



Agenda

COMMUNITY DEVELOPMENT COMMISSION MEETING

Wednesday, January 17, 2018

3:30-5:00 p.m.

500 Market Street, Suite 200

Roundhouse Conference Room

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes: December 14, 2017 CDC
5. Approval of 2018 Meeting Dates & Work Plan (Jacqueline Beam)
6. Consolidated Plan 2018-2023 (Jacqueline Beam and Alexandra Ladd)
 - a. Approval of Goals
 - b. Approval of Priorities
 - c. Discussion of Review and Approval Timeline
7. CDC Working Group – Designing a better outreach and community engagement process, focused on city-owned land (Councilor Villarreal)
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
December 14, 2017

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

December 14, 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 3:30 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
Carla Lopez
Willie Marquez
Olivia Moreno-Carlson
John Padilla

Member(s) Absent:

None

Staff Present:

Jacqueline Beam, Planner
Alexandra Ladd, Director, Office of Affordable Housing

Others Present:

Kurt Hill, Santa Fe Realtors
Sonia Maria Martinez, Chain Breakers Collective
Linda Martinez-Ortiz, Chain Breakers Collective
Jo Ann G. Valdez, Stenographer

WELCOME AND INTRODUCTIONS

The new Commissioners (Willie Marquez and Olivia Moreno-Carlson), and staff member (Jacqueline Beam, Planner) were introduced. The guests also introduced themselves and gave a brief history of their respective backgrounds.

DRAFT: SUBJECT TO APPROVAL

APPROVAL OF AGENDA:

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

VOTE: The motion passed unanimously by voice vote.

APPROVAL OF MINUTES: October 18, 2017

Commissioner Hughes asked for an update on the development of a multi-family residential low-income housing tax credit project (West Zia Road and Yucca Street).

Chair Villarreal said they could discuss this under Items from the Commission.

MOTION: A motion was made by Commissioner Goblet, seconded by Commissioner Padilla to approve the Minutes of the October 18, 2017 meeting as presented.

VOTE: The motion passed unanimously by voice vote.

APPROVAL OF CONSOLIDATED PLAN GOALS FOR 2018-2013 **(Alexandra Ladd and Jacqueline Beam)**

Ms. Ladd said the Consolidated Plan is a Five-Year Plan that HUD requires the City to do (as an entitlement community) and each year the Plan is updated in the form of the Action Plan that is reviewed and approved by this group. The Action Plan is due to HUD on June 30th. She said it is tied to the funding allocations decisions that this group makes and since this is upcoming, she thinks it would be helpful to start the discussion about funding priorities and what the overarching goals are for the next five years, as well as the funding allocation recommendations that this group will make in February.

She noted that HUD put together a Goal Setting Guide; *Writing Measurable Goals* {Exhibit "A"} and this is included in the Commissioners' packets. HUD identified three sets of planning objectives and three sets of activity outcomes to guide the planning process. All goals are expected to relate directly to these objectives and outcomes as illustrated in the Goals Table.

Ms. Ladd distributed a handout on the *Summary of the objectives and outcomes identified in the Plan* {Exhibit "B"}. She said the last page has the goals, a description of the goals and this is correlated with the goals in the Strategic Plan. She mentioned that goal #4 was written during the Consolidated Plan process five years ago and for some reason, and she does not remember why, this goal was taken off, but she put it back in and is interested in what the Committee has to say about it. Goal #4 reads: "*Housing choices reflect market demand and demographic realities and are aligned with redevelopment*"

projects, economic development objectives and sustainability goals.”

Chair Villarreal asked if the last time this was done was five years ago.

Ms. Ladd said yes.

Commissioner Padilla said he was in agreement with Alexandra Ladd’s suggestion to leave goal #4 in (housing choices), especially if you look at 5-year goals of land donation and gap financing because it is germane to where the needs are now. He said housing has always been identified as a big need, and he does not see any reason not to have this goal and he would be in support of making sure that this goal would be a part of the Commission’s focus.

Commissioner Goblet said relative to what Commissioner Padilla said about housing, can they add rental to Goal #4, second column-where they talk about leveraging resources to support 100 units annually, or is this too specific. He said but then again, that might be addressed in Goal #2 that talks specifically about rental.

Ms. Ladd said it is her instinct not to be so specific, as units could mean a number of things.

Commissioner Moreno-Carlson said she recently came across the idea of rental assistance and she could see where this would help, depending on what the person makes.

Commissioner Goblet said Goal #1 refers to this - it talks about expanding rental choices for households earning less than 30% adjusted median income.

Commissioner Marquez said one of his goals - because of what he has seen in his past and in his background - is Goal #3 (*Homeownership is an opportunity for current “buyer ready” households and long-term affordability is sustained for current homeowners*). He said this is the most important goal to him because there are homes already in the community that need repairs and/or maintenance and these people are in a position, for whatever reason, that they cannot move. Some of these homes are unlivable and it is very important to him to bring these homes up to standards, especially for the elderly and those taking care of kids.

Commissioner Lopez asked if staff wanted the Committee to prioritize the goals in some way.

