



Agenda

DATE 12/14/17 TIME 9:35a
APPROVED BY Jacqueline Beam
REVIEWED BY [Signature]

COMMUNITY DEVELOPMENT COMMISSION MEETING

Thursday, December 14, 2017

3:30-5:00 p.m.

500 Market Street, Suite 200

Roundhouse Conference Room

1. Call to Order
2. Welcome and Introductions
3. Roll Call
4. Approval of Agenda
5. Approval of Minutes: October 18, 2017 CDC
6. Approval of Consolidated Plan Goals for 2018-2023 (Alexandra Ladd and Jacqueline Beam)
7. Discussion of Community Development Block Grant (CDBG) and Affordable Housing Trust Fund (AHTF) Allocation (Alexandra Ladd and Jacqueline Beam)
 - a. Review of Funding History
 - b. Priorities for 2017-2018 Program Year
 - c. Review of Request for Proposals (RFP) Scoring Criteria to be utilized by the Community Development Commission
8. Items from the Commission
9. Items from the Floor
10. Adjournment

An interpreter for the hearing impaired is available through the City Clerk's office upon five days notice. Please contact 955-6521 for scheduling.

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CITY OF SANTA FE
COMMUNITY DEVELOPMENT COMMISSION
MEETING
October 18, 2017

<u>ITEM</u>	<u>ACTION</u>	<u>PAGE (S)</u>
CALL TO ORDER		1
ROLL CALL	Quorum	1
APPROVAL OF AGENDA	Approved	2
APPROVAL OF MINUTES: September 20, 2017	Approved [as amended]	2
DISCUSSION AND APPROVAL OF RESOLUTION ENTITLED: "A RESOLUTION DIRECTING CITY STAFF TO PREPARE UNDEVELOPED CITY-OWNED REAL PROPERTY LOCATED AT THE NORTHEAST CORNER OF YUCCA STREET AND WEST ZIA ROAD FOR POSSIBLE FUTURE DONATION TO A QUALIFIED GRANTEE AS DEFINED BY THE NEW MEXICO AFFORDABLE HOUSING ACT FOR THE DEVELOPMENT OF A MULTI-FAMILY RESIDENTIAL LOW-INCOME HOUSING TAX CREDIT PROJECT PURSUANT TO THE AFFORDABLE HOUSING ACT". (Councilor Peter Ives) (Matthew O'Reilly)	Approved	2-7
ITEMS FROM THE COMMISSION		7
ITEMS FROM THE FLOOR	None	7
ADJOURNMENT	Adjourned at 4:45 p.m.	7

MINUTES OF THE
CITY OF SANTA FE
COMMUNITY DEVELOPMENT COMMISSION MEETING
Santa Fe, New Mexico

October 18, 2017

A meeting of the City of Santa Fe Community Development Commission was called to order by Councilor Renee Villarreal, Chair on this date at 3:36 p.m. in the Market Station Offices, 500 Market Street, Suite 200, Caboose Conference Room, Santa Fe, New Mexico.

There was a quorum present to conduct official business as follows:

Members Present:

Councilor Renee Villarreal, Chair
Paul Goblet
Ken Hughes
John Padilla

Member(s) Absent:

Carla Lopez, excused
2 vacancies

Staff Present:

Alexandra Ladd, Director, Office of Affordable Housing
Matthew O'Reilly, Asset Development Director, Housing & Community
Development

Others Present:

Zach Thomas, Santa Fe Housing Trust
Jo Ann G. Valdez, Stenographer

APPROVAL OF AGENDA:

MOTION: A motion was made by Commissioner Goblet, seconded by Commissioner Padilla to approve the agenda.

VOTE: The motion passed unanimously by voice vote.

APPROVAL OF MINUTES: September 20, 2017

The following change was offered to the Minutes of the September 20, 2017 meeting:

Page 6, 3rd paragraph from the bottom, last sentence was changed to read:
*"She said she knows that they have done a couple of analysis' that shows the huge need for multi-family units, but we only have a couple of **areas** that will support that kind of housing."*

MOTION: A motion was made by Commissioner Goblet, seconded by Commissioner Hughes to approve the Minutes of the September 20, 2017 meeting as presented.

VOTE: The motion passed unanimously by voice vote.

**DISCUSSION AND APPROVAL OF RESOLUTION ENTITLED: "A RESOLUTION DIRECTING CITY STAFF TO PREPAR UNDEVELOPED CITY-OWNED REAL PROPERTY LOCATED AT THE NORTHEAST CORNER OF YUCCA STREET AND WEST ZIA ROAD FOR POSSIBLE FUTURE DONATION TO A QUALIFIED GRANTEE AS DEFINED BY THE NEW MEXICO AFFORDABLE HOUSING ACT FOR THE DEVELOPMENT OF A MULTI-FAMILY RESIDENTIAL LOW-INCOME HOUSING TAX CREDIT PROJECT PURSUANT TO THE AFFORDABLE HOUSING ACT".
(Matthew O'Reilly)**

Chair Villarreal introduced Matthew O'Reilly and guest, Zach Thomas of the Santa Fe Housing Trust.

Mr. Thomas said he was invited to attend the meeting by staff to answer any questions that the Commission might have about a Low-Income Housing Tax Credit Project.

Ms. Ladd mentioned that she invited all the providers who might be interested in doing a Low-Income Housing Tax Credit Project.

Mr. Thomas said Sharron Welsh sends her regards because she could not make it to today's meeting.

Commissioner Goblet asked how this evolved.

Matthew O'Reilly said this is explained in detail in the Memo that was in the Commissioners' packets.

(Copies of Memo from Matthew O'Reilly, Asset Development Director to the Governing Body dated October 12, 2017 were distributed. A copy is hereby incorporated to these Minutes as Exhibit "A".)

Mr. O'Reilly explained as follows:

BACKGROUND:

The Asset Development Office investigates underutilized city-owned real estate assets for their capacity to create jobs, housing opportunities, local amenities, and when possible, to generate city revenue. Much of the land owned by the city is not saleable or leasable, or is not appropriate for development or not readily developable physically or financially. For example, the vast majority of city-owned land is either located outside of the city limits, is developed with city buildings or being used for city operations, is deed-patent, or plat-restricted in some manner, or is undevelopable or difficult to develop due to limited or no road access, lack of utilities, or difficult terrain or land development code restrictions.

Mr. O'Reilly explained that the city receives properties in different ways: sometimes it is dedicated to the city on plats; sometimes it comes through a patent; sometimes the city gets deeds from properties that have restrictions on them; for instance: there are parts of the Salvador Perez property that are deed-restricted so that the only thing that can happen on certain parts of that property is a recreational facility. Therefore, they have to research the title and find out if they have deed restrictions. This particular site that is being discussed today has no deed restrictions or encumbrances that would prevent this development.

