

HOMELESS COORDINATING COUNCIL



COORDINATED COMMUNITY-WIDE FRAMEWORK ON HOMELESSNESS

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Introduction

This document represents the coordinated community-wide framework of services and housing that advance solutions to the challenge of homelessness, as required by Homeless Coordination Council agreement.

In August 2020, the City of Albuquerque, Bernalillo County and University of New Mexico entered into an agreement to convene a Homeless Coordinating Council. The mission of the Homeless Coordinating Council is to combine the respective knowledge and expertise from these three entities, in order to develop enduring and comprehensive solutions to homelessness. The Council agreed to develop and present to the community, within 60 days of the Council's formation, a "coordinated community-wide framework of services and housing that advance solutions to the challenge" of homelessness.

To create the coordinated framework of services and housing, the Homeless Coordinating Council established five Committees. Each Committee was charged with identifying gaps/needs and high impact strategies within its core focus areas: services, facilities, street outreach, affordable housing and youth housing (see Appendix A for a more detailed description of each Committee's purpose).

The high impact strategies identified in the following pages are aggressive and ambitious, but also practical and feasible for our community to implement. For some strategies, there is already sufficient expertise and capacity in our community – from government institutions, the University of New Mexico, or community partners – for full implementation. However, other high impact strategies will require our community to strengthen and expand existing capacity and expertise before these strategies can be fully implemented. Key capacity concerns include the following limitations:

- The number and type of behavioral health professionals to provide needed services, support and treatment, including case managers;
- The capacity to administer housing vouchers at the scale that is needed;
- The capacity to increase production of affordable housing units at the scale that is needed;
- The capacity within the existing system to operate additional emergency shelter beds.

Solutions to address these limitations are underway; however it is important to take a realistic view of the path forward in addressing these limitations. Doing so will require focused, coordinated work from all government institutions, the University of New Mexico as well as existing and new community partners. Realistically, it will take time to address some of these capacity gaps in a meaningful and sustainable way.

The next step for the Homeless Coordinating Council, and the five committees operating under the Council, will be to develop a specific plan for implementing these high impact strategies. This will need to include developing estimated operational costs, specific target dates for implementation, funding sources, and lead entities/staff for each strategy.

Homeless Services System

People experiencing homeless need to access services and supports that can provide safety, dignity, stability and a pathway to permanent housing. Emergency shelters that are accessible, low-barrier, trauma informed and focused on connecting residents to permanent housing and community services are a core component of our homeless services system.

Needs/Gaps

- In 2019, the City of Albuquerque commissioned an assessment of shelter capacity and dynamics in Albuquerque.¹ This report identified the following needs:
 - According to the 2019 point-in-time count, there are least 1,524 people experiencing homelessness on any given night in Albuquerque.
 - Single adults comprised about three quarters (1,192) of the 1,524 individuals experiencing homelessness on any given night. Of these, 567 were unsheltered, meaning they slept outside or in a location not meant for human habitation. 327 of those unsheltered were considered chronically homeless.
 - Family with children also experience homelessness. While some data exists, it does not provide a clear picture on the extent of family homelessness in Albuquerque. The data we do have indicates that:
 - Of the 1,524 people who experience homelessness on any given night, five (5) households totaling twenty (20) people were unsheltered
 - 2017-18 Albuquerque Public Schools Data: 4,245 homeless students enrolled, 883 unsheltered, 1,997 doubled up, 206 were staying in hotels/motels, 818 were unaccompanied without a guardian;
 - 2018-19 Coordinated Entry System Data: 46% were sleeping in an emergency shelter, transitional housing, or a motel followed by 33% were staying in a place not meant for human habitation
 - Of the 1,524 people who experience homelessness on any given night, 45 young people ages 18-24 were unsheltered. However, the true extent of youth homelessness in Albuquerque is unknown. Young people often experience homelessness different than the chronically homeless adult population and have historically been difficult to count, appearing invisible.