Ms. Ladd said no, this is really creating a framework for all the possibilities for the upcoming funding and many needs.

Commissioner Moreno-Carlson noted that she rides the bus and she sees the homeless. She said a couple of days ago, when it was frigid and the Interfaith Community Shelter was over loaded. She said there are problems also with Interfaith Community Shelter with safety, and she does not know the solution, other than people need to keep

warm. She agreed with Commissioner Marquez and thinks this is something that needs to be brought out. She said the homeless is a hidden society and when you see it – it is not a nice sight.

Commissioner Lopez said there has been discussions about asking the Interfaith Community Shelter to stay open later so people can stay there a little later rather than going out in the cold mornings.

Commissioner Marquez said funding is an important factor and he is not sure that the City is going to get as much funding as they did in the past. He would like to see the representatives getting involved with this.

Chair Villarreal said the Committee will discuss this under agenda item #7.

Commissioner Hughes referred to pages 3 through 5 and asked Ms. Ladd what is the correlation with these outcomes and the goals of the Committee.

Ms. Ladd said these 5-Year goals are from the Strategic Plan and the goal outcome indicators are from the HUD list. She said they have to correlate the proposed activities in the Plan to the goal outcome indicators.

Commissioner Hughes asked what the action item was.

Ms. Ladd said the action item would be, first, if the Committee had any suggestions, recommendations or edits to the language itself. She said Commissioner Padilla expressed interest in including Goal #4 in the upcoming RFP and planning process. She asked if there was anything missing.

Commissioner Padilla asked Ms. Ladd if there was anything she saw in the language in the goals that prevented or restricted responses to the RFP.

Ms. Ladd said she did not see anything.

Chair Villarreal asked what the Commission feels about including Goal #4.

There was consensus of the Committee Members to include Goal #4.

MOTION: A motion was made by Commissioner Goblet, seconded by Commissioner Lopez to approve the Consolidated Plan Goals for 2018-2023 as written (including Goal #4).

VOTE: The motion passed unanimously by voice vote.

Chair Villarreal asked if they could get copies of the Consolidated Plan.

Ms. Ladd said it is on the City's website. Chair Villarreal asked Ms. Ladd to send the Committee Members the link and she said sure.

**DISCUSSION OF COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND AFFORDABLE HOUSING TRUST FUND (AHTF) ALLOCATION
(Alexandra Ladd and Jacqueline Beam)**

Ms. Ladd said the City still does not know the final amount for the Community Development Block Grant and Affordable Housing Trust Fund allocation. She said her strategy is to continue forward as if the City is going to get the same amount as previous years but they will include language in the Action Plan that will talk about what the City will do if they do not get the funding or all of the funding.

Ms. Ladd mentioned that the applicants' presentations for CDBG funding is tentatively scheduled for February 15, 2018. This will be an all-day meeting, usually from 8:45 a.m. to 4:00 p.m.

a. Review of Funding History

(Copies of the handout entitled "*CDBG History of Funding: 2006-2017*" were distributed. A copy is hereby incorporated to these Minutes as Exhibit "C".)

Ms. Ladd said staff opted to do the pie chart instead of the large spreadsheet. She asked if there were any questions.

Commissioner Padilla asked how much the administrative portion is.

Ms. Ladd said 20%.

Commissioner Padilla asked Ms. Beam to send the documents to the Committee Members electronically and she agreed.

Ms. Ladd pointed out that CDBG funds are not well used for rental assistance. They are well used for capital costs and for repairing rental units for a facility itself. Rental assistance is very restrictive by federal guidelines and not as useful. Down payment assistance for low and moderate-income buyers has provided the best leverage for an application, timely expenditure of grant funds and generates program income.

Chair Villarreal asked if anyone had any questions on the funding history.

Commissioner Goblet asked if the money that Habitat for Humanity received for home repairs looked upon as public service.

Ms. Ladd said no, that is for housing.

Commissioner Goblet said the challenge is that the money that goes to Homewise tends to be for assistance for the purchase of a home. Whereas, Habitat for Humanity did about 40-50 homes last year. He asked how can you impact as many people as you can and that is the challenge.

Commissioner Marquez said there is the Housing Habitat program that is run by Habitat, which is for new homes, between 5-10 homes a year. He said the other program that they are involved with the City is the repair program and they did 60 homes in 2016. He mentioned that all of the funding that they receive goes to the program and not overhead costs, such as salaries.

Ms. Ladd noted that the public service funding covers staff costs and overhead costs.

She said this is all for the funding history.

b. Priorities for 2017-2018 Program Year

[Copies of the Memo from Jacqueline Beam, Planner to the Community Development Commission regarding Discussion of Community Development Block Grant and Affordable Housing Trust Fund Project Funding Priorities were distributed. A copy is hereby incorporated to these Minutes as Exhibit "D". Information on the Triple Bottom Line: The Sustainable Santa Fe Definition is attached.]

