

Santa Fe Homeless and Housing Needs

Interim Solutions & Funding Plan:
Ensuring Safety During COVID-19

September 2020 – June 2021

Submitted by Marisol Atkins, Luz del Sol, LLC
on behalf of the New Mexico Coalition to End Homelessness
Fall Report 2020

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Throughout this project, it became clear that there is significant knowledge, expertise and apparent will to address the many systemic issues that are presently, and historically, impacting our collective ability to address the housing crisis within our community.

The following individuals have worked tirelessly over many years in the housing arena, and have been key contributors of time and expertise to this particular project. Moreover, they have expressed their willingness and desire to continue in collaboration, as we move forward collectively, toward action through strategic and coordinated planning, to address the shelter and housing needs of residents throughout Santa Fe.

Thank you so very much!

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Please note: this list of community experts is not exhaustive. Given the timeframe for completion of this initial phase of coordinated planning, not all community stakeholders or experts were directly contacted. Every effort will be made in the next phase of planning to engage and include individuals who and organizations that may not have provided direct input thus far.

Introduction/Overview

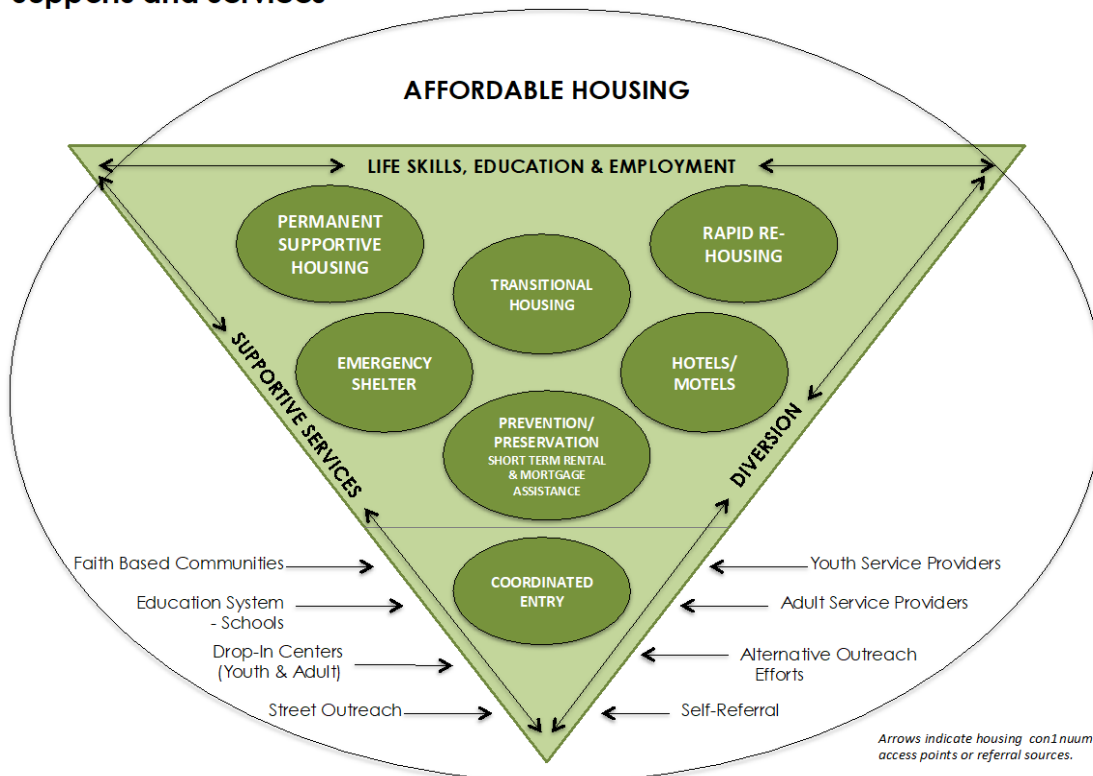
The intent of this report is to describe current conditions of local homeless populations in response to the COVID-19 health crisis, and to provide interim solutions (*through June 2021*) to stabilize housing and supportive services for individuals and families who may be disproportionately affected by the current health pandemic. Nevertheless, it is important to understand that the issue of homelessness in the Santa Fe area is both complex and long-standing. The severity of issues and needs that homeless individuals and families present with, combined with the overall lack of accessible, affordable housing options and insufficient capacity to provide necessary supportive services, create a situation that requires collective intention, creative solutions, collaborative will, and long-term commitment.

While extremely challenging on many levels, the COVID-19 health crisis creates the perfect opportunity for federal, state and local government funders, politicians, non-profit service providers, private foundations and other relevant stakeholders, including residents throughout Santa Fe, to come together to address the issue of homelessness within the community. By working together strategically and committedly, we will be able to enhance support and develop real solutions for individuals and families in need.

In order to effectively address the issue of homelessness, it is important to understand the continuum of housing options and supportive services that are required for an optimal response to homelessness. The diagram that follows illustrates the various structural system components necessary, in sufficient proportion, to adequately respond to the needs of the homeless population, as well as individuals/families at imminent risk of homelessness:

Optimal Housing Continuum Supports and Services

September 2020



Whereas the present call is to address emergent needs and secure shelter for our most vulnerable residents through the ever-present health crisis (especially as the cold weather months quickly approach), it is imperative to fully understand the significant need for overall housing system reform and infrastructure enhancement throughout the Santa Fe area.

While at first glance the immediate and long-term housing needs may seem daunting, if we, as an aligned community of concerned stakeholders and direct care providers, firmly commit to action and forward thinking solutions, change is possible. The community is both strong and resilient, and the solutions and local expertise exist.

