

**Middle Rio Grande Housing Collaborative**

**Thursday, May 22, 2025**

**3:00pm**

**Mid Region Council of Governments (MRCOG) Board Room**

**809 Copper Ave NW, Albuquerque NM 87102**

*A portion of this meeting shall be closed pursuant to NMSA 1978 Section 10-15-1.H(2)(2015), which provides an exception to the requirements of the Open Meetings Act for limited personnel matters, including the discussion of hiring, promotion, demotion, dismissal, assignment, or resignation of or the investigation or consideration of complaints or charges against any individual public employee.*

**1. Call to Order**

**2. Roll Call**

**3. Approval of Agenda**

**4. Action:**

- a. Approval of Minutes for Meetings - April 25, 2025 and May 5, 2025**

**5. Public Comment - 2 Minute Limit per person.**

**6. Interview of qualified applicant for MRGHC Executive Director –**

Victoria Ghahate

**7. Closed session:**

- a. Discussion of qualified applicants for MRGHC Executive Director position (Victoria Ghahate and William Slauson).**

**8. Return to open session**

**9. Possible Action item:**

- a. **Authorize Board Chair to enter contract negotiations with qualified applicants for the position of Executive Director.**

#### **10. Announcement of Zoom Meeting**

#### **11. Adjourn**

This is an in-person meeting with a Hybrid option

[Join Zoom Here](#)

**Middle Rio Grande Housing Collaborative**

**Thursday, April 24, 2025**

**3:00 p.m.**

**Mid Region Council of Governments (MRCOG) Board Room**

**809 Copper Ave NW,**

**Albuquerque NM 87102**

**A P P E A R A N C E S**

TALIA FREEDMAN, Chair

DAN MAJEWSKI, Vice Chair

IAN ROBERTSON, Secretary

LAWRENCE RAEL, Commissioner

STEVEN ANAYA, Commissioner

BEFORE: PAUL BACA PROFESSIONAL COURT REPORTERS

500 4th Street, Northwest, Suite 105

Albuquerque, New Mexico 87102

TRANSCRIPT OF PROCEEDINGS

1 CHAIR FREEDMAN: Okay. We're going to call  
2 the meeting to order for the Middle Rio Grande Housing  
3 Collaborative, and we'll start with a roll call. I'm  
4 Talia Freedman, Chair.

5 VICE CHAIR MAJEWSKI: I'm Dan Majewski, Vice  
6 Chair.

7 SECRETARY ROBERTSON: Ian Robertson,  
8 Secretary.

9 COMMISSIONER ANAYA: Steve Anaya,  
10 Commissioner.

11 CHAIR FREEDMAN: Great. So, do we have a  
12 motion to approve the agenda?

13 VICE CHAIR MAJEWSKI: I motion to approve the  
14 agenda.

15 SECRETARY ROBERTSON: Second.

16 CHAIR FREEDMAN: All those in favor?

17 ALL: Aye.

18 CHAIR FREEDMAN: Okay.

19 COMMISSIONER ANAYA: I think Lawrence was  
20 going to call in.

21 CHAIR FREEDMAN: Oh, okay. So, we'll keep an  
22 eye out for him on Zoom.

23 COMMISSIONER ANAYA: Or is there a number  
24 [inaudible 0:00:48]?

1                   MONICA: No, I think [inaudible 0:00:50]. He  
2 did say he was going to call in.

3                   CHAIR FREEDMAN: You can call in to a Zoom.  
4 So, the invite would have a phone number usually with it,  
5 but maybe not as a webinar. Okay. So, we do have a couple  
6 of action items.

7                   First, with the approval of minutes from the  
8 meetings on February 3rd and March 17th. Do we have a  
9 motion to approve those two sets of minutes?

10                  SECRETARY ROBERTSON: Motion to approve both  
11 sets of minutes.

12                  VICE CHAIR MAJEWSKI: I second.

13                  CHAIR FREEDMAN: All those in favor?

14                  ALL: Aye.

15                  CHAIR FREEDMAN: Okay. And then we have the  
16 approval for the Memorandum of Understanding between the  
17 city and the housing Collaborative. That would be what  
18 allows the city to transfer the initial \$500,000. Do we  
19 have a motion to approve that?

20                  VICE CHAIR MAJEWSKI: I motion to approve.

21                  SECRETARY ROBERTSON: I second.

22                  CHAIR FREEDMAN: All those in favor?

23                  ALL: Aye.

24                  COMMISSIONER ANAYA: I have a question on  
25 that. So, has the city already approved this?

1 CHAIR FREEDMAN: Yes, this was sent to us.

2 COMMISSIONER ANAYA: Okay.

3 CHAIR FREEDMAN: Yeah, so there -- it is in  
4 my email waiting for me to sign once we've approved it.

5 COMMISSIONER ANAYA: Okay, so do we have a  
6 separate one for the county too or is it the same one?

7 CHAIR FREEDMAN: We have a separate one and  
8 it was signed probably close to a year ago. Approved and  
9 signed, yeah.

10 COMMISSIONER ANAYA: But we just didn't get  
11 this one done.

12 CHAIR FREEDMAN: This one took, yeah, we had  
13 to get it from the city. So, once we were all established  
14 with Mr. Cogg, then the city executed this and we're --  
15 yeah. So, we are almost there.

16 Okay. So, we had a first and a second and  
17 then some conversation. All those in favor of passing the  
18 MOU with the city?

19 ALL: Aye.

20 CHAIR FREEDMAN: Okay. So that passes. And  
21 then we have some time for Public Comment. Right now,  
22 we're set up as a webinar, so I think people would have  
23 had to let us -- Oh.

1                   COMMISSIONER ANAYA: I have you on speaker.  
2 Is it on the invitation there, Lawrence? Is it on the  
3 invitation there? The number? It is.

4                   COMMISSIONER RAEL: Yeah, it is, but it's not  
5 the number of the ID there. They just sent me something,  
6 hold on.

7                   CHAIR FREEDMAN: You should be able to just -  
8 - No, it's open. You should be able to just click a link  
9 from the email that went out that automatically takes you  
10 to joining.

