



CITY OF SANTA  
CITY HALL

# Emergency Homelessness Action Plan



CITY OF SANTA FE

*Legislative Health and Human Services Committee*

*6/26/25 - Henri M. Hammond-Paul*

# What is this about?

Equality Affordable Housing Healthcare

Public Health Public Safety Community

Non-profits **Homelessness** Budget Crime

NIMBY Incarceration Unemployment

Volunteering Accountability Families

Retail Sector Tourism Justice Addiction

This conversation is focused on achieving two goals:

Improving the **lives of residents and business** in our city via addressing neighborhood health and safety

Improving the **lives unhoused neighbors** by adding beds in our city and strengthening the services they have access to

Santa Fe has ~400 homeless individuals on the By-Name-List.

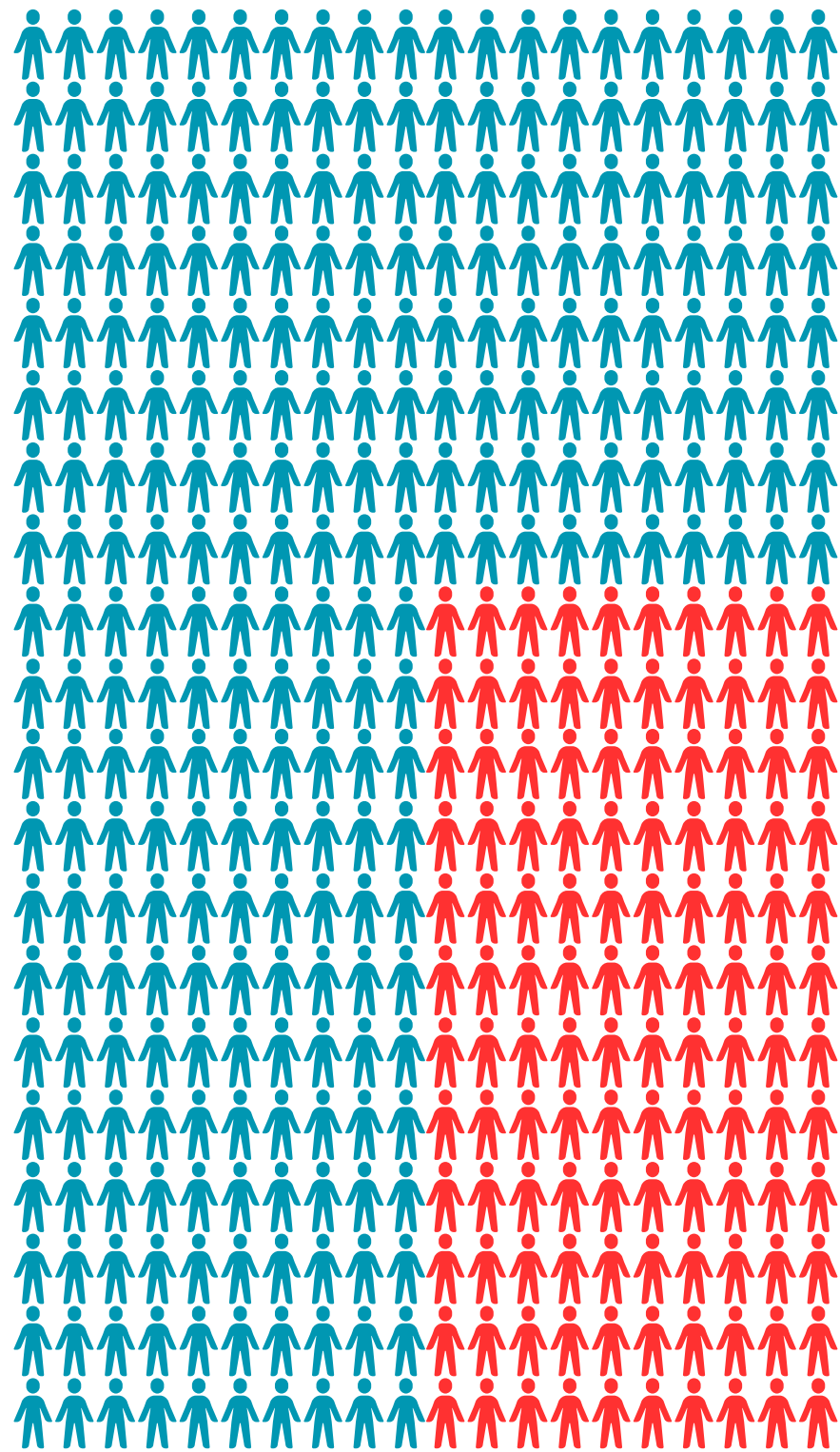


= unsheltered



= sheltered

We only have **280 shelter beds** in our city.

