

SANTA FE  
Recovery Center  
THE PATH TO RECOVERY

4100 Lucia Lane • Santa Fe, NM 87507 • PHONE: 505-471-4985 • FAX: 505-471-6084 • www.sfrecovery.org

January 30, 2018

Alexandra Ladd  
City of Santa Fe  
Office of Affordable Housing  
120 South Federal Place #314  
Santa Fe, NM 87501

Dear Ms. Ladd,

This letter is to advise the City of Santa Fe Office of Affordable Housing that the Santa Fe Recovery Center has completed and is submitting by the established February 2, 2018 deadline the 2018 Affordable Housing Trust Fund (AHTF) Application for Funding RFP #18/21/P. Also, enclosed please find all of the supporting documents as required by RFP #18/21/P. Furthermore, the Santa Fe Recovery Center has fulfilled the City's requirement to participate in the mandatory Technical Assistance Training conducted on January 18, 2018.

We believe the Santa Fe Recovery Center has complied with each of the City's 2018 AHTF Application for Funding requirements as outlined in our enclosed response to RFP #18/21/P.

Thank you for your consideration for funding and we hope to hear from you soon regarding the February 13, 2018 Community Development Commission Interviews.

Sincerely,



Sylvia Barela  
Executive Director

Enclosure

**2018-2019 AHTF APPLICATION**

**General Information**

Applicant Name(s): Santa Fe Recovery Center  
Address: 4100 Lucia Lane  
  
Federal Tax ID #: 85-0216976  
City Business Lic#: 18-00105226  
NM CRS#: 01-778794-00-7  
City/State/Zip Code: Santa Fe, NM 87507  
Telephone: 505-471-4985  
Project Contact: Sylvia Barela, Executive Director  
Email Address: sbarela@sfrecovery.org

**Amount Requested:** \$ 49,600.00

**Type of Applicant:**

Partnership     Corporation     Non-Profit\*     Other

\* Non-profit must provide proof of non-profit status. This proof includes submittal of current registration as charitable organization with the NM Attorney General's Office, covering the most recent Fiscal Year, or proof of exemption. Information can be obtained online at <https://secure.nmag.gov/coros/>. Verification should be in the form of the first page of the "NM Charitable Organization Statement."

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Project Name: Bridge Houses Sober Living  
Project Address (if applicable): 1503 Kachina Ridge & 1658 Calle Sotero  
City/State/Zip Code: Santa Fe, NM 87507

### Priority Project

Select one of the categories your project falls under:

- Rental Vouchers** - Provide supported rental vouchers (includes access to counseling, health services, case management, and other services) to renters earning less than 50%AMI;
- Emergency Shelters including permanent supported shelter housing** - Development, construction, and preservation of shelter/permanent supported rental facilities, including infrastructure improvements;
- Provision of Rental Units and Support Services for Low Income (up to 50% AMI) and Extremely Low Income Renters (less than 30% AMI)** - Acquisition, conversion, preservation and new construction of tiered income multi-family rental properties; including infrastructure or one-time emergency rental assistance;
- Downpayment Assistance/Increase of Ownership Opportunities** - Down payment assistance in the form of soft-second mortgage that "buys down" principal amount of loan to lower monthly payment; Acquisition, conversion, preservation and new construction of homeownership housing;
- Homeowner Rehabilitation Programs, Energy Efficiency Upgrades, Accessibility Retrofits** - Acquisition, conversion, and preservation of affordable housing that accommodates needs of current householders.

### Project Description:

**Please provide a narrative of your project. Specifically who will be served, anticipated outcomes, etc.** (If needed continue on a separate sheet)

Please see attached Project Description.

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## **Project Description:**

Santa Fe Recovery Center (SFRC) is a public, non-profit, CARF-accredited (Commission for the Accreditation of Rehabilitation Facilities) substance use disorder (SUD) program based in Santa Fe, New Mexico. SFRC currently serves over 600 individual clients annually, half of which are opiate addicted. SFRC receives more opioid addicted clients than most SUD programs statewide because we utilize Suboxone as a tool for both detox and recovery maintenance. Furthermore, we operate one of the only CARF accredited, residential SUD treatment programs within the state, as well as evidenced based Intensive Outpatient Programs (IOP) in Santa Fe and Espanola to sustain long-term recovery.