Ms. Ladd referred to the handout entitled "*P-25 Priority Needs 2013-2017 Consolidated Plan*" noting that this is excerpted from the Consolidated Plan itself. She said there are two ways of looking at priority needs (low, middle or high priority); and where the capacity is to get the money out the door to meet a need versus where is the biggest gap in funding. For instance, down payment assistance is really important to the community, which is a high priority, but on the other hand there are other funding sources for it. She asked the Committee Members to think about the needs/things that they would like to see funded.

Ms. Beam mentioned that the handouts include maps that might help because they identify the needs and they are an analysis of this area from HUD's website.

Commissioner Goblet said he has sat on this Committee for three years and he has lived here for 20 years, so he has watched 20 years-worth of this in the community. He said one of his great concerns on this Committee has been that they have typically done business as usual. The people who got money last year get money this year and more importantly, they kind of know that in advance and include this in their budgets. He asked how does the Committee not do business as usual and really think about this in a much more comprehensive impact way with such few resources.

Chair Villarreal agreed with Commissioner Goblet that the funding seems to go to the same applicants and questions how to broaden this and still focus on the Committee's main objectives if the Committee has to meet certain goals. She said personally, rental rehabilitation is one area that she would like to see funded.

Commissioner Lopez said all the organizations that have been funded in the past are doing great work. Also, the other thing is that the Committee does not know all the limitations of CDBG funding in trying to prioritize the needs.

Commissioner Goblet said one of the most important words that Homewise uses is “leverage”. He asked how do these non-profits leverage or match the funds that the City/CDBG gives them-how do you interpret leverage to equal impact.

Chair Villarreal asked if there were any questions or thoughts.

Commissioner Moreno-Carlson said she thinks rental vouchers are a high priority but again, there are restrictions on this and that is a problem.

Commissioner Marquez asked if the rent gets paid or do the landlords receive money. He asked how does this work.

Ms. Ladd said it depends on the subsidy source and the program but typically the tenant receives resources unless there is another kind of subsidy where the resources go towards the unit. If they qualify, the rent for that unit gets subsidized and if the tenant moves out the resources stay with the unit.

c. Review of Request for Proposals (RFP) Scoring Criteria to be utilized by the Community Development Commission

Ms. Ladd said this is the criteria that the Commission used last year. She asked Ms. Beam to talk on the thoughts that she had on adding criteria to the RFP.

Ms. Beam mentioned that she originally met Ms. Ladd working on the group for the Sustainable Santa Fe that dealt with social issues. She said the “Triple Bottom Line: The Sustainable Santa Fe Definition” involves understanding how policies and projects impact not only the bottom line, but also the well-being of society, the environment and the economy. She said this is a really good way for the Commission to look at their priorities. She noted that the City of Santa Fe is coming up with a Sustainable Plan and it is in the works right now. She said in thinking of terms of scoring, what about adding a weighted value in sustainability as well to the criteria and start aligning with the overarching goals of the City in where they are headed in the 2040 carbon-neutral plan.

Ms. Ladd said they had a thought of creating criteria in this funding allocation that would say that they are meeting the Sustainable Santa Fe goals of the 2040 plan where the applicant would fill out their own kind of survey about the project.

Commissioner Hughes said it would be good to incorporate this when the Sustainable Plan is approved and put into effect because there is not enough time to juggle the 12 categories now.

Ms. Ladd noted that the applicant can only pick one category in their application.

Commissioner Lopez said it would be easier for her to think about this after the Commission goes through this year’s cycle and try to do this later as an exercise.

She said the Commission has been talking about the need for rentals and does the Commission want to go with the greatest need.

Commissioner Padilla asked if the Triple Bottom scoring would be another part of the applicant's response to the RFP.

Ms. Ladd said yes, that is correct.

Chair Villarreal said a lot of these areas do not apply to the applicants because they are not talking about the environment per se – to her they are talking more about the equity piece.

Commissioner Lopez said what the Commission is hearing is that it is rough out there for people, the roughest that it has ever been and she would like to have something in place, some kind of support for homeowners, and grandparents who are raising their grandchildren.

Chair Villarreal said it would be helpful to have a cheat sheet about the best use of CDBG funds.

Ms. Ladd said the other option is that they do not define a priority level at the application stage. She asked if the Commissioners were comfortable with identifying the priority needs but perhaps not prioritizing them in the application, and look a little more at the priorities when the Commission is reviewing the applicant's proposals.

Commissioner Marquez asked if the City did an evaluation a few months ago where they put out to all of the communities throughout the city on what the community thinks are the needs. He asked if this is part of what the Commission is trying to do.

Ms. Ladd said the City did an assessment and fair housing study that included data from public outreach and surveys.

Commissioner Padilla agreed about not prioritizing the needs in the application. He said this would allow the applicant to give their best proposal and the Commission will evaluate them against the criteria and sustainability Triple Bottom Line criteria during the decision-making stage.

Ms. Ladd asked if the Commission agreed with the evaluation criteria and weighed in values from the criteria from last year and if anyone wanted to change it.

Chair Villarreal said to her it is about equity and the projects that best serve the needs of Santa Fe. She explained that the City has a set of criteria from HUD that they have to meet. Due to time constraints, Chair Villarreal said the Commissioners can contact staff if they have any questions on the forms or priority list.