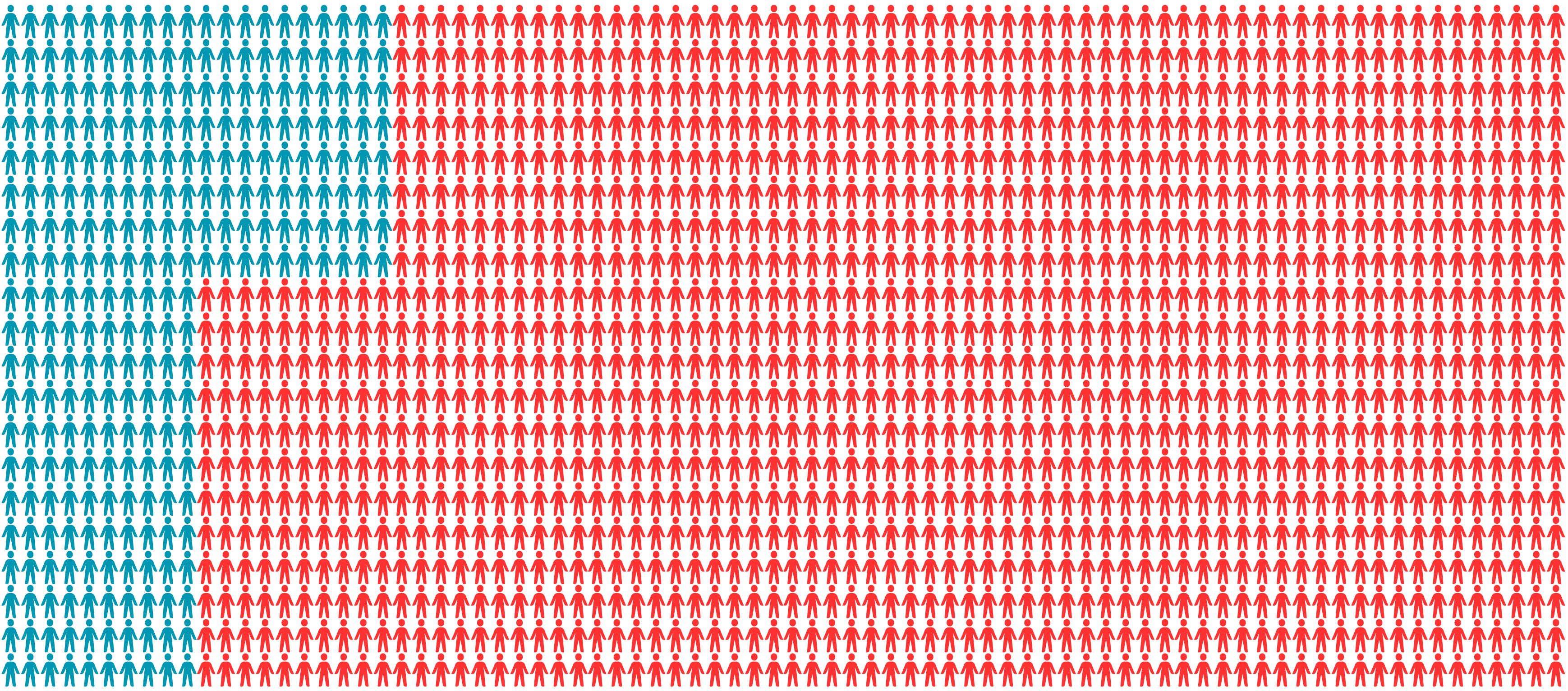


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# NMDOH hospital-based analysis suggests the real number is **2-4x higher.**



 = unsheltered

 = sheltered

Source: [NMDOH](#) - Persons experiencing homelessness face greater health risks

# **Hundreds of Children in Santa Fe Are Homeless— Most People Don't Even Know.**

Santa Fe Public Schools reported **741 homeless students in 2024.**

This is a 7% increase from 2023 and an 11% increase from 2022.

With changes at the federal level, Santa Fe can expect  
this **situation to get more dire.**



We have a **critical shortage** of beds in our city.

