

**PRIORITY ONE: Increase Affordable Housing Resources**

Strategies	Actions	Manager <sup>1</sup>	Implementers <sup>2</sup>	Expected Outcomes	Benchmarks/Dates
<b>Strategy 1.1</b> <b>Create Statewide Affordable Housing Trust Fund</b> with identified financial resources.	Action 1.1.1 Identify & contact legislative co-sponsors	Hank Hughes/NMCEH	MFA	Pass legislation in '05 legislative session	Introduced in '05 session, January 2005
	Action 1.1.2 Strengthen Housing Trust Fund Revenue Task Force, with MFA & NMCEH involvement	Hank Hughes/NMCEH	MFA NMCEH	Increased funding will be available to support affordable housing development	HTFRTF identifies revenue sources for Fund, December 2004
	Action 1.1.3 Build support with collaborative organizations (Human Needs Coordinating Council and others)	Hank Hughes/NMCEH Mike Robertson/HAC HTFRTF	NMCEH HAC	Pass legislation in '05 legislative session	Support from executive branch of State government by January 2004
<b>Strategy 1.2</b> <b>Develop new public/private funding for affordable housing development:</b> Implement a new program at MFA that targets a percentage of its annual revenues to non-loan affordable housing programs/developments for households who are homeless or are at less than 30% AMI.	Action 1.2.1 Utilize Lt. Gov.'s Homeless Strategy Group to leverage MFA funds with those of foundations, local government and private sector	Homeless Strategy Group – Lt. Governor.	Lt. Governor	Increased funding will be available to support affordable housing development	Homeless strategy group agrees to leverage new MFA funds with new private, local government, and foundation funds by October 2004.
	Action 1.2.2 Utilize MFA's Housing Advisory Committee, Legislative Oversight Committee, Board of Directors, and staff to prioritize the creation of this program	Josh Allison Izzy Hernandez Gina Martinez Lionel Holguin	MFA staff & Board of Directors	By FY '06, MFA begins to phase in funding – over a two-year period reaching 20% of net revenues	Program created in first half of calendar year '05, with funds allocated by October, 2005
<b>Strategy 1.3</b> <b>Establish Statewide Housing Assistance and Eviction Prevention Fund</b> with centralized administrative body to provide damage deposits and other temporary assistance.	Action 1.3.1 Identify administrative agency(ies) and establish guidelines	Mark Allison Carol Luna Anderson Kevin Minogue	Mark Allison	In conjunction with Housing Trust Fund and MFA set-aside, funding available by FY '06	Program created at MFA and in localities by 2005.
	Action 1.3.2 Seek recurring public and private funding sources	Same as above.	Same as above		