The site northeast of the W. Zia Road/Yucca Street intersection was previously identified by staff as one of the city's underutilized parcels. In early 2017, in response to inquiries and discussions with Councilor Ives, staff began to look at the site and others for opportunities to create affordable housing, specifically multi-family apartment housing. The memo included a list/summary of city-owned sites that are: 1) within the city limits; 2) are large enough to provide at least 5 dwelling units; and 3) are not already significantly developed with buildings or other facilities. In compiling the list, staff excluded all properties that did not meet the above requirements.

The list reveals a few possibilities, however, the parcel at W. Zia and Yucca is the site capable of supporting the greatest number of multi-family housing units and, as detailed in the Resolution, has other advantages over other sites.

Mr. O'Reilly said the parcel is part of a larger 30-acre property that once contained an air-strip. It was acquired by the city by warranty deed without restrictions as to use in 1968. The full parcel was bisected circa 1977 by the construction of W. Zia Road leaving approximately 9.2 acres remaining north of W. Zia Road. This area is further bisected by an arroyo and approximately 1.3 acres of flood plain. The area proposed for housing would be approximately 5.4 acres outside the flood plain and would not include or disturb the arroyo.

Mr. O'Reilly mentioned that this site has never been developed, except for the handball courts that were put in around 1979. In thinking about that, they talked to two groups in the city and one of them was the Parks Department. They asked them how they would feel about moving the handball courts to Ragle Park where they have bathrooms, paved parking and lighting. The Parks Department thought this was fine and they think they have identified a site at Ragle Park.

Mr. O'Reilly noted that some of the Councilors asked if it could go somewhere else but it is possible to relocate it right across the street. He said the intention would be that if the Resolution is approved and an RFP is put out to look for a Low-Income Housing Tax Credit developer, that would be one of the requirements - they would ask the developer to pay for the relocation of the handball courts.

He said there are also a couple of murals on the structure and they checked with Debra Garcia y Griego from the Arts Commission and she indicated that those murals are passed their time, in other words, it is time to remove those and they could be recreated at the new handball court.

Commissioner Hughes showed a digital photo of the site using the Google Earth app.

Mr. O'Reilly spoke about access to the property. The thought at the moment is to access the property from Yucca Street but again, a traffic study has to be done.

RESOLUTION

Mr. O'Reilly explained that the proposed Resolution directs staff to prepare the identified parcel for possible future donation for construction of a Low-Income Housing Tax Credit apartment project.

The attached Resolution is a Substitute Resolution that was prepared to incorporate modifications as directed by the city's Public Works, CIP and Land Use Committee on October 10. The Substitute Resolution contains revisions to clarify that the purpose of the Resolution is to prepare the subject property for possible future donation, not to actually donate it at this time. The Resolution directs staff to obtain a survey of the property, obtain a traffic study, to submit a General Plan Amendment/Rezoning application to the Planning Commission and City Council, and to identify a qualifying grantee developer for possible future donation of the land. The General Plan Amendment/Rezoning application would follow existing city land development code requirements, including notification, posting and Early Neighborhood Notification.

A subsequent, separate Resolution would be required to conform to New Mexico Mortgage Finance Authority requirements to actually donate the property to the identified grantee upon completion of these tasks by staff, and subject to approval of the General Plan Amendment/Rezoning by the Governing Body.

Mr. O'Reilly said there was some thought to try and get this done in time to submit an application for the Low-Income Housing Tax Credit in January (2018), but there is not enough time to do that. This gives the city time to get everything ready for the January 2019 application.

RECOMMENDATION

Staff recommends approval of the Substitute Resolution.

Questions/Discussion:

Commissioner Hughes asked how many units they are contemplating.

Mr. O'Reilly said the property is roughly 5.4 acres and he would expect that they would develop it out about 20 units per acre, so potentially 100 units total.

Commissioner Hughes asked where this was in the City Council committee process.

Mr. O'Reilly said the Resolution has been heard by the City Finance Committee two weeks ago and the City Public Works Committee heard it on Monday.

Commissioner Hughes asked what did they say.

Mr. O'Reilly said it was approved by both committees, with some objections.

Commissioner Hughes asked him what the nature of the objections were.

Mr. O'Reilly said it is not clear to him what the objections are but he thinks one of the objections or concerns was - of one of the Councilors - was that this was moving rather quickly. He said the reason they were trying to move quickly was because the Sponsor was hoping that this could be prepared in time for one of the Low-Income Housing Tax Credit developers to make an application in January 2018.

Chair Villarreal said some of the concerns had to do with engaging the public, other than the ENN (Early Neighborhood Notification); and what the community engagement could look like.

Ms. Ladd noted that some of the concern was how the original Resolution was written and it was rewritten to clarify that the Resolution directs staff to prepare the property for a "possible future donation".

Commissioner Padilla asked Mr. O'Reilly to explain what the difference would be if this property was owned by a private individual and he was pushing to get a General Plan Amendment/Rezoning done-would the process be different when a private individual is doing this and not the City?

Mr. O'Reilly said it is not different. It is the same process and the city must follow

its own rules. The only difference is that the city would prepare the property for development instead of asking the developer to prepare the property.

Commissioner Padilla mentioned that the Siler Road project had land that was donated by the city and they moved forward with the Low-Income Housing Tax Credit application but they were not successful. He said he understands donated land, which was a big plus previously, is starting to not have as many points assigned to this; however, if you have other value that is assigned to it, such as entitlements, infrastructure and so forth, this would help boost a possible submittal for approval through the Tax Credit application process. He asked if this is what they are seeing.

Mr. O'Reilly said it always did – the fees that the city normally waives for affordable housing, (permit fee waivers, impact fee waiver, etc.) were always countable towards the city's donation, along with the value of the actual land but the MFA is suggesting different ways of calculating that. He said having a donation by the city - regardless of how MFA scores that - still goes towards the bottom line of the developability of a project and this is really important in trying to move forward in building affordable housing here.

Ms. Ladd said in terms of the scoring, developers can get penalized if the per-unit costs are too high and the land donation can help to keep this in check a little bit.

Mr. Thomas said, realistically, it is not feasible to develop a project without a significant amount of local contribution. In the past, they have defined this very strictly as "local contribution" but it was a minimum of 10% to get the points you needed. They changed it this year and they are calling it "leverage" now. He said everything from the MFA's standpoint is gearing more towards a lower cost per unit with increased local leveraging through local contributions or other sources of financing.

Chair Villarreal mentioned that constituents have asked why the city does not have a plan around housing.

Mr. O'Reilly said the city has all kinds of plan – the General Plan; the affordable housing ordinances; and there are certain developments/projects planned for affordable housing in the city Master Plan and Tierra Contenta and Las Soleras are an example of that.