¹ "Assessing Shelter Capacity and Dynamics for Accommodating the Homeless Population in Albuquerque NM," by S. Metraux, PhD and A. Timmreck, MPA, November 2019. Copyright 2019 by Barbara Poppe & Associates, LLC. <http://www.cabq.gov/family/documents/assessing-shelter-capacity-final-report.pdf>

- If Albuquerque wanted to provide an emergency shelter bed to every unsheltered homeless person, we would need to increase shelter beds by 463 to 518.
 - This assumes that 90% would use shelter under the right conditions (e.g., low barrier, culturally accommodating, pets welcome).
 - Shelter for youth ages 18-24 is seen as a need gap as young people experiencing homelessness as they are unwilling to attend adult shelters and often feel unsafe.
- In the last 2 years the following have also been identified as core emergency shelter needs:
 - Centrally located shelter beds (not 20 miles outside town)
 - 24/7 shelter beds
 - First responder drop-off location for individuals seeking shelter or services
 - Medical respite
 - Case management to link people to supportive services in the community
 - Emergency shelter that is designed for and able to shelter different family configurations, for example single fathers, gay/lesbian parents, etc.
 - Support services and shelter for seniors experiencing homelessness
 - Shelter that is culturally accommodating and accepting to all identities, e.g., LGBTQ, Black, Indigenous, and People of Color, individuals with physical/developmental disabilities, etc.
 - Emergency shelter for young adults, ages 18-24
 - Services, infrastructure, funding, policies, and legislation to keep areas surrounding existing and future emergency shelters and facilities that serve people experiencing homelessness safe, healthy, and thriving

High Impact Strategies

General High Impact Strategies for Emergency Shelters:

- Increase centrally located year-round shelter beds that are 24/7. “Centrally located” means not 20 miles out of central Albuquerque, as is currently the case with the Westside Emergency Housing Center
- Create multiple smaller shelter sites in different geographic locations that are close to amenities, transportation and services
- Connect people experiencing homelessness to permanent housing and services/resources needed to maintain that housing
- Create safe, 24/7 drop off location(s) for Albuquerque Community Safety Department and other first responders who are working with individuals who want to access shelter and services

Emergency Shelter Strategies by Population:

- **Shelter for single men**
 - Albuquerque Community Safety/first responder drop off point for individuals who want to access shelter
 - Access to basic needs, including 24/7 bed, meals/food, bathrooms, shower and laundry

- Individualized support to target needs/needs assessment
- Storage space
- Housing coordinator, pathway to housing
- Intensive case management
- Support applying for disability benefits (SOAR representatives)
- Employment and education support
- Certified peer support workers, client advocates, community health workers
- Skill building opportunities
- Medical respite
- Behavioral Health Crisis Triage area
- Behavioral health services
- Substance Use Services
- Adequate medical personnel inside shelter for shelter residents

- Culturally and spiritually accommodating and affirming space, supportive of LGBTQ individuals, Black, Indigenous, People of Color, etc.
- Accommodation for pets
- Medication management
- Medical clinic
- Multipurpose rooms
- Indoor/outdoor relaxation and recreation spaces
- Computer lab
- Transportation to needed services/resources; assistance assessing available transportation resources
- Trauma-informed design

- **Shelter for women and children**
 - Coordinated entry into shelter for families
 - Albuquerque Community Safety/first responder drop off point for individuals who want to access shelter
 - Access to basic needs, including 24/7 bed, meals/food, bathroom, shower and laundry
 - Individualized support to target needs/needs assessment
 - Storage space
 - Housing coordinator, pathway to housing
 - “Diversion” or one-shot assistance for families to sustain housing through a crisis/contribute towards housing
 - Child care
 - Playground/play area for children
 - School enrollment support
 - Education and employment support
 - Skill-building opportunities
 - Medical respite
 - Behavioral health services
 - Substance Use Services
 - Adequate medical personnel inside shelter for shelter residents

