

New Mexico Task Force to End Homelessness
NEW MEXICO PLAN TO END HOMELESSNESS
August, 2004

Executive Summary

A. Introduction

The goal of this Plan is to end homelessness in New Mexico within ten years. The Plan is the result of a series of discussions that began in January of 2003 among representatives of New Mexico state government agencies, non-profit organizations (including homeless service providers), housing agencies, consumer representatives (including formerly homeless persons), and statewide and regional coalitions.

New Mexico is one of the most rural and yet one of the most diverse states in the nation, with high percentages of Hispanic and Native American populations, many living in rural communities that pre-date the founding of the United States. New Mexico is also one of the poorest states, with generally high unemployment, low per capita income, high levels of uninsured, and extremely limited stock of affordable housing. New Mexico has an estimated homeless population of 20,000 people. New Mexico's homeless problem is exacerbated by the state's alcohol and substance abuse rates, which are some of the highest in the nation.

New Mexico can point to a number of major areas of strength in the fight against homelessness. Chief among these is a strong and vital network of people and entities with a shared commitment to ending homelessness. This network includes service providers, state agencies, private foundations, homeless advocates and advocacy organizations, faith communities, business representatives, and statewide and regional coalitions. All are accustomed to accomplishing a great deal with limited resources.

This document is the result of an inclusive planning process (from January 2003 through August 2004) by a group known informally as the New Mexico Interagency Task Force to End Homelessness, with representation from:

- New Mexico Coalition to End Homelessness (NMCEH)
- Homeless Advocacy Coalition (HAC)
- New Mexico Mortgage Finance Authority
- New Mexico Departments of Health, Human Services, Children Youth and Families, Corrections, Labor, and Education
- Consumer representatives and formerly homeless people
- Major non-profit homeless service providers

A number of working drafts have been written and widely circulated for feedback and revision. The hope and expectation is that this Plan to End Homelessness will be adopted by the State of New Mexico, and that the Interagency Task Force will enter into a formal working relationship with State government as a officially designated advisory group.

B. Vision Statement

We envision a New Mexico where the will and resources exist to empower communities to end homelessness. This will be accomplished by creating safe, decent, affordable housing with supportive services as needed; universal access to health care; and a living wage/income for all by 2010.

C. Guiding Principles

1. The risk factors related to homelessness are well known; they include lack of access to affordable housing, lack of access to affordable health care, poverty, unemployment and underemployment, chronic mental health and substance abuse, lack of community supports, and lack of coordination of essential services for people who are homeless or at risk of becoming homeless.
2. An effective approach to ending homelessness must include multifaceted strategies that link affordable housing, income enhancement measures, and services and resources.
3. We know what works: we need to build on what we've learned in recent years.
4. People can do very little beyond survival when they are homeless; they need to get into housing first, before they can address other needs and challenges.
5. We need to legitimize and institutionalize inter-agency collaboration if we are to succeed in delivering services where they are needed and in effecting long-lasting social change.
6. In order to reduce the numbers of homeless people, we must establish a system to prevent them from becoming homeless in the first place. It is much less expensive to keep someone housed than it is to get them into housing once they become homeless.
7. Not all solutions and strategies require money. Much can be accomplished by reorganizing existing resources more effectively.
8. Many strategies do require money. For these we need to have the collective political will and moral courage to commit the necessary financial and other resources to get the job done.

D. Goals and Strategies

Priority One: Increase affordable housing resources:

- Strategy 1.1 **Create Statewide Affordable Housing Trust Fund** with identified financial resources.
- Strategy 1.2: **Develop new public/private funding for affordable housing development:** implement a new program at the NM Mortgage Finance Authority 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.
- Strategy 1.3: **Establish Statewide Housing Assistance and Eviction Prevention Fund** with centralized administrative body to provide damage deposits and other temporary assistance.
- Strategy 1.4: **Establish Habitat for the Homeless:** 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)
- Strategy 1.5: **Implement construction trades affordable housing initiative:** Utilize Albuquerque Technical vocational Institute and other technical programs to support affordable housing development, in partnership with modular home companies.
- Strategy 1.6: **Establish state-funded housing for homeless voucher system** targeted for homeless & 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.)
- Strategy 1.7: **Model Best Practices by and for Public Housing Authorities:** Partner with local PHAs to identify & disseminate best practices (e.g., Housing search & retention services, priority vouchers for homeless).
- Strategy 1.8: **Identify & remove systemic barriers to permanent supportive housing models** (e.g., eligibility of group homes, SROs, board & care facilities, scattered site apts.), and develop supportive housing accordingly.
- Strategy 1.9: **Implement Affordable Housing Act**, providing land, infrastructure, incentives to developers of affordable housing
- Strategy 1.10: **Create affordable housing set-asides:** 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)