As we move forward together to design a longer-term, collaborative strategy, we must consider and further develop the following guiding principles to ensure access to safe, secure and sustainable housing for all Santa Fe residents:

- Shared responsibility with specific points of accountability;
- System/partner alignment with clarity of roles;
- Clear objectives with identified, actionable goals;
- Shared commitment to house the most vulnerable;
- Utilization and development of existing coordination efforts;
- Inclusion/alignment of various plans presently underway;
- Enhancement of quality service provision through performance incentives;
- Collaboration with other system partners, especially behavioral health;
- Shift from looking at deficiencies to focusing on strengths;
- Shift from culture of scarcity to one of abundance;
- Willingness to have the hard conversations.

Ending homelessness is possible.

“Now, more than ever, the illusions of division threaten our very existence. We all know the truth: more connects us than divides us. But in times of crisis, the wise build bridges, while the foolish build barriers. We must find a way to look after one another as if we were one single tribe.”

---from Black Panther, the movie.

Assessment of Need

The assessment of immediate and total housing need is somewhat complicated, as there is no one single definition of homelessness or one sole source of data. For example, the United States Department of Housing and Urban Development (HUD) presently defines “homelessness” in four unique categories: 1) *literally homeless*, 2) *imminent risk of homelessness*, 3) *homeless under other federal statutes*, and 4) *fleeing/attempting to flee domestic violence*. The National Center for Homeless Education (NCHE), however, defines homeless children and youth in much broader terms as “*individuals who lack a fixed, regular, and adequate nighttime residence.*”

In the Santa Fe Area, there are at least two primary data platforms utilized by local housing providers: 1) the **Housing Management Information System (HMIS)**, which is a data tracking system required by HUD and the Continuum of Care (CoC); and 2) the **UniteUs** platform, which is a much newer data system required by providers who participate in the Connect Program through Santa Fe County and/or the City of Santa Fe. All local contracted providers are currently utilizing either HMIS or UniteUs, and most providers use both. In addition, many agencies utilize additional data gathering and reporting processes, and some are required to utilize additional platforms, especially those that provide services specific to Medicaid, behavioral health or domestic violence.

Finally, homelessness and housing instability are historically widely underreported, in most cases due to households that are “doubled-up” with friends or family, or because homeless individuals and families are often a “hidden population” with limited contact or interaction within the network of service providers.

The data that follows, while likely an underestimation of actual need, comes primarily from the HMIS and UniteUs data systems, though additional data points are provided to help illustrate the current housing landscape within the Santa Fe Area.

As of August 27, 2020:

349 total households in the Santa Fe area are currently homeless:

- 263 individuals
- 45 families
- 57 youth (*ages 18-25*)

**youth may be counted within individual or family settings*

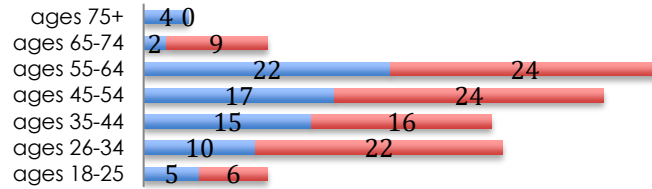
176 of the 349 total households have been determined to be chronically homeless.

“Chronic homelessness” is defined as a household with an individual who has a qualifying disability and 1 year of continuous homelessness **or** 12 months of homelessness within the last three years. (Chronically homeless individuals may likely require more intensive support such as that provided in Permanent Supportive Housing settings.”

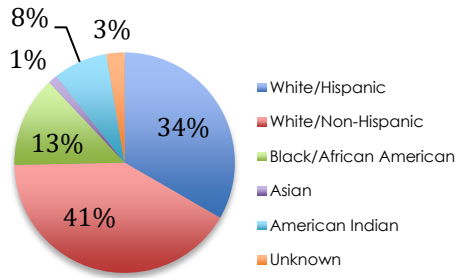
The following charts provide demographic details specific to the individuals who are experiencing chronic homelessness and registered within the Coordinated Entry System:

Chronically Homeless
Total count: 176

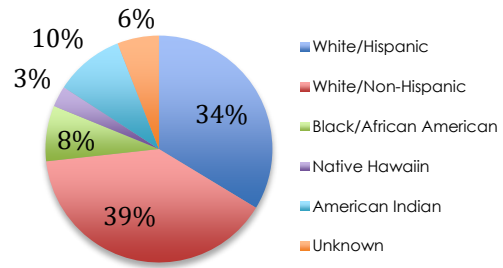
■ Women ■ Men



Chronically Homeless Females
total count: 75



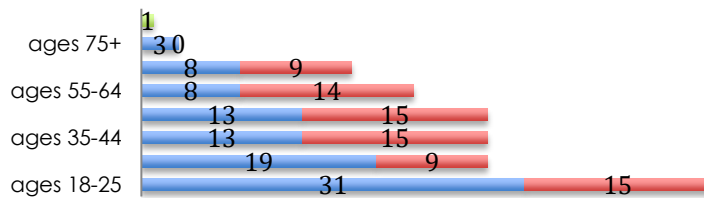
Chronically Homeless Males
total count: 101



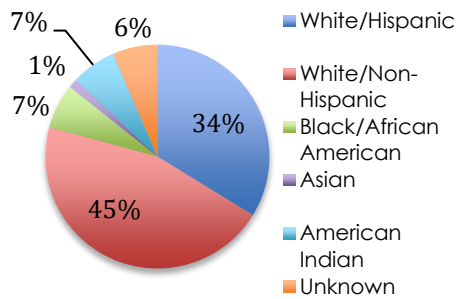
The demographic data that follows represents the **173 of the households** that do *not* qualify as chronically homeless.

