


Mayor Timothy M. Keller

CITY OF ALBUQUERQUE
Albuquerque, New Mexico
Office of the Mayor

INTER-OFFICE MEMORANDUM

March 05, 2025

TO: Brook Bassan, President, City Council

FROM: Timothy M. Keller, Mayor 

SUBJECT: Implementation Plan for the Voucher Task Force – City Council Resolution R-24-109

This Executive Communication (EC) transmits the attached Implementation Plan for the Voucher Task Force, in compliance with City Council Resolution R-24-109. The plan outlines the progress made to date, key milestones, and ongoing steps to strengthen and expand voucher services for our community's most vulnerable residents. In accordance with R-24-109, the City convened a Voucher Task Force to review existing voucher programs, identify gaps, and develop strategies to improve access and outcomes. The attached Implementation Plan details the work accomplished so far, including stakeholder engagement, preliminary data collection, and proposals for future actions to ensure continuity and better coordination of voucher services.

The plan is provided for Council's review and discussion, and no additional funding is requested at this time. Without acceptance of this report, the Council will not receive a formal update on Voucher Task Force activities or proposed next steps.

We respectfully request that Council review and acknowledge the Implementation Plan submitted herewith.

Legislation Title: Submission of the Voucher Task Force Implementation Plan – City Council Resolution R-24-109

Approved:

Samantha Sengel 3/21/25
Samantha Sengel, EdD Date
Chief Administrative Officer

Approved as to Legal Form:

DocuSigned by:
Lauren Keefe 3/17/2025 | 2:37 PM MDT
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Lauren Keefe Date
City Attorney

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Recommended:

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Gilbert Ramirez 3/17/2025 | 9:07 AM MDT
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Gilbert Ramirez, Director Date
Dept. of Health, Housing, & Homelessness

Cover Analysis

1. What is it?

This is an EC to request the submission of an Implementation Plan Report required by City Council Resolution R-24-109.

2. What will this piece of legislation do?

Summarize work completed and planning steps for the task force developed by R-24-109.

3. Why is this project needed?

The report provides information to City Council on the task force and the progress to date of the Voucher Task Force.

4. How much will it cost and what is the funding source?

This is an implementation plan with no financial implication.

5. Is there a revenue source associated with this legislation? If so, what level of income is projected?

No.

6. What will happen if the project is not approved?

City Council will not receive an update.

7. Is this service already provided by another entity?

No

FISCAL IMPACT ANALYSIS

TITLE: Implementation Plan for the Voucher Task Force – City Council Resolution R-24-109 R: O: 110
 FUND: DEPT: HHH

- No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.
- (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	2025	Fiscal Years 2026	2027	Total
Base Salary/Wages				-
Fringe Benefits at				-
Subtotal Personnel	-	-	-	-
Operating Expenses				-
Property				-
Indirect Costs	-	-	-	-
Total Expenses	\$ -	\$ -	\$ -	\$ -
[X] Estimated revenues not affected				
[] Estimated revenue impact				
Revenue from program				
Amount of Grant				
City Cash Match				
City Inkind Match				
City IDOH				
Total Revenue	\$ -	\$ -	\$ -	\$ -

These estimates do not include any adjustment for inflation.
 * Range if not easily quantifiable.

Number of Positions created

COMMENTS: This is an implementation plan with no fiscal impact.

COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:

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APPROVED:

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Anna M Lujan 3/17/2025 | 8:35 AM MDT
 FISCAL ANALYST

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 BUDGET OFFICER (date)

Signed by:
Christine Banner 3/17/2025 | 2:35 PM MDT
 CITY ECONOMIST

IMPLEMENTATION PLAN: HOUSING VOUCHER PROGRAM REFORM

Prepared for: City Council
Submission Deadline: April 7, 2025

1. Overview

The Housing Voucher Program Task Force is a recommending body established to enhance efficiency, transparency, and effectiveness in the City’s Housing Voucher Programs. This plan outlines our goals, key workstreams, subcommittee efforts, and a timeline to meet the directives of R-24-109 ROA 1994¹. Quarterly reports are also required and will be submitted every quarter proceeding this initial Implementation Plan. The Task Force will review the primary goals, convene stakeholders and identify recommendations, and provide recommendations to the City Administration.

Primary Goals of Resolution

1. Improve Housing Voucher Administration – Standardize policies, reduce inefficiencies, and streamline reimbursement processes.
2. Enhance Transparency – Develop a real-time dashboard for tracking voucher distribution and spending.
3. Centralize Intake & Referral – Implement a Coordinated Entry System (CES) for all voucher applicants.
4. Expand Long-Term Outcome Tracking – Implement a data collection platform integrated with HMIS and the City’s financial systems.
5. Optimize Funding Allocation – Align spending with best practices for Permanent Supportive Housing, Rapid Re-Housing, Transitional Housing, and Motel Vouchers.