If we want fewer homeless people in our city, **we need more beds.**

**Youth and families** are suffering.

# Overview

The Santa Fe Homelessness Action Plan describes City management's strategy to address homelessness in the City on an immediate basis. The plan outlines actionable steps in areas that include coordination, service provision, physical investments, and policy advocacy. It emphasizes immediate relief, service expansion, system integration, and long-term sustainable policy development, with the goal of ensuring that homelessness in Santa Fe becomes rare, brief, and nonrecurring. **This is a living document and will be updated on a regular basis.**

*Last updated: 12/4/2024*

# Shared Responsibility

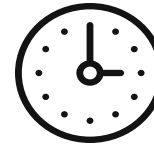
The actions outlined in this plan require collaboration with a diverse set of stakeholders, including service providers, community organizations, businesses, residents, and state and federal partners. Together, we can address the multifaceted challenges of homelessness.

# This plan is not...



## An Answer to Sustainable Housing Stock Challenges

To meaningfully address homelessness in Santa Fe, we need added stock of all types of units across the housing spectrum from emergency shelter, to transitional housing, to permanent supportive housing, to deeply affordable units.



## A Long-term Plan to Solve Homelessness in Santa Fe

Achieving functional zero in Santa Fe requires expanding the supply of housing, enhancing mental and behavioral health services, preventing eviction, addressing the fentanyl crisis, and addressing other structural challenges impacting the City, state, region and the nation.

# This plan is ...



## A set of focused actions to address immediate challenges

This plan will help provide immediate relief to residents, businesses and unhoused neighbors, while the City works toward long-term, compassionate, and durable solutions to our housing, mental health, and drug challenges.

## **Funding**

Secure immediate financial resources to support infrastructure, services, and staffing.

## **Robust Partnership**

Collaborate with service providers, community organizations, and private entities to maximize impact.

# To implement this plan we need...

## **Community Support**

Engage with the public to foster understanding about evidence-based interventions that address homelessness.

## **Political Will**

Ensure alignment and advocacy from local, state, and federal leadership.




## **Operational Excellence**

Build capacity within City departments to manage and execute programs efficiently.

# Plan Objectives

- 1. Safety, Security and Stability.** *Improve safety and security for residents, businesses, neighborhoods, and unhoused individuals.*
- 2. Expand Non-Congregate Shelter Options.** *Provide additional shelter capacity using non-congregate models.*
- 3. Improve Outreach and Navigation Services.** *Deploy additional outreach teams to connect unhoused individuals to services and address community concerns.*
- 4. Bolster Day Services.** *Provide meals, showers, case management, and safe storage through designated day service centers.*
- 5. Improve Coordination.** *Enhance collaboration across City departments, service providers, and stakeholders to improve service delivery.*
- 6. Data, Policy and Advocacy.** *Support shelter operations, public safety, and long-term housing solutions through policy, advocacy and improved data collection and use.*



# 1. Safety, Security, and Stability

Objective	Improve safety and security for residents, businesses, neighborhoods, and unhoused individuals.
 1.1	<b>Improve Security at Shelter Sites:</b> Strengthen security measures at shelter sites and day centers.
 1.2	<b>Support Small Businesses:</b> Research potential for creating a fund for safety and security improvements for businesses impacted by homelessness. Provide resources and training for best practices for safety and security improvements for businesses.
 1.3	<b>Deploy Community-Based Public Safety Teams:</b> Contract with and deploy community-based safety teams in affected areas of the city.

 = objective is funded



## 2. Expand Non-Congregate Shelter Options

Objective	Provide additional shelter capacity using non-congregate models.
2.1	<b>Initiate Improvement Programs for Congregate Shelters:</b> Enhance congregate shelter conditions through improvement plans for better operational capacity.
 2.2	<b>Expand Temporary Micro Communities:</b> Establish at least two new Temporary Micro Communities with up to 50 temporary units.
 2.3	<b>Master Lease Negotiations:</b> Finalize leases with and move guests into hotels, motels, or apartment complexes to provide additional housing.

 = objective is funded

# 3. Improve Outreach and Navigation Services

<b>Objective</b>	<b>Deploy additional outreach teams to connect unhoused individuals to services and address community concerns.</b>
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- 3.1 Deploy Trauma-Informed Outreach Teams:** Enhance existing services and contract with and deploy additional teams along Cerrillos Road and downtown.
- 3.2 Conduct Community Outreach Sessions:** Host sessions to gather feedback and foster understanding.
- 3.3 Scale City-Led Outreach Services:** Support the growth and sustainability of City-managed outreach services, including but not limited to the ARU and the Park Rangers.




