

Las Cruces Model: A Case Study in Public-Private Solutions to Housing and Homelessness

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LEGISLATIVE FINANCE COMMITTEE

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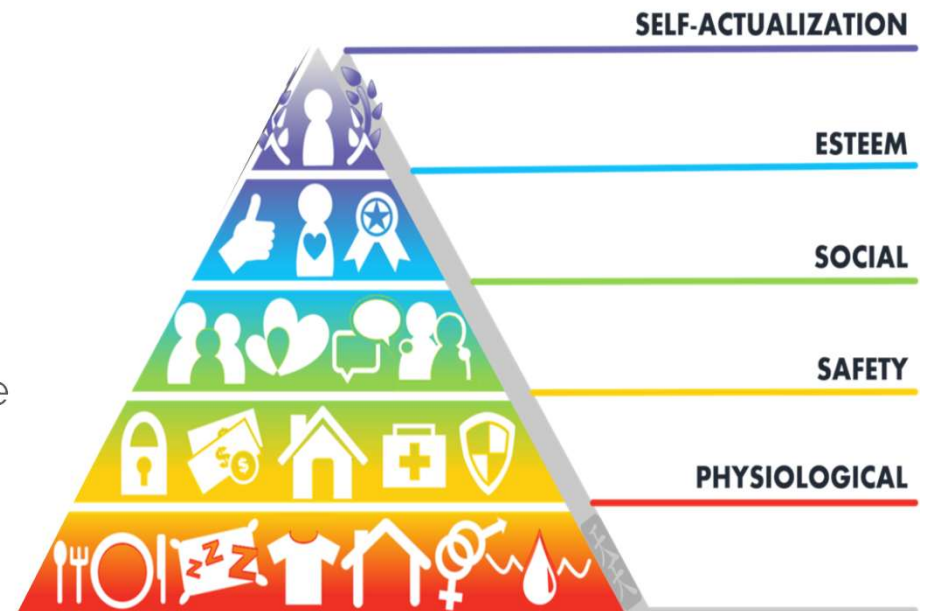


Our Role



The purpose of the Housing and Neighborhood Services is to advance a comprehensive community and human services delivery system that addresses the full continuum of needs especially in the areas of housing, food insecurity, poverty, health, and economic well-being for all residents with an emphasis on underserved special needs populations.

- Funder and recipient of funding
 - Passthrough funding from Federal/State Gov.
 - City funded grant program
 - Other- Council driven goals
- Policy development for housing
- Federal program implementation and compliance
- Neighborhood revitalization programs
- Homelessness prevention initiatives
- Partnerships with NGOs



CLC THE HOUSING CONTINUUM



- Tenant Based Rental Assistance
- Public Services Grants for Non-profits providing supportive services
- Single Family Affordable Housing Development
- Multifamily Affordable Housing Development
- Home Rehabilitation
- Mobile Home ADA Ramp Program
- Utility Connection Program Gas & Sewer
- Fair Housing Awareness & L/T Hotline
- AH Land Bank and Trust Fund
- AH Impact Fee Waivers
- Revolving Loan Fund for SF Construction Financing
- Emergency Handyman Program
- Housing Policy (NM)
- [Nuisance Abatement Team \(Comm Dev\)](#)
- [Metropolitan Redevelopment Areas \(Econ Dev\)](#)

Community of Hope Campus



Campus Overview



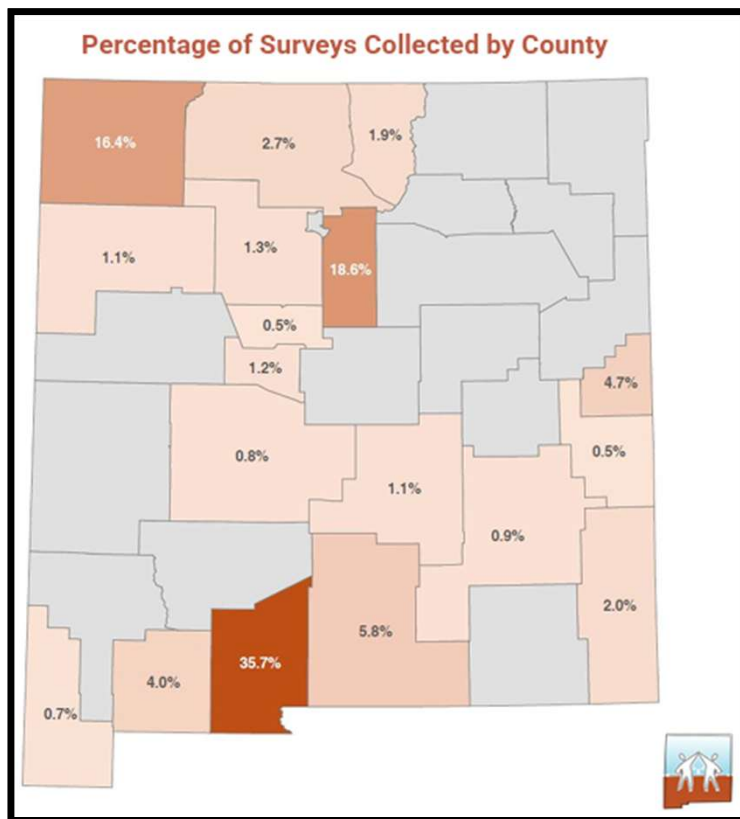
- Started in 1994
- Established for the delivery of homelessness and indigent services
- 18-acre City-owned site; 13 acres leased/subleased to MVCH and allied Agencies
- 4 Parcels; 7 Buildings
- 5 Alliance Agencies
- 5-year term with up to 4 renewals
- Market Rent: \$690,000/year; Services in Lieu
- Quarterly reporting to ensure compliance with anti-donations