Commissioner Goblet thanked Mr. O'Reilly for the valuable information he has provided. He said there are not a lot of options or areas for this. There are only two properties on the list that are 2.5 acres.

Mr. O'Reilly said affordable housing can come in different forms; it can be affordable housing apartments that have the Low-Income Tax Housing credits attached to them; and it can also be single-family homes that are built affordable. He thinks the Councilor's intent here was to respond to the shortage of rental housing, the very high rents that are being paid now and the extremely high levels of occupancy in apartment complexes.

Commissioner Padilla asked Mr. O'Reilly what his thought was in terms of how the Councilors will address those people who will resist the project.

Mr. O'Reilly said he cannot answer how the Councilors will deal with that but he believes that this is the right thing to do and that's why he is proposing that. The city has been looking for a site for affordable housing for a long time and they just started to formalize that a little bit more and they would like to keep people here and families together.

Chair Villarreal would like to see some kind of open house where the non-profits can be involved and possibly the different groups can propose something. There are other ways to think of density and they could propose a visualization (based on the zoning) of what is possible.

Mr. O'Reilly said that was a great idea.

Commissioner Hughes said the RFP could contain this activity.

Commissioner Goblet said it is great to see the city being pro-active.

MOTION: A motion was made by Commissioner Hughes, seconded by Commissioner Padilla to approve the Resolution.

VOTE: The motion passed unanimously by voice vote.

ITEMS FROM THE COMMISSION

Commissioner Goblet said it was great for the Commission to have the information that Mr. O'Reilly provided and he would like to see something like this in regard to the HOP units and what has been fulfilled because he does not have any idea how many HOP units are out there. He said he would like to formally ask for this information.

ITEMS FROM THE FLOOR

There were no items from the floor.

ADJOURNMENT

There being no further business before the Committee, the meeting adjourned at 4:45 p.m.

Respectively submitted by:


Jo Ann G. Valdez, Stenographer

Councilor Renee Villarreal, Chair

Community Development Commission
Meeting: October 18, 2017

City of Santa Fe, New Mexico

memo

DATE: December 14, 2017

TO: Community Development Commission

FROM: Jacqueline Beam, Planner

ITEM: Discussion of Community Development Block Grant (CDBG) and Affordable Housing Trust Fund (AHTF) Project Funding Priorities

Information / Background:

The CDBG funding priorities, as indicated by the community and put forth by the CDC for the past several years, have been weighted towards down payment assistance for first time home buyers and various public services administered by local non-profit organizations. The typical CDBG annual allocation of \$400,000 after grant administration costs are accounted for (of \$100,000) has traditionally been divided between approximately 10 projects to meet the highest priorities as identified in the City's 2013-2017 Consolidated Plan. These generally fall under (1) Housing (down payment assistance and home repair); (2) Public Facility Improvements (rental rehabilitation and shelters); and (3) Public Services (various).

In addition to the anticipated \$400,000 CDBG allocation for 2018, the City anticipates an allocation from the Affordable Housing Trust fund of \$300,000. In the administration of these funds, the Office of Affordable housing will utilize a Request for Proposals (RFP) process in 2018 which will be aligned with the CDBG allocation process.

Past discussions regarding priorities amongst community leaders concern the need to boost rental housing and to help the homeless. To best understand how funding could support this effort, the Office of Affordable Housing conducted research with local housing experts and service providers on determining how CDBG and AHTF funds can be leveraged to support these causes and presents the following findings:

- CDBG funding towards a Low-Income Housing Tax Credit project for rental housing is a good idea where feasible. However, tax credit awards are not known until May and CDBG funding allocations are made in February in order to meet HUD's citizen participation and report requirement timeline.

- CDBG funds are best used towards the capital investment side when feasible, especially when securing these funds can be used by an applicant to leverage more funding from other sources. Emergency rental assistance can support rental housing needs, such as in the form of subsistence payments (rent, utilities, etc.) but comes with limitations per client and has been funded at a low level in the past.
- AHTF has mainly funded down payment assistance for Santa Fe homebuyers up to 120% of Area Median Income (AMI) filling a gap where CDBG funds are only up to 80%.

Funding History

Down payment assistance for low and moderate-income home buyers has provided the following advantages:

- best leverage for an applicant
- timely expenditure of grant funds
- generates program income (CDBG)

Public service projects provide the following advantages:

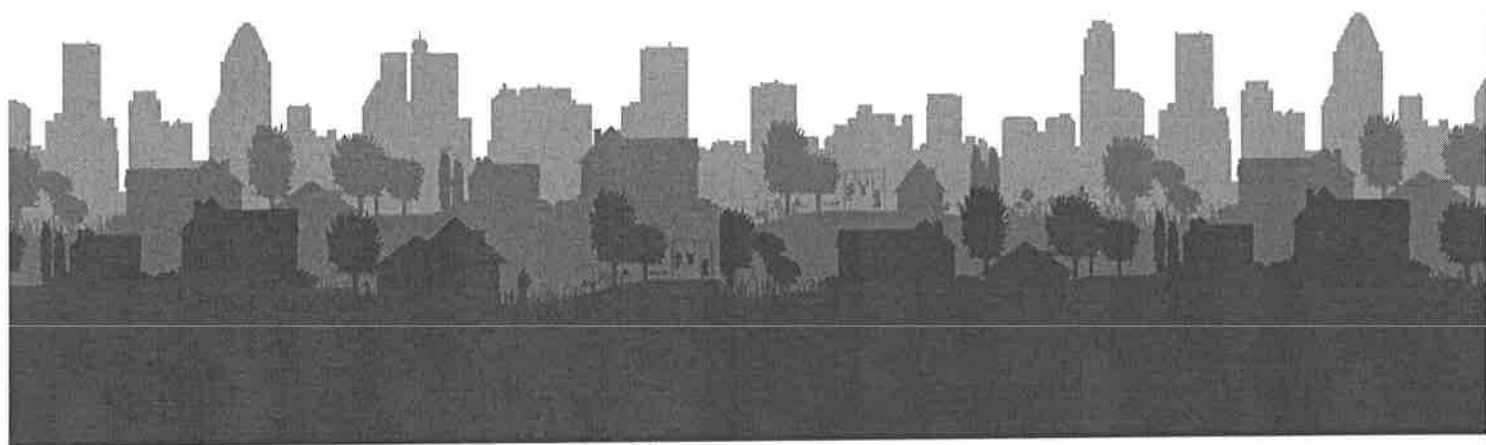
- Project proposals offer a significant benefit to a population as long as an applicant can demonstrate an increase in individuals served from that of a prior year. This funding category is competitive for CDBG applicants as HUD imposes a 15% limit on all projects within this category, or approximately \$75,000 in any given year.