Ms. Ladd said she will get the RFP out soon.

Ms. Ladd distributed a handout entitled "*Land Use Department Multi-Family Development Projects (as of 12/12/17)*". A copy is hereby incorporated to these Minutes as Exhibit "E". She said the Commission can discuss this at the next meeting.

ITEMS FROM THE COMMISSION

Due to time constraints, this agenda item was not discussed.

ITEMS FROM THE FLOOR

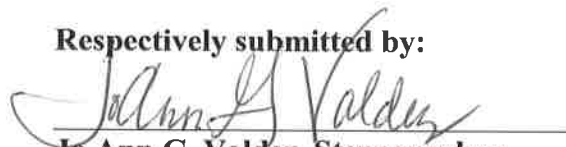
Due to time constraints, this agenda item was not discussed.

ADJOURNMENT

The meeting adjourned at 5:05 p.m.

Councilor Renee Villarreal, Chair

Respectively submitted by:


Jo Ann G. Valdez, Stenographer

2018 COMMUNITY DEVELOPMENT COMMISSION MEETING SCHEDULE & WORK PLAN

Agenda Deadline	Meeting Dates (3 rd Wednesday)	Work Plan Item
January 10	January 17, 3:30-5:00 PM	Description
N/A	January 18, 2:00-4:00 PM	Mandatory RFP Applicant Training (Staff Only Required) All CDBG/AHTF RFP applicants to attend
February 7	*February 13, 8:00 – 5:00 PM	Applicant Presentations Approve Programs and Allocations for CDBG and AHTF Grants. Please see the links below for a description of each. CDBG: https://www.santafenm.gov/bids_rfps/detail/1820p AHTF: https://www.santafenm.gov/bids_rfps/detail/1821p
March 14	March 21, 3:30-5:00 PM	
April 11	*April 18, 3:30-5:00 PM	Approve 2018-2019 Action Plan/2018-2023 Consolidated Plan Please see below link for full description, 2017-2018 AAP and 2013-2018 Consolidated Plan: https://www.santafenm.gov/policyresearch Approve 2018-2019 PSAs for CDBG & AHTF
May 9	May 16, 3:30-5:00 PM	
June 13	June 20, 3:30-5:00 PM	
July 11	July 18, 3:30-5:00 PM	
August 8	*August 15, 3:30-5:00 PM:	Approve 2018 CAPER Please see below link for full description of CAPER and 2017 CAPER: https://www.santafenm.gov/policyresearch
September 12	September 19, 3:30-5:00 PM	
October 10	October 17, 3:30-5:00 PM	
November 7	*November 14, 3:30-5:00 PM:	Detail and Approve 2019-2020 CDBG & AHTF Funding Priorities
December 12	December 19, 3:30-5:00 PM	

*Highlighted meetings require quorum for action item approval.



SECTION I: THE CONSOLIDATED PLANNING PROCESS

The Consolidated Plan is part of a larger grants management and planning process that can be divided into six phases¹: (1) determining needs, (2) setting priorities, (3) determining resources, (4) setting goals, (5) administering the programs, and (6) evaluating performance. The Consolidated Plan incorporates the first four phases. The fifth phase, administering the programs, encompasses all of the actions a grantee undertakes throughout a given program year. The final phase, evaluating performance, is documented in the annual report submitted to HUD, the Consolidated Annual Performance and Evaluation Report (CAPER). The result of each phase serves as the basis for what occurs in the next phase. For example, the needs described in the first phase should influence priority-setting in the second phase. The Consolidated Plan should clearly explain the relationships among needs, priorities, resources, goals, and proposed activities.



Citizen participation and consultation are incorporated throughout each phase. One of the main objectives of the citizen participation and consultation requirements is to ensure that input from a wide range of providers, citizens, advocacy groups, public and private agencies and community leaders is

¹ The six phases described here are only a model of how each task in the grants management cycle relates to one another and is part of a larger, cohesive process. In practice, program managers do not necessarily carry out one phase at a time or at a specific time of the year. Many programs incorporate elements such as program evaluation and program design throughout the entire grants management process.

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incorporated into both the development and implementation of the Consolidated Plan. A Consolidated Plan which has received “buy-in” from the community during its formulation is more likely to be successful.

DETERMINING NEEDS

The first step in the grants management process is to determine the varying needs within the community in the areas of affordable housing, community development, and homelessness. The Consolidated Plan regulations ([24 CFR Part 91](#)) explicitly list the requirements of the Needs Assessment and Market Analysis. The regulations also require CDBG grantees to provide a concise summary of the jurisdiction's priority non-housing community development needs.

The overall purpose of this phase is to scan the universe of needs and identify high priority needs that will be addressed by the strategic plan. Keep this end goal in mind throughout the process to create a strong link between the needs assessment and the strategic plan.

The Consolidated Plan Template in IDIS Online assists grantees in providing the required level of information. The template is also designed to help grantees in their strategic decision making process. In the Strategic Plan, grantees are required to set general priorities for allocating funds among different activities and needs. The Needs Assessment and Market Analysis sections of the template presents information in a format that allows grantees to make comparisons between types and levels of need to support the decisions they make in their Strategic Plan.

