

Non-Congregate Transitional Housing in Santa Fe

A Community-Centered Approach to Addressing Unsheltered Homelessness

1/29/2025

Henri M. Hammond-Paul, Director, Community Health and Safety



State of Homelessness

385 actively homeless counted based on HMIS data from NM Coalition to End Homelessness.*

Emergency housing capacity is ~280 beds, leaving a **deficit of 105 beds**.

This is surely an undercount due to the difficulty of counting and measuring homelessness.

State of Homelessness

The “true” homelessness rate is up to **2.5x-10.2x** higher than the HMIS and PIT counts.*

These studies indicate that Santa Fe actually has between **963 and 3,927** homeless individuals.

Challenging assumptions



5.9% of youth 9-12th grade in Santa Fe County experience homelessness.

In 2024, Santa Fe Public Schools reported **741 homeless youth.**

Youth homelessness leads to adult homelessness.

Source: New Mexico Department of Health

<https://bis.doh.nm.gov/indicator/summary/YouthRiskHomeless.html>

New Mexico Public Education Department

<https://webnew.ped.state.nm.us/bureaus/identity-equity-transformation/at-risk-intervention-response/ehcy-program/>

I arrived in August
to the SOS. It has been
a life changing experience.
I feel I have a huge
support system and very
thankful to be here.

Aimee
[Redacted]
[Redacted]



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January 24, 2025

To Whom it May Concern:

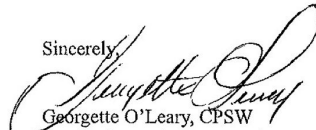
I am writing this letter in regards to [REDACTED] Mr. [REDACTED] was a member of the Safe Outdoor Space Program May 15, 2024 through August 23, 2024. He was previously evicted from his residence at the StageCoach and was accepted to be a participant of the SOS program.

During this time I observed Mr. [REDACTED] thrive in that environment, he was engaged in the services by engaging with peers, staff at the SOS and at The Life Link. He was able to experience outdoor activities that he would not normally have the opportunity to participate in. He was working towards learning how to care for himself and his personal hygiene and living space. During this he was also able to enter into a detox program to address his substance use and successfully completed the program as well as fulfilled all court obligations.

The SOS program was such a blessing to Mr. [REDACTED] during this time. Due to his mental health this program offered Mr. [REDACTED] a safe and stable living environment, kept him away from the harsh weather conditions and offered ongoing support and guidance. While residing at the SOS he was able to transition to permanent housing at La Lus at The Life Link where he continues to reside to this day and is receiving ongoing mental health services.

Please feel free to contact me if you have any questions.

Sincerely,



Georgette O'Leary, CPSW
Certified Peer Support Worker



Janelle Bohannon <jbohannon@thelifelink.org>

Testimonial about SOS

2 messages

[REDACTED]
To: jbohannon@thelifelink.org

Fri, Jan 24, 2025 at 1:05 PM

They asked me how has this program helped me but the real question is what has this program given me. And I can certainly say that the will to live again and try to do better is a good start. When I came in I was strung out I just gotten evicted out of my apartment but since being in this program I was able to go to detox and get a refooting so to speak on my life and this is giving me a safe place to do that, I owe this program my life because now I'm clean I feel better able to handle getting a job again and the fact you can work for this program and earn some cash to feel like a human being again and be able to go to the store and buy something instead of having to steal it or hustle money or do whatever it takes to survive the hopeless monotony of another day knowing I have a warm SAFE place to lay my head at night is.... It cannot be expressed the true gratitude I have for this place and all that is done for me and all it gives me and continues to give me if homelessness is going to be against the law then it should be against the law for every city not to have these in it or programs like it that mirror the same mission and actions!!!!

Janelle Bohannon <jbohannon@thelifelink.org>
To: [REDACTED]

Fri, Jan 24, 2025 at 1:32 PM

Thank you [REDACTED]!

[Quoted text hidden]


--

Janelle Bohannon, MA, LPCC
Director of Outreach Services
The Life Link
(505)660-6373



Shelter village resident: 'It saved my life, to tell you the truth'

★ Follow Carina Julig

By Carina Julig cjulig@sfnwmexican.com Jun 15, 2024 Updated Jun 17, 2024  53



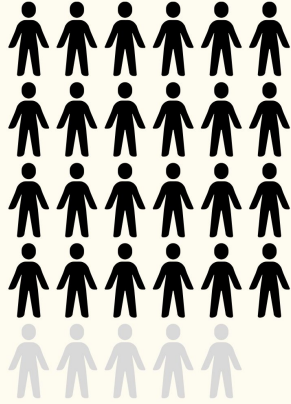
Robert "pops" McCollum visits with K'La from next door while his dog, Tarzan, entertains himself at the 10-unit village of Pallet shelters next to Christ Lutheran Church on Friday. McCollum says he was camping outside a local laundromat before he was able to get into one of the Pallet shelters.