Homeless Households
Total count: 173

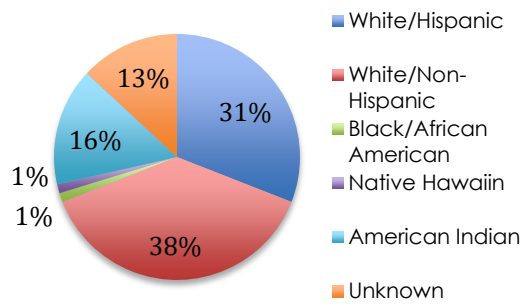
■ Women ■ Men ■ Unknown



Homeless Men
Total count: 77



Homeless Women
Total count: 95



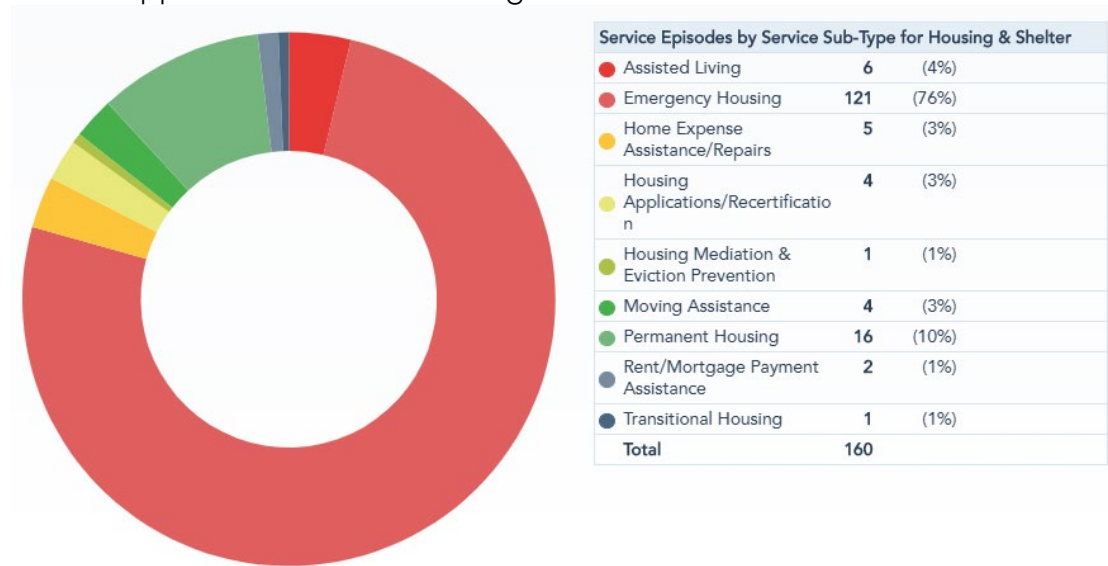
Data source: NMCEH - HMIS Coordinated Entry System

As previously mentioned, local providers participating in the Santa Fe Connect program are required to use the UniteUs platform to identify individuals or families served, indicate specific services required or provided, and to refer families and coordinate services among providers within the program. The following data illustrate the significant increase in need for housing specific services over the last six months, most likely due to the COVID-19 crisis.

January – March 2020

160 individuals were identified as needing support for housing & shelter.

This support included the following:



April – June 2020

386 individuals were identified as needing support for housing & shelter.



Data source: Santa Fe County Connect

In addition to the data from HMIS and UniteUs presented above, the following organizations (some of which are not currently participating in HMIS or UniteUS) have provided additional information.

- Over a five-month period following the initial onset of COVID-19, **Esperanza Shelter had to turn away approximately 144 individuals/families** requesting support have been turned away due to lack of shelter capacity.
- From July 1, 2019 thru June 30, 2020, **Interfaith Community Shelter served 1,315 unique individuals with over 20 thousand bed nights.** Of these 1,315 unique individuals:
 - 41% stayed less than 3 nights/year
 - 26% stayed less than 2 weeks/year
 - 94 individuals who chronically homeless have been with the shelter for 2-8 years.

In normal years, Interfaith Community Shelter serves 65,000 meals; this year – due to COVID-19 – total meals served are anticipated to be approximately 55,000.

- From March thru July of 2020, 198 rental units owned (low-income and affordable) and operated by **Santa Fe County Housing Authority had a 641% increase in accounts receivable for past due rent.** The majority of these households are under 30% area median income (AMI).
- As of August 20, 2020, **46 additional youth were currently working with Youth Shelters and Family Services Street Outreach Program.** These youth are likely not captured in CES or UniteUs data platforms, as the purpose of the program is to build relationships and establish trust prior to formalizing service agreements.
- As of September 15, 2020, **185 families, including 423 children** (not all of whom may be school-age or enrolled in school) **are currently enrolled in the Santa Fe Public Schools Adelante Program.** Enrolled families include those who are:
 - Living doubled up or in overcrowded dwellings;
 - Living in shelters;
 - Camping out or living in RVs;
 - Couch surfing (unaccompanied youth, including teen parents);
 - At-risk of eviction; or
 - Students living with grandparents.

Due primarily to remote learning, current barriers to service provision include outreach and identification of families in need. Typically, children and families in need are identified through public SFPS staff within school settings.