2. Task Force Structure

The task force members are identified as the following:

A. Department of Health, Housing and Homelessness

- Charlie Verploegh
- Gavino Archuleta

B. City Council Services Department

- Abby Stiles
- Jennifer Bradley

C. Department of Technology and Innovation

- Tom Pino (Advice on existing and proposed new technology)

¹ Resolution requirements are identified in Appendix A

D. Department of Finance and Administrative Services (FAS)

- Accounting and Purchasing Division: Gerrie Becker (Advice on billing and payment systems)

E. City Legal Department

- Lisa Schatz-Vance (Advice on policies and procedures)

F. Albuquerque Community Safety (ACS)

- Jodie Esquibel
- Walter Adams

G. Nonprofit Agencies and Other Groups (as necessary):

- New Mexico Coalition to End Homelessness – Monet Silva
- The Barrett Foundation – Cory Lee
- Heading Home– Connie Chavez
- Cuidando Los Niños– Kara Unale jodand Trina Jellison
- Healthcare for the Homeless– Requested

The task force meets monthly and has divided its work into three subcommittees to ensure progress on all goals:

Subcommittee	Key Responsibilities
Policy Subcommittee	Review & revise housing voucher policies; recommend improvements to voucher contracts & eligibility.
Data & Technology Subcommittee	Develop & implement the voucher tracking software and public dashboard.
Coordinated Entry Subcommittee	Improve CES referral system to ensure efficient and fair distribution.

3. Current Practices

The City’s Permanent Supportive Housing (PSH) program operates as a rental assistance initiative designed to support individuals experiencing chronic homelessness. Unlike traditional voucher programs, in which physical vouchers are distributed, the City provides funding to contracted agencies, which then deliver rental assistance and supportive services. To qualify, participants must typically have a documented disability and proof of chronic homelessness, in line with HUD’s four categories of homelessness. These agencies are responsible for enrolling a minimum number of clients and ensuring compliance with Housing First principles, meaning there are no preconditions related to sobriety, employment, or participation in services.

Additional Housing Initiatives:

- *Motel Vouchers:* The City also works with nonprofit agencies to provide short-term motel vouchers for individuals and families who urgently need shelter when emergency beds are unavailable or other housing options are not immediately accessible.

- *Rapid Rehousing (RRH)*: RRH offers shorter-term rental assistance and supportive services, aiming to quickly re-house individuals and families and help them achieve long-term housing stability.
- *Project-Based Vouchers*: In some cases, rental subsidies are “attached” to specific housing units. These project-based vouchers ensure that certain units remain permanently affordable for the population experiencing or at risk of homelessness.
- *Transitional Housing Vouchers*: These vouchers provide individuals and families with temporary, yet stable, rental support and supportive services for a set period, serving as a bridge between emergency shelter and permanent housing.

Coordinated Entry System (CES):

The City relies on a coordinated entry system, operated by the local coalition to end homelessness, to prioritize individuals and families for housing assistance. This system uses standardized assessment tools to identify the most vulnerable households, ensuring they are matched with the most appropriate housing intervention—whether that be PSH, RRH, project-based vouchers, or a motel voucher for immediate needs.

Rental Assistance Mechanics:

Under PSH, rental assistance covers any costs exceeding 30% of a participant’s total income, with the contracted agency paying landlords directly. This assistance can also include utilities, move-in deposits, and certain fees. Rental calculations must be updated periodically to reflect changes in participants’ income. Agencies are required to ensure rent reasonableness based on HUD’s Fair Market Rent standards. Units must meet Housing Quality Standards (HQS), requiring inspections before move-in and annually thereafter to ensure safety and habitability.

Supportive Services and Case Management:

A key component of the program is case management. Agencies provide comprehensive support, including assistance with housing searches, document collection, and applications for mainstream benefits such as Supplemental Nutrition Assistance Program (SNAP), Medicaid, and Social Security Income (SSI)/ Social Security Disability Insurance (SSDI). Case managers also create service plans, conduct regular house checks, and serve as liaisons between landlords and tenants. Additional services include harm reduction and supported employment, enabling clients to manage substance use issues, access job training, and secure employment opportunities.

Administrative and Fiscal Oversight:

To maintain accountability, agencies must comply with administrative and fiscal monitoring requirements set by the City. All participating organizations must be registered nonprofits with an active board of directors and adhere to open meeting laws. Financial oversight includes quarterly invoicing and budget revision approvals.

Data Collection and Reporting:

The City requires all client data to be entered in the Homeless Management Information System (HMIS) within three days of lease signing. This centralized database captures essential information on demographics, services received, and housing outcomes. In addition to HMIS input, providers submit quarterly reports as part of their contractual obligations. These reports detail the number of individuals served, demographic breakdowns, and progress toward meeting

contractual benchmarks. By combining HMIS data with these quarterly reports, the City gains a comprehensive overview of how well each agency and program—whether PSH, motel vouchers, RRH, or project-based vouchers—are meeting local goals to reduce and end homelessness.