Jim Weber/The New Mexican

Source:

https://www.santafenewmexican.com/news/local_news/shelter-village-resident-it-saved-my-life-to-tell-you-the-truth/article_826b893a-22e5-11ef-8f3f-47a100c31f03.html

29 residents total, with only 5 staying less than 1 week (4% only stayed 1 night)



5 residents moved into housing, 5 are currently on a waitlist for housing



CLC Interim Results Since Launch in April 2024

3 residents completed detox and 4 started medical assisted treatment programs



5 residents secured IDs and 6 secured birth certificates



The Big Picture

Pallet Communities are **not the only** solution to Santa Fe's challenges with homelessness, but they are an **important piece of the puzzle**. The housing continuum ensures solutions for all stages of housing instability, from immediate crisis to long-term stability. Pallet Communities fill a critical gap in this continuum.



Unsheltered

People who lack adequate housing



Emergency Shelter

Short-term lodging for people experiencing homelessness



Transitional Housing

Temporary housing for people transitioning from shelters to permanent housing



Supportive Housing

Facilities with integrated service to help people live independently



Affordable/Below Market

Private rental or ownership units subsidized by government



Market

Units owned or rented at market prices

Why Pallets

- **Cost-Effective Public Investment:** Saves taxpayer dollars by reducing emergency service demands, such as fewer police and EMS responses (e.g., **30% fewer police calls** reported in similar programs).
- **Improves Neighborhood Safety:** Creates structured, supervised environments that reduce unsanctioned encampments and associated public concerns.
- **Maximizes City Resources:** Makes efficient use of underutilized land, improving property value while addressing critical housing gaps with scalable, relocatable shelters.
- **Long-Term Flexibility:** Shelters can be relocated or repurposed to respond to changing needs
- **Pathway to Permanent Housing:** Estimated 60% transition rate based on data from other cities and local pilot programs.
- **Temporary Housing, not Shelter:** People don't have to leave at any specific time of the day.

Capital and Construction Costs

Projected Costs of Pallet Units

City Owned and Private Site(s)	
29 x City Already Owned Units (70sqft)	\$0.00
42 x 120sqft Sleeping Units	\$1,447,000.00
4 Laundry	\$193,000.00
6 Bathroom	\$295,614.00
2 Community Room	\$148,000.00
20 Units (70sqft)	\$438,267.60
ADA bathroom	\$45,000.00
	\$2,566,881.60
Construction Costs	
Project Management	\$144,000.00
Projected construction costs	\$650,000.00
	\$794,000.00
Total Capital and Construction	\$3,360,881.60

Capital and Construction Funding Sources and Gaps

Allocated funding*

FY 23/24 BAR	\$2,000,000.00
One Time Funding July 2024	\$812,325.00
<i>Expended from July 2024 one time funding**</i>	<i>(\$468,561.41)</i>
	\$2,343,763.59
Total Capital and Construction Funding	\$2,343,763.59

*City of Santa Fe's Top priority in the INFRASTRUCTURE CAPITAL IMPROVEMENTS STRATEGY presented with City Council to State Legislators included \$5,000,000.00 request for Permanent and Transitional Housing to End Homelessness, a portion of which will be used to cover funding gaps. These funds, however, are not exclusively for pallet communities, but are for a combination of permanent, transitional, and shelter projects.

**This funding was allocated in July 2024, \$110,000 was spent on a forklift, \$8,308.07 on electrical hook ups for bathrooms, \$43,493.07 water and drains tie in, \$822.23 for drain scoping, \$508.86 for ADA grip tape, \$221,286.72 for 15 x 70sqft units, \$25,694.53 for install, \$52,623.37 for a hygiene unit. This leaves \$343,763.59