- **Shelter and housing providers across the board report receipt of at least 2-6 calls per day from individuals/families in need of assistance.** In general, service providers are currently ill equipped to address the sheer volume of requests for assistance.

Analysis of Providers & Housing Options: Current System Capacity

The following tables indicate availability of housing supports from emergency shelter through low-income and affordable housing options as of late August-early September 2020. As is illustrated, immediate access to additional housing options is needed throughout the entire housing continuum.

Emergency Shelter – intended for very short-term stays up to 90 days

Please note: the data presented in this section is as of August 28, 2020; hotel/motel stays have changed considerably from what is presented below due to the initial influx of COVID-19 relief funds from the federal government and other sources.

AGENCY	SHELTER BEDS	HOTELS/MOTELS as of 8/28/20	ADDITIONAL DETAILS
Espanola Pathways Shelter (<i>located within Santa Fe County</i>)	10 – 6 men; 4 women in winter shelter (late November thru mid March);	17 since COVID onset, 3 current; no waiting list	6 days/week; 12 hours/day Prioritizing hotel funds for colder weather months.
Esperanza Shelter, Inc.	20-29 individuals based on regular capacity (includes children) – 8 rooms total. <i>Shelter currently closed due to COVID & inability to distance, though clients are currently housed in offsite secure location.</i>	N/A	Specific to individuals/families fleeing domestic violence; average lengths of stay have increased.
Interfaith Community Shelter	35- 38 in winter shelter due to COVID (<i>typically have 123</i>)	35 placed through September 30, 2020 – waiting list unknown	Significant increases in folks who are showing up to shelter since onset of COVID; hotels mostly double occupancy given limited space available w/in shelter.
Midtown Shelter-Consuelo's Place	60 – includes both men and women	Will need to transition up to 60 individuals to alternative shelter/ housing sites when shelter closes	Shelter will remain open at least through March 31, 2021.
New Mexico Coalition to End Homelessness		8 placed as of 8/31/20 – not maintaining waiting list	Providing tents and sleeping bags due to shelters being at capacity.
St. Elizabeth's - Men's Shelter	10 due to COVID – (<i>typically have 28</i>) – 40 men on waiting list	men not currently being placed in hotels due to funding – not maintaining a waiting list	Holding hotel funds for colder weather months. Elderly, families, sick folks are priority for hotel. Men not currently being housed in hotels/motels.
St. Elizabeth's - Casa Familia (single women and families)	10 due to COVID – (<i>typically have 28</i>) – 4 single women & 4 families on waiting list	5 families as of 8/28/20; not maintaining a waiting list	Holding hotel funds for colder weather months. Elderly, families, sick folks are priority for hotels.

St. Elizabeth's – Respite Care	Varies based on need	N/A	Funded by CSV to provide shelter care for homeless men and women post discharge.
The Lifelink	Human Trafficking Safe House – 6 edroom	3 as of 8/28/20; not maintaining a waiting list	Specific to human trafficking survivors.
Youth Shelters and Family Services*	10 for minors year round; 10 cold weather (December thru February) ages 18-24	No youth housed in motels as of 8/28/20	Funds are budgeted for emergency hotel/motel rooms.

Additional details for consideration:

- Interfaith Community Shelter will need space/shelter for at least an additional 30 individuals with high mental health/substance use who are not appropriate for temporary housing in hotels or motels.
- Prior to COVID-19, there were a number of 'dinner only' guests (approximately 25-30 individuals) at Interfaith Community Shelter; given current need to physically distance, the 'dinner only' guests may be left without an evening meal.
- Esperanza Shelter is currently spending approximately \$36K/month to house clients in a secure, off-site location.
- The Lifelink has spent \$20K/month to safely house clients in hotels/motels.
- Programs require additional support staff to provide adequate client oversight and to maintain relationships and agreements with local hotel/motel owners and administrators.

Transitional Housing – intended for an intermediary period of time, typically from 18-24 months; housing unit leases are held by the provider agency.

PROGRAM/AGENCY	CAPACITY	LENGTHS OF STAY	ADDITIONAL DETAILS
Sangre de Cristo House	16 women (with up to 4 children)	Up to 6 months	Specific to women w/ substance use/misuse/addiction and their children
Recovery Housing - Santa Fe Recovery Center – on Midtown Campus	9 two-bedroom units – up to 18 individuals (will be available for at least next 9 months)	Up to 4 months	Specific to men/women/families transitioning out of SUD residential treatment;
Sonrisa-St. Elizabeth's	8 apartment units 1 household/family per unit	Up to 24 months	2 and 3 bedroom units; 100% success rate
The Lifelink	9 units in scattered sites		Specific to human trafficking survivors CVRC-VOCA money
Youth Shelters and Family Services	10 beds for youth ages 17-21	Up to 18 months	

Rapid ReHousing – considered permanent housing with rental assistance up to 24 months; housing unit leases are held by the individual household.