In addition, the Needs Assessment and Market Analysis should form a large basis for determining what types of housing and community development programs the grantee will fund. The Market Analysis should demonstrate that the proposed strategies are feasible and have a high likelihood of success. For example, if the data shows that the market for owner-occupied units is soft due to large number of unsold units, the grantee may want to develop a down payment assistance program that takes advantage of lower market prices. On the other hand, the grantee would not want to fund new construction of for-sale units that run the risk of remaining vacant.

While citizen participation is incorporated throughout the entire planning process, it can play a key role in determining needs. An assessment that includes first-hand information from potential beneficiaries of funded activities can better gauge the level of need at the individual level and can help identify potential obstacles in program implementation. Consultations are valuable at this stage to determine what activities other organizations are already carrying out and to determine potential collaborations. Based on consultations and citizen participation, grantees can identify programs that are adequately meeting a need and choose to supplement and expand upon successful programs.

SETTING PRIORITIES

The second step in the grants management process is to determine priorities. The level of need in a community will always be greater than the limited resources available to meet the need. Accordingly, the first step of the Strategic Plan is to identify the grantee's **priority needs**. Priority needs are the needs that will be addressed by the goals outlined in the Strategic Plan. This section should make clear the

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rationale for establishing the allocation priorities. The rationale should flow logically from the analysis in the Needs Assessment and Market Analysis. The housing strategy must indicate how the characteristics of the housing market have influenced grantee decisions to use funds for rental assistance, production of new units, rehabilitation of old units, and the acquisition of existing units.

Before the Consolidated Plan Template, grantees used HUD-prescribed tables to indicate priorities. For example, Table 2A Priority Housing Needs allowed grantees to indicate priority by tenure, household type, and income level. Table 2B Community Development Needs allowed CDBG grantees to indicate priority among eligible CDBG activities.

In the Consolidated Plan Template, grantees must still set general priorities among different activities and needs, but the format is much less structured than the previously prescribed tables. Grantees can determine the number of priority needs to add. For each priority need, they can indicate one or more populations to be served according to income, family type, homeless population, and special need.

Grantees also have the option of setting funding priorities on a geographic basis. This approach can be used to communicate the needs of a target area for a comprehensive, place-based strategy that coordinates the efforts and resources of the grantee and other stakeholders in the target area. Geographic priorities can also be used to describe target areas for a specific need. For example, the grantee may determine that the properties along an older commercial corridor have a higher level of need than other areas of the jurisdiction. The grantee can clearly convey this priority using the Geographic Priorities screen.



Data-Driven Planning Tool: Grantees may use the Data-Driven Planning Tool widget in CPD Maps to help determine needs and set priorities for their jurisdictions. The Tool enables grantees to compare housing, demographic, and economic data across neighborhoods, jurisdictions, regions, states or other geographies to analyze needs data in a broader context. Instructions for using the Data-Driven Planning Tool are included in the [CPD Maps Desk Guide](#) and [Guide to the Data-Driven Planning Toolkit](#).

DETERMINING RESOURCES

Before adding the goals in the Consolidated Plan Template, the grantee should complete the Anticipated Resources and Institutional Delivery Structure screens to identify the financial and organizational resources available to address its priority needs. The level of resources available will play a key role in determining strategies and goals. Grantees should consider all resources within the jurisdiction's control that can be reasonably expected to be available, including federal, state, and local resources. Federal resources could include Section 8 funds made available in the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the Strategic Plan.

SETTING GOALS

Once priorities have been established, grantees must develop a set of goals based on the availability of resources, and local organizational capacity.



The goals should specifically address the priority needs outlined on the Priority Needs screen. The goals will serve as a management tool to help the grantee track and monitor performance throughout the term of the Consolidated Plan. In order for goals to be effective management tools, they must be well-defined. The table below outlines five characteristics that effective goals have in common.

Five Characteristics of Effective Goals	
Specific	Provide enough detail to establish what the grantee wants to accomplish. Specific goals are more easily measured than vague goals.
Measurable	Use a numeric goal. For the Consolidated Plan, each goal can include a number of Goal Outcome Indicators.
Action-Oriented	Explain what actions must be taken in order to achieve the goal. For Action Plan projects, the template includes a section for planned activities.
Realistic	Understand the limitations of the situation, including those set by available resources, capacity, and political will.
Time-Bound	Establish a deadline. For the Consolidated Plan, each goal includes a start date and an end date.

Much like the priorities, the Consolidated Plan 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. On the other hand, the template requires the goals set in each Action Plan to parallel the goals designated in the Consolidated Plan.

The Consolidated Plan Template introduces twenty-two Goal Outcome Indicators (GOI) that are based on the Performance Measurement Indicators already in IDIS Online. For each goal, grantees can set a numeric target for one or more of the Goal Outcome Indicators. For a description of each Goal Outcome Indicator, please refer to [Appendix B](#).

