

Mayor Coss  
City Councilors

The Mayor's Blue Ribbon Task Force to End Homelessness has completed its plan after six months. Through the course of this work it became clear that to end homelessness, permanently affordable housing is needed. Many obstacles have to be overcome to make this housing available, but with the support of the City, cooperation among service agencies and patience and assistance from the community, it is achievable. This plan builds upon the existing foundation of housing and supportive services that are available in the community.

This plan is built on a Housing First Model. Under this model, the homeless are provided access to permanently affordable rental housing and then receive the services needed to end homelessness. It will provide needed affordable rental housing in the community to homeless and nearly homeless households as well as for lower and moderate income households. It supports maintaining families and individuals in their current homes by providing services to prevent homelessness and it specifically addresses the housing and service needs of teens.

The Blue Ribbon Panel is asking the City of Santa Fe to do the following:

1. Endorse the plan;
2. Create a position within the city to actively promote and support implementation of the plan;
3. Devote resources to support the implementation of the plan. We are not asking the City for all of the funding to implement this plan; other resources are available and have been identified in the proposed plan;
4. Amend the inclusionary zoning program to allow non-profit organizations to acquire some homes to be used as permanently affordable rental units; and,
5. Identify publicly owned land, such as city or county property, school district property or state owned properties that could be donated and used to develop additional affordable rental units that would set aside a portion of those units to provide permanent rental housing for homeless or nearly homeless households.

On behalf of the Blue Ribbon Task Force to End Homelessness we want to thank the Mayor and City Council for establishing this panel. We had a clear directive and have prepared a plan that provides a solid framework for actions that will be taken to end homelessness in Santa Fe. We look forward to presenting this plan to the City Council and the community.

Respectfully,

Hank Hughes, Chair  
Blue Ribbon Panel to End Homelessness in Santa Fe

# Plan to End Homelessness in Santa Fe in 5 Years

## Mayor's Blue Ribbon Task Force to End Homelessness

June 2007

**Mission:** To end homelessness in Santa Fe in 5 years, by 2012

**Commitment:** To ensure that people in Santa Fe who are homeless may find suitable housing and other needed services quickly so that they may focus their efforts more effectively on creating stable lives for themselves, and be recognized as valuable and contributing members of our community.

**Vision:** Our vision for Santa Fe is that in 5 years:

1. No one will have to sleep outside unsheltered.
2. People at risk of losing their housing will have access to emergency housing assistance and appropriate counseling to help them through a crisis and prevent their becoming homeless.
3. Homeless families and individuals, including teens, will have opportunities for rapid re-housing in safe and affordable housing with supportive services appropriate to their needs.

## Executive Summary

### *Introduction*

A plan to end homelessness in five years is ambitious. The Mayor's Blue Ribbon Task Force to End Homelessness believes it is achievable. Such a plan depends on sufficient resources, sound partnerships between non-profit organizations, private developers and local government and continuing financial resources from the federal government. It requires community support and commitment to ending homelessness.

The plan to end homelessness in Santa Fe has the following organizational principles:

1. Housing First – which involves:
  - a. Producing new housing units that will be affordable to many homeless and nearly homeless families and individuals. These will be permanently affordable rental housing that is distributed throughout the community;
  - b. Using existing affordable rental housing by providing housing vouchers for affordable units;
  - c. Extensive case management and support services.
2. Continuing support for emergency shelters.
3. A central location where homeless and nearly homeless individuals and families can go to access services, including case management, job assistance, transportation and other needed support services. .

## ***Process***

This plan 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 by Philip Crump. Throughout this process the group focused on proposing a plan that introduced new concepts in addressing homeless issues and needs, built upon existing resources and had measurable goals. This plan has identified the resources needed to address ending homelessness in Santa Fe. An open house was held May 24, 2007 at St. Johns Soup kitchen for the public to come and comment on the primary concepts outlined in the plan. Comments from this open house were taken into consideration when preparing the final plan.

## ***Overview***

The Plan to End Homelessness fully utilizes existing programs and services. In the course of preparing the five year plan it became clear that the primary impediment to ending homelessness was housing that was affordable and available to this population. It was learned that programs that provide housing as part of their service delivery have higher rates of success in ending homelessness than programs that only provide emergency shelter. Emergency shelters are a key component in any overall housing strategy, but permanent housing is essential to end homelessness. In addition, solutions for ending homelessness may vary for individuals, families with children, and teens. The plan accommodates the unique needs of these populations. The core of the strategy to ending homelessness in Santa Fe is to focus on creating permanently affordable rental housing, with adequate support services.

## ***Common Themes***

To accomplish the vision of the Blue Ribbon Task Force to End Homelessness in Five years, a plan has been developed that clearly identifies the strategies to be used and the resources needed to achieve its goals. This plan focuses on housing and supportive services for individuals, families and youth. There is variation in some of the strategies depending on the population to be assisted; however, there are some common threads that occur regardless of the population to be targeted. The overall themes include:

- The members of the Blue Ribbon Task Force may continue the work of the Task Force by joining the Steering Committee for the Development and Implementation Organization.
- Creating a 501(c)3 Development and Implementation Organization. The Board of the 501(c)3 would be elected from the steering committee that is a continuation of the Blue Ribbon Task Force.
- Dedicating new resources to end homelessness and funding the salary for a person to write grants and develop financial capacity.
- Providing case management services.
- Developing less-toxic, environmentally healthy housing: All of the new housing will be built with less toxic materials, and some of the housing will be made safe for people with environmental sensitivity.