Total Capital and Construction Costs **\$3,360,881.60**

Total Capital and Construction Funding **(\$2,343,763.59)**

Capital and Construction Funding Gap **\$1,017,118.01**

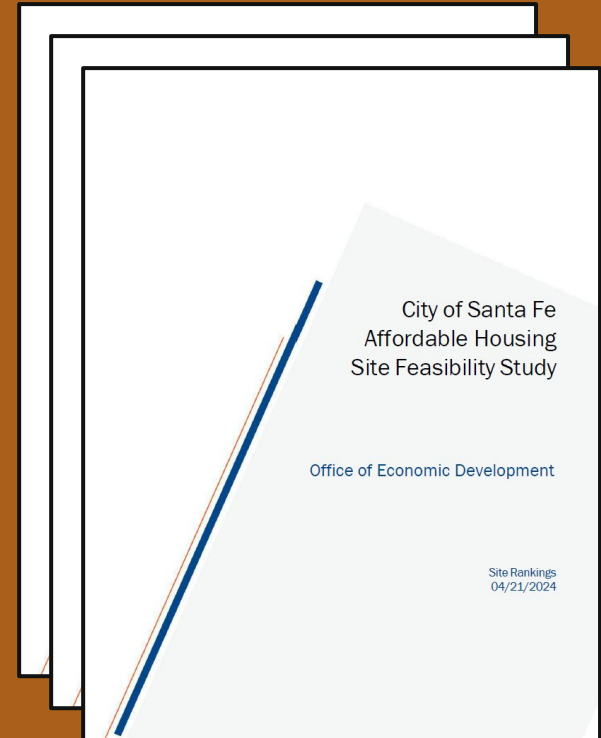
Funding Strategy

- **Youth and Family Services Division has some funding opportunities** for ongoing operations of non-congregate shelter.
- **Opioid settlement money** could provide complementary services to guests staying at the Pallet Communities.**
- **Santa Fe County** has an interest in expanding its role to more actively support non-congregate housing options
- **The S3 funders alliance** is prioritizing support for non-congregate housing solution
- **NM Governor** has identified homelessness as a priority area. YFSD has asked for funding to support case management in the community.

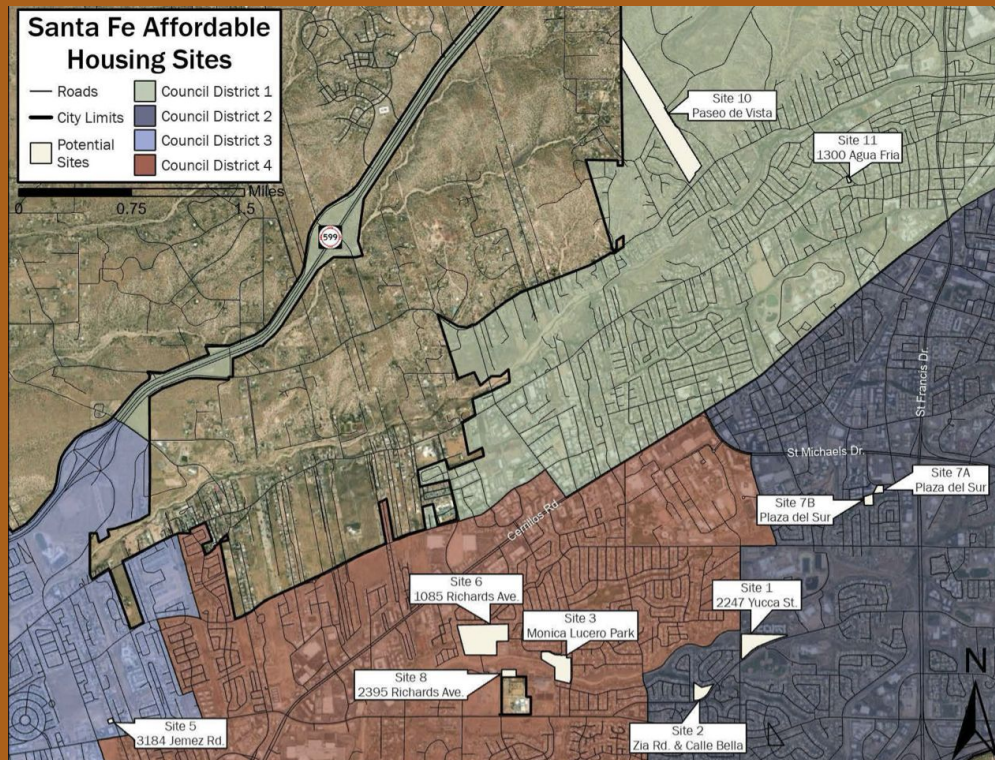
*** Opioid Settlement Lump Sum, a portion of which CHS intends to use to support ongoing operations*

City Land

- Office of Affordable housing and Office of Economic Development Commissioned a study from Wilson & Co.
- Assessed 10 city-owned sites for **residential development feasibility** (considering topography, floodplain, zoning, and other constraints). Sites ranked from most to least developable.
- Proposed Disposition Strategy:
 - Sell to market.
 - Donate or sell for affordable housing.
 - Lease for near-term non-permanent transitional housing.



City Land



Community Engagement Strategy

Advisory Board

October 2024. Facilitate strategy and direction for Pallet Communities across the city. Support community engagement.

Neighborhood Meetings

Winter 2025. Present site details, gather feedback, address concerns. Include local councilors, neighborhood associations, businesses, and residents.

Good Neighbor Agreements

Outline roles, responsibilities, communication protocols, and problem-solving processes. Jointly developed with neighbors, service providers, and city staff.

Ongoing Meetings & Feedback

Regular meetings with community members (quarterly, or as needed)

Good Neighbor Agreements

Good Neighbor Agreements

In place at CLC Pilot

Purpose

Build trust between service providers and the community.