MVCH Serving people without homes and housing insecure



MVCH is a homeless service center that provides a variety of services



PIT count of unsheltered homelessness in Doña Ana: 289

Balance of State PIT: Unsheltered Origin

- Over half of respondents reported being originally from New Mexico
- Nearly two-thirds of respondents not from New Mexico said they were stably housed when they arrived



CAMP HOPE

- Established in 2011
- Resident-run community
- Funded through private donations — no local, state, or federal funding
- Site rezoned as a Planned Unit Development (PUD)
- Constructed to Bureau of Reclamation camping standards
- Permanent potable water and restroom facilities
- Current resident and tent-location roster maintained for emergency response
- Overnight security and fire watch required

MVCH Programs funded by City of Las Cruces



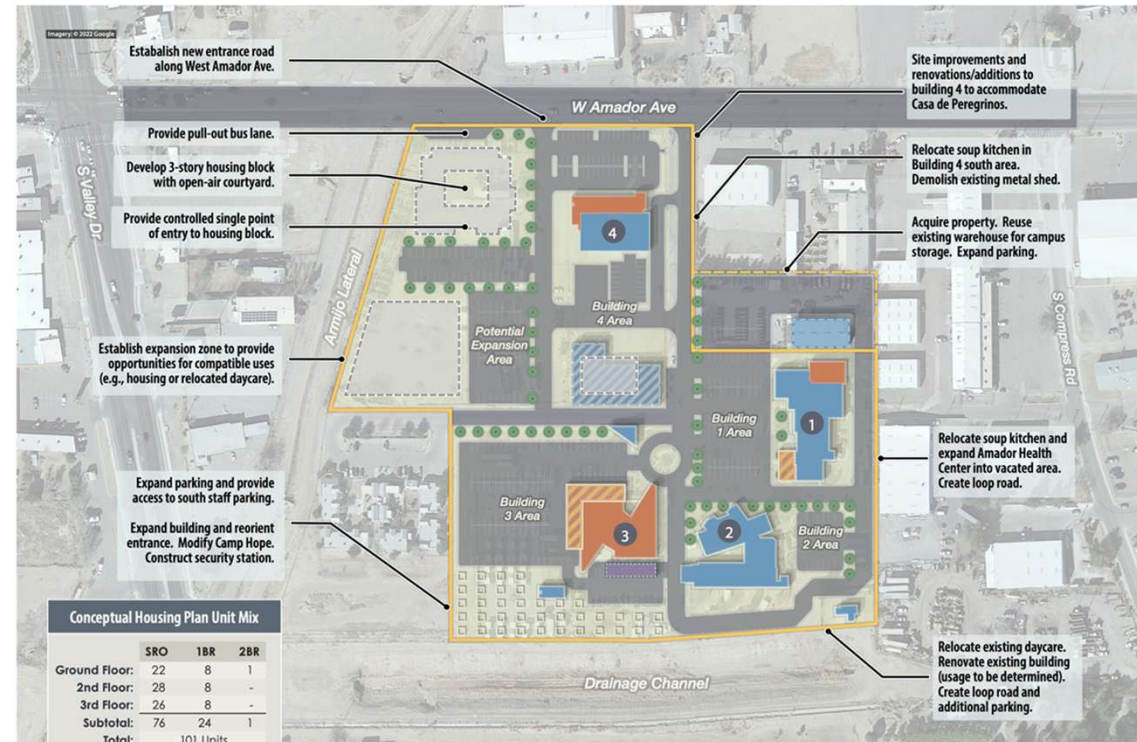
- CDBG to operate a day shelter
- Health-related public services (assistance with SSI/SSDI applications)
- Mano y Mano Day Labor Program
- Outreach
- Tenant-based Rental Assistance (TBRA)
- Assisted with development of Desert Hope Apartments (40 permanent supportive housing units)