- Utilizing green building: New construction will incorporate green building principals making use of solar energy, water harvesting, and other energy saving techniques.
- Ensuring a universal design for accessibility: New construction will use universal design on the ground level to make ground level units fully adaptable to people with disabilities.
- Evaluating progress on the plan annually and presenting a progress report to the city council each year as well as making adjustments to the plan as necessary.
- Making services accountable to the homeless to provide quality professional services by making a system whereby homeless people can have input into processes, design and evaluation of programs as well as have any grievances heard.

### ***Change From Continuum of Care Model to a Housing First Model***

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 this model that 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 will need to be readily available which will mean a commitment from mainstream service agencies as well as the homeless agencies to make the services available. Interestingly, the Albuquerque Housing First Program is more limited by the availability of services than the availability of housing. 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;

In order to use the Renaissance model in Santa Fe, a nonprofit development agency that is sophisticated enough to access the federal low-income housing tax credits and has experience in developing and managing rental properties will be needed. The tax credit program is complicated, and requires developments of 20 units or more to be built and/or acquired and rehabilitated for it to be cost effective. One of the recommendations of this plan is that Santa Fe support the formation of such a non-profit development agency.

**Financial Executive Summary**

The Task Force is recommending that the City of Santa Fe devote resources to this plan in the following areas:

Expense Item	Annual Amount Proposed from City of Santa Fe	Rationale
1. Operating support for a nonprofit rental housing developer able to leverage \$8 million per year in tax credits and other funding for rental housing development. The development organization would develop apartments for low-income workers and disabled people including people who are now homeless, but not just for the homeless.	\$200,000. This is seed money that is needed for the initial operations of the organization. It will cover staff, provide funds to be used as options on property acquisition, and predevelopment activities.	Over time the seed money allocated to start this non-profit will decline and only pre-development funding will be needed. Funds to support operations will come from projects.
2. Housing vouchers for disabled homeless people living in the worst conditions. Initially start with 25 vouchers for 1 & 2 BR apartments and add 25 voucher every year. Another 25 vouchers will be allocated for homeless or near homeless families with children.	Initial funding is estimated at \$300,000. An additional \$120,000 will be needed for every 25 vouchers that are provided, up to \$500,000. This will need to be adjusted for increases in rent over time.	Uses existing rental housing. Provides immediate assistance for this population. HUD is not providing a sufficient number of new vouchers that could be used for these purposes. Civic Housing and Life Link have experience in administering voucher programs.
3. Operating expanded year-round emergency overflow shelter for men, women, youth, including pregnant and teen parents, and children in families.	\$80,000	Address immediate needs of homeless who cannot access current emergency, transitional or permanent housing due to lack of beds and facilities.
4. Operating support for increased outreach to homeless people living outside to help them access benefits and housing.	\$50,000	Provides earlier intervention and access to services.
5. Rental, utility and mortgage assistance to prevent homelessness among low-income residents of Santa Fe.	\$200,000. This will provide housing assistance for approximately 400 households who are at risk of losing their home	More cost effective to maintain households in current place of residence and prevent homelessness from occurring.
6. Hire staff person within the city who will be a liaison for the homeless initiatives.	Estimated cost is \$70,000.	Focus on homeless initiatives. Assist with fund raising. Maintain communication between city and agencies providing services and housing.
7. Provide funding to complete transitional living program for teens.	Estimated \$200,000	Will complete construction budget for a 14-unit facility for teens.
<b>Total Proposed City Funding</b>	<b>\$1,100,000</b>	

The task force proposes using the City investment to leverage more than \$10,000,000 annually from other sources as shown on the following table:

### Other Funding to Support Plan

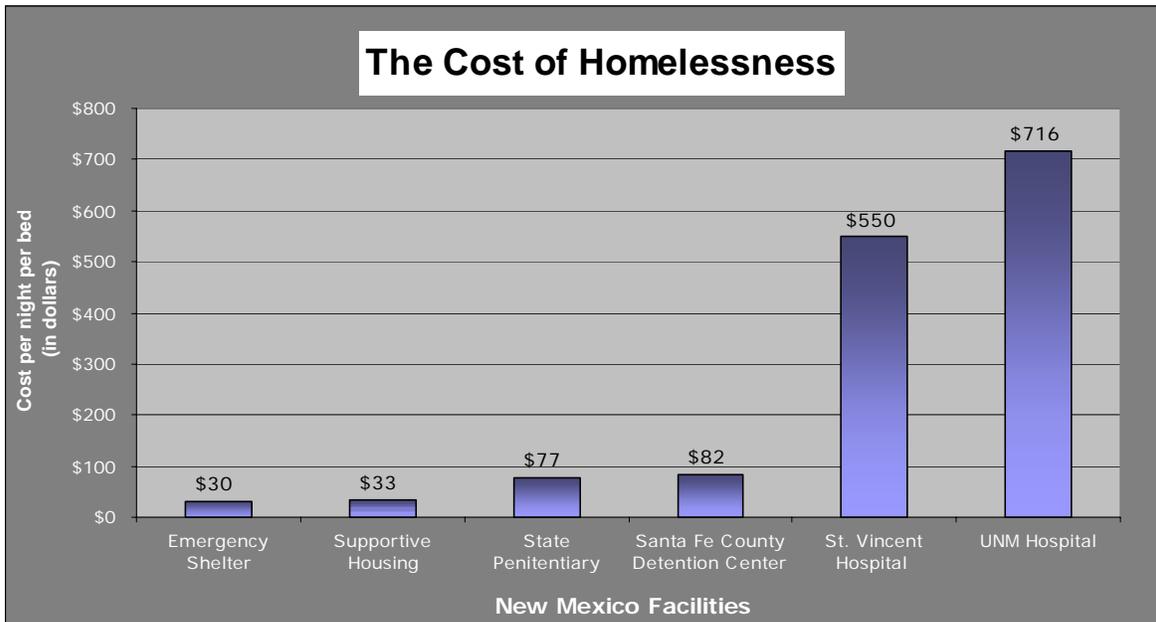
Expense Item	Annual Amount from non-city Sources	Proposed Source of Revenue
1. Funds for development of new affordable rental units at rate of 64 units for the homeless per year.	\$8,000,000	Federal low-income housing tax credits, Federal HOME Program, State Housing Trust Fund, Federal Supportive Housing Program
2. Funds for 50 housing vouchers for the mentally ill.	240,000	State of New Mexico Department of Human Services
3. Expanded shelter plus care program for the disabled homeless	\$720,000	Federal Shelter Plus Care Program
4. Operating support for two additional sites for transitional housing for homeless youth.	\$600,000	Federal Department of Health and Human Services and State Children Youth and Families Department
5. Operating support, in addition to City contribution, for nonprofit housing developer.	\$200,000	State of New Mexico, Private Foundations
6. Operating support for revitalized outreach program for homeless youth.	\$300,000	Local faith communities and Federal Department of Health and Human Services and State Children Youth and Families Department
<b>Total non-City funding</b>	<b>\$10,060,000</b>	

### ***Why End Homelessness***

There are moral and economic reasons to end homelessness and while the moral arguments are fairly obvious, the economic reasons are also quite compelling.

A landmark study of the homeless mentally ill conducted by the University of Pennsylvania in 2001, showed that the cost to society of leaving a homeless mentally ill person on the street was the same as providing a homeless mentally ill person with housing and case management. By tracking people in both circumstances the researchers found that it cost about \$40,000 per year per person either way. The reason that leaving someone on the streets costs so much is that people living outside are heavy consumers of emergency services including emergency rooms at hospitals and inpatient psychiatric beds. Since compassion costs no more than cruelty why not opt for compassion?

The following chart compares the cost of emergency shelter and supportive housing, with the cost of other places homeless people are likely to spend the night.



Other compelling arguments for ending homelessness are that:

- Most homeless people (55%) begin their homelessness as children and thus have never had a real opportunity at normal life;
- Homelessness greatly shortens an individual's life expectancy with various studies showing average life spans of long term homeless people at between 42 and 52 years;
- Homeless people are four times more likely to die than housed people of the same age;
- Homelessness causes a hardship for neighborhoods where homeless people sleep or hang out.

**What resources are currently available to assist the homeless?**

During the course of the work with the Blue Ribbon Task Force it became clear that there is a strong network of dedicated, knowledgeable agencies, organizations and faith based groups that provide housing and related support services to the homeless. The Plan to End Homelessness builds upon the work of these organizations. There are several agencies in Santa Fe that specialize in services to the homeless:

**Shelter and Housing for the Homeless in Santa Fe**

<b>Agency</b>	<b>Winter Only Emergency Shelter Beds</b>	<b>Year Round Emergency Shelter Beds</b>	<b>Beds in Transitional Housing Apartments</b>	<b>Beds in Permanent Housing Apartments</b>	<b>Agency Total</b>
<b>St. Elizabeth Shelter</b>	64	34	33	28	159
<b>Life Link</b>	0	0	0	74	74
<b>Esperanza</b>	0	42	18	0	60
<b>Youth Shelters and Family Services</b>	0	13	8	0	21
<b>Total</b>	<b>64</b>	<b>89</b>	<b>59</b>	<b>102</b>	<b>314</b>

**Other Services**

Health Care for the Homeless of Santa Fe (HCH) is part of La Familia Medical Center. Health Care for the Homeless (HCH) provides primary health care, dental care, case management, street outreach, and has a harm reduction program. HCH's main medical clinic is located on Camino Sierra Vista.

Santa Fe Community Services is a new organization, which provides outreach to the homeless living on the streets and assists these homeless people with accessing benefits and housing.

Adelante is a program at the Santa Fe Public schools, that helps homeless students and their families with tutoring, food, transportation, advocacy, programs for immigrants, material assistance, and case management.

The Cush Foundation provides outreach and assistance to people who are homeless and suffering from environmental illness. It operates the Cush Crisis Team and promotes and teaches environmentally healthy building techniques.

Other agencies that assist the homeless as part of a more general mission of providing assistance to the poor include Bienvenidos, Faith in Action, the Salvation Army, St. Vincent de Paul, St. John's Soup Kitchen and a number of local faith communities among others.