- Culturally and spiritually accommodating and affirming space, supportive of LGBTQ individuals, Black, Indigenous, People of Color, etc
 - Accommodation for pets
 - Medication management
 - Medical clinic
 - Multipurpose rooms
 - Indoor/outdoor relaxation and recreation spaces
 - Computer lab
 - Transportation to needed services/resources; assistance assessing available transportation resources
 - Support applying for disability benefits (SOAR representatives)
 - Trauma-Informed design
- **Shelter for young adults (ages 18-25)**
 - Coordinated entry into shelter for youth
 - Access to basic needs, including 24/7 bed, meals/food, bathroom, shower and laundry
 - Albuquerque Community Safety/first responder drop off point for individuals who want to access shelter
 - Storage space
 - Individualized support to target needs/needs assessment
 - Goal to exit individuals from system
 - Approach based on engagement: engagement in own life, with community and with family
 - Care Coordination
 - Behavioral health services
 - High Fidelity Wraparound
 - Employment and education support – internships with local businesses
 - Life skills classes: functional, social, and emotional learning opportunities
 - Culturally and spiritually accommodating and affirming space, supportive of LGBTQ individuals, Black, Indigenous, People of Color, etc
 - Accommodation for pets
 - Medication management
 - Multipurpose rooms
 - Indoor/outdoor relaxation and recreation spaces
 - Computer lab

Strategies to mitigate neighborhood impact

In order for emergency shelters and accompanying services to be “high impact,” they must be integrated into the surrounding neighborhoods, and there must be strategies in place that minimize and mitigate any potential negative neighborhood impact. “Neighborhoods” include public spaces, residential areas, businesses, schools, churches, and other institutions.

- Evaluate impacts of any emergency shelters within 5 miles of the proposed location including the possible impacts of proposed services (e.g., food, medical care, case

management, substance abuse, drop-in access, 24/7 access) and the population to be served. Evaluation of impact should take into consideration the impact of existing services within the area as well.

- Create a detailed plan to address community safety concerns for the area around any proposed emergency shelter locations. The plan should address:
 - Consideration of a dedicated public safety district around the shelter similar to the current Downtown Public Safety District
 - Adequate security needed to keep residents of the emergency shelter and surrounding neighbors and businesses safe.
 - Adequate public restrooms for the area where the shelter is located, including the design, funding and construction of public bathrooms that are open, staffed, and maintained 24/7
 - Increased coordinated street outreach to meet the needs of people experiencing homelessness in the vicinity of the shelter who are not using the shelter
 - Design, funding and construction of sidewalks and other street improvements that are needed surrounding the shelter and along streets connecting existing and other proposed services
 - The development and funding of special teams to clean and remove trash daily from areas surrounding the emergency shelter and existing services, including sidewalks, bus stops, store fronts, parks, etc
 - Investment in public safety infrastructure, e.g., wide, buffered sidewalks, reduced speed limit, lighting, bus stops, etc. around any emergency shelters and existing services to assure the safety of all Policies and services to reduce migration and foot traffic
 - “Good Neighbor Agreements” between shelter operators and surrounding neighborhoods
 - Designated phone number for community members to request help and report concerns
- Dedicate substantial funds to the rehabilitation, redevelopment and investment of the area around any proposed emergency shelter and existing drop-in services within 5 miles.
 - Dedicate direct economic relief to businesses and residents surrounding any proposed gateway shelter within a mile of the shelter.
 - Incentivize businesses to stay in and around the area of the gateway shelters or compensate them for lost business/revenue that occurs due to the emergency shelter
 - Create easily accessible and understandable tax abatement, improvement and rehabilitation grants, and other financial relief mechanisms for small businesses located in the area near a homeless facility, and conduct outreach and marketing to those businesses so they are aware the assistance is available

Gateway Centers Facilities

In November 2019, voters approved \$14 million in General Obligation funding to create one or more “Gateway Centers,” to provide overnight emergency shelter and services to people experiencing homelessness. The former Gibson Medical Center and north of downtown have been identified as two top potential locations for the Gateway Centers. The Westside Emergency Housing Center is an important part of Albuquerque’s existing shelter system. As the largest emergency shelter in Albuquerque, the Center is open year-round and serves men, women and families with children. Many of the needs/gaps and strategies listed below also apply to improvements needed at the Westside EHC.