Key Elements

- Clear roles and expectations.
- Regular communication.
- Conflict resolution process.
- Accountability measures.

Benefits

- Strengthens community relationships.
- Proactively addresses concerns.
- Supports long-term collaboration.

To date at the CLC site, we have monthly meetings with neighbors and the project has been very well received by neighbors and the community.

Appendix A: Site Options

Site	Potential Units	Buildable Acres	Land Use Summary
Site 6 1085 Richards Ave.	292	14.07	This site could have the capacity for (292) 800 sq. ft. units under the recommended R-21 (multi-family 21 du/ac) zoning and would need 365 parking spaces (162 sq. ft./ space). The site contains a total buildable area of 13.95 acres or 607,766 sq. ft. after subtracting land use constraints such as the flood plain zone (4.3 acres) and roadway expansion (1.48 acres) and a height limit of twenty-four feet (24') or thirty-six (36') with an approved development plan.
Site 1 2247 Yucca St.	154	7.35	This site could provide (154) 800 sq. ft. units under the proposed R-21 (multi-family 21 du/ac) zoning and would need 192 parking spaces (162 sq. ft./ space). The site contains a total buildable area of 320,166 sq. ft. after subtracting land use constraints such as the floodplain zone (1.36) and a height limit of twenty-four feet (24') or thirty-six (36') with an approved development plan.
Site 10 Paseo de Vista	60	20.32	This site could provide 60 units. The number of units accounts for removal of constrains such as floodplain areas and slopes greater than 30%. The subdivision has access through the existing Paseo de Vista Road.
Site 8 2395 Richards Ave.	24	1.16	This site could provide 24, 800 sq. ft. units under the recommended C-2 (General Commercial) zoning and would need thirty (30) parking spaces (162 sq. ft./ space) and have a max height of forty-five feet (45'). The site contains a total buildable area 50,800 sq. ft. after subtracting the sixty-six- foot (66') Right-of-way easement and applying a ten foot (10') residential buffer.
Site 7B Plaza Del Sur	23	1.13	This site could provide 23, 800 sq. ft. units under the proposed R-21 (multi-family 21 du/ac) zoning and would need thirty (28) parking spaces (162 sq. ft./ space). The site contains a total buildable area 50,800 sq. ft. after subtracting a forty-two- foot (42') Road Right-of-way, a fifteen-foot (15') drainage easement, a seven-foot (7') utility easement and have a height limit of twenty-four feet (24') or thirty-six (36') with an approved development plan.

Appendix A: Site Options

Site	Potential Units	Buildable Acres	Land Use Summary
Site 3 Monica Lucero Park	22	4.54	This site could provide 22 units and would be split up into three parcels- one for the park and floodplain, a northern parcel and southern. The northern parcel would be 2.68 acres and allow for 13 units and the southern parcel would be 1.86 acres and allow for 9 units. The site contains a total buildable area of 4.54 acres. after subtracting land use constraints such as the floodplain zone (1.00) and a height limit of twenty-four feet (24'). The park parcel would be subdivided and become its own parcel as well and include the floodplain zone within that tract. The zoning would remain R-5 (Residential single- family 5 du/ac).
Site 7A Plaza Del Sur	14	0.68	This site could provide 14, 800 sq. ft. units under the recommended C-1 (office and related commercial) zoning and would need seventeen. (17) parking spaces (162 sq. ft./ space). The site contains a total buildable area 29,945 sq. ft. after subtracting a forty-two-foot (42') Road Right-of-way, fifteen-foot (15') rear setback, five- foot (5') side setback, and have a height limit of thirty-six feet (36'). The deed restriction would need to be removed
Site 2 Zia Rd. & Calle Bella	23	1.94	The site could provide (23) 800 sq. ft. units under the proposed R-12 (multi-family 12 du/ac) zoning and would need 29 parking spaces (162 sq. ft./ space). The site contains a total buildable area of 84,848 sq. ft. after subtracting land use constraints such as the floodplain zone (1.74), a fourteen-foot (14') sewer and drainage easement, and a fifty foot (50') dedicated utility and drainage easement. Cluster development would be recommended on the site with access through Zia Rd. The Deed restriction would need to be removed.
Site 5 3184 Jemez Rd.	8	0.21	The site could provide for potentially 8, 800 square foot dwelling units. A Planned Unit Development plan for multi-family housing would be needed. The proposed development would have a forty-five (45') max height limit and a ten - foot (10') buffer abutting residential development.
Site 11 1300 Agua Fria	6	0.21	This site could provide 6, 800 sq. ft. units under the proposed C-1 (office and related commercial) zoning and would need seventeen (7) parking spaces (162 sq. ft./ space). The site contains a total buildable area 13,503 sq. ft. and have a height limit of thirty-six feet (36').