## ***Who are the homeless?***

Homeless and nearly homeless include individuals, including teens, families with children and seniors. Some live on the streets, in cars or in camps; but many more live with family and friends in overcrowded conditions, moving from one place to stay to another. Others live in rental housing and are one paycheck - one small unexpected expense, such as car repairs or paying a medical bill, from losing their home. They earn less than 50% of the Area Median Income and of all the households who earn less than this amount, most are employed. There are a growing number of environmentally sensitive persons who are becoming homeless simply because of the limited availability of less toxic homes and environmentally housing. Many of today's homeless are teens and young adults, including those who are leaving the foster care system, without permanent housing and the support services needed to successfully transition to a stable adult living situation.

The Comprehensive Housing Needs Assessment noted the following trends among the homeless:

- **Homeless seniors:** One service provider reported that there are a growing number of homeless people who are seniors. In some cases, these people are Vietnam Vets who are reaching 55 to 65 and have lived on the streets for a number of years. Their bodies have become too frail to withstand the pressures of living on the streets. Another category includes people who have recently become homeless due to the death of a spouse, loss of a job, or catastrophic illness.
- **Pregnant and parenting teens:** There are a growing number of pregnant and parenting teens and young adults (unattached, with no supporting adult, including those who are leaving the foster care system) who are living on the streets. There are very few housing options for this group and they are often high need households.
- **Increasing needs among kids:** Service agencies that help children are seeing more severe needs and multiple needs among kids and their parents. These service providers are also seeing more children whose parents are incarcerated or are transitioning from jail or prison. It is estimated that 40 percent of the families served by the school program are hungry on an on-going basis.
- **Growing number of immigrant families:** In the emergency shelters there are a growing number of immigrant families who are monolingual Spanish speakers. Some of these families are homeless or housed in very overcrowded situations, sometimes 10 people living in a one-bedroom apartment.

## ***Number of Homeless people in Santa Fe***

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
<b>Total</b>	<b>917</b>

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 our goal is to house everyone in either permanent or transitional supportive housing, the gap in supportive housing is 756 supportive housing beds (917 people minus the 161 supportive housing beds).

### ***Housing Needs Among Homeless People***

The Housing Needs Assessment that was completed in April, 2007 provides some insights into the gaps in the housing continuum for the homeless. The conclusions of this assessment are based on key informant interviews as well data that was collected through household surveys and employee surveys. The needs assessment found that:

- 1. More affordable housing for rent for extremely low and very low-income households:** There was strong agreement by service and housing providers that more affordable rental apartments are needed. As people transition from shelter housing to transitional housing, the next step is often permanent housing with supportive services. There are not many options for people with incomes of \$400 to \$500 a month, who can only afford to pay about \$100 a month for rent. The wait lists are currently very long. A variety of housing types and unit sizes are needed in recognition that every household type will need a different type of housing. Both single-family and multifamily type housing is needed with a range of units from efficiencies to one, two, three and four bedroom apartments and houses. There was also a need identified for units affordable at the living wage of \$9.50 an hour, which would equal a rent of \$400 to \$500 a month.
- 2. More shelter beds:** There was agreement that there are more shelter and homeless beds needed, as demonstrated by the point-in time results – 85 beds available for 540 people who need beds each night. It was estimated by the service providers that there are between 60 to 100 children and youth homeless on any night and a total of 4,000 and 5,000 unduplicated people who are homeless each year in Santa Fe.
- 3. Permanent housing with supportive services:** There were many service providers who felt that a “housing first” model was most appropriate. In this model, people are given permanent housing as a first step and then intensive case management is brought to help the households stay in permanent housing and address other issues such as addiction, mental and physical health challenges and lack of employment and/or underemployment.

4. **Homelessness Prevention:** Prevention of homelessness was emphasized by several people who were interviewed. Foreclosure prevention and assistance with rental payments were seen as important services that could be expanded in the community. The task force noted that the people most likely to be at risk of homelessness are renters, and that in addition to emergency rental assistance, these renters also need access to legal aid so that they are not subjected to unfair evictions.

### ***Why are People Homeless***

Although some people have been homeless throughout history, the advent of modern homelessness in the United States began in the 1980's when the federal government abandoned its commitment to provide public housing for all those who could not afford market rate housing. By the 1980's most communities already had building codes and zoning laws that prevented the poor from building shacks to live in, so the people who were left out of public housing became the modern homeless.

An additional factor in causing the mass homelessness that we see today was the closing of many inpatient mental health hospitals under the assumption that mentally ill people could live in communities. Unfortunately the community based facilities for the mentally ill were never fully developed, and many of the mentally ill also joined the ranks of the homeless.

Personal failings and vulnerabilities are often seen as contributing to homelessness with substance abuse being the main failing attributed to the homeless. However, most advocates for the homeless are reluctant to view substance abuse as a cause of homelessness since there are many more substance abusers who are housed than are homeless, and the majority of homeless people are not substance abusers. It is more appropriate then to view substance abuse as one part of a complicated problem that a number of unfortunate individuals must deal with in combination with mental illness and homelessness.