These measures help sustain program integrity, prioritize those most in need through the coordinated entry system, and maximize housing stability for vulnerable populations throughout Albuquerque.

4. Implementation Plan & Timeline

Phase 1: Planning & Development (January – April 2025)

Task	Lead	Start	End	Output
Establish Housing Voucher Program Task Force	HHH	Jan 2025	Jan 2025	Task force operational
Review existing voucher policies	Policy Subcommittee	Jan 2025	Apr 2025	Policy report completed
Identify system requirements for new software	Data Subcommittee	Jan 2025	Feb 2025	Requirements document drafted
Evaluate & propose CES improvements	Coordinated Entry Subcommittee	Jan 2025	Apr 2025	Proposed intake & referral process
Request for software vendor proposals	HHH & IT	Feb 2025	Mar 2025	RFQs sent to vendors
Draft Implementation Plan for Council	Task Force	Mar 2025	Apr 2025	Submission of plan (April 1, 2025)

Phase 2: Execution & System Rollout (April – October 2025)

Task	Lead	Start	End	Output
Select software vendor & execute contract	Data Subcommittee	Apr 2025	May 2025	Contract finalized
Develop voucher tracking system	Vendor & IT	May 2025	Jul 2025	Prototype system ready
Identify CES referral improvements	CES Subcommittee	Apr 2025	Jul 2025	New CES process launched
Conduct stakeholder feedback sessions	Policy Subcommittee	May 2025	Jun 2025	Feedback incorporated into recommendations
Release public dashboard for voucher tracking	IT & HHH	Jul 2025	Aug 2025	Dashboard operational

Task	Lead	Start	End	Output
Identify and recommend revised housing policies	Policy Subcommittee	Aug 2025	Oct 2025	Recommendations provided to City Administration.

Phase 3: Monitoring & Finalization (October 2025 – January 2026)

Task	Lead	Start	End	Output
Evaluate system performance	Task Force	Oct 2025	Nov 2025	Midpoint assessment completed
Publish quarterly reports to Council	Task Force	Oct 2025	Jan 2026	Reports submitted (Oct 6, 2025; Jan 6, 2026)
Conduct final system review & training	IT & HHH	Dec 2025	Jan 2026	Staff training complete
Submit final completion report to Council	Task Force	Jan 2026	Jan 2026	Project officially completed

4. Key Metrics for Success

To measure progress, we will track:

- ✔ System Efficiency: Reduction in voucher processing time.
- ✔ Transparency: % of voucher activity displayed on the public dashboard.
- ✔ User Satisfaction: % of voucher recipients providing feedback.
- ✔ CES Efficiency: Reduction in barriers connect applicants to housing.

5. Conclusion

This Implementation Plan ensures the Housing Voucher Program Task Force delivers on its commitment to efficiency, transparency, and effectiveness. By January 2026, the City will have:

- ✔ A standardized Housing Voucher Policy
- ✔ A real-time tracking system & public dashboard
- ✔ A streamlined CES referral system
- ✔ Improved transparency & reporting

We look forward to Council approval and successful implementation!

Appendix A

Resolution Requirements and Outputs

1. **Convene a Housing Voucher Program Working Group**
 - **Timeline:** Within 30 days of the effective date of this Resolution.
 - **Output:** Working group established.
2. **Develop and Expand Policies and Procedures (P&P)**
 - **Output:** New and expanded P&P for voucher administration.
3. **Outline and Review Administrative Requirements**
 - **Output:** Detailed write-up of funding sources and administrative requirements for each voucher type.
4. **Centralized Intake and Referral System**
 - Coordinate with NMCEH to evaluate and improve existing processes.
 - **Output:** Centralized intake and referral system developed and standardized.
5. **Develop Long-Term Outcome Goals**
 - Identify and track outcome measures for each voucher program.
 - **Output:** Database-integrated outcome measures.
6. **Procure and Implement Tracking Software**
 - Include reimbursement tracking, HMIS integration, public dashboard, and feedback platform.
 - **Output:** Software procured and implemented.
7. **Streamline Reimbursement Requests**
 - Agencies to submit reimbursements electronically; HHH to review submissions electronically.
 - **Output:** System for electronic reimbursement established.
8. **Live Dashboard for Transparency**
 - Track voucher use, financial spend-down, and outcomes in real time.
 - **Output:** Public-facing dashboard created.
9. **Participant Feedback Platform**
 - Enable participants to provide feedback on services, barriers, and outcomes.
 - **Output:** Feedback platform integrated into software.
10. **Execute Contracts Within 30 Days**
 - **Output:** Internal goal established to execute housing voucher contracts and encumber funds within 30 days.
11. **Submit Implementation Plan and Quarterly Reports**
 - **Timeline:**
 - Implementation Plan: By April 6, 2025
 - Quarterly Reports: July 6, 2025, and October 6, 2025
 - Completion: January 6, 2026

- **Output:** Reports submitted as per schedule.
12. **Work with ACS on Motel/Hotel Voucher Process**
- **Output:** Collaboration established to allow ACS to administer Motel/Hotel Vouchers.