PROGRAM/AGENCY	CAPACITY	LENGTHS OF STAY	ADDITIONAL DETAILS
Bridge Housing - Santa Fe Recovery Center	Bridge House 1: 8 men Bridge House 2: 7 men Bridge House 3: 6 women OR 4 women w/ 2-3 children	No limits – residents are required to pay rent and utilities (average \$500/month)	Specific to men/women/families in recovery from SUD. Peer run supportive housing setting.
The Lifelink	32 units	Up to 11 months <i>scattered sites</i>	Individuals responsible to pay 30% of income
Fostering Youth Independence (FYI) Program - Santa Fe County Public Housing Authority	Up to 22 units for young adults <i>(intended to go online winter 2020/2021)</i>	Up to 36 months <i>scattered sites</i>	Specific to youth/young adults exiting child welfare system; includes pregnant/parenting youth
New Mexico Coalition to End Homelessness	12 units <i>(intended to go online winter 2020/2021)</i>	Up to 12 months <i>scattered sites</i>	New funding from City of Santa Fe Office of Affordable Housing
Star Program -Youth Shelters and Family Services	35 units for young adults (including their children if applicable)	Up to 24 months <i>scattered sites</i>	Includes pregnant and parenting youth

Permanent Supportive Housing – time unlimited housing for individuals/households with qualifying disability (physical or behavioral); can be provided in single and/or scattered locations and individuals are provided with extensive supportive services, typically from community behavioral health providers, and often with on-site coordination staff.

AGENCY	CAPACITY	ADDITIONAL DETAILS
Casa Milagro	12 individual bedrooms w/in 1 large house	<ul style="list-style-type: none"> - New referrals and subsequent placements come from Coordinated Entry System through NMCEH <ul style="list-style-type: none"> o 3 openings per year on average
Santa Fe Community Housing Trust <i>in collaboration with The Lifelink who provides supportive services for the households in the units.</i>	Village Sage Apartments - 15 apartments/units	<ul style="list-style-type: none"> - New referrals and subsequent placements come from Coordinated Entry System through NMCEH or through the Lifelink - Waiting lists for Santa Fe Community Housing Trust affordable housing units are closed – (lists have numbers that would take 2 years to fill) <ul style="list-style-type: none"> o 50-60 folks on waiting list o 2-3 openings per month
	Stage Coach Apartments - 15 apartments/units	
	Solara Station Apartments - 17 apartments/units	
St. Elizabeth's	Siringo Senior Housing Program– 8 apartments/units for seniors 55 years of age and older	<ul style="list-style-type: none"> - New referrals and subsequent placements come from Coordinated Entry System through NMCEH - Units for single men and women <ul style="list-style-type: none"> o 4-5 openings per year
	Casa Cerrillos – 28 apartments/units	
The Lifelink – <i>(designated by state as Local Lead Agency (LLA))</i>	La Luz – 32 units (site-specific)	<ul style="list-style-type: none"> - New referrals and subsequent placements come to La Luz & PSH from Coordinated Entry System through NMCEH
	PSH – HUD – 82 units (scattered sites)	<ul style="list-style-type: none"> - Linkages (state funded services & housing program) – referrals are generated internal to organization or received from Santa Fe Community Guidance Center
	Linkages – 77 units (scattered sites) – Housing First	<ul style="list-style-type: none"> - eligibility for Linkages requires diagnosis of SMI, income specifics and monthly home visit

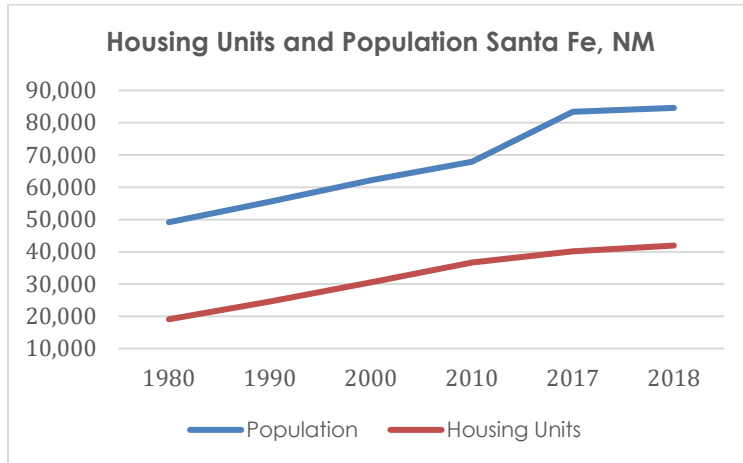
*PSH/special needs units are typically Single Resident Occupancy (SRO) units; individuals or couples may be housed based on unit.

**Vacant hotel project currently underway; may provide up to an additional 60 units of PSH in near future.

Subsidized Housing and Housing Affordability

The ability of the housing system to quickly and efficiently serve homeless and other low-income individuals and families is directly impacted by the local housing market, specifically access to affordable housing units. The following data has been generously shared by New Mexico Interfaith Housing to illustrate the overall lack of actual housing units and the extreme unaffordability of the units that exist for low and moderate-income households.

The chart immediately below shows the relative relationship between housing units and population. Beginning with the housing crisis in 2010, there was a divergence between housing units and population that quickly amplified housing affordability issues, particularly for rental housing.



According to HUD, an "affordable dwelling" is one that a household can obtain for 30% or less of its income. As such, a household can be labeled as "cost burdened" if it is paying more than this percentage of its income for housing. As illustrated in the table below, the total number of cost burdened renters (an indicator of homelessness risk) in Santa Fe is more than significant.