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<p><b>Strategy 1.4</b>  <b>Establish Habitat for the Homeless:</b>                      Create volunteer/self-help program modeled after Habitat for Humanity for the development of all types of housing (multifamily, etc., especially useful in rural areas)</p>	<p>Action 1.4.1                      Approach Habitat for Humanity chapters to ask for mentoring, technical assistance, and other support.</p>	<p>Carol Luna                      Anderson                      Josh Allison                      (contact Becky Roybal at NM Habitat for Humanity)</p>	<p>Habitat for Humanity chapters in conjunction with Carol Luna Anderson and Josh Allison</p>	<p>By July 2005 one Habitat for Homeless chapter established for pilot program</p>	<p>Interested chapters identified by January 2005; first project begun in late 2005</p>
<p><b>Strategy 1.5</b>  <b>Implement construction trades affordable housing initiative:</b> Utilize Albuquerque Technical vocational Institute and other technical programs to support affordable housing development, in partnership with modular home companies.</p>	<p>Action 1.5.1                      Identify all NM technical and community colleges (including SW Indian Polytechnic Institute) that have construction-related components</p>	<p>Mark                      Catin</p>	<p>AMHHC with partner colleges</p>	<p>Constructed housing available to developers in communities.</p>	<p>One participating institution/community identified by July '05; first development begun in late 2005</p>
	<p>Action 1.5.2                      Partner with affordable housing act communities to implement</p>	<p>Local governments                      MFA (statewide)</p>	<p>Participating communities</p>	<p>Land, infrastructure, etc. donated to the program from local government</p>	<p>One participating institution/community identified by July '05; first development begun in late 2005</p>
<p><b>Strategy 1.6</b>  <b>Establish state-funded housing for homeless voucher system</b> targeted for homeless &amp; near-homeless individuals and families (in addition to Section 8, Shelter Plus Care, Tenant-Based Rental Assistance, etc.). Vouchers will include emergency housing (i.e. motels, emergency shelters, faith communities, apartments, crisis housing, etc.)</p>	<p>Action 1.6.1                      Identify administrator(s) and develop guidelines and criteria for use with technical assistance grant request to foundation to implement</p>	<p>MFA                      Carol Luna                      Anderson Mark                      Allison                      Josh Allison                      Kevin Minogue                      Albuquerque City housing administrator</p>	<p>MFA – depending on administrator of the program</p>	<p>5,000 new vouchers at the end of five years</p>	<p>Funds identified (Housing Trust Fund, MFA set-aside, legislative appropriation, other) Program implemented in 2005, fully operational by 2010</p>
	<p>Action 1.6.2                      Identify potential source(s): MFA, Housing Trust Fund, legislative appropriation, funds saved from Behavioral Health Purchasing Collaborative for reinvestment into affordable housing</p>	<p>MFA                      Carol Luna                      Anderson Mark                      Allison                      Josh Allison                      Kevin Minogue</p>	<p>Carol Luna                      Anderson, as chair of state Behavioral Health advisory group</p>	<p>Same as above</p>	<p>Same as above</p>

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	Action 1.6.3 Partner with existing voucher programs throughout the state	Innovative voucher administrators (Nat'l Assn. Of Housing & Redevelopment Officials)	Local communities	Combination of vouchers to target very low-income	Public Housing Authorities invested in program by July 2005
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<b>Strategy 1.7</b> <b>Model Best Practices by and for Public Housing Authorities:</b> Partner with local PHAs to identify & disseminate best practices (e.g., Housing search & retention services, priority vouchers for homeless).	Action 1.7.1 Identify innovative PHAs and solicit support in outreach & dissemination	MFA HAC Local PHAs	Selected public housing authorities and developers	Reduced public housing turnover, evictions; priority vouchers available to homeless	PHAs identified by late 2004; continuous monitoring & dissemination
	Action 1.7.2 Involve NAHRO, MFA, HAC in identification & dissemination of best practices	MFA HAC NAHRO Local PHAs	Same	Same	Same
<b>Strategy 1.8</b> <b>Identify &amp; remove systemic barriers to permanent supportive housing models</b> (e.g., eligibility of group homes, SROs, board & care facilities, scattered site apts.), and develop supportive housing accordingly.	Action 1.8.1 Identify & advocate for changes in systemic barriers & stigmas (e.g., regulatory & licensing requirements, zoning, funding eligibility, neighborhood Y attitudinal barriers)	NM Homeless Task Force NMCEH Advocacy groups at the state and local levels	NM Homeless Task Force NMCEH Advocacy groups at the state and local levels	Impediments to affordable housing reduced by December 2005	Rules changes implemented by January 2005
	Action 1.8.2 Conduct needs assessment for housing types and populations and implement education and awareness strategy statewide and in local communities	Local governments with support of MFA and NM Homeless Task force	Local governments with support of MFA and NM Homeless Task force	Documentation & awareness of needs and opportunities for new supportive housing; impediments reduced by Dec. 2005	Needs assessment completed by January 2005
	Action 1.8.3 Develop new supportive housing as possible	Housing developers in individual communities	Housing developers in individual communities	Additional affordable housing	Increased numbers of affordable housing units by December 2005
<b>Strategy 1.9</b> <b>Implement Affordable Housing Act,</b> providing land, infrastructure, incentives to developers of affordable housing	Action 1.9.1 Plan and implement collaborative strategy with local communities and stakeholders to implement affordable housing act	Interagency Task Force MFA NMCEH Community representatives Local governments	Interagency Task Force MFA NMCEH Community representatives Local governments	Increased supply of affordable housing through new developments in local communities	MFA rules promulgated by January '05, implemented statewide by January 2006