Needs/Gaps

- Low barrier 24/7 facilities with emergency beds
- Trauma-informed design of all interior and exterior spaces
- Appropriately sized for the surrounding context, and designed with the needs of and effects on the adjacent community in mind
- Outdoor space(s)/courtyard(s), with open, covered and shaded areas
- Accommodate pets
- Triage facility for assessing persons with medical problems and substance abuse or behavioral disorders
- Drop-off space for first responders
- Spaces to provide education (such as GED), long-term housing assistance, gardening/greenhouse, child care, medical and other supportive services for clients
- Security plans in adjoining area surrounding facilities
- Sanctioned secure area for an outdoor facility (tent camp), and possibly to be managed by one or more non-profit organizations
- ADA compliant public infrastructure
- Coordinated public transportation/shuttle system to service facilities.
- Storage area for people’s belongings

High Impact Strategies

- **Gibson Medical Center (former Lovelace hospital)**
 - Health Center
 - Emergency shelter beds
 - Triage – medical, behavioral health, etc.
 - Medical respite beds
 - Sober center beds
 - On-site support services for shelter residents and public
 - Coordinated services with nearby VA and veterans’ housing providers
 - Non-profit office and service delivery spaces
 - Case management

- Some services are currently available with opportunities for expansion
- Income support services
- Neighborhood security plan(s)

- **Westside Emergency Housing Center**
 - On site Medical Director and Registered Nurse
 - Providers – UNMH, First Nations, Albuquerque Health Care for the Homeless
 - Behavioral health case management
 - APS Title 1 support
 - Meals
 - Transportation
 - Gardens/greenhouses, outdoor exercise areas, playground, tot lot
 - Keep open long term for other services (option)

- **North Downtown Facility**
 - Emergency shelter
 - Medical respite, coordinated with AHCH
 - Triage – medical, behavioral health, etc.
 - Case management
 - Consolidation and coordination of existing supportive services and day shelters in the area
 - Neighborhood security plan(s). Investigate the incorporation of the immediate area of facility and other existing homeless services into the Downtown Public Safety District boundary

- **Women & Children Facility**
 - Emergency shelter
 - Safe and secure
 - Case management
 - Triage – medical, behavioral health, etc.
 - Education and training services
 - Income Support Services
 - Childcare services
 - Coordinate services with existing providers

- **Young Adult Facility**
 - Safe and secure
 - Supportive services, coordinated with existing providers
 - Triage – medical, behavioral health, etc.

- **Sanctioned Encampments**
 - Option for homeless individuals
 - Safe and secure
 - Continue research on existing models, e.g. Las Cruces and other larger cities

- **Tiny Homes**
 - Expand program
 - Investigate possibility of small travel trailers as a more cost-effective option

- **Providers**
 - Work with providers to co-locate services in future facilities [and to geographically consolidate or distribute services to minimize impacts on surrounding areas]

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Coordinated Street Outreach

Albuquerque street outreach providers have developed a definition of street outreach, which is the process of connecting and building trust with people experiencing homelessness where they are, with the goal of helping each person meet his or her immediate needs for survival, and helping each person to achieve wellbeing, belonging and connection according to their own understanding. Coordinating street outreach activities will help our community to engage all people living in public spaces, and help them access the supports and services that they need from basic needs like food and hygiene items to permanent housing.

Needs/Gaps:

- In the bigger picture of addressing the issue of homelessness, Albuquerque does not have coordinated effort among major key stakeholders to address the multi-tiered issues around homelessness, including street outreach. As a piece of this larger effort, there is a need for a coordinated effort among service provider outreach teams to improve the efficacy of services provided, reduce overlap in services and increase the ability to reach people experiencing homelessness across the city, while being cognizant of the limited resources that exist. This coordination needs to address increased communication among street outreach providers, coordinated identification of where people are living in public spaces, the acuity and needs of the individuals living in public space, and the deployment of the appropriate teams to address those specific issues.
- To coordinate outreach among multiple service providers, serving different sub-groups of the homeless population in different ways, there is a need to identify the components of street outreach, who does them, how and when, and to create a map that details the system. While this work began in 2019, with the development of a shared definition of outreach, identification of categories of outreach, and shared principles of outreach, there is still more to do. The needs of people experiencing homelessness continue to evolve, for which reason there will be a need for continued conversation among street outreach providers.
- There is a lack of continuity of care for individuals with complex needs who need to navigate multiple system, including non-profit providers and hospitals. For individuals in hospitals, there is a need to include hospital teams in the coordination of outreach to increase the potential for specific and targeted connectivity.
- There are very limited outreach services available on the weekends and from 5:00pm to 8:00am on weekdays.
- Providers are supported by different funding mechanisms and systems which have different incentives and benchmarks for outreach and goals. These funding sources prioritize specific

issues, policies, and/or cultural values that limit the ability of providers to coordinate effectively or streamline outreach efforts in a uniformed model that utilizes best practices.