Priority Two: Improve incomes:

- Strategy 2.1: **Improve employment income** through advocacy for administrative and policy changes and increased access to employment development programs.
- Strategy 2.2: **Improve Income from benefits** for disabled people and other homeless populations with special needs.

Priority Three: Improve support system infrastructure and preventive services:

- Strategy 3.1: **Establish formal Interagency Homeless Task Force** with recognition and support from New Mexico State Government.
- Strategy 3.2: **Centralize coordination and support of all New Mexico homeless and housing programs** within the New Mexico Mortgage Finance Authority.
- Strategy 3.3: **Develop additional coordinated community systems of care** in cities, towns, counties, and regions to link local solutions; to prevent interruptions in benefits that result in homelessness; and to eliminate gaps in services.
- Strategy 3.4: **Ensure State coverage of intensive case management for homeless services in NM Behavioral Health Purchasing Collaborative scope of services.**
- Strategy 3.5: **Advocate for improved access to health care for all New Mexico residents**, including people who are homeless, at risk of homelessness, or uninsured.
- Strategy 3.6: **Advocate for Medicaid psychosocial coverage:** Advocate for NM Depts. Of Human Services & Health to adopt Medicaid psychosocial option to help pay for housing for people with mental illnesses.
- Strategy 3.7: **Develop & implement a system of Individual Development Accounts (IDAs)** to enable homeless people to save money for housing.
- Strategy 3.8: **Improve access to mainstream resources for all homeless people.**
- Strategy 3.9: **Advocate for expansion of Federal Sec. 8 Program**, with sufficient funding to support safe, appropriate housing for all eligible recipients

Some strategies and actions in the Plan have to do with affecting national issues over which we in New Mexico have little control or influence. It could be argued that to include these (such as working to increase the Federal Section 8 low-income housing voucher program) is unrealistic. But to ignore Federal actions that have such an enormous impact on programs and services at the state and local level would be even more unrealistic.

The full Plan to End Homelessness includes a detailed matrix that lists priority areas, strategies, actions, managers, implementers, expected outcomes, benchmarks, and time frames.

New Mexico Task Force to End Homelessness

NEW MEXICO PLAN TO END HOMELESSNESS

July-August, 2004

A. Introduction/Background

The goal of this Plan is to end homelessness in New Mexico within ten years. The Plan outlines strategies, action steps, desired outcomes, responsibilities, benchmarks, and timetables for accomplishing this ambitious and deceptively simple goal. The Plan is the result of a series of discussions that began in January of 2003 among representatives of New Mexico state government agencies, non-profit organizations (including homeless service providers), housing agencies, consumer representatives (including formerly homeless persons), and statewide and regional coalitions. The discussions have been lively and far-reaching; they have included assessments of New Mexico's strengths, weaknesses, needs, and opportunities with respect to ending chronic homelessness, as well as the setting of goals, priorities, and strategies.

New Mexico is one of the most rural and yet one of the most diverse states in the nation, with high percentages of Hispanic and Native American populations, many living in rural communities that pre-date the founding of the United States. New Mexico retains its rural, frontier character, with small urban areas separated by hundreds of miles, and with county population densities as low as 0.4 persons per square mile—posing major challenges for providers of health and social services and for developing statewide systems of care for addressing poverty, homelessness, and the entire constellation of related problems. The state is divided into distinct regions, encompassing the mountainous North with centuries-old traditional Hispanic villages and American Indian pueblos, the Albuquerque metropolitan area, the burgeoning southern region along the Mexican border, vast areas of the East and South dominated by agriculture and ranching, and the Navajo/Four Corners country in the West.