11                  SECRETARY ROBERTSON: Yeah, I just clicked it  
12 and it [inaudible 0:03:49].

13                  CHAIR FREEDMAN: Yeah, we had someone just  
14 test it and they were able to just get into it.

15                  MONICA: I'll send it to him directly.

16                  CHAIR FREEDMAN: Okay. Monica's going to  
17 resend it to you so you have it [inaudible 0:03:59] in  
18 French.

19                  COMMISSIONER ANAYA: If you don't get that  
20 call back, we'll figure it out on this.

21                  CHAIR FREEDMAN: Okay. Thanks, Lawrence.  
22 Okay, do we have any Public Comment? We have Marcos, not  
23 for public comment, but attending. That's good. Okay, if  
24 there's no Public Comment, then we'll move on to a couple  
25 of discussion items.

1           The first one is just really brief. We had  
2 at our meeting, we had a special meeting on the 17th that  
3 got cut in half on Zoom because we had a disruption, we  
4 will say, on our Zoom call that made us have to shut it  
5 down and reopen. But we need to make that half of the  
6 meeting public.

7           So, it has been posted on the Mr. Cogg  
8 website and people can go view it there if they want to  
9 watch that second half of the meeting. So now we'll get  
10 down to real business. We have an update both on the  
11 legislative session from Kelly O'Donnell and Chair  
12 Barbara Baca, and then Kelly will also be walking us  
13 through her white paper that she put together. So, I'll  
14 turn it over to you guys.

15           MS. O'DONNELL: Let me introduce myself to  
16 those of you who I haven't actually met before. My name  
17 is Kelly O'Donnell. I'm a long-time economist here in New  
18 Mexico and working in and around public policy and public  
19 finance for the last 25 years.

20           I became involved with this effort maybe six  
21 months ago, maybe a little bit longer. Initially around -  
22 - I don't even remember what the context was, but  
23 ultimately, I ended up helping during the legislative  
24 session to help secure the appropriation. And subsequent  
25 to that spent some real time looking at what the



1 Collaborative could do given its current legal  
2 authorities.

3           So, I'll be talking about that in a little  
4 bit, but we were going to start off with Chair Baca and I  
5 in a supporting role discussing the legislative session  
6 and the outcome of that vis-a-vis the appropriation that  
7 was ultimately secured.

8           CHAIR BACA: Thank you, Dr. O'Donnell. Madam  
9 Chair and Commissioners, thanks for allowing me. I wasn't  
10 on your agenda, but I'm really happy to be here to talk  
11 about this because I feel like we should be joyous and  
12 celebratory about the outcome of the state legislative  
13 session in this past session.

14           And in a moment, I'm going to read a letter  
15 that I just received and you'll be getting it  
16 electronically probably later this afternoon from the  
17 Speaker Martinez, Speaker of the House. But I just wanted  
18 to say a few words. I think you all know that together,  
19 the city and the county --

20           MONICA: I'm sorry, I'm going to pause and  
21 see. Do you want to call him and just have him be on  
22 speaker phone?

23           COMMISSIONER ANAYA: Hey, I'm going to put  
24 you on speaker and [inaudible 0:07:22]. I'll put you on  
25 speaker.

1 MONICA: Okay. Let's see if he can hear you.

2 CHAIR FREEDMAN: Welcome, Lawrence. Can you  
3 hear us?

4 COMMISSIONER RAEL: I can hear you guys, yes.

5 CHAIR FREEDMAN: Great.

6 CHAIR BACA: So, I guess I just want to start  
7 by emphasizing the importance that this collaboration had  
8 in this effort of this session. So, the collaboration of,  
9 as the Speaker called it, in his leadership through the  
10 House Appropriations, this is sort of an all-hands-on  
11 deck kind of effort.

12 And I think here in Albuquerque, Bernalillo  
13 County, we really showed that we are working together for  
14 this crisis of homelessness and the need for housing. So,  
15 as you probably know, and I'll just be real brief about  
16 this part, the city and the county together had an ask of  
17 \$179 million to provide homeless services as well as  
18 housing. And so together, we all went up to lobby for  
19 that.

20 And I want to thank our lobbyists for their  
21 good work. A lot of people in this room were up there and  
22 it really made a difference. I want to thank, actually,  
23 the leadership of the House Appropriations, Nathan Small,  
24 Torres Small, the Chair, Meredith Dixon, the Vice Chair,  
25 also, of course, the Speaker.

1                   And that leadership was really important in  
2 taking it through that whole process. And we were  
3 successful in getting \$110 million identified in the  
4 House Bill 2 with originally \$80 million to be split  
5 between the city and the county, \$10 million for Dona Ana  
6 County, and the remainder was going to be distributed, I  
7 guess, by the Governor's office. We went to the Senate  
8 side.

9                   Again, we had Senator Padilla on our side  
10 really advocating for that language to hold true. That  
11 was really important. Senator Munoz allowed it to go  
12 through. And it was really important, again, all-hands-on  
13 deck. What happened, I just wanted to explain briefly, if  
14 you haven't heard this part, but of course, the Governor  
15 line item vetoed the language, not the funding. So, we  
16 still have \$110 million for homeless services and housing  
17 available, but it's statewide and it's going to be  
18 administered by the state.

19                   So, this means, again, that we just need to  
20 continue to work together to move forward our projects,  
21 move forward as they're creating sort of the rules. We're  
22 deciphering how that's going to work. But last week, we  
23 had a meeting with the Speaker and Rep. Dixon and Rep.  
24 Torres-Small, and they indicated to us that they are  
25 ready to help and go hand-in-hand with us. So, my plea to

1 all of us is, again, what the Speaker says, all-hands-on-  
2 deck.

3 And so, this should be a state partnership  
4 with the city and the county together, moving forward as  
5 we consider these projects. And it will be housed under  
6 Secretary Nayyar with Workforce Solutions. And the Office  
7 of Housing will be in her realm of [inaudible 0:11:11]  
8 administratively. And she told us that she wants to work  
9 with all of us.

10 And again, lastly, and then I want to again  
11 thank the speaker and read his letter to you all. Many  
12 times, as we were talking about this, people went back to  
13 sitting in the county, truly are working together, and  
14 that's what got us over the finish line.

15 And so, although we thought it possibly  
16 could be a setback, I really think we should be working  
17 together in the line-item detail. We really do have the  
18 governor and her staff offering to work with us and to  
19 continue this work here. We really advocated because we  
20 are the most populous county and city.