Santa Fe Cost Burdened Renters 2016			
Income	# of Families	# Rent Burdened	Percentage
<\$50,000/year	7796	5728	73%
<\$35,000/year	5705	4920	86%
Santa Fe Cost Burdened Renters 2017			
Income	# of Families	# Rent Burdened	Percentage
<\$50,000/year	7283	5338	73%
<\$35,000/year	5386	4604	85%
Santa Fe Cost Burdened Renters 2018			
Income	# of Families	# Rent Burdened	Percentage
<\$50,000/year	6720	5766	86%
<\$35,000/year	4810	4606	96%

Not only is there an extreme shortage of affordable housing units currently available within the community, there is great potential for significant increases in the numbers of homeless households previously reported. The following table provides more detail on existing low-income & affordable housing within Santa Fe:

Subsidized Housing – includes housing sponsored by the government to alleviate housing costs and expenses for people with low to moderate incomes. Forms of subsidies include direct housing subsidies, non-profit housing, public housing, rent supplements, and some forms of co-operative and private sector housing. In the United States, subsidized housing is often called "affordable housing."

www.wikipedia.com

AGENCY	CAPACITY	ADDITIONAL DETAILS
New Mexico Interfaith Housing - in collaboration with City of Santa Fe Office of Affordable Housing 65 units total	Siler Yards - 65 units coming online 2021 - live/work units for self-employed households - 58 units reserved for households with 60% AMI - 7 units reserved for households with 30% AMI	First units will be ready in March 2021, anticipated project completion September 2021
Santa Fe Community Housing Trust - in collaboration with City of Santa Fe Office of Affordable Housing 147 units total	Village Sage Apartments – 45 units Stage Coach Apartments – 45 units Soleras Station Apartments – 57units	Current waiting list closed. 50-60 households on list w/ 2-3 openings per month; will take minimum of 2 years to house households on current wait list.
Santa Fe County Housing Authority 198 units total	Camino de Jacobo - 70 units -10 special needs units - wheelchair accessible -60 family homes Valle Vista - 64 units total - 7 special needs units - wheelchair accessible - 57 family homes Santa Cruz- 64 units total - 3 special needs units - wheelchair accessible - 61 family homes	Current waiting list: 2000 households
Santa Fe Civic Housing Authority 887 units total	Santa Fe Community Living – 120 units Cerro Encantado – 25 units Villa Verde – 25 units Village Alegre Ph III – 28 units Villa Esperanza – 40 units Villa Hermosa Santa Fe – 116 units Pasa Tiempo – 121 units Villa Consuelo – 100 units La Cieneguilla – 32 units – (Section 8) Villa Alegre Family – 60 units Villa Alegre Senior – 50 units Tierra Contenta II – 80 units Campo Alegria – 28 units Country Club Apts. – 62 units	Current waiting list closed. 300 households on list; pre COVID-19, voucher program had 8 openings per month and project program had 4-5 openings per month. Monthly openings have decreased as households are staying put. Wait list will be closed for at least one more year and likely two.

Section 8 Housing 268 units total	Sangre de Cristo – 164 units	
	Santa Fe Apartments – 64 units	
	Encino Villa – 40 units	
Additional Rent Restricted/Affordable Housing 1,654 units total	Evergreen – 70 units	
	Las Palomas – 280 units	
	Tuscany at St. Francis – 176 units	
	Ventana de la Vida – 120 units	
	Villa Real – 120 units	
	Tres Santos – 136 units	
	Anasazi Village Apartments – 116 units	
	Cedar Creek – 94 units	
	Paseo del Sol – 80 units	
	Vista Linda – 109 units	
	Casa Rufina – 120 units	
	Casa Vallita – 106 units	
	Villas de San Ignacio – 127 units	

***It is probable that unique households are on multiple waiting lists.*

***The Lifelink (as state-designated Local Lead Agency-LLA) reports providing supportive services for many of the units list above.*

Short Term and Intermediary Needs

A thorough analysis of existing providers and housing options clearly indicates that the overall housing system in the Santa Fe area has been functioning with insufficient support and infrastructure for close to two decades. As a result, extensive attention is needed, at a minimum, in the six distinct categories that follow:

1. preservation and prevention;
2. emergency shelter;
3. buildings/housing units;
4. individual and program vouchers;
5. supportive services; and
6. system infrastructure.

While the details below are intended to illustrate short and intermediate-term needs, these identified categories will easily transfer for inclusion in a long-term, collaborative strategy aimed toward the creation/enhancement of a coordinated, well-resourced housing system for the Santa Fe area.

1. PRESERVATION AND PREVENTION – *cost TBD*

In order to address and place a stopgap on homelessness within the community, immediate assistance must be provided to households who are at imminent risk of becoming homeless. The provision of resources for the following purposes will aid in this effort:

- First and last month's rent
- Security deposits
- Utility and rent arrears
- Short-term rental support (*up to six months*)
- Eviction/foreclosure prevention
- Mortgage arrears
- Home repair

2. EMERGENCY SHELTER

Due to the COVID-19 health crisis and the need for physical distancing, local shelter providers are unable to shelter within their existing facilities at the capacity they have in previous years. As a result, the need to temporarily house individuals and families in hotels/motels exists. Current shelter providers and other support agencies report a cost of \$32-\$115/day to provide temporary shelter in hotel/motel settings.

Youth, Shelters and Family Services (YSFS) currently provides a cold weather shelter to young people ages 18-24 for the months of December through February. It would be possible to expand the YSFS cold weather shelter at a cost of \$12K/additional month.

3. BUILDINGS/HOUSING UNITS – *cost TBD*

Current housing vacancy rates and lack of affordable housing options across the board illustrate the need for new buildings and development to assist in housing low to moderate-income community residents. Transitional housing, rapid rehousing, permanent supportive housing and subsidized rental housing can all be provided in either single-site or scattered site locations, and current need exists across the continuum for efficiencies/studio, 1, 2, and 3 bedroom apartment units or houses. In order for this to occur, immediate attention must be focused, at minimum, in the following areas:

- Conversion of local hotel/motel property into long-term, permanent support housing;

- Identification of additional sites that can be repurposed or newly developed;
 - Houses that can be purchased & developed for individual room rental
 - Vacant hotels/motels that can be purchased and developed into SRO or family units
- Recruitment of private landlords to accept housing vouchers (*see System Infrastructure section below*);
- Provision of funds to allow private landlords to bring units to Housing Quality Standards (HQS) and to repair damages caused by tenants (*see System Infrastructure section below*);
- Identification of land for new construction of subsidized or affordable housing;
- Support for long-term (30 year) financing opportunities for existing developers; and
- Continued advocacy for amendments to land use code to incentivize market-based affordability.