The supporting documents provide a background of CDBG funding history and goal setting for funding priorities and the upcoming Consolidated Plan planning process.

- a) 2006-2016 CDBG Funding History
- b) 2013-2017 Consolidated Plan Priorities List
- c) RFP Scoring Criteria (AHTF & CDBG)



Writing Measurable Goals



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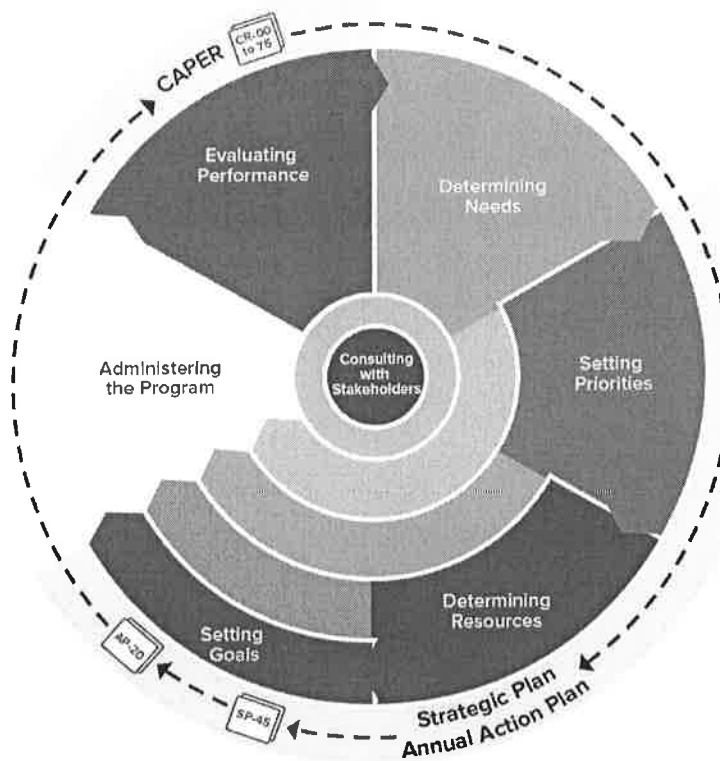
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1. Introduction

In recent years, taxpayers and Congress have begun demanding a clear accounting of the outcomes achieved through the use of federal funds. In response, in 2006 the HUD Office of Community Planning and Development (CPD) implemented an Outcome Based Performance Management System for its formula-based programs (CDBG, HOME, ESG, and HOPWA). This system identifies intended outcomes and then quantifies and measures the results achieved toward reaching those outcomes. These measures are reported in the Integrated Disbursement and Information System (IDIS), which is the reporting system for CPD formula programs.

At the same time, the Consolidated Plan has become the document grantees use to identify their needs, resources, priorities, goals, and strategies for achieving those goals. Both the five-year Strategic Plan and the Annual Action plan require grantees to connect these elements to show how they plan to achieve desired outcomes. The Strategic Plan, the Annual Action Plan, and the Consolidated Annual Performance and Evaluation Report (CAPER) have all been incorporated recently into IDIS online, integrating all of the key reporting elements of the grants management cycle into one system. This integration is intended to ensure cohesiveness between the goals described in the Strategic Plan and Action Plan and the outcomes tracked in IDIS and reported on in the CAPER. (See Figure 1). With the Strategic Plan, Action Plan, and CAPER all part of IDIS, grantees can easily compare goals described in the Consolidated and Action Plan, the outcomes tracked in IDIS, and the actual progress against those goals as reported in the CAPER.

Figure 1: Setting Goals as Part of Strategic and Annual Planning and for Continuous Performance Assessment



The Consolidated Plan template (“eCon Planning template”) provides a great deal of flexibility in establishing goals, allowing the grantee to determine the number of goals and how the goals are defined. However, the template requires the one-year goals set in each Action Plan to parallel the longer-term goals designated in the five-year Strategic Plan.

To achieve desired outcomes and successful results, grantees must have carefully constructed goals. This learning tool is designed to assist grantees in writing clear and measurable goals in compliance with regulatory requirements and the eCon Planning process now established in IDIS. The eCon Planning process proceeds as follows:

- Goals originate in the Strategic Plan of the Five-Year Consolidated Plan.
- Specific one-year goals with outcome indicators are included in the Annual Action Plan.
- Effectiveness of the actions taken to achieve the goals is measured in the CAPER or Annual Performance Report.

2. Frequently Asked Questions about Measurable Goals and Objectives

Q. What are the characteristics of effective and measurable goals?



Although both the consolidated planning process and the eCon Planning template in IDIS provide considerable flexibility for establishing goals, goals that are effective management tools and measures of progress share several specific characteristics. These characteristics, which form the acronym SMART, are outlined below.

Objectives should be:

- S** **pecific:** Specific goals are more easily measured than vague goals. The grantee should provide enough detail to establish what it wants to accomplish.
- M** **easurable:** Grantees should include a quantifiable measure for each goal, such as number of families to be served or number of units to be produced. The goal outcome indicators (described below) can be helpful for creating quantifiable measures. Each Consolidated Plan goal may include multiple measurable indicators.
- A** **ction-Oriented:** Grantees should explain the specific actions that must be taken to achieve the outcome.
- R** **ealistic:** Grantees should demonstrate that the limitations of the situation are recognized, including available resources, capacity, and political will.
- T** **ime-Bound:** Grantees should include an established deadline. For the Consolidated Plan, each goal includes a start date and an end date.

Example of a SMART Goal: Between 2014 and 2018, the grantee agency will use \$1,500,000 in CDBG funds to preserve and maintain existing affordable housing. The agency will work with Code Enforcement staff to identify appropriate properties, qualify owners, and provide deferred payment loans to rehabilitate 150 housing units.

Q: What process should be followed to develop effective and measurable goals within the HUD framework?



As shown in Figure 1, the process of developing goals should begin with a needs assessment and be informed by the determination of available resources. Thus, in developing goals, both for internal planning use and for the Consolidated Planning process, grantees should critically review the needs assessment and use an inclusive process to set priorities and determine the expected resources. These steps will help grantees develop goals that are both measurable and realistic within their context while addressing priority needs.

Q: How does the process of establishing goals in the Consolidated Plan relate to the CPD Outcome Performance Measurement system in IDIS?