- The capacity of providers to connect and maintain engagement with an individual is inherently challenging; movement prevents providers from physically locating them, behavioral health issues may prevent an individual from being cognizant of appropriate follow up needs, and good information – including demographics, how to contact an individual, and important information relevant to housing – is not always collected at the first meeting. Additionally, housing lists are long and people wait for months or years to access housing. There is a need to find a sustainable way to incentivize quality reconnection strategies that can be shared among participating providers.
- There is a lack of public awareness and knowledge of people experiencing homelessness which has led to the dehumanization and criminalization of those individuals. In addition, people who are concerned by the behavior of a person experiencing homelessness frequently do not know of resources that can assist that person and call 911, where frequently a police officer is dispatched. This action taxes an already overburdened system and does not allocate the appropriate resource to fit the need.
- People experiencing homelessness who are experiencing a mental health crisis need quick access to psychiatric services. There is also a need to find a way to continue care and create safety planning around an individual who does not meet criteria for a 72-hour hold until it is determined that they will not hurt themselves or others.
- There are gaps in how effectively street outreach providers are able to connect people experiencing homelessness to permanent housing². The gaps identified include:
 - Individuals who are experiencing chronic homelessness with mental illness are unable to fully understand and respond with accurate answers to the common assessment tool for the Coordinated Entry System, which results in a lower priority for available permanent supportive housing.
 - Connecting to youth, whose experiences of homelessness can be quite different to that of adults.
 - The limited supply of permanent supportive housing is an ongoing gap, and makes it challenging to connect people to permanent supportive housing.
 - Addressing the needs of families experiencing homelessness and rapidly housing them.
 - Ultimately the challenges associated with housing individuals long-term and their continued presence on the street means street outreach providers continue to work with the same individuals rather than move their attention and resources to others. This is where the Coordinated Street Outreach sees overlap in our subcommittee work, particularly the Youth Housing Continuum and the Housing Group.

High Impact Strategies

- Finalize a Street Outreach Agreement that will be signed by street outreach providers with the understanding that this will be a living document in need of continued refocusing and revisiting to meet the evolving need. At minimum the Agreement should:
 - Contain a shared definition, categories, principles of outreach, and best practices
 - Identify specific mechanisms for coordinating street outreach activities (i.e. regular coordination meetings, use of specific technology, etc).
 - Identify shared outcomes and tools for collecting outcome data

- Conduct a survey for outreach providers to identify: individual group philosophies, populations served, limitations, access points, hours of operation, referral systems and the top three issues limiting their organization. This survey is complete and has already been sent out to members of the committee.

- Establish a model of coordination to increase street outreach to people in need of support outside of the standard hours of operation for most outreach providers. This model will need to acknowledge current human resources capacity and limitations, and focus on a humane and trauma-informed approach to supporting individuals in need.

- Fund a Street Outreach Coordinator whose job it will be to manage a coordinated system of outreach among providers. There is a need to identify recurring funding for this position from multiple sources, including the City of Albuquerque, the County of Bernalillo, and the University of New Mexico, to ensure a unified and sustainable effort in creating a coordinated street outreach system. This position should be housed within a nonprofit service provider that has expertise and experience conducting street outreach.

Affordable Housing

People experience homelessness because they do not have safe, affordable housing. We must create more safe housing options that are affordable to low-income people, through housing vouchers, new construction and acquisition/rehabilitation of existing housing stock. Increasing the supply of safe, affordable housing will prevent people from becoming homeless, and allow those who do experience homelessness to move into permanent housing.