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<p><b>Strategy 1.10</b>  <b>Create affordable housing set-asides:</b>          Implement policy/zoning changes to require affordable housing set-asides for both single and multi-family (with definition of affordable housing based on community needs and conditions)</p>	<p>Action 1.10.1          Identify and work with local communities that are ready to advocate for, and implement, affordable housing set-asides.</p>	<p>Interagency Task Force          MFA          NMCEH          Community representatives          Local governments</p>	<p>Interagency Task Force          MFA          NMCEH          Community representatives          Local governments</p>	<p>Mandated affordable housing set-asides for all new construction statewide</p>	<p>Communities identified by January '05 and rules changes considered by July '05</p>
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**PRIORITY TWO: Improve Incomes**

Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
<p><b>Strategy 2.1</b>  <b>Improve employment income</b> through advocacy for administrative and policy changes and increased access to employment development programs.</p>	<p>Action 2.1.1: Establish wage fairness for day laborers through state legislation</p>	<p>NMCEH/Hank Hughes                      Interagency Task Force</p>	<p>NMCEH/Hank Hughes                      NM Legislature</p>	<p>Amounts and consistency of wages increase for day laborers in NM</p>	<p>Legislation introduced in January 2005, passed by March 2005</p>
	<p>Action 2.1.2: Advocate to have NM Department of Labor adopt stricter enforcement of wage claims</p>	<p>NMCEH/Hank Hughes</p>	<p>NM Department of Labor</p>	<p>Reduction in the number of claims as a result of wages being paid more consistently</p>	<p>In process, according to the NM Dept of Labor; fully implemented by January 2006</p>
	<p>Action 2.1.3 Advocate for increase in the Federal minimum wage to a livable wage to reflect cost of living standards</p>	<p>Interagency Task Force                      Sig Olson                      Other stakeholders and collaborating groups</p>	<p>Volunteers from Interagency Task Force                      Other stakeholders</p>	<p>Increased minimum wage at federal level</p>	<p>Public awareness of the issue raised through education efforts throughout the state</p>
	<p>Action 2.1.4 Improve access to supported employment activities for homeless people</p>	<p>Dept of Voc Rehab                      NM Dept. of Health/Tom Smith</p>	<p>DVR</p>	<p>Employment placements</p>	<p>Improved supported employment system in place by July, 2007</p>
	<p>Action 2.1.5 Improve access for homeless people to Department of Labor programs</p>	<p>Homeless shelter providers                      NM Dept. of Labor                      NMCEH</p>	<p>NM Dept. of labor                      Homeless shelter providers</p>	<p>Increased utilization of NM Dept. of Labor employment programs by homeless people.</p>	<p>System in place to provide on-site access to DOL employment programs at homeless shelters, by July 2007</p>
<p><b>Strategy 2.2</b>  <b>Improve Income from benefits</b> for disabled people and other homeless populations with special needs.</p>	<p>Action 2.2.1: Make SSI work for the homeless, by implementing Baltimore model in New Mexico (youth transitions to adult system)</p>	<p>NM Human Services Dept./Medical Assistance Division/Elinor Dickson?                      NM Dept. of Health/Marie DiBianco</p>	<p>NM Human Services Dept.                      NM Dept. of Health</p>	<p>Increased SSI income available to homeless people; full implementation of program by July, 2006 [state is saving funds from GA]</p>	<p>Pilot project through an HSD field office, incorporating streamlined SSI eligibility determination for homeless people, by July 2005</p>