In an effort to support a recovery-oriented continuum of care for individuals with opioid use disorder, SFRC established a pilot sober living Bridge House in October 2016. SFRC leased a home located at 1658 Calle Sotero and in close proximity to our main Lucia Lane campus. This four-bedroom home provided an opportunity for eight individuals who completed the residential program to transition into a supportive housing environment; thus, improving outcomes for clients who would otherwise be homeless, return to unsafe living environments and ultimately relapse days or weeks after leaving residential treatment due to a lack of community supports including case management, housing and employment.

In providing housing and community supports for individuals leaving residential treatment, we are able to respond to the need for intensive peer support and case management services to provide encouragement and assistance in long-term recovery activities, as well as support in accessing other needs such as transportation to necessary appointments, employment, and positive social networks.

The Bridge House has been so successful for supporting individuals' sobriety, that SFRC leased a second home located at 1503 Kachina Ridge Drive in April 2017 that accommodates 7 more individuals. SFRC now provides a sober living environment for 15 men. Sixty-two (62) individuals were served by this program in 2017. SFRC plans to lease two additional homes in 2018 with one specific to women. SFRC also provides individuals entering the program with a monthly food allowance and other personal necessities until they are able to achieve employment.

Residents are eligible to move into one of these homes upon graduation from the SFRC's residential program. For a variety of reasons, many individuals have nowhere to go upon completion of the residential program or they return to unhealthy and unsafe environments that encourage relapse. The Bridge Houses have a proven record of breaking this cycle and ensuring that residents have the housing and support systems necessary such as outpatient treatment services and employment assistance to begin rebuilding their lives. The Bridge Houses are based on a self-governed, sober living model.

Currently, individuals enter the Bridge Houses far below the poverty lines and most without any income. It can be up to three-six months before an individual is able to gain employment and begin paying a modest rent of \$400.00 per month which includes utilities.

**1. Funding:**

How will the AHTF allocation be used for this project? What additional funding sources are secured or will be secured upon receipt of allocation? The City of Santa Fe requires financing from other sources to be committed prior to the release of funds from the AHTF.

Please see attached Funding.

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**Leveraging/Matching Requirement:**

**\$3 to \$1 Leveraging:** for every \$1 allocated through the AHTF, at least \$3 from other sources will be expected (leveraged funds can include long term mortgages, other sources of grants, owner equity, proceeds from Low Income Housing Tax Credits, or the current value of land); organizational resources should be used to provide \$1 of match (See Exhibit A for example) Briefly Describe:

Please see attached Leveraging/Matching Requirement.

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**Project Budget and/or Development Pro-Forma:** demonstrate use of leveraged and matching funds as well as evidence that operating budget is sufficient to administer the proposed program/project (please attach documents as well as give brief overview below):

Please see attached Project Budget.

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**2. Need/Benefit & Project Feasibility:**

Demonstrate, using data-based analysis, that there is a clear connection between the proposed project/program and adopted Priority(s), and evidence that the proposed project/program meets current and future market demands. Provide narrative below (use additional sheets as necessary):

Please see attached Need/Benefit.

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**What is the timeline for the project?**

Please see attached project timeline.

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## **1. Funding:**

Currently, individuals enter the Bridge Houses far below the poverty lines and most without any income. It can be up to three-six months before an individual is able to gain employment and begin paying a modest rent of \$400.00 per month which includes utilities. Therefore, the SFRC is requesting \$49,600 in AHTF funding to provide two months of rental vouchers for 62 individuals who have completed the SFRC's residential treatment program and who choose to enter the Bridge House because they have no other housing options or they have unsafe and/or unstable housing. (\$400.00 per month x 2 months x 62 individuals = \$49,600).

### **Leveraging/Matching Requirement:**

SFRC provides rent at \$2,000 per month x 4 houses x 12 months = \$96,000

SFRC provides matching funding by providing transportation services at \$50.00 per month to 32 residents x 12 months = \$19,250

SFRC provides matching funding by providing each client with two months of food allowance at \$400 per month x 2 months x 32 clients = \$25,600

SFRC provides matching funding by providing personal necessities such as shampoo, detergent, toothpaste, and other personal care items at \$200 x 2 months x 32 clients = \$12,800

SFRC provides all utilities for each home including water, sewage, trash, electricity and gas at \$500 x 4 houses x 12 months = \$24,000

SFRC provides ongoing maintenance for each of the four houses \$2400 annually x 4 houses = \$9,600

SFRC provides direct supervision and administrative support to Bridge House residents at \$20,000 per year (10% of the Program Director and Executive Director's Salaries)

The City of Santa Fe Human Services provided \$30,000 in matching funds to support a Peer Support Specialist who works directly with the residents in the Bridge Houses.