When the grantee sets up an activity in IDIS, the CPD Outcome Performance Measurement System requires the grantee to select from a list of predetermined objectives and outcomes. These are generally broader in scope than the goals needed for the Consolidated Planning process. For each activity set up in IDIS, grantees must choose one of the three objectives that best fits the purpose of the activity, based on the type of activity, funding source, and local program intent. The three objectives are as follows:

- Creating a suitable living environment
- Providing decent housing
- Creating economic opportunities

Once the grantee has chosen the appropriate objective, it must then choose the outcome that best reflects what it is seeking to achieve. The outcomes are also predetermined and the grantee must select only one of the available outcomes for IDIS data entry. The outcomes are as follows:

- Improving availability or accessibility of units or services
- Improving affordability of housing and services
- Improving sustainability by promoting viable communities

This standardized framework for objectives and outcomes allows HUD to generate national outcome statements to describe the aggregate impact of local program activities.

By contrast, the goals established in the Consolidated Plan template in IDIS are specific to each community in the context of its needs and priorities. The goals in the Strategic and Annual Action Plans serve as a management tool for grantees and provide a way for grantees to measure their progress.

Q: What is the best way to get started developing measurable goals for the Consolidated Plan and Annual Action Plan?

Grantees should follow the process outlined in Figure 1 to establish goals for both the Strategic Plan and Annual Action Plan. The grantee should identify the priority needs for its community based on the Needs Assessment and the Market Analysis. The goals should be developed to specifically address these priority needs within the context of the available resources and taking into account the influence of market conditions. The eCon Planning template allows grantees to determine the number of goals and how the goals are defined and described.

The goals identified in the five-year Strategic Plan are linked to those identified in the Annual Action Plan. For example, a goal must be listed in the Strategic Plan to be displayed as an option for inclusion in the Action Plan.

For each goal identified in the Strategic Plan, grantees must identify proposed accomplishments and outcomes in quantitative terms. To assist with this, grantees must use one or more of the Goal Outcome Indicators (GOI) (described below) to specify numeric targets the jurisdiction hopes to achieve over the course of the Strategic Plan.

In the example below, a grantee has set a goal related to alleviating chronic homelessness, which has been identified by the grantee as a priority need. The first screenshot shows how the goal is described in the Strategic Plan and the second shows the description of the related goal in the Annual Action Plan. The goal outcome indicators selected are “Tenant-based rental assistance/ Rapid Rehousing” and “Homeless Person Overnight Shelter” with goals of assisting 50 households and 50 persons, respectively, over five years and 10 households and 10 persons, respectively, during the one-year term of the Annual Action Plan. The inclusion of these indicators provides specific, quantitative objectives against which to measure progress and performance.

Strategic Plan

SP-48 Goals Summary

Close				
Goal	Category	Geographic Area	Needs Addressed	Funding
Chronic Homelessness	Homeless			
	Start Year: 2012	End Year: 2016	Outcome: Availability/accessibility	Objective: Create suitable living environments
	Description: Funds will be used to assist chronically homeless individuals move from living on the street to stabilized, permanent housing situations. Planned activities include street outreach, case management, emergency shelter, rental assistance, and supportive services.			
	Goal Outcome Indicator		Quantity	UoM
	Tenant-based rental assistance / Rapid Rehousing		50	Households Assisted
	Homeless Person Overnight Shelter		50	Persons Assisted

Annual Action Plan

AP-23 Annual Goals Summary

Close				
Goal	Category	Geographic Area	Needs Addressed	Funding
Chronic Homelessness	Homeless			
	Start Year: 2012	End Year: 2016	Outcome: Availability/accessibility	Objective: Create suitable living environments
	Narrative: Funds will be used to assist chronically homeless individuals move from living on the street to stabilized, permanent housing situations. Planned activities include street outreach, case management, emergency shelter, rental assistance, and supportive services.			
	Goal Outcome Indicator		Quantity	UoM
	Tenant-based rental assistance / Rapid Rehousing		10	Households Assisted
	Homeless Person Overnight Shelter		10	Persons Assisted

Q: How are indicators used to ensure that goals are measurable?

Established and agreed-upon indicators provide a benchmark for determining progress in achieving goals and can be useful for ensuring that goals are measurable and include specific targets. Indicators can help describe, in quantifiable terms, what the jurisdiction plans to achieve. In selecting indicators, grantees should consider the types of activities that must be carried out to address a particular goal.

The eCon Planning template includes 22 goal outcome indicators (GOI) based on the performance measurement indicators already in IDIS online. Grantees should use these indicators to ensure that the goals they develop will be measurable. The goal outcome indicators and associated units of measure included in the eCon Planning template are as follows:

Indicator	Unit of Measure
Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted
Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted
Public Service Activities other than Low/Moderate Income Housing Benefit	Persons Assisted
Public Service Activities for Low/Moderate Income Housing Benefit	Households Assisted
Facade Treatment/Business Building Rehabilitation	Businesses
Brownfield Acres Remediated	Acres Remediated
Rental Units Constructed	Household / Housing Units
Rental Units Rehabilitated	Household / Housing Units
Homeowner Housing Added	Household / Housing Units
Homeowner Housing Rehabilitated	Household / Housing Units
Direct Financial Assistance to Homebuyers	Households Assisted
Tenant-Based Rental Assistance / Rapid Rehousing	Households Assisted
Homeless Person Overnight Shelter	Persons Assisted
Overnight/Emergency Shelter/Transitional Housing Beds added	Beds
Homelessness Prevention	Persons Assisted
Jobs Created/Retained	Jobs
Businesses Assisted	Businesses Assisted
Housing for Homeless added	Household / Housing Units
Housing for People with HIV/AIDS added	Household / Housing Units
HIV/AIDS Housing Operations	Household / Housing Units
Buildings Demolished	Buildings
Housing Code Enforcement/Foreclosed Property Care	Household / Housing Units
Other	Other



Q. What are some examples of SMART goals for the Strategic Plan and Annual Action Plan?

The following chart shows examples of measurable goals, first in the context of the five-year Strategic Plan and then in the one-year Annual Action Plan framework.