Needs/Gaps

- These needs and gaps are from the “Albuquerque Affordable Housing and Homelessness Needs Assessment” report, which was completed by the Urban Institute in May 2020².
 - Albuquerque has a gap of about 15,500 units of affordable housing for renter households with extremely low incomes
 - The supply of rental units affordable to renter households with extremely low incomes is shrinking. From 2006–10 to 2012–16, the number of rental units increased by about 8,400, but the number of rental units affordable to renter households with extremely low incomes decreased by 700 (from 7,600 to 6,900).
 - The number of renter households with extremely low incomes is increasing. In 2012–16, 22,300 renter households had extremely low incomes, a 9 percent increase from 2006–10. Households with extremely low incomes made up about 1 in 4 renter households.
 - More than 40 percent of rental units affordable to households with extremely low incomes are occupied by households with higher incomes. Of the 6,900 rental units affordable to renter households with extremely low incomes, about 3,000 (43 percent) are occupied by renters with higher incomes.
 - 9 in 10 renter households with extremely low incomes are rent-burdened. This includes 82 percent of households whose monthly rent is more than half their monthly income.
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 - More than 4,700 assisted units could lose their subsidies by 2030. Although 300 new assisted housing units are expected to come online soon, nearly 3,000 may require intervention in the next five years to maintain their affordability, with an additional 1,700 between 2026 and 2030.
 - An estimated 2,200 Albuquerque households need permanent supportive housing. We produced this estimate using the number of individuals who were experiencing chronic homelessness from the 2019 point-in-time count, coordinated entry assessment data, and local estimates of individuals not previously known to the homeless system.
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 - Gap of nearly 800 units of rapid rehousing for people experiencing homelessness. Based on our analysis of the data and interviews with local stakeholders, we make recommendations

²Urban Institute. (2020) The Urban Institute, Albuquerque Affordable Housing and Homelessness Needs Assessment. Washington, DC: Urban Institute. <http://www.cabq.gov/family/documents/albuquerque-affordable-housing-and-homelessness-needs-assessment.pdf>

for how Albuquerque can address these gaps.

- Bernalillo County had an eviction rate of 4.5 percent in 2016, compared with 3.2 percent for New Mexico and 2.3 percent for the US.
- In 2019, the City commissioned a report on shelter capacity and demand in Albuquerque.³ That report found that developing roughly 630 new permanent supportive housing units targeted to people experiencing chronic homelessness would eliminate the need for additional emergency shelter beds. In addition, the report indicated that increasing the supply of rapid rehousing would also decrease the demand for emergency shelter beds.
- It should be noted that all of this data was compiled pre-COVID, and that the economic impact of COVID-19 will only increase the number of people experiencing housing instability and homelessness. An estimated 37,275 renter households in Albuquerque may be unable to pay rent and are at risk of eviction. This estimate is based on an August, 2020 national study⁴ analyzing Census data and Census surveys that report an estimated 105,000 New Mexico households are at risk of eviction and do not feel confident that they will be able to pay next month's rent. The above Albuquerque estimate was calculated by applying the Census data showing that 35.5% of NM renter households live in Albuquerque.

High Impact Strategies

Strategies that can be implemented quickly, with immediate impact:

- Create a strategic plan to increase housing affordability that represents shared vision among key stakeholders
- Increase supply of permanent supportive housing vouchers
 - Identify and/or create new funding sources, including those that are more flexible/less restrictive than HUD funding
 - Build support from all of our community partners that have resources to offer.
 - Optimize and fully leverage existing resources to meet spectrum of permanent supportive housing needs in the community (e.g., scattered site, single site and group homes)
 - Fully utilize Medicaid to pay for supportive services component

From Urban Institute Report:

Dramatically increasing funding for tenant-based rental assistance is the fastest, most efficient way for Albuquerque to address the increase in homelessness and the unmet need for affordable housing among renters with extremely low incomes.