= objective is funded

# 4. Bolster Day Services

<b>Objective</b>	<b>Provide meals, showers, case management, and safe storage through designated day centers.</b>
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**4.1** **Pilot New Day Services Models:** Support the establishment of day service operations in order to provide individuals with safe and supportive places to be during the day.

 **4.2** **Support the Establishment of a Day Services Center:** Open or support the opening of one or more centers offering meals, showers, laundry, and case management services.

 **4.3** **Deploy Storage Solutions:** Deploy safe storage for personal belongings of unhoused individuals.


 = objective is funded

# 5. Improve Coordination

Objective	Enhance collaboration across City departments, service providers, and stakeholders to improve service delivery.
5.1	<b>Cerrillos Road Emergency Management Team:</b> Improve internal City coordination and response along Cerrillos Road.
5.2	<b>Clarify Stakeholder Roles and Improve Partner Coordination:</b> Strengthen collaboration and clarify roles among key partners by improving data collection, provider-City communications, and resource allocation.
 5.3	<b>Strengthen Code Blue Response:</b> Use data and coordination to support the unhoused in winter conditions.
5.4	<b>Convene Faith Community:</b> Mobilize faith communities and service providers for collaborative action on Code Blue Response and improved shelter and outreach operations.
 5.5	<b>Coordinate Data and Reporting Efforts:</b> Provide real-time visibility into shelter capacity and homelessness services across the city.

 = objective is funded

# 6. Data, Policy and Advocacy

<b>Objective</b>	<b>Support shelter operations, public safety, and long-term housing solutions through policy, advocacy, and improved data collection and use.</b>
<b>6.1</b>	<b>Draft New City Legislation:</b> Support shelter operations and enforce existing camping restrictions.
 <b>6.2</b>	<b>Create an Office of Housing and Homelessness Services:</b> Centralize and streamline homelessness services.

A positive path forward  
requires more resources,  
more shelter beds, and  
more quality services

Step one: improve public health, safety, and street conditions by **deploying a community-based public safety and outreach team.**

# A competitively awarded \$8M/4 year contract

Santa Fe's current system relies too heavily on 911 for street-level crises. The new Street Outreach Program will deploy trained teams daily to engage people where they are, offering first aid, de-escalation, harm reduction, and connections to shelter or treatment. This relieves pressure on first responders and improves outcomes for everyone.

Only 2 agencies responded to the RFP. The seed funding comes from one time appropriations.



# **40 trained field staff working to keep affected clean, safe, and healing**

Urban Alchemy will operate Santa Fe's outreach teams, staffed by people with lived experience and trained in trauma-informed care.

They'll walk parks, arroyos, and downtown areas, offering water, hygiene kits, and a path off the streets. They can respond to overdoses, assist with crises, link people to services, and intervene as necessary. They are not law enforcement.

Not only will they do outreach, they will staff day service locations where people can go or be transported to.

Step two: strengthen our homelessness response system by addressing the deteriorating conditions at and around the City-owned shelter

# A one-year contract, stabilizing shelter operations

the city cannot afford to lose a single shelter bed. the City is taking emergency action to stabilize shelter operations at 2801 Cerrillos Road through a one-year contract with Urban Alchemy.

this ensures no loss of shelter capacity while addressing ongoing public health and safety concerns. It also creates space to thoughtfully evaluate the long-term future of the site and strengthen the overall system of care.

Step three: add beds to our shelter system by initiating work toward a new Micro Community next to Fire Station 7

# Micro communities work.

These communities are designed to provide **sable, safe and supportive** environments to people experiencing homelessness.

At micro communities, residents engage with services and providers so that they can **stabilize, heal, build life skills and reintegrate into society.**

**Professional staff are trained in social services** and work 24/7 with residents to accomplish clinical, social, and personal goals.

# Micro communities work.

We know they work nationally. They work in Santa Fe.

After one year, 72% of residents at the Arroyo Chamiso Micro Community have either moved into housing or are actively on the path through vouchers and housing waitlists.

These are meaningful outcomes for people who've experienced an average of 68 months of homelessness.

# This is a regional challenge. We need a regional approach.

To expand regional bed capacity, the City is investing in Micro Communities by providing:

- ✓ 100% of the land
- ✓ 100% of the capital development
- ✓ 100% of the operating costs
- ✓ 100% of the unit purchasing

**Santa Fe needs partners to continue to come to the  
table.**

State. County. Philanthropy. Faith-based institutions.