Participant Rent at \$400 per month x 6 months x 32 residents = \$76,800 (income)

TOTAL MATCHING CONTRIBUTION: \$160,450

AHTF REQUESTED ALLOCATION: \$49,600

**Leveraging: For every \$1 allocated through the AHTF, \$3.24 will be provided in leveraged funds by the SFRC matching contributions and the City of Santa Fe Human Services grant funds.**

## **Project Budget:**

Rent at \$2,000 per month x 4 houses x 12 months = \$96,000

Transportation services at \$50.00 per month to 32 residents x 12 months = \$19,250

Food allowance at \$400 per month x 2 months x 32 clients = \$25,600

Personal necessities such as shampoo, detergent, toothpaste, and other personal care items at \$200 x 2 months x 32 clients = \$12,800

Utilities for each home including water, sewage, trash, electricity and gas at \$500 x 4 houses x 12 months = \$24,000

Ongoing maintenance for each of the four houses at \$2400 annually x 4 houses = \$9,600

Direct supervision and administrative support to Bridge House residents at \$20,000 per year (10% of the Program Director and Executive Director's Salaries)

**TOTAL BUDGET \$237,250**

PARTICIPANT RENT at \$400 per month x 6 months x 32 residents = \$76,800 (income)

**TOTAL MATCHING CONTRIBUTION \$160,450**

## **2. Need/Benefit & Project Feasibility:**

The 2016 City of Santa Fe Affordable Housing Plan documented that the rental gaps analysis reveals a persistent shortage 2,435 rental units priced below \$625 per month. This compares to 3,074 in 2011. Furthermore, it documents that rental affordability is a particular challenge for the 47 percent of renters earning less than 50 percent of AMI due to mismatch of supply and demand of units priced in that affordability range (28% of units compared to 47% of renters).

Alexandra Ladd, the City's Housing Projects Manager in the May 16, 2016 Santa Fe New Mexican, stated "The greatest need in Santa Fe's market is for rental units priced between \$375 and \$500 per month, serving renters earning between \$15,000 and \$20,000 per year. In this income range, there is a current shortage of 800 rental units, up from 715 in 2011." **SFRC Bridge Houses meets this need by providing rental units priced at \$400.00 per month including utilities.**

SFRC clients who have completed the residential treatment program often leave SFRC and return to homelessness or unsafe and unstable living environments. These unhealthy living environments ultimately lead to relapse days or weeks after leaving



residential treatment due to a lack of community supports including case management, housing and employment.

In providing housing and community supports for individuals leaving residential treatment through the proposed Bridge Houses, we are able to respond to the need for intensive peer support and case management services to provide encouragement and assistance in long-term recovery activities, as well as support in accessing other needs such as transportation to necessary appointments, employment, and positive social networks.

This need for affordable rental housing in the City of Santa Fe is exacerbated for disadvantaged individuals recovering from substance use. The SFRC Bridge Houses provide an affordable solution to this housing need.

**What is the timeline for the project?**

The SFRC has a proven record of providing quality treatment services, upholding sound financial management, and meeting deadlines. The project could begin immediate implementation beginning July 1, 2018 through June 30, 2019.

**Site Information (if applicable)**

If your proposed project include acquisition, conversion, preservation and new construction of homeownership or rental housing, please provide the following information.

Site control is or will be in the form of\*:  Deed  Option

Lease (Term \_\_\_\_ Years)  Purchase Contract  Other (explain)

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\* If project is recommended for funding, proof of site control must be provided before funds are disbursed.

**Expiration Date of Contract, Option, or Lease** Annual 3/15/18 (month/year)

**Site Description:**

Area of Site: N/A acres or \_\_\_\_\_ square feet

Is site zoned for your development?  Yes  No Zoning N/A

If no, is site currently in the process of re-zoning?

Yes  No Re-Zoning N/A

When is zoning issue to be resolved? N/A (month/year)

Has the City approved the site plan and/or plat?  Yes  No

If yes, provide a copy of the site plan/plat.