MVCH Campus Master Plan



- Adopted in 2022 to guide long-term campus development
- Manage growth and changing community needs
- Plan for future facilities and service expansion
- Identify and prioritize capital improvement needs
- Improve access, parking, circulation, utilities, and security
- Guide future development and use of available campus land
- Create a phased approach as needs and funding evolve



Anti-Donation and Non-Profits



NMSA 4-38-13.2

- State law recognizes the essential role nonprofit organizations play in providing health, human, and social services to New Mexico communities
- Nonprofit services are recognized as an indispensable part of the fabric of life in New Mexico.

City's Perspective

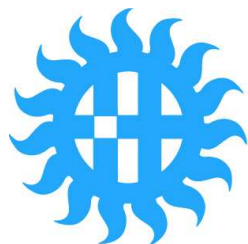
- Cost-effective extension of City services
- Leverages state and federal resources
- Supports mission-driven community partners
- Services provided through formal contracts
- Defined scope, outcomes, and reporting
- Public investment tied to a clear public purpose

Amador Crossing – 50 units

- 24 one-bedroom units + 26 SRO/studio units
- 30,405 SF gross floor area; two-story development
- Designed for individuals experiencing or at risk of homelessness
- Furnished units, utilities included, ADA accessibility, and supportive-service space
- On-site case management provided by Mesilla Valley Community of Hope
- Project-Based Vouchers through MVPHA (PBV) and MVCH Tenant-Based Vouchers (TBV)
- Funded through Capital Outlay, City of Las Cruces Funding, Housing NM, Office of Housing



Amador Crossing Project Partners



CITY OF LAS CRUCES

Owner/Developer



Supportive Service
and Voucher Provider



Property Manager



Development
Consultant



Architect



Contractor



3rd Party Project
Manager



Voucher Provider

The Policy Opportunity for New Mexico

Policy Opportunity for New Mexico



1. Move from isolated appropriations to predictable systems of investment.
2. Provide predictable, multi-year investment in the State Housing Trust Fund that allows communities to build and maintain housing pipelines.
3. Align expenditure deadlines with the actual development and construction process.
4. Provide predictable, recurring and flexible funding for homelessness response, rather than relying on one-time appropriations.
5. Allow homelessness funding to support the full continuum—from street outreach and shelter through permanent housing and long-term housing stability.
6. Use consistent reporting and performance measures to maintain accountability.
7. Give local governments and providers the predictability needed to plan, hire, leverage other funding, build sustainable programs, and deliver results.

Fund the Full Homelessness Response Continuum



Predictable & Flexible Homelessness Funding

- Support the full continuum: prevention, street outreach, emergency shelter, bridge housing, rapid rehousing, supportive housing, and housing stability.
- Allow funding for services, operations, housing navigation, transportation, data systems, coordination, and provider capacity—not only capital projects.
- Give communities flexibility to respond to local needs and changing conditions.
- Stabilize programs and maintain critical services when federal funding is reduced, delayed, or restricted.
- Provide the predictability needed to plan, retain staff, leverage other funding, and deliver measurable results.
- Administering agency should have training in homelessness response and application of the anti-donation clause

Increase the State Housing Trust Fund



Provide significant, recurring state investment to build and maintain multi-year housing pipelines.

- Increase predictable, recurring investment in the State Housing Trust Fund to expand its reach and impact statewide.
- Use increased funding to broaden investment across existing eligible uses, including acquisition, predevelopment, infrastructure, construction, preservation, and rehabilitation.
- Support a broader mix of rental, homeownership, workforce, mixed-income, and adaptive reuse projects.
- Provide multi-year spending authority and align deadlines with meaningful development milestones, such as financial closing or construction start.
- Coordinate funding cycles with LIHTC and other major housing programs to maximize leverage and project feasibility.
- Maintain accountability through milestone reporting, reasonable extensions, and reallocation of funds from projects that are no longer feasible.