	Goal Outcome Indicator	Unit of Measure
1	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted
2	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted
3	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted

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4	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted
5	Facade treatment/business building rehabilitation	Businesses
6	Brownfield acres remediated	Acres Remediated
7	Rental units constructed	Household / Housing Units
8	Rental units rehabilitated	Household / Housing Units
9	Homeowner Housing Added	Household / Housing Units
10	Homeowner Housing Rehabilitated	Household / Housing Units
11	Direct Financial Assistance to Homebuyers	Households Assisted
12	Tenant-based rental assistance / Rapid Rehousing	Households Assisted
13	Homeless Person Overnight Shelter	Persons Assisted
14	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds
15	Homelessness Prevention	Persons Assisted
16	Jobs created/retained	Jobs
17	Businesses assisted	Businesses Assisted
18	Housing for Homeless added	Household / Housing Units
19	Housing for People with HIV/AIDS added	Household / Housing Units
20	HIV/AIDS Housing Operations	Household / Housing Units
21	Buildings Demolished	Buildings
22	Housing Code Enforcement/Foreclosed Property Care	Household / Housing Units
23	Other	Other

ADMINISTERING THE PROGRAMS

The fifth phase, program delivery, encompasses all of the actions a grantee undertakes throughout a given program year. Each year, the grantee will describe the work it plans to undertake with the grant funds on the Projects page of the Action Plan. Each project must address at least one goal described in the Consolidated Plan's Strategic Plan. The project information provided in the Annual Action Plan Template will carry forward into the other sections of IDIS Online. Grantees will still be required to add activity-level data into IDIS Online.

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EVALUATING PERFORMANCE

Tracking progress throughout the program year can help grantees identify and address issues that if otherwise left alone could lead to difficulty satisfying commitment and expenditure requirements. Grantees can use the Reports feature of IDIS Online to monitor and assess the number of accomplishments reported during the program year to determine if each funded activity is producing the expected results.

Within 90 days after the end of its program year, a grantee must submit a Consolidated Annual Performance and Evaluation Report (CAPER) to HUD. The primary purpose of the CAPER is to report on accomplishments of funded activities within the program year and to evaluate the grantee's progress in meeting one-year goals described in the Annual Action Plan and long-term goals described in the Consolidated Plan. As of May 2012, the CAPER is integrated into IDIS Online. With the Consolidated Plan, Action Plan, IDIS, and CAPER all part of the same system, it will be easier for grantees to compare goals described in the Consolidated and Action Plan, the outcomes tracked in IDIS and reported in the CAPER.

The CAPER also provides grantees an opportunity to evaluate the effectiveness of their programs. The evaluation should identify programs and projects that performed well and those that experienced issues. This final step in the grants management cycle provides insights and lessons learned that can be used in the next cycle to improve program performance.

SUMMARY

The six phase model describes how each task in the grants management cycle relates to one another and is part of a larger, cohesive process. Likewise, the sections of the Consolidated Plan should fit together into one unified narrative:

- The Needs Assessment and Market Analysis provide an overall picture of the different levels of need in the community and the market in which the funded programs will be carried out.
- The rationale for setting priorities in the Strategic Plan should flow logically from the Needs Assessment and Market Analysis.
- The goals in the Consolidated Plan and the Annual Action Plan should clearly describe the grantee's plans to use the resources available to address the priority needs.

The projects in the Annual Action Plan should be designed to address the goals and priority needs outlined in the Consolidated Plan.



APPENDIX B: GOAL OUTCOME INDICATORS

GOAL OUTCOME INDICATOR DESCRIPTIONS

1. Public facility or infrastructure activities other than low/moderate-income housing benefit

Use this GOI for any CDBG-funded public facility or infrastructure project or activity that will not use Low-Mod Housing (LMH) as its national objective. Examples include street improvements or park improvements that use Low-Mod Area (LMA) or homeless shelters or senior centers that use Limited Clientele (LMC).

2. Public facility or infrastructure activities for low/moderate-income housing benefit

Use this GOI for any CDBG-funded public facility or infrastructure project or activity that will use Low-Mod Housing (LMH) as its national objective. Use this GOI when the grantee supports large housing developments with infrastructure improvements tied directly to the development.

3. Public service activities other than low/moderate-income housing benefit

Use this GOI for any CDBG-funded public service project or activity that will not use Low-Mod Housing (LMH) as its national objective. Most public services will use this GOI. Examples include youth services or senior services that use Limited Clientele (LMC) or anti-crime programs that use Low-Mod Area (LMA). Use this code for HOPWA-funded activities including Housing Information Services, Permanent Housing Placement, and Supportive Services.

4. Public service activities for low/moderate-income housing benefit

Use this GOI for any CDBG-funded public service project or activity that will use Low-Mod Housing (LMH) as its national objective. Examples include 05R Homeownership Assistance (Not Direct), 05S Rental Subsidies, and 05T Security Deposits.