Strategic Plan Goals

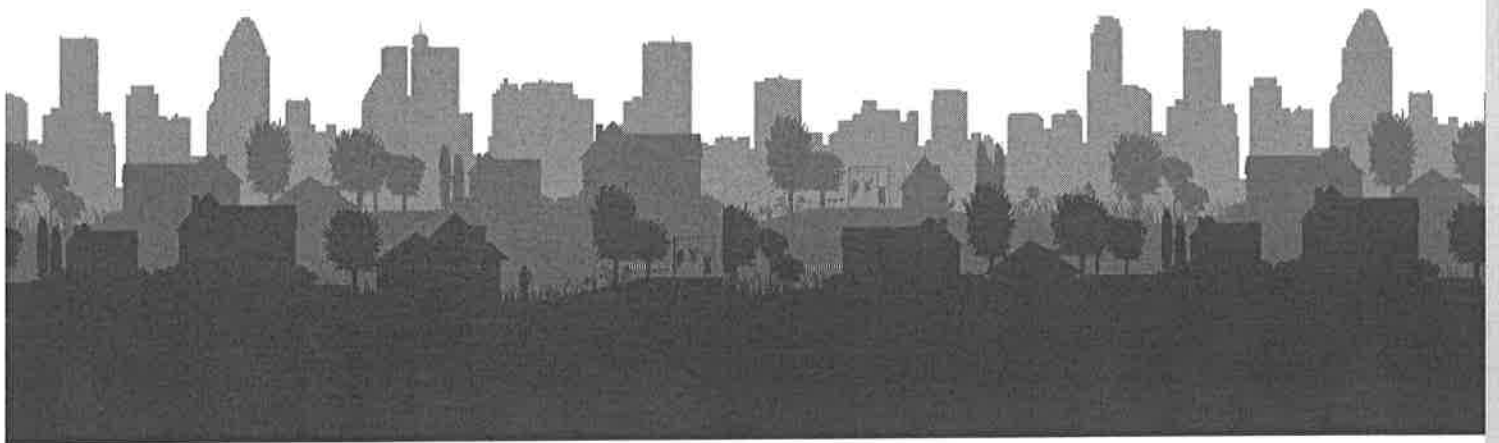
Strategic Plan Goal	Start Year	End Year	Description	Funding	Goal Outcome Indicator
Preserve and Maintain Existing Affordable Housing	2014	2018	Grantee agency will work with Code Enforcement staff to identify appropriate properties, complete outreach to homeowners to determine eligibility, assist eligible homeowners with application, and review and provide deferred payment loans for homeowner rehabilitation.	CDBG (amount over 5 years) HOME (amount over 5 years)	Homeowner Housing Rehabilitated: 150 Housing Units
Improve and Expand Neighborhood Economic Opportunities	2014	2018	Grantee will assist businesses in eligible neighborhoods with loans for expansion.	CDBG (amount over five years)	Number of businesses assisted 50 businesses assisted
Expand and Provide Housing Services to Individuals with HIV/AIDS	2014	2018	Grantee will assist existing service organizations to expand current service provision.	HOPWA (amount over five years)	Public service activities other than Low-Moderate-Income Housing 250 persons assisted

Annual Action Plan Goals

Annual Action Plan Goal	Start Year	End Year	Description	Funding	Goal Outcome Indicator
Preserve and Maintain Existing Affordable Housing	2014	2015	Grantee agency will work with Code Enforcement staff to identify appropriate properties, complete outreach to homeowners to determine eligibility, assist eligible homeowners with application, review and provide deferred payment loans for homeowner rehabilitation.	CDBG (one-year amount) HOME (one-year amount)	Homeowner Housing Rehabilitated: 40 Housing Units
Improve and Expand Neighborhood Economic Opportunities	2014	2015	Grantee will assist businesses in eligible neighborhoods with loans for expansion	CDBG (one-year amount)	Number of businesses assisted 10 businesses assisted
Expand and Provide Housing Services to Individuals with HIV/AIDS	2014	2015	Grantee will assist existing service organizations to expand current service provision	HOPWA (one-year amount)	Public service activities other than Low-Moderate-Income Housing 50 persons assisted

3. Conclusion

Well-conceived and clear goals are a key component of successful program implementation and management. HUD emphasizes this approach because good planning and public involvement can help local jurisdictions demonstrate the effectiveness of their housing and community development efforts through an outcome-based performance measurement system. The groundwork for successful program implementation begins with careful planning, and development of measurable goals, as reflected in the five-year Strategic Plan and each Annual Action Plan. Achievement against those goals is measured in the CAPER. Based on the analysis shown in the CAPER, grantees may determine whether they are effectively using resources to address the identified needs of their communities.



Affordable Housing Goals Review Worksheet
12.14.17

The city's current goals to address affordable housing needs identified in the city's most recent Consolidated Plan and in the 2015-2016 CAPER aim to support over 200 households per year, as shown below.

Affordable Housing Goals (ConPlan goals related to increasing Affordable Housing Opportunities)	Annual Affordable Housing Outcomes	
Reduced rate of households with cost burden and corresponding drop in poverty rates for homeless and those in danger of becoming homeless	124	Households receiving rental assistance
Notes:		
Inventory of rental units and vouchers expanded to meet increased demand	57	Rapid rehousing vouchers
Notes:		
Increased Homeownership opportunities and support for longterm affordability and accessibility for current homeowners	31 14	Downpayment assistance loans Home improvement loans
Notes:		

If these goals are applied to the needs identified above, over the next five years the City of Santa Fe would be able to assist 875 low income renters. The city would also support increased homeownership opportunities with downpayment assistance loans for 150 current renters and would assist over 40 current homeowners with necessary repairs through home improvement loans.

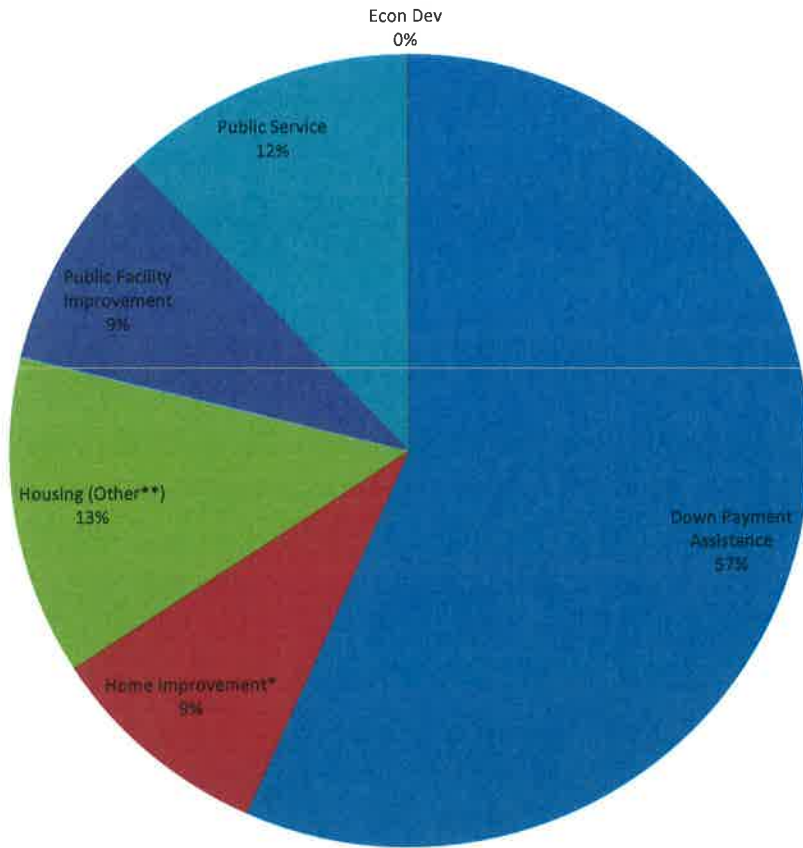
Consolidated Plan Funding
2013-2018

Down Payment Assistance	Home Improvement*	Housing (Other**)	Public Facility Improvement	Public Service	Econ Dev
\$ 1,150,350.00	\$ 185,000.00	\$ 264,601.00	\$ 183,898.00	\$ 243,688.00	0