21 We have the largest amount of homeless  
22 population, largest services, but the greatest need. And  
23 so, with that, I want to -- I'll pass this around in a  
24 moment, but I want to read it into the record. This is

1 | dated April 24th, 2025 from Javier Martinez, Speaker of  
2 | the House.

3 |               "Dear Chair Freedman and Members of the  
4 | Middle Rio Grande Housing Collaborative Board, thank you  
5 | for your support and collaboration with the city of  
6 | Albuquerque and Bernalillo County to address the urgent  
7 | need for more housing in the city and county. Because of  
8 | this common focus and collaboration, the state  
9 | legislature was able to include \$110 million for housing  
10 | in House Bill 2, the General Appropriations Bill for  
11 | fiscal year 2025-2026. To direct these funds where they  
12 | are most needed, the city and county will need to work  
13 | closely with the Department of Workforce Solutions,  
14 | Secretary Sarita Nair, whose department will oversee  
15 | implementation of the housing funding.

16 |               There are several promising projects that  
17 | will benefit from this funding, and we must get these  
18 | projects off the ground as soon as possible. Thank you  
19 | again for all your support in helping bring the city and  
20 | county together for this critical need. I look forward to  
21 | working closely with city and county officials to make  
22 | sure the state funding is used effectively and  
23 | expeditiously to address the region's housing challenges.

24 |               Please let me know if there's anything my  
25 | staff or I can do to keep things moving. Sincerely,

1 | Javier Martinez, New Mexico Speaker of the House." And  
2 | this is copied to Mayor Tim Keller, President of the  
3 | Council, Brooke Bassan, and Chairman of the County  
4 | Commission, Eric Olivas. It'll be coming to you  
5 | electronically, but I'm kind of old school and I wanted  
6 | to give everybody the copy and let you have that in your  
7 | hand.

8 |                   And with that, I'll turn it back over, or  
9 | stand for any questions if they're not clear, but I thank  
10 | you for the privilege of being here to make that  
11 | statement because it really was the leadership of the  
12 | House Appropriations that I believe, and together with  
13 | our lobbying and our efforts from everyone, city and  
14 | county, made this happen. We should be in a celebratory  
15 | mood and ready to hit the ground running.

16 |                   CHAIR FREEDMAN: Good. My only question would  
17 | be, what does everybody view as the next steps? Setting  
18 | up a meeting with Sarita, Collaborative, County and City,  
19 | something along those lines.

20 |                   CHAIR BACA: Madam Chair, so Secretary Nair  
21 | has reached out to CAO Singal, to our County Manager, and  
22 | has started the process. So, to be determined as they are  
23 | figuring out, she mentioned in our meeting last week that  
24 | she's working -- she is the Governor's point person on

1 | this. And so yes, we will be getting back to you and  
2 | working on how we move forward.

3 |               But as you know, County and the City has a  
4 | list of projects that you all have been part of that we  
5 | really want to move forward. And those, we've identified  
6 | some that are at a higher level or low-hanging fruit, as  
7 | everybody says, that kind of thing. How we move those  
8 | forward is going to be really critical and how we get  
9 | that state funding.

10 |              One of the things that I didn't mention that  
11 | was line item vetoed was that this money was for FY26 in  
12 | the original language. She took that out. The reason they  
13 | gave is because they have some money in FY25.

14 |              So, they have money now. I don't know how  
15 | much that is. But we were going, "Okay, how about now  
16 | then?" And that's what they really want us to move  
17 | quickly. And my ask to you all as a Collaborative and to  
18 | the city and the County is that we really take them up on  
19 | the challenge. And secondly, on the offer that they will  
20 | work with us hand-in-hand on these projects.

21 |              If we talk about buying a hotel and  
22 | renovating it and turning it into a transitional or  
23 | affordable housing, this needs to be in our community,  
24 | received as this is solving a problem that we have as a  
25 | state, as a county, as a city. And if we can have that

1 strong coalition moving forward, I think we will have  
2 greater success. So, we don't have the folks that are  
3 critical of affordable housing, live the day.

4 We really have to have that communication  
5 and good neighbor agreements, for example, with the  
6 community where these housing projects may be going, that  
7 kind of thing. We just need open and transparent  
8 communication and the state needs to be and has offered  
9 to be by our side.

10 CHAIR FREEDMAN: Great. And it sounds like  
11 Secretary Nair is being proactive. So, well, thank you.  
12 Good update.

13 MS. O'DONNELL: Well, Madam Chair, members of  
14 the Commission, as I mentioned before, supported the  
15 effort to obtain this appropriation that Chair Baca just  
16 discussed. And in that context, it became evident to me  
17 that there was a lack of clarity about -- and remains a  
18 lack of clarity around the role of the Collaborative. I  
19 started hearing about the Collaborative a couple of years  
20 ago.

21 And initially, those conversations were very  
22 much focused on the need for gap financing, that there  
23 really just there weren't enough units being produced in  
24 Bernalillo County to meet the demand. And that was  
25 obviously a major contributor to the homelessness issue



1 and all of the various other serious issues confronting  
2 Bernalillo County. And at that time, what was represented  
3 was that there was a need for rapidly deployable funding  
4 to essentially bridge the gap for some of these projects  
5 that weren't coming online fast enough.

6           And my understanding was that that was going  
7 to be a primary role of the Collaborative, at least it  
8 was when the Collaborative was originally envisioned,  
9 that was a primary role. The other primary role, when the  
10 Collaborative was originally envisioned, was to bring  
11 together certain functions that are performed by both the  
12 city and the county housing authorities, and to merge  
13 some functions and services in the name of greater  
14 government efficiency. And again, with the objective of  
15 ultimately bringing more units online faster.

16           But over the course of the last couple of  
17 years, as the Collaborative has gotten its feet  
18 underneath it, and you guys have started meeting and the  
19 county and the city have had their sometimes aligned and  
20 sometimes competing agendas. It has become evident that  
21 that original vision is not a vision that can actually be  
22 realized by this Collaborative.

23           And thus, it seems that the Collaborative at  
24 this point is that in order to move forward, needs a very  
25 clear vision of what it can and cannot do under its

1 current legal authority. And then to be able to make at  
2 some point a really deliberate decision about whether the  
3 functions that can be performed and the impact that can  
4 be had under the authority of the current JPA is  
5 sufficient, or whether you want to look at a new JPA or  
6 statutory authority or some other way of achieving a  
7 broader mission.