New Mexico is also one of the poorest states, with generally high unemployment, low per capita income, high levels of uninsured, and extremely limited stock of affordable housing. New Mexico has an estimated homeless population of **20,000** people, and the New Mexico Mortgage Finance Authority (the designated agency for managing HUD housing and supportive services funds) reports serving 10,500 unduplicated persons in 2002. New Mexico's homeless problem is exacerbated by the state's alcohol and substance abuse rates, which are some of the highest in the nation. (A more detailed description of New Mexico's socio-economic and demographic characteristics can be found in a previous report published in October 2003 by the NM Task Force on Homelessness as part of Senate Joint Memorial 52/House Joint Memorial 82, passed during the 46th session of the New Mexico State Legislature.)

New Mexico can point to a number of major areas of strength in the fight against homelessness. Chief among these is a strong and vital network of people and entities with a shared commitment to ending homelessness. This network includes service providers, state agencies, private foundations, homeless advocates and advocacy organizations, faith communities, business representatives, and statewide and regional coalitions. The people involved in this network have

built up high levels of trust and shared expectations, growing out of working together for years across systems and jurisdictional boundaries, and weathering the vagaries of changing political climates at the state and national levels. In a sparsely-populated state like New Mexico, the importance of these continuing collaborative relationships cannot be overstated. In a resource-poor state like this, homeless advocates and service providers are accustomed to accomplishing a great deal on virtually a fiscal shoestring.

B. The Planning Process

This document is the result of an inclusive planning process. The statewide network of people engaged in fighting homelessness in New Mexico forms the nucleus of the group that is ultimately responsible for developing this State Plan to End Chronic Homelessness—the group now known as the Interagency Task Force to End Homelessness. The Task Force includes representation from the New Mexico Coalition to End Homelessness (NMCEH) and the Homeless Advocacy Coalition (HAC), which together coordinate the annual Continuum of Care process for utilizing HUD McKinney grant funds for homeless programs; the New Mexico Mortgage Finance Authority which manages a number of housing and homeless programs for the State; the New Mexico Departments of Health, Human Services, Children Youth and Families, Corrections, Labor, and Education; consumer representatives; and representatives of the state’s major non-profit homeless service providers.

The Interagency Task Force convened originally in January 2003 to participate in a Policy Academy under the combined auspices of three Federal cabinet departments (the Departments of Health and Human Services, Housing and Urban Development, and Veterans Affairs) in January 2003. Since then, the Task Force has held facilitated planning retreats and has worked with the State Legislature to produce a Joint Senate/House Memorial addressing chronic homelessness and access to mainstream resources. A second draft of the Plan was produced and reviewed by members of the NMCEH.

A final working draft was developed and written by Ron Hale & Associates, Santa Fe, for wider circulation among various groups and stakeholders in New Mexico for further input and refinement. The expectation is that the final draft of the Plan will be adopted, not only by the Interagency Task Force, but also by the Lieutenant Governor’s Homeless Strategy Group and the Governor’s Office. The plan is that the Interagency Task Force will enter into a formal working relationship with State government as a officially designated advisory group.

C. Guiding Principles

A number of guiding principles or assumptions have emerged from the group throughout the planning process:

9. The risk factors related to homelessness are well known; they include lack of access to affordable housing, lack of access to affordable health care, poverty, unemployment and underemployment, chronic mental health and substance abuse, lack of community

supports, and lack of coordination of essential services for people who are homeless or at risk of becoming homeless.

10. An effective approach to ending homelessness must include multifaceted strategies that link affordable housing, income enhancement measures, and services and resources.
11. We know what works: we need to build on what we've learned in recent years.
12. People can do very little beyond survival when they are homeless; they need to get into housing first, before they can address other needs and challenges.
13. We need to legitimize and institutionalize inter-agency collaboration if we are to succeed in delivering services where they are needed and in effecting long-lasting social change.
14. In order to reduce the numbers of homeless people, we must establish a system to prevent them from becoming homeless in the first place. It is much less expensive to keep someone housed than it is to get them into housing once they become homeless.
15. Not all solutions and strategies require money. Much can be accomplished by reorganizing existing resources more effectively.
16. Many strategies do require money. For these we need to have the collective political will and moral courage to commit the necessary financial and other resources to get the job done.

D. Vision Statement

The following Vision Statement was adopted by the Interagency Task Force:

We envision a New Mexico where the will and resources exist to empower communities to end homelessness. This will be accomplished by creating safe, decent, affordable housing with supportive services as needed; universal access to health care; and a living wage/income for all by 2010.

E. Goals and Strategies

The Plan is organized into three goals or Priority Areas, with major strategies included under each area: increasing affordable housing resources, improving incomes, and improving support system infrastructure and prevention services.

