective Diversify the Santa Fe Economy with an emphasis on high-wage jobs and career paths.	Source of Funds #1 CDBG revolving loan funds	Performance Indicator #1 Number of new small business loans.	2008	13		0%	
				2009	13		0%	
		Source of Funds #2 City of Santa Fe		2010	13		0%	
				2011	13		0%	
		Source of Funds #3 Local Lenders		2012	13		0%	
		MULTI-YEAR GOAL				65	0	0%
			Source of Funds #1	Performance Indicator #2	2008			#DIV/0!
					2009			#DIV/0!
			Source of Funds #2		2010			#DIV/0!
			2011				#DIV/0!	
		Source of Funds #3	2012				#DIV/0!	
	MULTI-YEAR GOAL					0	#DIV/0!	
	Specific Annual Objective Continue to support and oversee The Loan Fund, a small business development loan program for Santa Fe businesses.	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!	
				2009			#DIV/0!	
		Source of Funds #2		2010			#DIV/0!	
				2011			#DIV/0!	
		Source of Funds #3		2012			#DIV/0!	
		MULTI-YEAR GOAL					0	#DIV/0!



Summary of Specific Annual Objectives

Specific Obj. # 18	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed		
O-1 Other									
O-1 (1)	Specific Objective Provide rental/lease assistance for community service entities who are expanding their services.	Source of Funds #1 CDBG	Performance Indicator #1 The number of low income clients served will increase by at least 30% due to the expansion of space and provision of additional services.	2008	230		0%		
				2009			#DIV/0!		
		Source of Funds #2		2010			#DIV/0!		
				2011			#DIV/0!		
		Source of Funds #3		2012			#DIV/0!		
		MULTI-YEAR GOAL				230	0	0%	
		Source of Funds #1		Performance Indicator #2	2008			#DIV/0!	
					2009			#DIV/0!	
		Source of Funds #2			2010			#DIV/0!	
		2011				#DIV/0!			
	Source of Funds #3	2012				#DIV/0!			
	MULTI-YEAR GOAL					0	#DIV/0!		
	Specific Annual Objective Provide one year of rent/lease assistance to SF Recovery Center in FY 2008.	Source of Funds #1	Performance Indicator #3	2008			#DIV/0!		
				2009			#DIV/0!		
		Source of Funds #2		2010			#DIV/0!		
				2011			#DIV/0!		
		Source of Funds #3		2012			#DIV/0!		
		MULTI-YEAR GOAL					0	#DIV/0!	



Summary of Specific Annual Objectives

Specific Obj. # 11	Outcome/Objective Specific Annual Objectives	Sources of Funds	Performance Indicators	Year	Expected Number	Actual Number	Percent Completed
SL-1 Availability/Accessibility of Suitable Living Environment							
SL-1 (1)	Specific Objective Fund community service projects that provide a low/mod income area benefit.	Source of Funds #1 CDBG	Performance Indicator #1 Number of low/mod residents served by the construction of a new community center in the Triangle District.	2008	8,135		0%
				2009			#DIV/0!
		Source of Funds #2 other HUD		2010			#DIV/0!
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL				8,135	0
	Specific Annual Objective Fund community improvement projects that will provide a suitable living environment in a predominantly low and moderate income area such as the Triangle District .	Source of Funds #1	Performance Indicator #2 Number of low/mod residents served by a streetscape improvement project. (planning phase)	2008			#DIV/0!
				2009		#DIV/0!	
		Source of Funds #2		2010	5,000		0%
				2011			#DIV/0!
		Source of Funds #3		2012			#DIV/0!
		MULTI-YEAR GOAL				5,000	0
		Source of Funds #1	Performance Indicator #3	2008			#DIV/0!
				2009			#DIV/0!
		Source of Funds #2		2010			#DIV/0!
		2011				#DIV/0!	
	Source of Funds #3	2012				#DIV/0!	
MULTI-YEAR GOAL					0	#DIV/0!	