### ***Plan to End Homelessness In Five Years***

A goal has been identified to end homelessness in Santa Fe in five years. This is ambitious, but we believe it is achievable. Agencies providing services and housing to homeless populations are experienced and have solid track records addressing homeless issues in Santa Fe. Success depends upon several factors, including:

- Creation of new housing that will be permanently affordable and available to individuals, families with children, and teens. To achieve this, the Task Force is recommending the establishment of a non-profit development corporation who will oversee the acquisition and construction of new housing that is targeted toward those with extremely low incomes;
- Strengthening of the services that are provided to the homeless or those at risk of homelessness. It is clear that insufficient resources are available to provide the on-going services needed to ensure that this population does not become homeless again;
- Greater community awareness and support for strategies that will end homelessness;
- A combination of permanent housing, case management and support services are essential for the goal to end homelessness to be achieved.

The Mayor's Blue Ribbon Task Force to End Homelessness has outlined a work plan that focuses on four primary areas for helping the homeless and near homeless:

- Addressing needs among unaccompanied individuals;
- Addressing needs among families with children;
- Addressing needs among teens, and teen parents; and,
- Providing an integrated service system for "first contact".

This work will build upon existing programs and seek opportunities to access current housing programs that have the potential to provide additional housing for the homeless and near homeless. For example, the Santa Fe Homes Program requires developers to set aside 30% of new homes as affordable for income-qualified households. This is a program focused on production. Agencies assisting the homeless or the non-profit development organization will pursue an opportunity to acquire some of these homes to be leased to the homeless and near homeless in the community.

The following matrix describes the primary actions to be taken each year of the five years identified in the plan. It includes a description of the resources that are currently available and those that are needed to achieve the goal of ending homelessness in five years.

***Year Five Accomplishments:***

At the end of five years, efforts to end homelessness will have accomplished the following:

1. There will be 150 new Shelter Plus Care Housing Vouchers. These vouchers will be funded through the Department of Housing and Urban Development (HUD), with the City acting as the fiscal agent. This is currently being done through Life Link and the Santa Fe Community Housing Trust;
2. Mental Health Vouchers for at least 30 new clients will have been obtained. Funding for this will be provided through the New Mexico Human Services Department;
3. 75 new vouchers will have been created through a City of Santa Fe funded voucher program that can be used for rental housing throughout the community. These will be in addition to the vouchers provided through the Mental Health Programs;
4. A non-profit development organization that focuses on building and/or acquiring rental housing will have been started and will have added 300 new rental units for the homeless in mixed income developments or through scattered site acquisition. This will address housing needs for the homeless as well as low and moderate income families in need of rental housing in Santa Fe. The board and committees for this non-profit will be drawn from the members of the Blue Ribbon Task Force. It will include a representative from the governing bodies of the County and the City.
5. The Santa Fe Homes Program will allow for a small number of homes to be acquired and used as rental housing for homeless or near homeless families by non-profits. These will be permanently affordable housing.
6. A transitional housing program for teens will be in place and provide 60 new units for teens. This will be built and modeled under a co-housing model, where teen residents participate jointly in cooking, cleaning and the general maintenance and management of the housing. They will receive educational services, such as financial management planning and job skills training as part of this program;

7. 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; a 24-hour hotline about where to go for services will be operating and transportation;
8. An inter-agency case management team will be established and work jointly to offer services to the homeless;
9. An on-going education and training program for landlords, police officers and service providers will be working. This will include training about available services, landlord/tenant rights and any special needs of the homeless to be considered when providing referrals for assistance;
10. Environmentally healthy units will be made available for the environmentally sensitive. New units will be constructed with less toxic materials; ground level units will be built to meet universal design standards;
11. There will be an on-going community education program regarding homeless issues;
12. There will be continued support among the faith-based communities for homeless programs and initiatives; and,
13. A staff person in the City will be dedicated to working on homeless issues and initiatives.
14. Formerly homeless people will be employed in jobs helping to implement this plan.

Year One Highlights:

During the first year the emphasis will be on organizing and establishing the framework creating new housing and support services. Emphasis will be on establishing a non-profit development entity and related funding, while continuing to provide current services and seeking additional funding to support an expansion of services needed to support a housing first model.

Focus	Action	Resources in Place	Resources Needed	Role of City
Overall	Homeless Liaison established in Community Services	Community Services provides funding for homeless programs. Housing provides funding for new units and to maintain and/or expand shelters and facilities that provide services to the homeless.	\$70,000	Create a position and hire staff
	Work with United Way to include services to assist the homeless in the information provided through the 211 Hotline.	United Way currently funds a 211 Hotline for non-emergency services	Resource guide of services that can be used by the 211 staff	Support Effort
	Environmental sensitivity awareness for providers, police; educate community about resources	Cush Foundation	.	Support effort
	Improve eligibility requirements for CivicHsg/Sec 8	Vouchers are in place through HUD	Cooperation with Civic Housing	Support effort
	Homeless liaison to non-profit board		Council/Commission member	Identify person(s) to be liaison to board
	Create 501(c)3	BRTF	Legal Support to obtain non-profit status	Support effort



Year One Actions – All of these efforts will be continued into future years. The first year goal is to establish a framework for future years activities.