Based on previously reported data regarding existing homeless households, the community needs, at minimum, sufficient affordable dwellings to house approximately 180 individuals/couples in PSH (*60 units may be available through motel initiative underway*) and 200 individuals/families in RRH. Further, more than 2000 additional units of affordable housing are needed to address the various waiting lists for subsidized housing.

4. INDIVIDUAL VOUCHERS/PROGRAM BASED VOUCHERS

At minimum, vouchers are needed to provide housing for the approximate 350 homeless households in Santa Fe currently identified within the Coordinated Entry System (CES). While additional analyses are necessary to determine the specific needs and current functioning of each of these households (i.e. level of supportive services needed, whether a household is best suit for a site-specific project or a scattered site option, etc.), a general overview indicates the need for 180 vouchers for people who are chronically homeless and 200 vouchers for those who are homeless. The following breakdowns provide estimated costs.

Transitional Housing

- Support for existing providers, such as Esperanza Shelter, who are interested in purchasing a home or leasing units to house residents post shelter stays.

Rapid ReHousing - \$2.880M

- Youth - 30 units for ages 18-24 – \$432K per year (minimum \$1,200/unit/month/household)
- Adults – 170 units – \$2.448M per year minimum (minimum \$1,200/unit/month/household)

Permanent Supportive Housing - \$2.016M

- Youth - 20 units for ages 18-24 - \$288K per year (estimated \$1,200/unit/month/household)
- Adults – 120 (*180 units needed total, though 60 may be addressed with plan underway*) - \$1.728M (estimated \$1,200/unit/month/household)

**Actual costs may change as plans develop further.*

5. SUPPORTIVE SERVICES - Individual Client Level

Enhanced supportive services are needed for Individuals/families currently sheltered or housed.

Case Management (CM) – *critical for households placed throughout housing continuum*

- YOUTH staff/client ratios: **1 to 10** – 1 FTE costs \$38K/year
- ADULTS – staff/client ratios: **1 to 15** – 1 FTE costs \$45-\$50K/year

Case managers must be specifically trained in housing options & eligibility requirements; with ratios stated above, CMs could theoretically provide navigation services within the Santa Fe Connect Program.

Life Skills/Parenting Classes/Financial Literacy

1-2 FTE shared among agencies - \$45K/year/FTE

Flex Funds – \$15K-\$50K unrestricted/agency/year for client specific needs

- Car repair
- Medication co-pays
- Birth certificates/IDs
- Transportation - Uber accounts

6. SYSTEM INFRASTRUCTURE – Agency/Provider Level

Program administrators, including government employees, and direct care staff are regularly exposed to overwhelming need and ongoing distress with insufficient administrative and other capacity to serve. The inability to provide assistance to agencies, individuals and families in need can and is often both traumatic and taxing. Service providers at all levels hear the stories, and direct care staff see first-hand the pain that community members are experiencing. Additional system infrastructure, including sufficient wages for existing staff, is critical for providing an efficient and healthy system.

While many additional infrastructural needs exist, the following items are immediately necessary to support the system through the current COVID-19 crisis:

Coordinated Entry System (CES) - 2FTE @ \$45K/year/FTE = \$90K (shared among agencies)

CES is a unified process/system that provides organization of access, assessment, prioritization & placement of qualifying individuals and families within the housing continuum.

- Housing Specific Intake/Documentation Specialists – system-wide staff who have specialized training in housing documentation requirements, and who provide assistance to agencies and clients to gather required documentation

Unified Data Systems

To ensure a coordinated approach to system development, it is critical to have participation and input into the HMIS and/or UniteUs data platforms by all existing and future housing providers. Additional intake and data staff are likely needed at both the New Mexico Coalition to End Homelessness and Interfaith Community Shelter.

Landlord Liaisons (point staff for all programs) - 2FTE @ \$45K/year/FTE = \$90K

Currently, case managers and other agency staff are tasked with cultivating agreements with local landlords and hotel/motel owners to serve homeless and/or low-income households within their specific programs. Having designated, system-wide staff who act on behalf of all community housing providers would help unify the housing community, reduce burden on case managers/supervisors, and strengthen existing infrastructure.

Responsibilities of the Landlord Liaisons would include the following:

- Strategic outreach to landlords, relationship building;
- Provision of risk mitigation, including the provision of incentives to landlords for supporting low-income households;
- Delivery of renovation funds/rental rehab to bring existing units up to housing quality standards and to repair any damages that may occur; and

- o Education and training.

Flex Funds – \$20K unrestricted/agency/year

Individuals and families in need often present with complex circumstances and significant untreated trauma that further impacts the well being of the direct care staff and administrators who are charged with serving them. It is imperative that the system recognizes individual/agency efforts and promotes self-care among the hard-working staff who are striving to care for the complex needs of vulnerable populations. Flex funds could be used for the following: promotion of collaboration/coordination; staff appreciation; and staff self care.