8 But what I did was I did a lot of reading  
9 and a lot of talking to folks about their visions for the  
10 Collaborative and what the Collaborative could and  
11 couldn't do, and narrowed down a set of roles and  
12 responsibilities that were allowable and permissible  
13 under the current JPA. And that could contribute  
14 meaningfully to the housing ecosystem in Bernalillo  
15 County. I think everybody agrees that there is a profound  
16 need simply for more housing units, that that's the  
17 bottom line.

18 There needs to be more housing. You can do a  
19 lot of other things, but ultimately, all of that has to  
20 drive towards the production of more units and  
21 specifically more units that are affordable to ordinary  
22 people in Bernalillo County. But how you get there is  
23 another question entirely.

24 Also, during this two-year period, what  
25 we've seen is the development of the housing development

1 division at Bernalillo County, which actually provides a  
2 great opportunity for synergy between the Collaborative  
3 and the county, because now the county is stepping up to  
4 start to fill in some of that role of gap financing. The  
5 two things that I think that I did want to clarify are,  
6 again, that the combination or the merging of city and  
7 county functions is not going to happen anytime under the  
8 Collaborative or probably ever. And that the JPA does not  
9 provide the Collaborative the authority to provide gap  
10 financing.

11               There are certain legal prohibitions,  
12 including the state's anti-donation clause, that permit  
13 government entities from donating things of value without  
14 consideration. And the exclusions from that are very  
15 specific. They have very specific parameters.

16               I believe Joseph has schooled you on those  
17 parameters ad nauseum, so I'm not going to go into it in  
18 too much detail. But his assertion that the Collaborative  
19 currently does not have the governing body structure  
20 necessary to adopt a housing plan that would enable it to  
21 make donations of public funds is correct. And thus, in  
22 terms of a path forward under the authority of the  
23 current JPA, providing gap financing is not going to  
24 happen.

1                   It's not something for which the  
2 Collaborative has authority. Now, that said, although  
3 that's a really important function, and again, the county  
4 is just somewhat stepping into that breach, what the  
5 Collaborative demonstrated this legislative session is  
6 that it can serve a really important function, even if  
7 it's primarily a symbolic function, in demonstrating to  
8 policymakers at the state level that the city and the  
9 county can collaborate and have a formal mechanism by  
10 which to collaborate on these things.

11                   So, I have provided in this memo that I put  
12 together, I tried to sketch out some core functions for  
13 the Collaborative, and within each of those basic core  
14 functions, some more specific goals and objectives. The  
15 three core functions are as a convener, number one, and  
16 that has a pretty extensive set of recommendations  
17 underneath it. As a performer of research and analysis,  
18 to really inform and drive public policy that's conducive  
19 to the production of more housing units and outreach and  
20 education in order to secure public buy-in.

21                   So those are the three broad functions.  
22 Those are anticipated in the JPA. They are within the  
23 authority of this organization, but perhaps most  
24 importantly, they're not being performed by anybody else.

1                   Right now, you've got a number of players in  
2 the housing ecosystem here in Bernalillo County. You've  
3 got the city, you've got the county, you've got the  
4 mortgage finance authorities, you've got the various  
5 nonprofits that are actually doing housing production,  
6 and then you have a variety of advocacy groups that are  
7 also interested in housing issues. But no one is  
8 performing the various tasks that I've outlined here.

9                   So, I'm just going to start with the first  
10 core function, which is again, as a convener, to bring  
11 the major players together on an ongoing basis to share  
12 information and collaborate on strategy. I think there is  
13 an important role as for the Collaborative in long range  
14 regional planning. The city and the county both have  
15 affordable housing plans.

16                   They also produce plans pursuant to the  
17 requirements of HUD, but they are standalone plans and  
18 the city addresses what's going on basically within the  
19 city and the county addresses what the county's purview.  
20 Coming together, given that there's massive overlap and  
21 the boundaries of the city and the county are actually  
22 not clear to most regular citizens. Coming together to  
23 align on a long-range regional plan, I think is something  
24 that the Collaborative is uniquely well suited to do.

1                   And really brings greater credibility just  
2 as the aligned funding requests brought greater  
3 credibility with the legislature and alignment between  
4 the city and the county, and the other stakeholders on  
5 planning. And then a fidelity to whatever plan is arrived  
6 at a commitment to actually pursuing and prioritizing on  
7 the basis of that plan can make funding requests, both  
8 the legislature, hopefully of the federal government at  
9 some point, and certainly a philanthropy much more  
10 powerful and effective. So, I would see that as perhaps  
11 the most important function that the Collaborative can  
12 play.

13                   And although it's not spending money, well,  
14 you have to spend some money, but it's not allocating  
15 large tranches of funds. I think it really does provide  
16 the infrastructure and the foundation by which to secure  
17 those funds. The next one is aligning funding requests.

18                   And I think that to some extent that was  
19 accomplished this session. I mean, there were some  
20 hiccups and bumps in the road, but by and large, the  
21 funding requests that was brought to HAFC and Senate  
22 Finance and ultimately, to the governor's desk had the  
23 support of both the city and the county. And that was  
24 compelling.

1                   And that was particularly compelling in the  
2 Senate Finance Committee, where had there not been  
3 demonstration from the City Manager and from the County  
4 Manager, that that funding request would not have ended  
5 up in HB2. So, the alignment of funding requests is an  
6 absolutely critical role. And this third party that the  
7 Collaborative is really validates that and sort of keeps  
8 everybody coming to the table and in alignment with  
9 whatever agreements are made.

10                   After that, of course, assuming you secure  
11 funding, the Collaborative has a role in aligning and  
12 expediting the allocation of that funding. Making sure  
13 there's agreement so that money doesn't fall between the  
14 cracks or get lost in squabbles between the various  
15 government entities. So, those are really critical and  
16 the ones I think we're talking about today, primarily.

17                   A fourth function that occurred to me that,  
18 like I said, I reviewed the meeting minutes and I  
19 reviewed a lot of documentation around the Collaborative.  
20 And I saw a lot of discussion about land banking as a  
21 potential function for the Collaborative. In this memo, I  
22 don't recommend that that be a core function.