³ <http://www.cabq.gov/family/documents/assessing-shelter-capacity-final-report.pdf>

⁴ National study conducted by Stout Risius Ross on behalf of the Legal Services Corp (aka Legal Aid) using Census data and Census surveys of renter confidence to pay next month's rent
<https://app.powerbi.com/view?r=eyJrjoiNzRhYjg2NzAtMGE1MC00NmNjLTllOTMtYjM2NjFmOTA4ZjMyIiwidCI6Ijc5MGJmNjk2LTI0NDYtNGE4OS1hZjI0LTc4ZGE5Y2RhZGE2MSIsImMiOjN9>

- Develop landlord incentives, such as mitigation fund, would increase number of landlords willing accept vouchers
- Increase supply of housing vouchers for low income tenants
 - Identify and/or create new funding sources, including those that are more flexible/less restrictive than HUD funding
 - Build support from all of our community partners that have resources to offer.
 - Develop landlord incentives, such as mitigation fund, would increase number of landlords willing accept vouchers
- Pair affordable housing developments with ongoing rental assistance (housing vouchers)
- Collaborate with the Albuquerque Housing Authority to ensure that the existing limited preference for Section 8 vouchers for supportive housing tenants is fully utilized

Strategies that are equally important, but that will take longer to development and implement

- Act aggressively to preserve existing subsidized and market-rate affordable units
 - Identify and/or create new funding sources, including those that are flexible/less restrictive than HUD funding
 - Maximize existing funding sources, including NM Affordable Housing Tax Credit and Workforce Housing Trust Funds. This includes ensuring preservation projects are not at a competitive disadvantage funds for these funds (e.g., by utilizing energy conservation criteria is that is not feasible for preservation projects) and balancing the need for preservation against the need for creation of new units
 - Create “right of first refusal” policies that allow government agencies, residents, or another entity such as a nonprofit developer the right to make an offer first when a property, such as a large multifamily building, is put up for sale
 - Increase and develop weatherization and other operating cost reduction programs to help keep low income home owners in their homes
- Develop more affordable housing through regulatory, infrastructure and funding support for affordable housing development
 - Identify and/or create new funding sources, including those that are flexible/less restrictive than HUD funding
 - Maximize existing funding sources, including NM Affordable Housing Tax Credit and Workforce Housing Trust Funds
 - Build support from all of our community partners that have resources to offer.
 - Coordinate with other governmental agencies (e.g., Albuquerque Public Schools, Albuquerque Metropolitan Arroyo Flood Contract Authority) to identify excess land that could be used for subsidized and/or market rate housing.
 - Acquire, rehab and convert existing properties, including those that are abandoned dilapidated properties, into affordable housing

- Create zoning changes that promote the development of affordable housing. This may include non-traditional housing options, such as mobile homes, tiny homes or homes constructed from alternative building materials.
 - Encourage housing in walkable neighborhoods and near transit to help reduce transportation costs
 - Identify and explore non-traditional affordable housing options, such as mobile homes, tiny homes or homes constructed from alternative building materials.
 - Understand what best practices are emerging from other communities
- Increase development of market-rate housing development targeted for low-income families
 - Review zoning codes, parking requirements, and other development regulations to allow and encourage a broader range of housing types such as ADUs, SROs, traditional NM compounds, lofts, and apartments above commercial developments.
 - Review policies on extant units that do not comply with current codes (both those permitted under previous codes and those built without permits)
 - Review best practices for supporting ADU landlords.
 - Develop model and/or pre-approved plans for ADUs and other housing types.
 - Convene a regional roundtable of non-profit housing developers/builders
 - Encourage housing in walkable neighborhoods and near transit to help reduce transportation costs
 - Coordinate with other governmental agencies (e.g., Albuquerque Public Schools, Albuquerque Metropolitan Arroyo Flood Contract Authority) to identify excess land that could be used for subsidized and/or market rate housing.
- Develop site-based permanent supportive housing, for those who need onsite supportive services to maintain housing stability
- Increase tenant protections
 - Pass legislation that prohibits source-of-income discrimination and includes a specific prohibition against voucher discrimination.
 - Increase funding for legal aid
 - Expand eviction prevention cash assistance, and better coordinate existing eviction prevention programs
 - Work with UNM's Law Clinic and other agencies to research methods to improve tenant protections
- Increase connection to social service supports & community
 - Reduce evictions within federally funded properties, by linking tenants to services, supports and eviction prevention cash assistance
 - Link tenants to community services and supports that can help address behavioral issues that can lead to eviction
 - Optimize existing resources, including Medicaid, to pay for these types of services.
 - Link tenants to social capital building programs such as community gardens, and senior centers