Detailed Resolution Requirements

1. Within 30 days of the effective date of this Resolution, the Administration shall convene a Housing Voucher Program Working group that is staffed by the Department of Health, Housing and Homelessness and includes members from City Staff, nonprofit agencies, and other stakeholders.
 - a. Output: Working group within 30 days
2. HHH shall develop new and expand existing policies and procedures for the administration of its Housing Voucher Programs. Based on its review and analysis of existing policies and procedures, HHH shall identify necessary improvements and develop new and expanded policies and procedures that improve the administration of its Housing Voucher Programs.
 - a. Output: P&P
3. HHH shall outline and review the administrative requirements for each Housing Voucher Program, including all funding sources for each voucher type.]
 - a. Provide write up of the review.
4. HHH shall develop an expanded and improved centralized intake and referral system for all Housing Program Vouchers, which uses a platform such as the Coordinated Entry System (CES), and require all applicants for Housing Program Vouchers to go through this standardized entry program. HHH shall coordinate with the current Coordinated Entry System (CES) contractor to identify and evaluate existing intake and referral processes for all Housing Voucher Programs. Based on its review and analysis of existing processes, HHH shall identify necessary improvements and develop an expanded and improved centralized intake and referral system for all Housing Program Vouchers and Voucher Programs, and require all applicants for Housing Voucher Programs to go through this standardized entry program.
 - a. Output: Work with NMCEH on process
5. HHH shall develop and expand long-term outcome goals for each of the Housing Program Voucher types and track those outcomes for each program participant. HHH shall outline existing long-term outcome goals for each of the Housing Voucher Program types, including the specific measures each provider is required to track pursuant to their contracts with the City and how HHH currently evaluates the effectiveness of each program and track[s] outcomes for each program participant. Based on its review and analysis of its existing processes, HHH shall identify necessary improvements and develop new and expanded long-term outcome goals, program evaluation processes, and methods for tracking and reporting individual outcomes for program participants.
 - a. Output: Identify outcome measures for database to track
6. HHH shall procure and implement software for tracking its Housing Voucher Programs to include but not be limited to the following core requirements. To the extent that HHH can use existing financial systems for any of the following requirements, it is directed to do so. Agencies shall be able to enter requests for reimbursement into the City's financial system, and HHH shall be able to review the submissions electronically;
 - a. Output: Procure a database

7. HHH shall outline and review its existing procedures for processing reimbursement requests. To enhance efficiency, agencies shall be able to enter requests for reimbursement into the City's financial system, and HHH shall be able to review the submissions electronically;
 - a. Review the system, describe it, and allow them to review it electronically.
8. The software shall integrate with the Homeless Management Information System (HMIS) and the City's financial systems, such as PeopleSoft;
 - a. Output: Integrate database with HMIS
9. The software shall include a public-facing live dashboard to track voucher use, financial spend-down, and program outcomes in real-time; and
 - a. Output: Have database have a dashboard
10. The software shall include a platform for Housing Voucher Program participants to provide feedback on services, barriers, and outcomes.
 - a. Output: Platform will have option for feedback
11. HHH shall set an internal Department goal to fully execute all housing voucher contracts and encumber funds within thirty (30) days of funding allocation, including funds allocated in the City's annual processes.
 - a. Output: Execute all contracts within 30days
12. SECTION 2. HHH shall submit an implementation plan to the City Council within 90 days of the publication of this Resolution, followed by 2 quarterly reports on progress. The implementation of these directives shall be completed within one-year of the submission of the implementation plan. HHH shall submit a report on its current practices and an implementation plan for updated practices pursuant to SECTION 1 of this Resolution to the City Council within 90 days of the effective date of this Resolution, followed by quarterly reports on progress. All reports and plans shall include a separate breakdown of all information for each voucher type. The implementation of these directives shall be completed within one-year of the submission of the implementation plan.
 - a. Output: Submit implementation plan by April 6th
 - b. Quarterly Report July 6th
 - c. Quarterly Report October 6th
 - d. Completion January 6th 2026
13. HHH is directed work with Albuquerque Community Safety (ACS) to develop a process to allow ACS to directly administer Motel/Hotel Vouchers to unhoused individuals.
 - a. Work with ACS to provide option to do Motel Vouchers.