23                   And not because I don't think it's a good  
24 idea, but because, again, going back to those first  
25 principles, why are we here? We're here to increase and

1 expedite the production of units. And land banking, at  
2 least land banking as a way of dealing with derelict  
3 properties is a very important function, but it's very  
4 time consuming. It's expensive. And it produces units,  
5 but only at the margin. And thus, it's perhaps not the  
6 best use of the resources of this Collaborative.

7               On the other hand, I think that there is a  
8 real need. In the last four years, prior to going back  
9 into full-time consulting, I worked for HomeWise, which  
10 is a developer of housing. And there was this ongoing  
11 desire to obtain properties owned by the public sector in  
12 order to develop them for affordable housing.

13              And there was, I know that there is not, at  
14 least within the development community, a full  
15 understanding of what the public sector actually owns and  
16 what is potentially available for development by  
17 affordable housing developers. And so, some greater  
18 transparency about the ownership of property and the  
19 potential development for affordable housing, I think  
20 would really facilitate the ability of affordable housing  
21 developers to develop those properties, and again,  
22 produce units in a cost-effective manner.

23              And so, one thing that I would like to see  
24 this organization think about doing is creating an  
25 inventory of publicly owned properties that are



1 potentially developable for affordable housing and some  
2 mechanism by which to communicate the availability of  
3 those properties more effectively to developers.

4           Last but not least, under the convening  
5 function is one that I think is hugely important and one  
6 that I'd like to see the city and the county really get  
7 out in front of and that is cross-jurisdictional  
8 alignment of land use policies and procedures. If you  
9 look at what's going on in other states, because New  
10 Mexico is one of many states that is confronting a  
11 housing shortage. The major barrier to housing production  
12 nationwide, frankly, is local planning and land use.

13           And it's local ordinances, some of which  
14 have a real legacy in discriminatory policies and that  
15 local governments really need to think about proactively  
16 transcending. How do we get those last vestiges of  
17 exclusionary zoning out of our land use policies? And how  
18 do we do that in a way that supports the development of  
19 affordable housing, but also respects the rights of  
20 neighborhoods and community residents?

21           And that's a real tightrope. And I know that  
22 in a lot of other states, there's moves at the state  
23 level to either incentivize or more often penalize local  
24 governments for failing to get on board and adopt the  
25 policies they need to adopt to make these things happen.

1 And I saw a little bit of movement at the legislature,  
2 this around land use, local land use, but I think that  
3 the answer is for a coalition like this one to get  
4 together with the Association of Counties and the  
5 Municipal League, and start thinking about what kind of  
6 incentives the state could create that would help local  
7 governments adopt best practice land use policies. And  
8 the ones that are there are not adequate.

9 That's clear. I mean, there's, there's some  
10 little language in a few funds that are being offered  
11 here and there, but there isn't enough specificity. There  
12 isn't real clarity about what best practice land use  
13 policies are.

14 And there aren't any real incentives. And I  
15 think that the potential, the state has the funds and the  
16 state has the will. I think if a coalition of local  
17 governments in each state with a good proposal, I think  
18 they would adopt that because they need to do something.

19 And what they see as their major impediment  
20 to getting anything done is the opposition of the  
21 Association of Counties and the Municipal League. And  
22 that makes sense because the cities and the counties  
23 don't want the state telling them what to do. And thus,  
24 the cities and the counties should offer the state some

1 | things that they would like to be told to do in return  
2 | for something.

3 |           I think there's a real opportunity for  
4 | proactive advocacy around this issue. And it would  
5 | preempt a lot of really potentially negative stuff too.  
6 | And a lot of having to beat back policies that perhaps  
7 | are really not workable from both city and county  
8 | perspective.

9 |           And again, I think Bernalillo County and  
10 | Albuquerque are a great place to really move this  
11 | forward. It's over a third of the population. With the  
12 | exception of Santa Fe, it's probably the most severe --  
13 | well, and the oil patch. Some of the most severe housing  
14 | problems, but also, I think the potential to really  
15 | create the model for the rest of the state. So that's a  
16 | place I'd like to see the Collaborative -- and I think  
17 | the Collaborative could do incredible work there.

18 |           Second core function is research and  
19 | analysis. Again, this is a place where there is, there is  
20 | some research done. There are some plans that are  
21 | produced every few years. The Mortgage Finance Authority  
22 | puts out a lot of great statistics derived primarily from  
23 | the census around the populations of folks who need  
24 | housing and who's doing what. But those studies are not  
25 | the sorts of studies that drive the policy.

1                   They're useful particularly if you're  
2 writing a grant proposal or something like that, but they  
3 don't tell ordinary citizens or legislators where the  
4 money needs to go in order to create the biggest bang.  
5 And what an adequate investment in affordable housing  
6 would mean in terms of wellbeing, in terms of economic  
7 development. And so, nobody has the resources right now  
8 to do that kind of work.

9                   But I think it's an important public  
10 function is to really help people understand what's at  
11 stake when we don't adequately support housing. We can  
12 see the tangible evidence of it on the street, obviously.  
13 But what we don't see as much is what it means to an  
14 employer whose employees have to commute for an hour for  
15 a \$16 an hour job.

16                  Those sorts of analyses, I think can really  
17 help to move a policy agenda around affordable housing  
18 forward by providing policymakers the information they  
19 need to make good decisions, and a better understanding  
20 of what of the costs of those decisions for sure, but  
21 also the long-term potential benefits. I think also  
22 there's a role for program evaluation and just anything  
23 that this Collaborative does should be evaluated. There  
24 should be ongoing evaluation of effectiveness.

1                   How effective are we being? What are we  
2 producing? And what are the outcomes? I think finally on  
3 the research front, I'll give you one example and it's a  
4 loaded one, but inclusionary zoning. Obviously, it's an  
5 idea that sounds great. Implemented in Santa Fe, it has  
6 questionable impact.

7                   Inclusionary zoning basically says if you're  
8 going to build a multifamily development, that a certain  
9 percentage of the units in that development have to be  
10 affordable. Even if the thing's supposed to be market  
11 rate, you need to set X number of units aside as  
12 affordable or pay into a fund for the privilege of not  
13 producing affordable housing. And those funds are used to  
14 produce housing elsewhere, affordable housing elsewhere.