The Need is **Growing**

NEW MEXICO

#34*

In **New Mexico**, the Fair Market Rent (FMR) for a two-bedroom apartment is **\$1,308**. In order to afford this level of rent and utilities – without paying more than 30% of income on housing – a household must earn **\$4,359** monthly or **\$52,302** annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into an hourly Housing Wage of:

\$25.15
PER HOUR
STATE HOUSING WAGE

FACTS ABOUT NEW MEXICO:

STATE FACTS	
Minimum Wage	\$12.00
Average Renter Wage	\$18.96
2-Bedroom Housing Wage	\$25.15
Number of Renter Households	251,477
Percent Renters	30%

84

Work Hours Per Week At
Minimum Wage To Afford a
2-Bedroom Rental Home (at FMR)

69

Work Hours Per Week At
Minimum Wage To Afford a
1-Bedroom Rental Home (at FMR)

2.1

Number of Full-Time Jobs At
Minimum Wage To Afford a
2-Bedroom Rental Home (at FMR)

1.7

Number of Full-Time Jobs At
Minimum Wage To Afford a
1-Bedroom Rental Home (at FMR)

Workforce Affordability Dona Ana County, 2024



8/31/2026
Average List Price
\$428,885
Average Sales Price
\$341,725

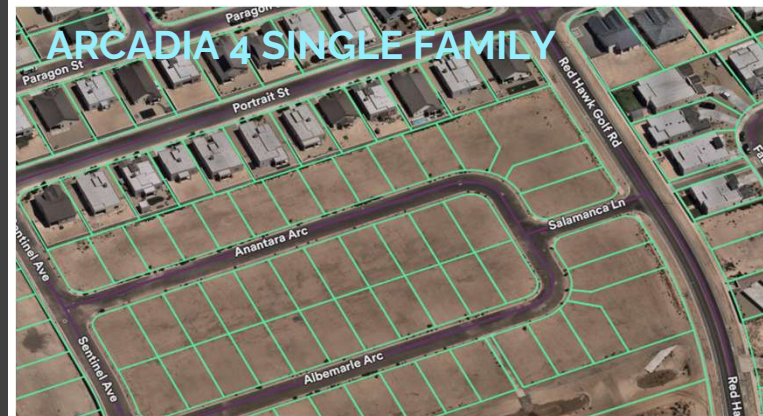
Note: Median rent is the CoStar rent estimate of \$1,032 in 2024. Median home price is the 2024 median value of homes purchased with a mortgage of \$315,000. Average annual wages reflect 2024 average wages from the Quarterly Census of Employment and Wages (QCEW). Purchase affordability calculations assume a 30-year mortgage at 6.72% interest with 10% down and 35% of monthly housing costs to other expenses such as insurance, HOA fees, and utilities. Calculations assume both earners work in the same industry.

	Average Annual Wage	Rental Affordability		Purchase Affordability		
		Max Affordable Rent	Can Afford Median Rent?	Max Affordable Price	Can Afford Median Home Price?	Can Afford Median Home Price with 2 Earners per Household?
Goods-Producing	\$49,432	\$1,236	Yes	\$138,032	No	No
Natural Resources and Mining	\$38,495	\$962	No	\$107,492	No	No
Construction	\$55,680	\$1,392	Yes	\$155,478	No	No
Manufacturing	\$48,670	\$1,217	Yes	\$135,904	No	No
Service-Providing	\$50,052	\$1,251	Yes	\$139,764	No	No
Trade, Transportation, and Utilities	\$41,857	\$1,046	Yes	\$116,879	No	No
Information	\$52,879	\$1,322	Yes	\$147,656	No	No
Financial Activities	\$62,511	\$1,563	Yes	\$174,553	No	Yes
Professional and Business Services	\$62,575	\$1,564	Yes	\$174,732	No	Yes
Education and Health Services	\$50,542	\$1,264	Yes	\$141,130	No	No
Leisure and Hospitality	\$23,932	\$598	No	\$66,826	No	No
Other Services	\$39,574	\$989	No	\$110,505	No	No
Public Administration	\$86,626	\$2,166	Yes	\$241,890	No	Yes
Total Employment	\$49,973	\$1,249	Yes	\$139,543	No	No

State Funds in Action: **Las Cruces**



GOals
ACCOMPLISHED



Office of Housing - \$11,075,000

\$3M in ERAP2 and Casa Connections



Project Name	Amount Expended	Impact
Amador Crossing*	\$2,043,478	50 permanent supportive housing units serving people experiencing or at risk of homelessness
Arcadia 4 Subdivision	\$3,250,000	52 affordable homeownership lots developed in partnership with Habitat for Humanity and Tierra del Sol
Peachtree Phase I*	\$4,300,000	144 affordable rental units for families earning up to 60% AMI
Pedrena Senior Apartments*	\$400,000 \$2M (ERAP2)	80 affordable rental units for seniors age 55+ , serving households earning up to 60% AMI
Skylark Subdivision	\$1,081,522	32 affordable homeownership lots developed in partnership with Tierra del Sol
Three Sisters*	\$1M (Casa Connections)	70 units affordable rental units for families
*also funded by Housing NM		
TOTAL:		428 units
2026-2027 Pipeline (\$2.8 Office of Housing and \$1.4M Capital Outlay)		300 additional units