Focus	Action	Resources in Place	Resources Needed	Role of City	Other Partners
Individuals	Supportive Housing Vouchers (30 per Year)	Life Link	Continued Federal Support for Program	Support effort	State and County
	Add 25 one and two bedroom vouchers annually	Civic Housing and Life Link have programs to administer vouchers	\$120,000 per year for 25 vouchers. This does not cover administration of a voucher program.	Provide Funding	
Families	Child care funds and access to day care	CYFD (vouchers), SFPS (daycare),	transportation, startup costs		Esperanza State
	Allow for SFHP Units to be acquired for permanent rental housing for families	SFHP Ordinance	Agreement to allow units to be acquired by non-profits	Amend SFHP Ordinance	Local builders and lenders
	Add 25 two and three bedroom vouchers annually for families	Civic Housing and Life Link have programs to administer vouchers	\$180,000 per year for 25 vouchers	Provide funding	
	Expand prevention services to serve 200 families with rental assistance and supportive services	Salvation Army, Faith Communities, Open Hands, Life Link, Faith at Work	\$200,000 annually	Provide funding	
	Develop continuum of services for families	Agencies: Esperanza, St. E's, SFPS, etc			
Youth	Build 14 Transitional Living Units for teens	\$1M in funds to build	\$200,000 to complete construction budget	Provide funds for building	State, County and HUD
	Access--training, education, health care	Funding and programs are in place	Create mechanism to link teens to services	Support effort	State Initiative
	Develop service model for supportive housing	Youth, YSFS, BRTF	Establish program objectives, budget & staffing needs	Support effort	State Initiative/Other agencies
First Contact	Year-round overflow (incl. families, teens)	St. E's winter overflow for men	\$150,000 annual operating support	Provide \$80,000 annually	
	Develop one stop center to incorporate a number of day and night services for the homeless	Health Care for the Homeless, S.F. Community Services	Land and about \$2 million for construction	Assist in finding & acquiring land	State Capital Outlay and private funding
	Interdisciplinary Case Management	Agencies	Commitment to establishing this model	Support effort	Service Agencies
	Expand options for substance abuse treatment	Detox Center and Recovery Center	Additional funding for services	Support effort	
	Prevention and support	Open Hands, Life Link and Faith at Work	\$200,000 to assist 400 families in individuals with prevention services	Provide funding	

	Conduct public relations and educational campaigns. Include housing fairs and special events, media broadcasts, community and neighborhood outreach, landlord/tenant training, community policing training and host annual one day conference for providers and agencies.	Somos, agencies, BRTF, Schools, Neighborhood Groups,	Coordinated public relations plan that identifies topics for educational forums, media approach and training, with resources available to provide these services	Support effort	
	Jobs: Preparation, education , etc.)	Dept of Labor	Continued DOL support	Support effort	
	Legal education on homeless issues	NM Legal Aid	Increased attention to housing issues	Support effort	NM Center on Law and Poverty
	Change from Public Safety to Public Health				

Year Two Actions

This year will begin the production of units and strengthening of the service network for the homeless. The non-profit development organization will be started in full force. Units that are developed will include some for environmentally sensitive households. Actions noted below are in addition to those identified in Year One.

Focus	Action	Resources in Place	Resources Needed	Role of City	Other Partners
Individuals	Develop 10 units/yr	501c3 entity	\$1million/yr	Provide seed funds	MFA, State, HUD
Families	Child care funds and access	SFCC (increase infant/toddler certification of daycare centers)			
	Develop 40 units in mixed income setting	501c3 developer	\$4 mill+ free land	Provide a portion of funds and land	MFA, State, HUD
	Acquire 10 units from the inclusion zoning program	Private developers producing units	\$1 mill for acquisition	Provide portion of funding	MFA, State, HUD
	Develop continuum of services for families	Agencies: Esperanza, St. E's, SFPS, etc	minimal	Support effort	HUD, School District, Faith based communities, State
	501c3 hire Project Management entity for development	Development 501c3	\$150,000	Provide some pre-development capital	MFA, State, HUD
	Outreach Team		\$200,000		
	Legal assistance		\$75,000		
	Housing Case Manager				
Teens	Acquire/build 14 units	Development Funds			
Firs t Contact	Jail diversion strategies		none		
	More shelter beds		Cost?		
	Landlord/Tenant		\$50,000		

Years Three – Five Actions

From year three forward, actions are focused on generating new units. All previous efforts will continue that were noted in prior years. The non-profit will be fully functioning and the service delivery system will have strong case management and inter-agency cooperation and collaboration.