15                   It's a beautiful idea. In practice, it  
16 doesn't always work out the way you had hoped. There are  
17 certainly those who blame the housing shortage in Santa  
18 Fe on Santa Fe's inclusionary zoning ordinance.

19                   Whether that's true or not, those are the  
20 sorts of things that Bernalillo County and Albuquerque  
21 should be looking at and have the opportunity to look at  
22 from a broad perspective, not from an advocate's  
23 perspective, but from the perspective of a group like  
24 this that brings a lot of different interests together to  
25 talk about these issues and then could produce an

1 analysis that really shows the pros and cons, and the  
2 potential pitfalls and the potential benefits of those  
3 sorts of policies that the Commission and the Council  
4 could then look at and decide with the benefit of good  
5 information, whether they want to adopt or consider.

6           And one last, another thing that the county  
7 manager had mentioned to me when I spoke with her was how  
8 interested she would be in a study that quantified the  
9 benefits of housing from the perspective of homelessness  
10 reduction. And we already have the foundation for some of  
11 that work with the heading home research that was done  
12 maybe 10 years ago here in Albuquerque, but there is a  
13 really important economic argument to be made for  
14 addressing the homelessness problem. And again, it's a  
15 broad economic argument.

16           But until we see it, until we see those  
17 numbers quantified and look at all the areas that  
18 homelessness impacts in our economy and the quality of  
19 life, it's hard for folks to get their arms around  
20 expending the kind of funds it's really going to take to  
21 address the problem. And the last core function is much  
22 shorter. It's simply outreach and education.

23           It again is taking the product of those  
24 convenings, of that collaboration of the research and  
25 analysis and sharing it with the public in order to help

1 support the city and the county in their efforts to cite  
2 more affordable housing, fund more affordable housing,  
3 get people off the streets and to build that sort of  
4 public support of these issues. Frankly, everybody loves  
5 affordable housing unless it's in their backyard. And  
6 until you can really get enough people understanding that  
7 you can't have a community solution if it's opposed in  
8 every neighborhood, you're never going to get anywhere.

9           So that outreach role in communicating with  
10 people and building public support for whatever solutions  
11 are ultimately arrived at is the third critical role. And  
12 all of these things, again, are things that the  
13 Collaborative can do with some resources, but limited  
14 resources and the authority that's currently available  
15 under the JPA. And then at some point, the Collaborative  
16 may think, "Hey, this is great, but we really feel like  
17 we could do more with more resources."

18           And then the time comes for the  
19 Collaborative to get together and say, is our current  
20 legal structure appropriate? Does it still suit us? And  
21 then maybe think strategically about going forward.

22           But in the short term, I think there's  
23 plenty of work to be done that would really advance the  
24 objectives of both the city and county in a meaningful  
25 way over the next three, five years. And that's the

1 essence of my recommendations. I'd be happy to answer any  
2 questions yeah.

3 CHAIR FREEDMAN: I love it. I have a  
4 question. Let me see where I wrote it. You mentioned that  
5 we are not able to do gap funding because we can't  
6 distribute funds. We can't donate without something in  
7 exchange. But then you also mentioned -- and I don't know  
8 if we quite are connected.

9 MR. GONZALES: Madam Chair, just for  
10 clarification, that's within the Affordable Housing Act  
11 itself that we have to do it, the city and the county  
12 have to be the ones to do it, to do the funding. So, you  
13 would never be able to actually do that.

14 CHAIR FREEDMAN: Without an act anyway.

15 MR. GONZALES: Without statutory change.

16 CHAIR FREEDMAN: You mentioned something,  
17 though, about city and county, just through us all  
18 working together, being able to receive funds through  
19 philanthropy. Is that our city and county, are  
20 governments able to receive private donation dollars?  
21 That feels like it goes -- as opposed to the exact other  
22 thing of not being able to take something without giving  
23 consideration.

24 MS. O'DONNELL: Right. What I was envisioning  
25 -- yeah, I mean, the answer is yes, you could receive



1 funds through private philanthropy and or the city or the  
2 county could receive private philanthropic funds. I guess  
3 I had sort of -- yeah, I hadn't really thought too much  
4 about who would be the actual recipient of those funds.

5           Again, I would doubt that you would be  
6 receiving through private philanthropy sufficient funds  
7 to build a lot of housing. I mean, frankly, yeah. Because  
8 that is really considered a function of government and  
9 philanthropy doesn't tend to like to do that.

10           But yeah, I think that the Collaborative as  
11 evidence of -- the existence of the Collaborative as  
12 evidence of cooperation becomes really compelling to  
13 philanthropy.

14           CHAIR FREEDMAN: So, we could potentially  
15 receive funds from philanthropy to pursue our mission as  
16 it's our items that we can perform as it stands.

17           MS. O'DONNELL: Yes.

18           CHAIR FREEDMAN: Okay, great. Thank you.

19           SECRETARY ROBERTSON: Madam Chair, Kelly,  
20 first off, thank you. I spoke to you briefly a few times  
21 and get to finally meet you in person. And I think this  
22 document is really great for me. As one of the  
23 Commissioners, to be totally honest, sometimes I've been  
24 coming to these meetings and going, what is our reason to

1 exist? And we've been waiting for an executive director  
2 to sort of give us that.

3 But I actually think this is super salient,  
4 makes a ton of sense. And it actually is inspiring on top  
5 of all that. So, I appreciate that. I had some questions  
6 as well. So, for the long-range and regional planning  
7 that you're proposing, my question is about what the city  
8 and county are producing and what would be the  
9 difference? Is the city and county producing more  
10 informational and this is more strategic or even  
11 inspirational? Is that accurate to say the difference or?

12 MS. O'DONNELL: Yeah, I think that that is  
13 accurate. And Joseph can speak to this better than I can.  
14 But local governments produce plans that are basically in  
15 order, in compliance with HUD regulations.

16 And so, they are basically doing what they  
17 need to do in order to qualify for funding. And those are  
18 important. That's information. Yes, that's information.  
19 But it's not visionary. It's not really sort of looking  
20 to the future and saying, how do we want our community to  
21 look 10 years, 15 years from now? And exactly how are we  
22 going to get there?