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	Action 2.2.2: Make food stamps more widely available to the homeless	NM Human Services Dept. Faith based community Shelters Food banks	NM Human Services Dept. Faith based community Shelters Food banks	Increased utilization of food stamps by homeless people	Systems in place to register people for food stamps at shelters and food banks, by January, 2005
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	Action 2.2.3: Train homeless and other consumers people to be advocates for each other (case managers train each other)	NMCEH/Hank Hughes Shelters and other service providers	NMHU Interns at NMCEH NM Dept. of Health/Donald Hume Case managers at shelters & other service providers	Increased utilization of services and resources by homeless people	Trainers trained and homeless people trained to be advocates by December, 2004
	Action 2.2.4: Conduct outreach to homeless special populations (vets, ex-offenders, undocumented) to increase access to benefits.	NMCEH NM Human Services Dept. Service providers	NMCEH NM Human Services Dept. Service providers	Increased utilization of benefit programs by homeless special populations	Pilot outreach program in place in three largest NM cities by July 2006

**PRIORITY THREE: Improve system infrastructure and preventive services**

Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
<p><b>Strategy 3.1</b>  <b>Establish formal Interagency Homeless Task Force</b> with recognition and support from New Mexico State Government.</p>	<p>Action 3.1.1: Develop proposal to State Government establish IATF as formal advisory group, including recommended functions and composition of Interagency Task Force.</p>	<p>NMCEH/Hank Hughes                      Current Inter-agency Task Force                      Lt. Governor’s Homeless Strategy Group</p>	<p>NMCEH/Hank Hughes                      Current Inter-agency Task Force                      Lt. Governor’s Homeless Strategy Group</p>	<p>Implementation of State Plan to End Homelessness by 2014</p>	<p>Overall coordination, monitoring, and facilitation of State Plan to End Homelessness, with annual progress reports and goal-setting</p>
<p><b>Strategy 3.2</b>  <b>Centralize coordination and support of all New Mexico homeless and housing programs within MFA.</b></p>	<p>Action 3.1.2: Develop proposal and organizational plan to centralize functions within MFA, under direction of designated homeless “czar”</p>	<p>NMCEH/Hank Hughes                      Current Inter-agency Task Force                      Lt. Governor’s Homeless Strategy Group</p>	<p>NMCEH/Hank Hughes                      Current Inter-agency Task Force                      Lt. Governor’s Homeless Strategy Group</p>	<p>State support of implementation of State Plan to End Homelessness by 2014</p>	<p>Administrative, fiscal, &amp; programmatic support for implementation of State Plan to End Homelessness</p>
<p><b>Strategy 3.3</b>  <b>Develop coordinated community systems of care</b> in cities, towns, counties, and regions to link local solutions and to eliminate gaps in services.</p>	<p>Action 3.3.1: Develop &amp; implement guidelines for community system of care model</p>	<p>NMCEH                      Interagency Task Force</p>	<p>NMCEH                      Interagency Task Force                      Lt. Governor’s Homeless Strategy Group                      MFA</p>	<p>Common means of planning, describing, assessing, and revising community systems of care</p>	<p>Completed community descriptions submitted to MFA by April 2005</p>
<p><b>Strategy 3.4</b>  <b>Ensure State coverage of intensive case management for homeless services in NM Behavioral Health Purchasing Collaborative scope of services.</b></p>	<p>Action 3.4.1: Work with NM Behavioral Health Purchasing Collaborative to ensure appropriate regulatory provisions covering case management and expanded mental health and substance abuse treatment services for homeless people.</p>	<p>NMCEH                      Interagency Task Force                      Behavioral Health Advisory Group</p>	<p>NMCEH                      NM Human Services Dept.                      Service providers</p>	<p>Service providers will be enabled to provide intensive case management to move people from homelessness, and to enable them to remain in permanent housing</p>	<p>Agreement with Behavioral Health Purchasing Collaborative in place by October 2004</p>