Focus	Action	Resources in Place	Resources Needed	Role of City	Other Partners
Individuals	Continue to add 25 new vouchers	City, supportive Housing Group	\$400/voucher/month. In year 3 75 vouchers with budget requirement of \$360,000. This does not cover administration of a voucher program.	Provide funding	
Families	Child care funds and access	SFCC (increase infant/toddler certification of daycare centers)			
	Develop 40 units in mixed income setting	501c3 developer	\$4 mill+ free land	Funding and Land	
	Acquire 10 units/year from the inclusion zone	Non profit developer and management company	\$1 million	Provide funding and support	Private developer
Teens	Build 12-15 structures each year	Development 501c 3	\$1.5 million (free land,bonds)		
	Review Services Annually	BRTF			
	Assess successes/challenges	BRTF			
First Contact	Expand mental health services and substance abuse beds				
	Crisis outreach services				
	Coordinate wraparound services	Agencies, housing, schools, police, health, shelters, CYFD, etc.			
	Alternative Community Treatment				
	Residential services for dual-diagnosis individuals				

## Definitions

**Affordable Housing-** Housing for which the occupant is paying no more than 30% of his or her income for gross housing costs, including utilities

**AMI-** The area median income (AMI) is used to determine the eligibility of applicants for both federally and locally funded programs. It sets the maximum limit that a household can earn to be eligible for program benefits. Income limits are calculated for specific geographic areas based on HUD estimates of median family income with adjustments for family size

**Chronically Homeless-** The U.S. Department of Housing and Urban Development currently defines chronically homeless as "an unaccompanied, disabled individual who has been persistently homeless for more than a year or who has been homeless for four or more episodes in the prior three years."

**CDBG-** The Community Development Block Grant Program (CDBG) was authorized by the Housing and Community Development Act of 1974. CDBG provides eligible metropolitan cities and urban counties (called "entitlement communities"), and states with annual direct grants to revitalize neighborhoods, expand affordable and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate- income persons.

**Continuum of Care-** Continuum of care refers to the different levels of service that homeless people need at different times in order to become housed and live more stable lives. The continuum includes outreach, emergency shelter, transitional housing, permanent supportive housing, and various necessary services.

The federal government has a grant program named the Continuum of Care under which nonprofits and government agencies can apply for funds to develop transitional housing and permanent supportive housing. The grant funds can be used for acquisition of a building or site, construction, rehabilitation, operation of the project and supportive services for the project. Because the funds are so flexible and the operating and supportive services funding is renewable year after year, these grants work very well to start new projects. The grant application process occurs in the spring of each year.

**CYFD-** New Mexico Children Youth and Families Department

**Dually Diagnosed-**Dual diagnosis refers to the co-occurrence of mental health disorders and substance abuse disorders

**811 Supportive Housing-** HUD provides funding to nonprofit organizations to develop rental housing with the availability of supportive services for very low-income adults with disabilities, and provides rent subsidies for the projects to help make them affordable ([www.hud.gov](http://www.hud.gov))

**Emergency Shelter-** Temporary shelter provided as an alternative to sleeping in places not meant for human habitation. Emergency shelter provides a place to sleep, humane care, a clean environment and referrals to other agencies. Length of stay is typically limited and there are generally no minimal criteria for admission

***Episodic Homelessness-*** Episodic homelessness affects approximately 10% of homeless persons and applies to a person who experiences periodic incidents of homelessness, generally for short periods of time.

***Federal Interagency Council of Homelessness-*** Congress established the Interagency Council on Homelessness in 1987 with the passage of the Stewart B McKinney Homeless Assistance Act. The Council is responsible for providing Federal leadership for programs to assist persons experiencing homelessness

***FMR-***The Fair Market Rents (FMR) are schedules published in the Federal Register establishing maximum eligible rent levels allowed under the Section 8 rental assistance and HUD housing financing programs by geographic area. The FMR for Santa Fe is \$872 for a two-bedroom apartment. In order to afford this level of rent and utilities, without paying more than 30% of income on housing, a household must earn \$2,906 per month or \$34,880 annually. Assuming a 40-hour work week, 52 weeks per year this level of income translates into a Housing Wage of \$16.77.

***HMIS-*** Homeless Management Information System - a computerized data collection application designed to capture client-level information over time on the characteristics and service needs of people experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community's system of homeless services.

***HOPWA-*** Housing Opportunities for Persons with AIDS (HOPWA) was established by HUD to address the specific needs of persons living with HIV/AIDS and their families. HOPWA makes grants to local communities, state, and nonprofit organizations for projects that benefit low income person medically diagnosed with HIV/AIDS and their families

***HOME-*** HUD's HOME program provides block grant funds to local governments and state for new construction, rehabilitation, acquisition of affordable housing, assistance to homebuyers, transitional housing and tenant-based rental assistance.

***Housing First-*** The Housing First model moves homeless participants from the streets immediately into permanent housing. With stable housing and supportive services, program participants are better able to focus on the core mental and physical issues that led them into homelessness.

***Homeless-*** According to the McKinney-Vento Act, a person is considered homeless who "lacks a fixed, regular, and adequate night-time residence that is: (A) a supervised publicly or privately operated shelter designed to provide temporary living accommodations. (B) an institution that provides a temporary residence for individuals intended to be institutionalized or (C) a public or private not designed for, or ordinarily used as, a regular sleeping accommodation for human beings."

***HSD-*** New Mexico Human Services Department

***HUD-*** United States Department of Housing and Urban Development ([www.hud.gov](http://www.hud.gov))

***Medicaid-*** Medicaid is a program that pays for medical assistance for certain individuals and families with low incomes and resources. This program became law in 1965 and is jointly funded by the Federal and State governments to assist States in providing long-term care

assistance to people who meet certain eligibility criteria. Medicaid is the largest source of funding for medical and health-related services for people with limited income.

**Point-in-Time Survey-** The New Mexico Coalition to End Homelessness (NMCEH) every other year conducts a "count" of the homeless population in New Mexico as of a specific point in time.