Priority One: Increase affordable housing resources:

- Strategy 1.1: Create Statewide Affordable Housing Trust Fund
- Strategy 1.2: Develop new public/private funding for affordable housing development
- Strategy 1.3: Establish Statewide Housing Assistance and Eviction Prevention Fund
- Strategy 1.4: Establish Habitat for the Homeless
- Strategy 1.5: Implement construction trades affordable housing initiative
- Strategy 1.6: Establish state-funded housing for homeless voucher system
- Strategy 1.7: Model Best Practices by and for Public Housing Authorities
- Strategy 1.8: Identify & remove systemic barriers to permanent supportive housing models
- Strategy 1.9: Implement Affordable Housing Act
- Strategy 1.10: Create affordable housing set-asides

Priority Two: Improve incomes:

- Strategy 2.1: Improve employment income
- Strategy 2.2: Improve Income from benefits

Priority Three: Improve support system infrastructure and preventive services:

- Strategy 3.1: Establish formal Interagency Homeless Task Force
- Strategy 3.2: Centralize coordination and support of all New Mexico homeless and housing programs within MFA.
- Strategy 3.3: Develop additional coordinated community systems of care that link local solutions, prevent interruptions in benefits, and eliminate gaps in services.
- Strategy 3.4: Ensure State coverage of intensive case management for homeless services in NM Behavioral Health Purchasing Collaborative scope of services.
- Strategy 3.5: Advocate for improved access to health care for all New Mexico residents,
- Strategy 3.6: Advocate for Medicaid psychosocial coverage
- Strategy 3.7: Develop & implement a system of Individual Development Accounts (IDAs) to enable homeless people to save money for housing.
- Strategy 3.8: Improve access to mainstream resources for all homeless people.
- Strategy 3.9: Advocate for expansion of Federal Sec. 8 Program, with sufficient funding to support safe, appropriate housing for all eligible recipients

F. The Plan Matrix

The matrix on the following pages lays out the entire Plan, incorporating:

- **Priority Areas:** three major goal areas identified by the planning group;
- **Strategies:** Major areas of activity within each Priority Area
- **Actions:** Smaller action steps or components that must be completed in order to carry out a Strategy;
- **Managers:** Persons and/or entities responsible for initiating and/or managing Actions;
- **Implementers:** Persons and/or entities responsible for implementing, carrying out, or following through on an Action;
- **Expected Outcomes:** Measurable or verifiable results of Actions or Strategies, expressed in terms of impacts on people who are homeless or at risk of homelessness, or in terms of system changes that will in turn result in beneficial impacts within an anticipated time frame.
- **Benchmarks/Dates:** Intermediate steps leading to accomplishment of longer-term outcomes, expressed within an estimated time frame for completion.

Some of the strategies and actions are necessarily interdependent or potentially overlapping. It should also be noted that the Plan does not include references to New Mexico's current system of emergency shelter and services to homeless populations—a system that continues to fill a critical need and should be maintained at least at current levels of funding and support.

Finally, some strategies and actions in the Plan have to do with affecting national issues over which we in New Mexico have little control or influence. It could be argued that to include these (such as working to increase the Federal Section 8 low-income housing voucher program) is unrealistic. But to ignore Federal actions that have such an enormous impact on programs and services at the state and local level would be even more unrealistic and myopic.

PRIORITY ONE: Increase Affordable Housing Resources

Strategies	Actions	Manager ¹	Implementers ²	Expected Outcomes	Benchmarks/Dates
Strategy 1.1 Create Statewide Affordable Housing Trust Fund 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
Strategy 1.2 Develop new public/private funding for affordable housing development: 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% AML.	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
Strategy 1.3 Establish Statewide Housing Assistance and Eviction Prevention Fund 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		

Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
Strategy 1.4 Establish Habitat for the Homeless: 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)	Action 1.4.1 Approach Habitat for Humanity chapters to ask for mentoring, technical assistance, and other support.	Carol Luna Anderson Josh Allison (contact Becky Roybal at NM Habitat for Humanity)	Habitat for Humanity chapters in conjunction with Carol Luna Anderson and Josh Allison	By July 2005 one Habitat for Homeless chapter established for pilot program	Interested chapters identified by January 2005; first project begun in late 2005
Strategy 1.5 Implement construction trades affordable housing initiative: Utilize Albuquerque Technical vocational Institute and other technical programs to support affordable housing development, in partnership with modular home companies.	Action 1.5.1 Identify all NM technical and community colleges (including SW Indian Polytechnic Institute) that have construction-related components	Mark Catin	AMHHC with partner colleges	Constructed housing available to developers in communities.	One participating institution/community identified by July '05; first development begun in late 2005
Strategy 1.6 Establish state-funded housing for homeless voucher system targeted for homeless & 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.)	Action 1.5.2 Partner with affordable housing act communities to implement	Local governments MFA (statewide)	Participating communities	Land, infrastructure, etc. donated to the program from local government	One participating institution/community identified by July '05; first development begun in late 2005
	Action 1.6.1 Identify administrator(s) and develop guidelines and criteria for use with technical assistance grant request to foundation to implement	MFA Carol Luna Anderson Mark Allison Josh Allison Kevin Minogue Albuquerque City housing administrator	MFA – depending on administrator of the program	5,000 new vouchers at the end of five years	Funds identified (Housing Trust Fund, MFA set-aside, legislative appropriation, other) Program implemented in 2005, fully operational by 2010
	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	MFA Carol Luna Anderson Mark Allison Josh Allison Kevin Minogue	Carol Luna Anderson, as chair of state Behavioral Health advisory group	Same as above	Same as above

	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
Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
Strategy 1.7 Model Best Practices by and for Public Housing Authorities: 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
Strategy 1.8 Identify & remove systemic barriers to permanent supportive housing models (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
Strategy 1.9 Implement Affordable Housing Act , 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

Strategy 1.10 Create affordable housing set-asides: 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)	Action 1.10.1 Identify and work with local communities that are ready to advocate for, and implement, affordable housing set-asides.	Interagency Task Force MFA NMCEH Community representatives Local governments	Interagency Task Force MFA NMCEH Community representatives Local governments	Mandated affordable housing set-asides for all new construction statewide	Communities identified by January '05 and rules changes considered by July '05
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PRIORITY TWO: Improve Incomes

Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
Strategy 2.1 Improve employment income through advocacy for administrative and policy changes and increased access to employment development programs.	Action 2.1.1: Establish wage fairness for day laborers through state legislation	NMCEH/Hank Hughes Interagency Task Force	NMCEH/Hank Hughes NM Legislature	Amounts and consistency of wages increase for day laborers in NM	Legislation introduced in January 2005, passed by March 2005
	Action 2.1.2: Advocate to have NM Department of Labor adopt stricter enforcement of wage claims	NMCEH/Hank Hughes	NM Department of Labor	Reduction in the number of claims as a result of wages being paid more consistently	In process, according to the NM Dept of Labor; fully implemented by January 2006
	Action 2.1.3 Advocate for increase in the Federal minimum wage to a livable wage to reflect cost of living standards	Interagency Task Force Sig Olson Other stakeholders and collaborating groups	Volunteers from Interagency Task Force Other stakeholders	Increased minimum wage at federal level	Public awareness of the issue raised through education efforts throughout the state
	Action 2.1.4 Improve access to supported employment activities for homeless people	Dept of Voc Rehab NM Dept. of Health/Tom Smith	DVR	Employment placements	Improved supported employment system in place by July, 2007
	Action 2.1.5 Improve access for homeless people to Department of Labor programs	Homeless shelter providers NM Dept. of Labor NMCEH	NM Dept. of labor Homeless shelter providers	Increased utilization of NM Dept. of Labor employment programs by homeless people.	System in place to provide on-site access to DOL employment programs at homeless shelters, by July 2007

Strategy 2.2 Improve Income from benefits for disabled people and other homeless populations with special needs.	Action 2.2.1: Make SSI work for the homeless, by implementing Baltimore model in New Mexico (youth transitions to adult system)	NM Human Services Dept./Medical Assistance Division/Elinor Dickson? NM Dept. of Health/Marie DiBianco	NM Human Services Dept. NM Dept. of Health	Increased SSI income available to homeless people; full implementation of program by July, 2006 [state is saving funds from GA]	Pilot project through an HSD field office, incorporating streamlined SSI eligibility determination for homeless people, by July 2005
	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
Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
	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
Strategy 3.1 Establish formal Interagency Homeless Task Force with recognition and support from New Mexico State Government.	Action 3.1.1: Develop proposal to State Government establish IATF as formal advisory group, including recommended functions and composition of Interagency Task Force.	NMCEH/Hank Hughes Current Inter-agency Task Force Lt. Governor's Homeless Strategy Group	NMCEH/Hank Hughes Current Inter-agency Task Force Lt. Governor's Homeless Strategy Group	Implementation of State Plan to End Homelessness by 2014	Overall coordination, monitoring, and facilitation of State Plan to End Homelessness, with annual progress reports and goal-setting