*solar upgrades/energy efficiency improvements, emergency repairs, sewerline repair

**emergency rental assistance or "subsistence" payments; acquisition/rehab of multifamily rental and single-family, land acquisition for housing

2013-2018 Consolidated Plan Funding Percentages (by category, to date)



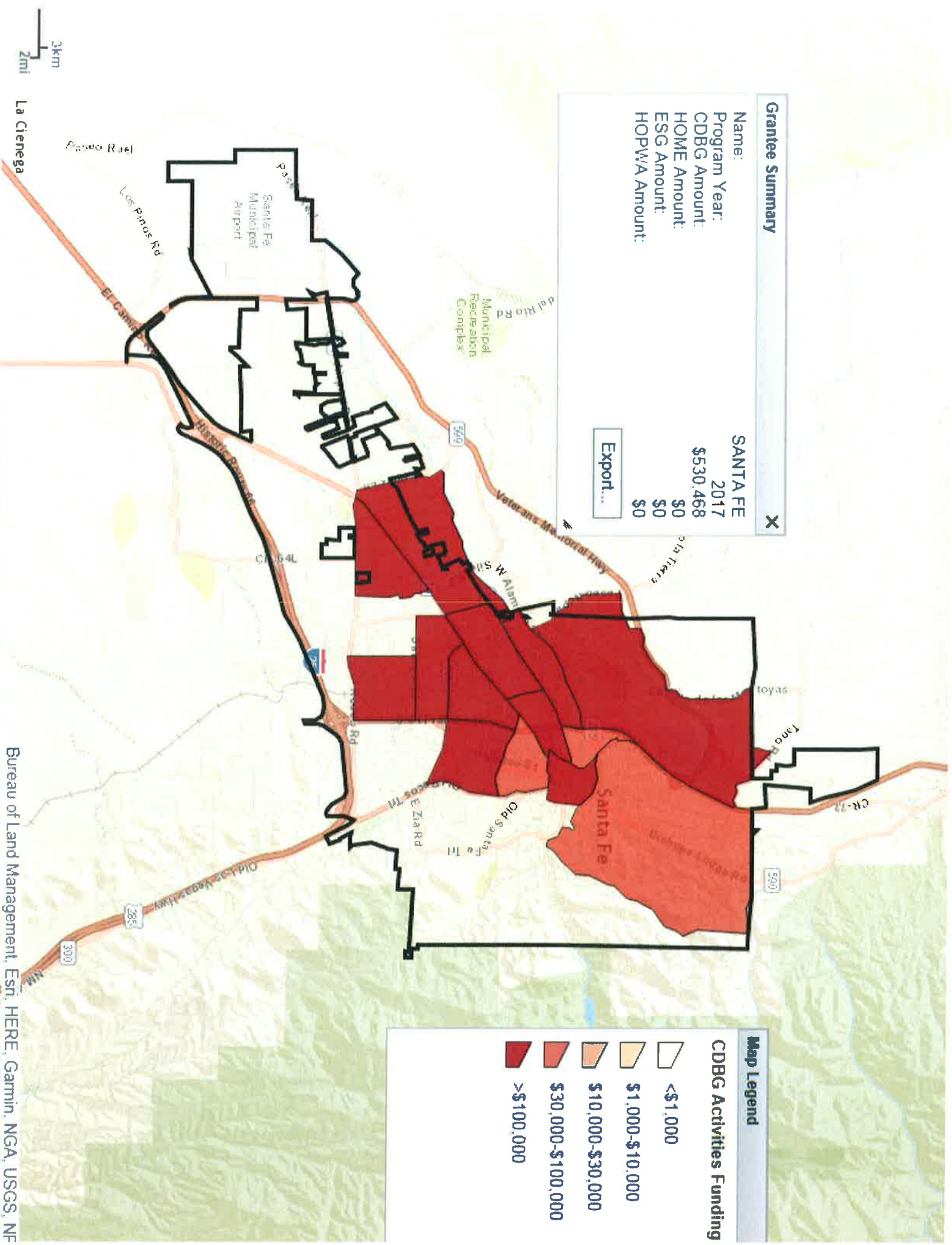
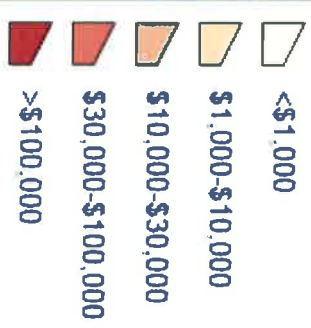
Grantee Summary

Name: SANTA FE
 Program Year: 2017
 CDBG Amount: \$530,468
 HOME Amount: \$0
 ESG Amount: \$0
 HOPWA Amount: \$0

Export...

Map Legend

CDBG Activities Funding



Grantee Summary

Name: SANTA FE
 Program Year: 2017
 CDBG Amount: \$530,468
 HOME Amount: \$0
 ESG Amount: \$0
 HOPIA Amount: \$0

Export...

Map Legend



3km
 2mi

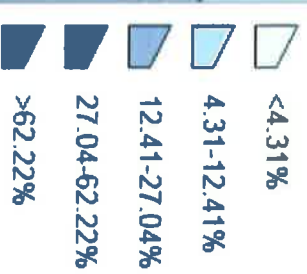
Grantee Summary

Name: SANTA FE
Program Year: 2017
CDBG Amount: \$530,468
HOME Amount: \$0
ESG Amount: \$0
HOPWA Amount: \$0

Export...