- Pursue critical research questions that will help us better implement these high impact strategies
 - How many units of single site permanent supportive housing are needed in Albuquerque?
 - What successful strategies are other communities using for eviction prevention, landlord incentive and preservation of existing affordable units?
 - How do we develop income eligibility criteria for affordable housing that reflects true community need?
 - What is the current and projected impact of COVID-19 on local affordable housing needs?
 - How can we conduct a successful public education campaign to change the perception of affordable housing in our community?

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Youth Housing Continuum

Young adults, age 18-25, experience homelessness in our community. However, the adult service system is often unable to effectively meet the unique needs of young people. We need a youth-specific housing continuum that can young people experiencing homelessness find the stability and support they need to become healthy adults.

Needs and Gaps

- The true number of young people experiencing homelessness is unknown.⁵ This is because young people experience homelessness differently than adults, are often less visible and do not necessarily identify with the language of homelessness. Systemic data collection issues also make it difficult to determine the extent of youth homelessness, including insufficient data on youth in protective services and the juvenile justice system, runaway/homeless and youth living on the streets.
- Once young people turn 18 there is reluctance to attend adult-serving shelters due to fears of safety⁶. Systems dramatically shift when a young person turns 18, creating something entirely new for individuals to navigate.
- UNM and CNM students who face housing insecurity are forced to choose between school and stable living.
- Young people who face complex behavioral needs such as early onset Schizophrenia and housing insecurity/homelessness, often need permanent support to be stable and successful.
 - When a young person ages out of a youth program there is often a services disruption that can cause trauma and potential disconnection for the individual
 - Current permanent supportive housing vouchers through HUD and the Coordinated Entry System unfortunately will never reach this population of young people due to age, vulnerability, and chronicity of homelessness.

High Impact Strategies

- Conduct a youth housing community needs assessment to fully understand the need for housing and how many homeless youth there are.

⁵ From "Assessing Shelter Capacity and Dynamics for Accommodating the Homeless Population in Albuquerque NM," by S. Metraux, PhD and A. Timmreck, MPA, November 2019. Copyright 2019 by Barbara Poppe & Associates, LLC.
<http://www.cabq.gov/family/documents/assessing-shelter-capacity-final-report.pdf>

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<http://www.cabq.gov/family/documents/assessing-shelter-capacity-final-report.pdf>

- Create a young adult shelter for youth ages 18-25
- Create UNM/CNM subsidized and specialized student housing
- Create new permanent supportive housing vouchers for young people with complex behavioral health needs
 - Non-HUD funded vouchers are key, in order to be able to develop criteria that meets the needs of youth. Vouchers should utilize Housing First principles, including low-barrier eligibility criteria and making utilization of services optional.
 - Potential criteria for voucher could include: ages 20-25; has experienced homelessness for at least 6 months or has been precariously housed for the last 6 months; multiple psychiatric hospitalizations and/or; diagnosis of schizophrenia, schizo-affective, and/or bi-polar disorder; documentation that can support criteria for aforementioned diagnoses if diagnosis is unavailable; unable to keep stable employment

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Appendix A

The Homeless Coordinating Council convened five Committees. Each Committee was charged with identifying gaps/needs and high impact strategies within its core focus areas. The analysis and planning by the committee provides the coordinated, community framework for services and housing that advances solutions to homelessness. Below is a description of the purpose of each committee.

- 1) Homeless Services System Committee - to develop Gateway Centers that meets core community needs while minimizing impact on surrounding neighborhoods
- 2) Gateway Centers Facilities Committee - to secure necessary land and/or facilities for the Gateway Centers system;
- 3) Coordinated Street Outreach Committee - to create a system of coordinated street outreach that engages all those living in public spaces;
- 4) Affordable Housing Committee - to develop strategies that increase and protect the supply of safe, decent affordable rental housing for low-income people in Bernalillo County.
- 5) Youth Housing Continuum Committee - to develop solutions to address the housing needs of youth ages 18-25 in Bernalillo County.