5. Facade treatment/business-building rehabilitation

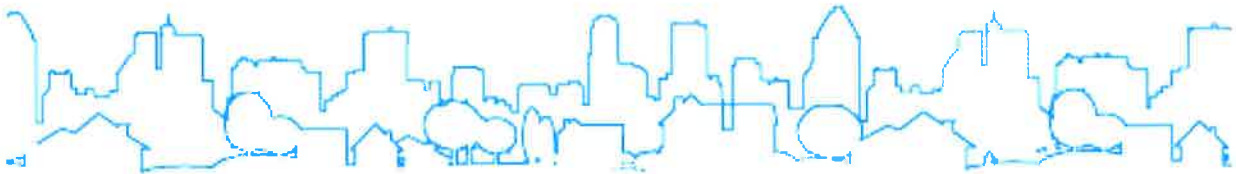
Use this GOI for any activity using the matrix code 14E Rehabilitation of Publicly or Privately-Owned Commercial/Industrial Properties. This GOI should also be used for 01 Acquisition, 15 Code Enforcement, 16B Non-Residential Historic Preservation, and similar activity types that target commercial properties.

6. Brownfield acres remediated

Brownfields are abandoned, idled or under-used real property where expansion or redevelopment is complicated by the presence or potential presence of environmental contamination. Use this GOI for any activity that will redevelop property that is considered a brownfield.

7. Rental units constructed

Use this GOI for any HOME- or CDBG-funded activity that constructs new rental units.



8. Rental units rehabilitated

Use this GOI for any HOME- or CDBG-funded activity that rehabilitates existing rental units. Use this GOI for any project involving the reconstruction of rental units.

9. Homeowner housing added

Use this GOI for any HOME- or CDBG-funded activity that constructs new owner-occupied units.

10. Homeowner housing rehabilitated

Use this GOI for any HOME- or CDBG-funded activity that rehabilitates existing owner-occupied units. Use this GOI for any project involving the reconstruction of owner-occupied units.

11. Direct financial assistance to homebuyers

Use this GOI for any HOME-funded activity where the homebuyer receives down payment or closing cost assistance or purchases the home for a price below market value. For CDBG-funded activities, use this GOI for any project using the matrix code 13 Direct Homeownership Assistance.

12. Tenant-based rental assistance/Rapid rehousing

Use this GOI for any HOPWA or HOME-funded TBRA and CDBG-funded activity using matrix code 05S Rental Housing Subsidies. For ESG funded projects, use this code for activities funded under the Rapid Re-housing component.

13. Homeless person overnight shelter

Use this GOI for any CDBG-funded activity using matrix code 03C – Homeless Facilities (Not Operating) or 03T – Operating Costs of Homeless/AIDS Programs. For ESG-funded projects, use this code for activities funded under the Emergency Shelter component. Note: There is currently no GOI for ESG-funded Street Outreach activities. This GOI can be used to capture persons served under the ESG-funded Street Outreach component when accompanied by an explanation in a text box clarifying this.

14. Overnight/Emergency shelter/Transitional housing beds added

Use this GOI for any CDBG-funded activity using matrix code 03C – Homeless Facilities (Not Operating) or 03T – Operating Costs of Homeless/AIDS Programs that adds beds to the available inventory. For ESG-funded projects, use this code for any renovation activities funded under the Emergency Shelter component that resulted in the creation of additional beds.

15. Homelessness prevention

Use this GOI for any CDBG-funded activity using matrix code 05C – Legal Services, 05Q – Subsistence Payments, or 05T – Security Deposits that prevents homelessness. For HOPWA-funded projects, use this code for short-term rent, mortgage, and utility assistance (STRMU). For ESG-funded projects, use this code for any activities funded under the Homelessness Prevention component.

16. Jobs created/retained

Use this GOI for any CDBG-funded activity with Jobs as the accomplishment type, including those with national objectives such as LMJ, LMAFI, LMASA, and LMCMC. Also use this GOI for any HOPWA-funded activity where income-producing jobs are created.



17. Businesses assisted

Use this GOI for any CDBG-funded activity using a matrix code starting with 17, 18, and 14E – Rehab: Commercial/Industrial.

18. Housing for homeless added

Use this GOI for any CDBG-funded activity using matrix codes 01-Acquisition, 12-Construction of Housing, or a matrix code in the 14 series where units are designated for homeless. Also use this GOI for any HOME-funded activities that include units designated for homeless.

19. Housing for people with HIV/AIDS added

Use this GOI for any CDBG-funded activity using matrix codes 01-Acquisition, 12-Construction of Housing, or a matrix code in the 14 series where units are designated for people with HIV/AIDS. Also use this GOI for any HOME-funded activities that include units designated for people with HIV/AIDS. Finally, use this GOI for HOPWA-funded facility-based housing development, including acquisition, rehabilitation, conversion, lease, or repair.

20. HIV/AIDS housing operations

Use this GOI for any CDBG-funded activity using a matrix code 03T- Homeless/AIDS Programs when services are specifically for persons with HIV/AIDS. For HOPWA-funded projects, use this code for facility-based operations.

21. Buildings demolished

Use this GOI for any CDBG-funded activity using a matrix code 04-Clearance. This code can also be used as a secondary goal for HOME and HOPWA-funded projects that involve the clearance of blighted buildings.