Map Legend

% Unemployment



3km
2mi

P-25 Priority Needs of the 2013-2017 Consolidated Plan

Priority Need Name	Priority Level	Population	Goals Addressed
Rental Vouchers	High	Extremely low-income renters; people at risk of being homeless; persons with disabilities; homeless youth; veterans; elderly; families in transition; persons with HIV/AIDS and their families; public housing residents; mentally ill; chronic substance abusers; victims of domestic violence	Reduced rate of cost burden and corresponding drop in poverty rate for homeless households and those in danger of becoming homeless. <i>(Increase Opportunities for At Risk Populations)</i> ; Inventory of rental units and vouchers expanded to meet increased demand <i>(Increase Affordable Housing Opportunities)</i>
Emergency Shelter	High	Extremely low-income residents; chronic homeless; homeless youth; veterans; families in transition; mentally ill; chronic substance abusers; victims of domestic violence	Reduced rate of cost burden and corresponding drop in poverty rate for homeless households and those in danger of becoming homeless. <i>(Increase Opportunities for At Risk Populations)</i>
Support Services for Homeless or People at Risk of Homelessness	High	Extremely low-income renters; people at risk of being homeless; persons with disabilities; homeless youth; veterans; elderly; families in transition; persons with HIV/AIDS and their families; public housing residents; mentally ill; chronic substance abusers; victims of domestic violence	Reduced rate of cost burden and corresponding drop in poverty rate for homeless households and those in danger of becoming homeless. <i>(Increase Opportunities for At Risk Populations)</i>
Refinancing Services and Support for Current Homeowners	High	Low-income homeowners; homeowners in risk of foreclosure; homeowners in substandard housing	Reduced rate of cost burden and corresponding drop in poverty rate for homeless households and those in danger of becoming homeless. <i>(Increase Opportunities for At Risk Populations)</i> ; Increased homeownership opportunities and support for long term affordability and accessibility for current homeowners. <i>(Increase affordable housing opportunities)</i>

Provision of Rental Units and Support Services for LI/ VLI Renters	High	Low- and very low-income renters; persons transitioning out of homelessness; renters in need of support services; public housing residents	Inventory of rental units and vouchers expanded to meet increased demand <i>(Increase Affordable Housing Opportunities)</i> ; Housing opportunities reflect emerging needs, changing demographics and are aligned with redevelopment projects, economic development objectives and sustainability goals <i>(Address Emerging and Current Needs and Changing Demographics)</i>
Rental Rehabilitation	Low	Low- and moderate-income renters; low-income landlords; residents of low-income neighborhoods that are redeveloping or in transition; public housing residents	Inventory of rental units and vouchers expanded to meet increased demand <i>(Increase Affordable Housing Opportunities)</i> ; Housing opportunities reflect emerging needs, changing demographics and are aligned with redevelopment projects, economic development objectives and sustainability goals <i>(Address Emerging and Current Needs and Changing Demographics)</i>
Down Payment Assistance	High	Low- and moderate-income residents who are "buyer ready"; first responders (fire, police, etc.)	Increased homeownership opportunities and support for long term affordability and accessibility for current homeowners. <i>(Increase Affordable Housing Opportunities)</i>
Homebuyer Training & Counseling	High	Low- and moderate-income homebuyers; current renters	Increased homeownership opportunities and support for long term affordability and accessibility for current homeowners. <i>(Increase</i>

			<i>Affordable Housing Opportunities)</i>
Homeowner Rehabilitation Programs, Energy-efficiency Upgrades, Accessibility Retrofits	High	Low- and moderate-income homeowners; residents in redeveloping or transitioning neighborhoods; homeowners living in aging or substandard housing stock; seniors who need to “age in place;” people with disabilities	Increased homeownership opportunities and support for long term affordability and accessibility for current homeowners. <i>(Increase Affordable Housing Opportunities);</i> Housing opportunities reflect emerging needs, changing demographics and are aligned with redevelopment projects, economic development objectives and sustainability goals <i>(Address Emerging and Current Needs and Changing Demographics)</i>
Construction of affordably-priced homes for homeownership	Low	Low- and moderate-income homebuyers and current renters; local workforce	Increased homeownership opportunities and support for long term affordability and accessibility for current homeowners. <i>(Increase Affordable Housing Opportunities)</i>
Fair Housing Outreach	High	Low- and moderate-income renters; low-income landlords; persons with disabilities; Spanish speakers; large families; general public	Housing opportunities reflect emerging needs, changing demographics and are aligned with redevelopment projects, economic development objectives and sustainability goals <i>(Address Emerging and Current Needs and Changing Demographics)</i>
Diversity of Housing Types	Low	Low- and moderate-income renters; seniors; small households; entrepreneurs; aging veterans; entrepreneurs and other self-employed	Housing opportunities reflect emerging needs, changing demographics and are aligned with redevelopment projects, economic development objectives and sustainability goals <i>(Address Emerging and Current needs)</i>



**CITY OF SANTA FE
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
PROPOSAL SCORE SHEET / Bid Number '18/##/RFP**

Name of Applicant/Project: _____

Amount Requested: \$ _____

Evaluation Criteria	Weighted Value	Evaluation Points 1 thru 5	Total Score	Max Score
Activity to be funded <ul style="list-style-type: none"> Why needed? Does it address a gap? Steps/phases to complete the activity Who is served? #s proposed to be served 	20	X _____	_____	100
National Objective Compliance <ul style="list-style-type: none"> Benefits low/moderate income persons/households? Prevents slum/blight Does the activity serve residents Citywide or a Low to Moderate Income (LMI) Area (i.e. Census Tract)? 	20	X _____	_____	100
Consolidated Plan Compliance <ul style="list-style-type: none"> Does the application demonstrate that it meets Consolidated Plan priorities? 	10	X _____	_____	50
Budget <ul style="list-style-type: none"> Is proposed budget realistic? Are other funding sources secured? 	10	X _____	_____	50
Performance Measurement/Work Plan <ul style="list-style-type: none"> Are performance measurements, outcomes and proposed outcomes well presented? Realistic? Well-supported in the application? Does the applicant have the administrative capacity to carry out the activity to be funded? 	20	X _____	_____	100
Total Points				400



CITY OF SANTA FE
AFFORDABLE HOUSING TRUST FUND (AHTF)
PROPOSAL SCORE SHEET / Bid Number '18/##/RFP

Name of Applicant/Project: _____

Amount Requested: \$ _____

CRITERIA	Weighted Value	Evaluation Points (1-5)	Total Points	Max. Score
Funding <ul style="list-style-type: none">• Leverage amounts from other sources• Operating budget shows evidence of sufficient revenue to administer the proposed program• Secured matching resources	20%			100
Need/Benefit & Project Feasibility Data driven analysis that shows: <ul style="list-style-type: none">• The proposal is responsive to current and future market demand• Income mix, if applicable• Site control• Realistic time frame for completion of funded project/program activities	40%			200
Affordability <ul style="list-style-type: none">• The proposal meets the Affordability Requirements serving households of up to 120% AMI	20%			100
Demonstrated Capability – Organizational Management <ul style="list-style-type: none">• Staff• Organizational Experience• Expertise in type(s) of housing or service(s) proposed• Demonstrated Financial Soundness	20%			100
TOTAL	100%			500

EVALUATION POINTS:

1 -- Lowest

5 – Highest

CDC Evaluator Name

Signature

Date