23 It's much more a regulatory compliance  
24 function as opposed to a long-range strategic planning  
25 function.

1                   SECRETARY ROBERTSON: So, you worked for  
2 HomeWise and I've had really interesting conversations  
3 with people from HomeWise and I get to go -- I'm lucky  
4 enough to go to the HomeWise series. We just had the  
5 Housing As A Homelessness author come in and speak to us  
6 about the issue. And I really agree with what you're  
7 saying about creating some high level and strategic  
8 output is not something that other people seem to like.

9                   Maybe they don't want to do it, but they may  
10 also just think, well, I just don't have the funds or the  
11 manpower resources, et cetera. I see some real  
12 possibility in this database idea of what's available.  
13 And I think that the reality is as a developer, I go and  
14 work in other markets and other markets are doing a lot  
15 to advertise some of what's available and then create  
16 this really easy process where people can actually bring  
17 good ideas to you as opposed to waiting the other way  
18 around.

19                   So not really a question, but just really  
20 awesome, interesting idea. For the research and analysis  
21 portion and then some of the metrics and things like  
22 that. There are those HUD required reporting elements  
23 that you've talked about. Is there any way that since  
24 both groups are already doing it, are you implying to  
25 create, you know, an additional document or would you

1 | then create a single document that answers some of those  
2 | questions? I'm just trying to clarify.

3 |               MS. O'DONNELL: I think it would be an  
4 | additional document. Again, the documents that are  
5 | produced by the city of the county and the finance  
6 | authority are valuable. They provide some really valuable  
7 | information.

8 |               But again, they aren't addressing specific  
9 | research questions. They're really kind of demonstrating  
10 | and documenting that the city and the county have looked  
11 | at their community and they know who needs housing  
12 | roughly, and they know what kind of housing they need  
13 | roughly. But I'm thinking really more on a more, somewhat  
14 | more granular and community-specific level. Not so much  
15 | stuff you just pull out of the American Community Survey,  
16 | which is so much of what that ongoing reporting is. It's  
17 | you just go to the Census Bureau website and download a  
18 | bunch of data. And it's useful, it's useful, but it's not  
19 | driving any policy.

20 |               It's not really helping us, as a community,  
21 | to better understand our issues. It's more sort of  
22 | presenting, again, this sort of really formulaic, here's  
23 | where the need is and here's what we're going to do to  
24 | meet that need with these funds.

1                   SECRETARY ROBERTSON: What I'm hearing is  
2 some of the important narrative structure that organized  
3 the data is missing and that's somewhere where maybe this  
4 Collaborative could step in. So, appreciate that  
5 clarification. And then finally, I'll just say, now that  
6 the money has been allocated, from my understanding, it's  
7 been allocated and it's at a level at which it's sort of  
8 being dictated by the Workforce Housing Department that  
9 the state has, so they can allocate it as they see fit.

10                   But the ultimate, the request came from us  
11 and we sort of shared some of the benefit that we created  
12 by making the request in the first place. Now that we're  
13 working with that organization, you make some  
14 recommendations there, but I guess my question would be,  
15 it's tough when you -- we know that Albuquerque and the  
16 County of Bernalillo have a massive problem, probably a  
17 lion's share of problems. So, yeah, I'd love to hear more  
18 a little, like, how do we work with them effectively and  
19 how do we actually create some kind of traction with them  
20 so that we are able to do some of this effectively?

21                   If they have this big pot of money, are we  
22 requesting some of it in order to augment -- we bring  
23 this game plan to them and we say, we need this many  
24 dollars to sort of do what you're laying out. Is that  
25 accurate?

1 MS. O'DONNELL: That is accurate. I'm going  
2 to throw it to Chair Baca because that work is definitely  
3 ongoing and demonstrating -- yeah. So again, the  
4 Collaborative sort of demonstrated the capacity for  
5 collaboration around these issues and then the County  
6 Manager and folks from the city are already driving in  
7 that direction and Chairman can speak more to that.

8 CHAIR BACA: Well, I guess I would say one of  
9 the key things is that we have this greater need than we  
10 have the money for, obviously. I mean, we know we have  
11 something like at least that we identify a \$260 million  
12 need and we asked for \$100 million.

13 It's greater. So that and a really critical  
14 thing and it's in the speaker's letter. It's in what  
15 we've heard from the city and the county. We've got to  
16 move quickly with this round of dollars because this is  
17 just the start. Well, first of all, we said, we really  
18 asked for \$100 million to the legislature. Oh my God,  
19 they're going to laugh us out of the roundhouse and we  
20 did it anyway and they responded because we all came  
21 together and said, these are the needs.

22 So, these data that Dr. O'Donnell is talking  
23 about and I really love this outreach and education  
24 because to me, that's really critical. As she said,  
25 everybody drives home from the grocery store and says,

1 "Oh God, we have this problem on the streets in my  
2 neighborhood. We need to do something." But then when the  
3 city and the county say, "Here's a solution," they go,  
4 wow, not here.

5               So, we need to educate folks with good data,  
6 with forward thinking and planning. So, this is a lot, I  
7 guess what I'm trying to say is this money that we have  
8 now, we have some projects that we need to all get on  
9 board and get behind and do it right, thoughtfully, not  
10 just quickly but thoughtfully. And next year and next  
11 year and next year, we need to continue this effort.

12              And so, I see this Collaborative and some of  
13 the ideas that Dr. O'Donnell has come forward with of the  
14 strategic planning moving forward, really critical for us  
15 to be successful as we continue to move forward. I don't  
16 know, I kind of went beyond your question but it's all of  
17 that. And we have promised to the Governor's staff and to  
18 the legislature that you can count on us, we're going to  
19 move forward.

20              So, the really, I keep getting back to it,  
21 we got to all-hands-on-deck so that we're not arguing and  
22 fighting over this money. We're saying, yeah, this is a  
23 good idea here. This is a good idea there.

24              And this is what we're going to talk about  
25 next year and beyond. So, I really do think that that

1 value is there in some of this strategic planning,  
2 education and engagement.

3 CHAIR FREEDMAN: It seems like when it talks  
4 about focusing on public buy-in for the outreach and  
5 education, we've got the general public, the individual  
6 driving along the street, but we also have the business  
7 owner public. And I know there's often a lot of tension  
8 around my taxes are going to go up, from a business  
9 standpoint too. But I think then it bounces back to the  
10 research and analysis of proving the unhoused situation  
11 near your business costs you X thousands, millions, tens  
12 of millions of dollars in revenue that cannot be solved  
13 with X, X and X taking place.