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<p><b>Strategy 3.5</b>  <b>Advocate for improved access to health care for all New Mexico residents</b>, including people who are homeless, at risk of homelessness, or uninsured.</p>	<p>Action 3.5.1: Use insurance pooling and state health initiative to make health insurance available through employers large &amp; small for full and part-time employees.</p>	<p>NM Dept. of Health/ Joann Salazar                      NMCEH                      Other NM Depts.                      Other collaborating organizations</p>	<p>NM Dept. of Health/ Joann Salazar                      NMCEH                      Other NM Depts.                      Other collaborating organizations</p>	<p>Working homeless covered by health insurance through new statewide system</p>	<p>Legislation passed to provide for this insurance system by July 2007</p>
	<p>Action 3.5.2: Improve access to health care through primary care clinics for homeless people, people at risk of homelessness, and other uninsured and/or low-income people</p>	<p>NM Dept. of Health/ Joann Salazar</p>	<p>NM Dept. of Health/ Joann Salazar                      NMCEH                      Other NM Depts.                      Other collaborating organizations                      NM Primary Care Assn.</p>	<p>Improved access to health care for homeless, near-homeless, uninsured, and others who cannot afford payment</p>	<p>Agreement from Primary Care Association to system of care for homeless and uninsured by July 2006</p>
	<p>Action 3.5.3: Establish Medicaid waiver for homeless people to facilitate eligibility for Medicaid.</p>	<p>NM Dept. of Health/ Joann Salazar                      NMCEH                      NM Dept. of Human Services</p>	<p>HSD/DOH</p>	<p>Waiver approved for homeless people to ensure Medicaid eligibility by July 2010</p>	<p>Work on waiver in March 2005</p>
<p><b>Strategy 3.6</b>  <b>Advocate for Medicaid psychosocial coverage:</b> Advocate for NM Depts. Of Human Services &amp; Health to adopt Medicaid psychosocial option to help pay for housing for people with mental illnesses</p>	<p>Action 3.6.1                      Plan and implement collaborative strategy to advocate for administrative policy change in NM Human Services Dept.</p>	<p>Carol Luna Anderson as chair of Behavioral Health Advisory Group and others                      NMCEH                      Interagency Task Force</p>	<p>Behavioral Health Advisory Group                      NM Human Services Dept.</p>	<p>Policy changed to allow for Medicaid to reimburse housing-oriented services by July 2007</p>	<p>Discussion entered into with HSD by January '04</p>
	<p>Action 3.6.2                      Petition to legislators to implement legislative change</p>	<p>Same as above</p>	<p>Same as above</p>	<p>Same</p>	<p>Legislative process</p>

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<b>Strategy 3.7</b> <b>Develop &amp; implement a system of Individual Development Accounts (IDAs) to enable homeless people to save money for housing.</b>	Action 3.7.1 Identify non-profit organizations willing to manage IDAs under the new legislation established in New Mexico	NMCEH	NMCEH Non-profit organizations	Individual Development Accounts will be available to homeless and recently homeless people	Agreements with selected non-profit organizations in place by June 2005
	Action 3.7.2 Identify grant funding for the match part of the IDAs, and set up first IDAs	NMCEH	NMCEH Non-profit organizations	Homeless people will save money with matched amounts through IDAs	Funding obtained by June 2005; IDAs implemented by December 2005
<b>Strategy 3.8</b> <b>Improve access to mainstream resources for all homeless people.</b>	Action 3.8.1 Speed up access to food stamps, TANF, and Medicaid for homeless families with children, through on-site services and other means.	Interagency Task Force NMCEH	Interagency Task Force NMCEH NM Dept. of Human Services Service providers	Improved health, welfare, and safety of homeless people	Increased timely and appropriate utilization of entitlement programs by homeless people by January, 2005
<b>Strategy 3.9</b> <b>Advocate for expansion of Federal Sec. 8 Program</b> with sufficient funding to support safe, appropriate housing for all eligible recipients	Action 3.7.1 Mobilize local efforts to expand Sec. 8 vouchers, as part of national advocacy initiatives.	National Low-Income Housing Coalition All statewide partners Local governments	National Low-Income Housing Coalition All statewide partners Local governments	Increased access to affordable housing through increased Sec. 8 vouchers	Increased numbers of vouchers by July 2005, with continuing increases in subsequent years

Key to Abbreviations:

- MFA: New Mexico Mortgage Finance Authority
- NMCEH: New Mexico Coalition to End Homelessness
- HTFRTF: Housing Trust Fund Revenue Task Force
- IATF: Inter-Agency Task Force
- HAC: Homeless Advocacy Coalition
- NAHRO: National Association of Housing and Redevelopment Officials
- PHAs: Public Housing Authorities