Are there any other development reviews and approvals required?  Yes  No

If yes, explain:

N/A

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List any required reports or studies underway or completed such as soils report, environmental assessment, traffic study)

N/A

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Has the City issued the building permit?  Yes  No

Are all utilities presently available to the site?  Yes  No

If no, which utilities need to be brought to the site? \_\_\_\_\_

Who has responsibility of bringing utilities to site? \_\_\_\_\_

Describe briefly how the project will meet the City of Santa Fe's green code, what the anticipated HERS will be for newly constructed/renovated dwellings and/or how other green building criteria will be met. If relevant, describe how the project is consistent with other priorities such as access to opportunity and employment areas, transportation routes, walkability, redevelopment and infill.

Residents are encouraged to recycle trash, limit water usage and follow all City water usage guidelines.

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### **3. Affordability:**

Outline the affordability time period for this project based on the following: (i.e. loans to \$14,999 – 5 years, \$15,000 to \$40,000 – 10 years, 40,001-\$100,000 – 15 years and over \$100,000 – 20 years). Describe any efforts to deepen affordability so that the project can serve a wider diversity of income earners.

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N/A SFRC is proposing Rental Housing to low income individuals.

### **4. Demonstrated Capability/Organizational Capacity/Partnerships & Collaboration**

Describe the expertise of your organization and past projects to provide the type of housing or programs proposed for funding. Also, include any partnerships and/or collaboration with other organizations that will expand and deepen access to the housing/services offered through the project:

Please see attached Demonstrated Capability/Organizational Capacity/Partnerships/Collaboration.

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Describe your staffing and attach resumes of key personnel:

Please see attached staffing and resumes of key personnel.

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**Demonstrate Financial Soundness.** Please submit the following documentation:

- Audited Financial Statements for 2016 and 2015.
- Current Statement of Assets & Liability

#### **4. Demonstrated Capability/Organizational Capacity/Partnerships & Collaboration:**

Santa Fe Recovery Center (SFRC) is a public, non-profit, CARF-accredited (Commission for the Accreditation of Rehabilitation Facilities) substance use disorder (SUD) program based in Santa Fe, New Mexico. We operate one of the only CARF accredited, residential SUD treatment programs within the state, as well as evidenced based Intensive Outpatient Programs (IOP) in Santa Fe and Espanola to sustain long-term recovery. SFRC has a proven record of providing quality treatment services and upholding sound financial management.

SFRC has strong collaborative partnerships with a variety of local and state entities and organizations including: The LifeLink, Christus St. Vincent Hospital, La Familia Medical Center, State of NM Department of Health Behavioral Health Services Division, Solace Treatment Center, Santa Fe Mountain Center, Esperanza Shelter for Battered Families, Santa Fe County, St. Elizabeth's Shelter, Santa Fe Community College, United Way of Santa Fe County, City of Santa Fe, Presbyterian Medical Services, State of NM Children, Youth and Families Department, and a host of other local and state partners.

To further document SFRC's demonstrated capability, in Spring 2017 Christus St. Vincent Regional Medical Center and the Santa Fe County Community Services Department determined that SFRC would be the best community agency to operate the community detox/sobering center. The transfer of patient care to SFRC Detox Center began in July 2017. The Center includes 10 beds for males and 5 beds for female. Program staff includes a Director, Intake Coordinator, 12 Med Techs both full and part-time, 2 Counselors, and 1 Administrative Support Staff. The Program operates 24/7 for the purposes of providing safe, monitored and managed detox treatment where the average stay per client is 5-7 days.

#### **Describe your staffing and attach resumes of key personnel:**

Sylvia Barela, Executive Director and Margaret Gonsalves, Program Director provide direct supervision and administrative support to the Bridge House residents at \$20,000 per year or 10% of the Program Director and Executive Director's Salaries. In addition, the City of Santa Fe Human Services grant provided funding for a Peer Support Specialist to work directly with Bridge Houses residents to provide peer support and case management services. Larry Breitman has been hired to serve as the Peer Support Specialist. Attached please find Ms. Barela, Ms. Gonsalves and Mr. Breitman's resumes.

## SUBMITTAL REQUIREMENTS

Please attach one (1) unbound copy of the following items in the following order:

- Audited Financial Statements for 2016 and 2015
- Current statement of Assets & Liability
- Project budget
- Leverage calculations
- List of current board members
- Fiscal Policies and Procedures
- Letter of compliance demonstrating cleared findings; or progress towards clearing findings

## **ADDITIONAL SUBMITTALS**

Staff Resumes

Organization Chart

Lease Agreements

NM Office of the Attorney General Charitable Organization Registration  
Online System (COROS)

IRS 501(c)(3) Documentation

Local Preference Certification Form