Strategy 3.2 Centralize coordination and support of all New Mexico homeless and housing programs within MFA.	Action 3.1.2: Develop proposal and organizational plan to centralize functions within MFA, under direction of designated homeless "czar"	NMCEH/Hank Hughes Current Inter-agency Task Force Lt. Governor's Homeless Strategy Group	NMCEH/Hank Hughes Current Inter-agency Task Force Lt. Governor's Homeless Strategy Group	State support of implementation of State Plan to End Homelessness by 2014	Administrative, fiscal, & programmatic support for implementation of State Plan to End Homelessness
Strategy 3.3 Develop coordinated community systems of care in cities, towns, counties, and regions to link local solutions; to prevent interruptions in benefits that result in homelessness; and to eliminate gaps in services.	Action 3.3.1: Develop & implement guidelines for community system of care model	NMCEH Interagency Task Force	NMCEH Interagency Task Force Lt. Governor's Homeless Strategy Group MFA	Common means of planning, describing, assessing, and revising community systems of care; guidelines for case management and institutional discharge planning	Completed community descriptions submitted to MFA by April 2005
Strategy 3.4 Ensure State coverage of intensive case management for homeless services in NM Behavioral Health Purchasing Collaborative scope of services.	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.	NMCEH Interagency Task Force Behavioral Health Advisory Group	NMCEH NM Human Services Dept. Service providers	Service providers will be enabled to provide intensive case management to move people from homelessness, and to enable them to remain in permanent housing	Agreement with Behavioral Health Purchasing Collaborative in place by October 2004
Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
Strategy 3.5 Advocate for improved access to health care for all New Mexico residents, including people who are homeless, at risk of	Action 3.5.1: Use insurance pooling and state health initiative to make health insurance available through employers large & small for full and part-time employees.	NM Dept. of Health/ Joann Salazar NMCEH Other NM Depts. Other collaborating organizations	NM Dept. of Health/ Joann Salazar NMCEH Other NM Depts. Other collaborating organizations	Working homeless covered by health insurance through new statewide system	Legislation passed to provide for this insurance system by July 2007

homelessness, or uninsured.	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	NM Dept. of Health/ Joann Salazar	NM Dept. of Health/ Joann Salazar NMCEH Other NM Depts. Other collaborating organizations NM Primary Care Assn.	Improved access to health care for homeless, near-homeless, uninsured, and others who cannot afford payment	Agreement from Primary Care Association to system of care for homeless and uninsured by July 2006
	Action 3.5.3: Establish Medicaid waiver for homeless people to facilitate eligibility for Medicaid.	NM Dept. of Health/ Joann Salazar NMCEH NM Dept. of Human Services	HSD/DOH	Waiver approved for homeless people to ensure Medicaid eligibility by July 2010	Work on waiver in March 2005
Strategy 3.6 Advocate for Medicaid psychosocial coverage: Advocate for NM Depts. Of Human Services & Health to adopt Medicaid psychosocial option to help pay for housing for people with mental illnesses	Action 3.6.1 Plan and implement collaborative strategy to advocate for administrative policy change in NM Human Services Dept.	Carol Luna Anderson as chair of Behavioral Health Advisory Group and others NMCEH Interagency Task Force	Behavioral Health Advisory Group NM Human Services Dept.	Policy changed to allow for Medicaid to reimburse housing-oriented services by July 2007	Discussion entered into with HSD by January '04
	Action 3.6.2 Petition to legislators to implement legislative change	Same as above	Same as above	Same	Legislative process
Strategies	Actions	Manager	Implementers	Expected Outcomes	Benchmarks/Dates
Strategy 3.7 Develop & implement a system of Individual Development Accounts (IDAs) to enable homeless people to save money for housing.	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
Strategy 3.8 Improve access to mainstream resources for all homeless people.	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
Strategy 3.9 Advocate for expansion of Federal Sec. 8 Program 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