**Outreach Services-** An array of services which are therapeutic and delivered directly to the individual outside of traditional service delivery locations, as well as connecting individuals to existing service providers.

**Section 8-** Section 8 is a HUD funded voucher program which increases affordable housing choices for very low income households by allowing families to choose privately-owned rental housing. The public housing authority (PHA) generally pays the landlord the difference between 30 percent of household income and the PHA-determined payment standard-about 80 to 100 percent of the fair market rent (FMR). The rent must be reasonable. The household may choose a unit with a higher rent than the FMR and pay the landlord the difference or choose a lower cost unit and keep the difference

**Self-Sufficiency Standard-** The self-sufficiency standard is the measure of income adequacy that calculates how much money working adults need to meet their family's basic needs without subsidies. Unlike the federal poverty line, this approach is tailored to each family, varying with size and composition, as well as being geographically specific and including work expenses.

**Shelter-Plus Care-** A HUD funded supportive housing program that provides rental subsidies and supportive services to disabled homeless individuals and families. S+C can be either project-based or tenant-based.

**Supportive Housing-** Permanent or transitional housing, of any kind, from a single family home to a large apartment building in which social supports and employment resources are available, so that people who have been homeless or have been in institutional care can get the help they need to live independently with dignity (Corporation for Supportive Housing)

**SRO-** Single Room Occupancy housing units are an affordable housing option for very low income and homeless individuals and are typically single room units with a bed, small refrigerator, and a microwave.

**SSDI-** Social Security Disability Insurance is a payroll tax-funded, federal insurance program. It is designed to provide income to people unable to work because of a disability until their condition improves and guarantees income if their condition does not improve. It is not a handout or welfare. It has been compared to auto or home insurance. Social Security Disability Insurance (SSDI) is also frequently referred to as "DIB" (Disability Insurance Benefits), and "Title II" or "Title 2" benefits (named for the chapter title of the governing section of Social Security Act).

**SSI-**Supplemental Security Income (SSI) is a Federal income supplement program funded by general tax revenues (not Social Security taxes): It is designed to help aged, blind, and disabled people, who have little or not income. It also provides cash to meet basic needs for food, clothing, and shelter.

*Title V-* Title V of the McKinney-Vento Act provides suitable Federal properties categorized as unutilized, underutilized, excess, or surplus for use to assist homeless persons. Properties are made available to States, units of local government, and non-profit organizations. Properties can be used to provide shelter, services, storage, or other uses of benefit to homeless persons ([www.hud.gov](http://www.hud.gov))

*Transitional Housing-* Transitional housing is designed to provide housing and appropriate supportive services to homeless persons and families and has the purpose of facilitating the movement of individuals and families to independent living within a time period that is set by the project owner before occupancy.

*Wraparound Services-* Services which are coordinated to meet all of a client's needs in order to remain housed and not return to homelessness.

***Members and Honorary Members of the Mayor's Blue Ribbon Task force to End Homelessness***

<b>NAME</b>	<b>ORGANIZATION</b>
Alan Austin	New Mexico Bank and Trust
Buddy Roybal	Coronado Paints
Carol Luna-Anderson	The Life Link
Cheryl Bartlett	The Life Link
Chief Eric Johnson	SF Police Department
Chip Chippeaux	Century Bank
Craig Mack	Adult Protective Services
Deborah Tang	St. Elizabeth Shelter
Debra Holloway	NMCEH
Dolores King	St. John's Church and Soup Kitchen
Donna Reynolds	SF Assoc of Realtors
Ed Romero	SF Civic Housing Authority
Ed Rosenthal	Enterprise Community Partners
Gaile Herling	Santa Fe Public Schools
Hank Hughes, Chair	NM Coalition to End Homelessness
Holly Beaumont	NM Conference of Churches
Jim Westmoreland	Adult Protective Services
Judge Ann Yalman	Municipal Court
Julie Tambourine	Environmental Healthy Housing
Karen Rowell	Youth Shelters and Family Services
Kathy McCormick	City of Santa Fe
KC Quirk	Esperanza Shelter
Kim Shanahan	Vermejo Park Construction
Lara Yoder	Esperanza Shelter
Liz Reynolds	Health Care for the Homeless
Lori Stevens	SF Community Housing Trust
Marjorie Young	Multiple Chemical Sensitivity
Maurice Martin	St. Elizabeth Shelter
Mayor David Coss	City of Santa Fe
Nancy McDonald	Santa Fe Community Services
Ray Masterson	Homeless Advocacy Project
Rick Anaya	City of Santa Fe
Rosemary Romero	Rosemary Romero Consulting
Ruth Hoffman	Lutheran Office of Governmental Ministry
Sarah Geisler	Homewise
Shellie Simmons	Youth Shelters & Family Services
Sheriff Greg Solano	SF County Police Department
Terrie Rodriguez	City of Santa Fe
Deputy Chief Ben Montaña	SF Police Department
Erik Mason	Westminster Presbyterian Church
Chester Topple	Westminster Presbyterian Church
Barbara Medina	Westminster Presbyterian Church
Desiree Burnett	Westminster Presbyterian Church
Gabe Taylor	Recorder
Philip Crump	Facilitator