22. Housing code enforcement/Foreclosed property care

Use this GOI for any CDBG-funded activity using a matrix code 15-Code Enforcement or 19E CDBG Operation and Repair of Foreclosed Property.

23. Other (Specify)

Use this GOI when none of the others describe the goal that the grantee wants to track.

P-25 Priority Needs of the 2018-2023 Consolidated Plan

Priority Need Name	CDBG Priority Level	Other Funding Priority Level	Population	Goals Addressed
Rental Vouchers	Low	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	Med	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	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	Med	Low	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>

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Priority Need Name	CDBG Priority Level	Other Funding Priority Level	Population	Goals Addressed
Provision of Rental Units and Support Services for LI/ VLI Renters	High	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	High	Medium	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	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	Low	High	Low- and moderate-income homebuyers; current renters	Increased homeownership opportunities and support for long term affordability and accessibility for current homeowners. (<i>Increase Affordable Housing Opportunities</i>)

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Priority Need Name	CDBG Priority Level	Other Funding Priority Level	Population	Goals Addressed
Homeowner Rehabilitation Programs, Energy-efficiency Upgrades, Accessibility Retrofits	High	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	Med	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	Med	Med	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	High	High	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>

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OTHER FUNDING SOURCES DEDICATED TO AFFORDABLE HOUSING & SHELTER/HOUSING SERVICES

City funds (whether from local sources or pass through funds from the federal government) are never granted to individuals. Instead they are allocated through fee for services agreements with local service providers on a reimbursable basis. Note that funding amounts are for EACH fiscal year, unless the project is a one-time improvement or the program has only been funded for one year. In addition to CDBG and AHTF funding, the following sources are dedicated to affordable housing, emergency shelter, rental assistance and other housing services.

Human Services Grant

For FY 17-18 and FY 18-19, the City committed funds for each fiscal year to the following emergency shelter services providers through fee for services agreements (Human Services Grant):

- St Elizabeth Shelter: \$74,000
- Interfaith Community Shelter: \$155,000
- Youth Shelters: \$86,000
- Adelante: \$70,000

Other HUD Funds

During FY 16-17 and FY 17-18 Continuum of Care rental assistance funds (HUD) were allocated from the City to its subrecipients to pay rents for very low-income renters transitioning out of being chronically homeless and/or with disabilities, serving approx. 40 households:

- 4 units at Siringo Senior Apartments (St Elizabeth)
- 12 units at Stagecoach Apartments and Village Sage Apartments (Housing Trust)

Other Local Funds

Each fiscal year, the Office of Affordable Housing (OAH) oversees contracts with affordable housing agencies and partners who provide services to support affordable housing policies and programs adopted by the Governing Body. The programs focus on creating affordable housing for Santa Feans, as well as providing coordination of local affordable housing efforts. RFP #14/44/P procured services from two local providers, Homewise (\$190,000) and the Housing Trust (\$110,000) to provide the following services:

- Provide homebuyer assistance for low to moderate income households.
- Assist the City with income-verifications and certifications and other activities necessary for carrying out the Santa Fe Homes Program (SFHP) and Housing Opportunity Program (HOP).
- Assist the City with program agreements for the purposes of securing City liens.

Reimbursement is provided based on a \$15,000 quarterly fee as well as \$1,000 per transaction that is closed, either through a home repair loan, Home Equity Conversion Mortgage, or home purchase.

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2018 AAP & 2018-2023 CONSOLIDATED PLAN APPROVAL TIMELINE

Packet Deadline	Meeting Dates	Item	Public Review
n/a	Feb 13, 8am – 5pm CDC Meeting Roundhouse Room	CDBG/AHTF Project Presentations, Review & Allocation	Public Meeting
Feb 19	N/A	CDBG/AHTF contracts to LEGAL	N/A
Feb 26	N/A	CDBG/AHTF contracts to FINANCE	N/A
Mar 16: 12:00 Noon	March 21, 3:30pm CDC Meeting Roundhouse Room	CDBG/AHTF Finance Committee Packet Public Notice Draft of ConPlan/AAP Approve to form PSA’s Press Release & Ad for Con Plan/AAP	Begin 30-day public comment period of ConPlan/AAP Begin 15-day stakeholder review of Con Plan/AAP
March 23	March 28, 7pm City Council Meeting City Hall	Request to Publish Notice of Public Hearing at City Council for Approval of ConPlan/AAP April 25, 7pm	
April 2	End of 15-day stakeholder review of Con Plan/AAP		
Apr 4 – Caption due	April 16, 5pm Finance Committee City Hall	CDBG/AHTF Approve to form PSA’s Approval of draft ConPlan/AAP	Public Meeting
Apr 6 – Packet due			
April 16	End of 30-day public comment/review of Con Plan/AAP		
	Apr 25, 7pm City Council Meeting City Hall	CDBG/AHTF Approve to form PSA’s Approval of draft ConPlan/AAP	Public Hearing
May 14	Submit 2018 AAP/Cons Plan to HUD (45 days prior to start of FY)		
June 29	End of HUD’s 45 Day review: AAP/Con Plan		

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