Plans to Address Capacity and Funding Gap

Emergency Housing Assistance Available through CARES Act

Through the Coronavirus Aid, Relief, and Economic Security (CARES) Act passed by Congress in late March 2020, significant federal funds are being made available to states throughout the nation. Recently, Governor Michelle Lujan Grisham approved the availability of \$150M for city and county governments to cover necessary expenditures related to the public health emergency.

Both the City of Santa Fe and Santa Fe County requested and were awarded significant funding specific to homeless individuals/families and housing interventions. However, before funds can be awarded, the Santa Fe City Council and the Santa Fe County Board of Commissioners must approve proposed funding allocations. Emergency meetings of both entities are in the process of being scheduled.

Pending Santa Fe City Council approval, the following amounts will be made available to the community through the City of Santa Fe's Community Services Department and the Office of Affordable Housing:

City of Santa Fe Community Services Department

- \$2M for Santa Fe Connect – 75% of total funds will go toward crisis housing and shelter needs (including hotels/motels) as flex funds for individual/household needs. Funds will be distributed primarily through existing contract providers or providers interested in becoming a Santa Fe Connect contract provider. Providers will be required to track expenditures through the UniteUs data platform.

City of Santa Fe Office of Affordable Housing

- \$2M for the purchase of a local hotel to provide additional long-term housing units.
- \$850K for food, operations and case management services for individuals/families currently housed at Midtown Campus (through Consuelo's Place) and in hotels/motels

The Board of County Commissioners has yet to approve funding allocations for distribution by Santa Fe County offices; as such, details regarding the total funds available for housing related supports, and specifics on how CARES Act funds will be expended, are not yet available for public distribution. Nevertheless, additional funds will be made available to community providers and members within the community by the **Santa Fe County Community Services Department** and the **Public Housing Authority** to address the immediate needs of the homeless population and to preserve housing for families at-risk of losing their homes. Details on total amounts and process for expending will be shared as soon as possible, and it is anticipated that funds distribution will begin by October 2020. It is

important to note that these funds are to provide support only through the current calendar year.

Additional Emergency Housing Assistance

In addition to the CARES Act funds being made available to the community through both the City of Santa Fe and Santa Fe County, some local shelters have received additional resources directly from the Federal Emergency Management Agency (FEMA) and the New Mexico Mortgage Finance Authority (MFA). It further appears that all local housing providers have received some degree of additional support from private foundations and private donors, all of who have been very generous in their recent support.

It is further anticipated that HUD will promptly be issuing Emergency Solutions Grant (ESG) funding that community providers may be eligible to apply for. These funds have an extended timeframe for expenditure, which will assist with the gap that may occur in January once CARES Act dollars are no longer available. Finally, it is believed that based on recent regulation changes due to the current health crisis, MFA has the ability to reprogram state funding to better address immediate needs for shelter and emergency housing.

Potential Challenges Involved with Use of Emergency Assistance

While the availability of significant government funding is essential for supporting the immediate needs of community residents, the ability of both local government entities and non-profits to quickly and efficiently distribute these funds may be quite a challenge. The large sums being received by the City of Santa Fe and Santa Fe County will need to be expended by December 31, 2020 and few, if any, of these resources will be designated to provide administrative support to local government agencies and providers responsible for funds distribution and direct client care.

Program administrators are working diligently to prepare for proper use of the various funding streams, to gain clarity on what each funding pool can be used for and within what timeframe, and to piece together other available resources to cover the holistic needs of both their staff and the individuals and families to be served.

Coordination of emergency funding across funders and recipients, and promotion of efficient and effective use of funds, will be critical for extending funds throughout the community. However, given the extraordinary timeframes within which the CARES Act funds need to be spent, this may not be possible.

Finally, with the ability to serve more individuals and families in temporary shelter settings comes the need to identify more units and community partners - including hotel/motel owners and landlords - who are willing to work with individuals and families with complex needs and high vulnerability. Enhanced supportive services will be necessary to ensure that individuals/families are safely maintained, and to work individually with households toward longer-term housing options.

Recommendations for Coordinated Participation by Private Foundations

- Continue funding **interim and longer-term coordination** to include action-oriented, strategic planning aimed at addressing long-standing housing and supportive services shortages throughout the Santa Fe community. This coordination must take into account and, where appropriate, incorporate other housing plans currently under way.*
- Continue with distribution of immediate bridge funding pending distribution of CARES Act funds by city and county governments. *(It will likely take 2-4 weeks for the City and County to distribute resources.)*
- Fund additional **supportive services** (i.e. case management, navigation and participant/program oversight) to assist local providers with increased numbers of individuals/families in emergency shelter settings.
- Fund additional **administrative support** (i.e. data entry within UniteUs/HMIS, accounting & fiscal oversight) to ensure prompt distribution and utilization of CARES Act funding.
- Fund system-wide **Landlord Liaisons** (1–2 FTE) to work specifically with local landlords and hotel/motel owners on behalf of all local housing providers to encourage immediate access to vacant rooms/units.
- Prepare to provide additional **bridge funding for emergency shelter (post-December 2020)** should additional federal and/or state emergency funding be unavailable.
- Identify and develop collective **impact investment strategies** to assist the system, and especially local developers, to address the extreme shortage of affordable housing.
- Provide **advocacy** for local, state and federal policy changes that will contribute to the prompt development of long-term, reliable, and sustainable funding sources to ensure adequate housing for all individuals and families.

* Examples of additional plans include, though are not limited to, the Santa Fe County Affordable Housing Work Plan 2020 and the City of Santa Fe's Strategic Plan for movement of current residents from the Midtown Campus to offsite shelter or housing by March 31, 2021.