14 So, I think that seems like the kind of  
15 thing that it's a burden on city and county to do that  
16 research because they're dealing with the more immediate  
17 crisis points. And know who do we have to house and how  
18 do we present all of that information to do this added  
19 research to say, here is the actual cost of people not  
20 having housing and how it benefits you even if it means a  
21 tax implication or some other implication or housing  
22 going up where you didn't think you wanted it.

23 But I also think there might be something in  
24 also in that research and analysis in terms of best  
25 practices that are probably happening around the country



1 | in terms of if you're going to put X density of housing  
2 | in a neighborhood that may be resistant to it what are  
3 | the other things you're providing with that housing  
4 | that's going to benefit the neighborhood that wouldn't  
5 | have happened otherwise.

6 |               You don't get the gorgeous park if you don't  
7 | get the housing. So that seems like there's a lot of  
8 | research that we can be bringing from best practices  
9 | around the country that can demonstrate to the public and  
10 | to the government, and to the legislature about why these  
11 | things need to happen.

12 |               FEMALE SPEAKER 2: Madam Chair, if I may. I  
13 | just would like to add from the city's perspective I  
14 | think there's a lot of value in having the independent  
15 | voice and independent research, and the independent  
16 | collection of community voice in terms of understanding  
17 | when there isn't government in the room to influence that  
18 | what comes forth is either validating the work we're  
19 | doing or justifying it, I guess, I should say the work  
20 | we're doing. Or even giving us guidance that we then can  
21 | act from community voice if that makes sense.

22 |               My comments are really in support of what  
23 | Commissioner Baca has said and I think each of you have  
24 | talked to in terms of the real value in that independent  
25 | body. When we commission research, we often always go to

1 an independent body to do that work but it's still  
2 commissioned by the city, right?

3 And it's still the municipal like we set out  
4 the scope of work and folks are leery of how has  
5 government influenced this or guided this in a direction.  
6 So, the value you all bring in that in both community  
7 connection and education but also research I think will  
8 be invaluable for us in both parts.

9 CHAIR FREEDMAN: Especially if our mission is  
10 focused around these things, it's not around development  
11 it's not around siding with one part of government or  
12 another. People are likely to be a little more open.  
13 Great, well thank you so much.

14 FEMALE SPEAKER 2: Thank you.

15 CHAIR FREEDMAN: Any other questions from  
16 anybody or comments?

17 JOSEPH: I'm sure if I may one of the  
18 subjects we can bring up actually is so -- Kelly's  
19 brought up and I love her perspective the kind of  
20 reporting that we have to do mandatorily for HUD it's  
21 very [inaudible 0:54:12], it's very systematic, it's  
22 based on not most current data. And we have however  
23 although because they were functioning the government  
24 when we sponsored them, we actually have six different  
25 kinds of studies relative to what we need. Those kinds of

1 | things. So, one of the things you can do is actually kind  
2 | of provide reports on those for you so you can have a  
3 | baseline and go on for more detailed stuff.

4 |           I know Kelly's done some amazing work  
5 | especially in Santa Fe as it relates to commuting non-  
6 | affordability in Santa Fe. And it was eye-opening for  
7 | many people in terms of what the social and economic and  
8 | environmental cost was. So, I think that's the kind of  
9 | data that Kelly's speaking about. So, we'd be happy to  
10 | kind of -- so you have a baseline of what's already been  
11 | done. We just received a nice report working with Harvard  
12 | in terms of kind of the connection between affordable  
13 | housing economic development to homelessness, that we've  
14 | just put on our webpage. So, it kind of reports like that  
15 | analysis that we have like that.

16 |           So, it would be eye-opening a lot of that  
17 | data also from the Pew Foundation and things of that  
18 | nature that we have already on our webpage but we'd have  
19 | to kind of put something together for you so we kind of  
20 | understand the stuff that we have already. And in  
21 | addition, we can also report so like tomorrow or Monday  
22 | we'll have an RFI out for city-owned land for affordable  
23 | housing. City-owned land that we have available. And  
24 | we're putting out two RFPs hopefully but they'll come out  
25 | Friday in terms of city-owned land with monies that we

1 have available to develop some of the foundation. So just  
2 so you know those are not simply idealisms or stuff that  
3 we're working on.

4 CHAIR FREEDMAN: Great, thank you so much.

5 SECRETARY ROBERTSON: If I could make one  
6 last comment, Madam Chair. The city is beginning to  
7 launch into an IDEO revisited, IDEO rules regulations  
8 they're moved to a bi-yearly review process to make  
9 recommendations. In line with some of what you're saying.  
10 I think it's an early opportunity for the Housing  
11 Collaborative to maybe participate and make some  
12 recommendations on behalf of the county and city.

13 So, I would make the recommendation that  
14 maybe we find a way to get involved with that process and  
15 maybe become a housing -- maybe both Joseph and county  
16 groups have run into code or zoning issues and we can  
17 make recommendations that represent everyone's interests  
18 maybe as a starting place to start making some impact.

19 CHAIR FREEDMAN: Yeah, so Collaborative  
20 recommendation for city and county. Yeah.

21 SECRETARY ROBERTSON: Specifically, to  
22 benefit housing.

23 CHAIR FREEDMAN: Steve, did you have a  
24 comment?

1                   COMMISSIONER ANAYA: Madam Chair, I'd just  
2 like to say there's good information here and I want to  
3 thank you and the Commissioner, and the city and Danny  
4 over here on his lobbying efforts to get that money. And  
5 I think the key moving forward is going to be that the  
6 cooperation still stays there. We've seen time and time -  
7 - and the money's there now it's like a feeding frenzy to  
8 go after that money, and you'd say that, right? And I  
9 think making sure that there is the collaboration between  
10 the city and the county, and that continues because I see  
11 this as you mentioned as the beginning of -- the Governor  
12 still got another session under her belt.

13                   It'd be nice to have a lot of these projects  
14 ready to go next year. Who knows? But at this point, oil  
15 and gas still looks pretty good for the next few years, I  
16 should say. And obviously, that's driving the state  
17 coffers. And again, depending on what happens on the  
18 federal side where they got to step in on some of that  
19 federal funding. But it's going to be real important for  
20 the city and county to kind of keep holding hands moving  
21 forward because legislature is going to -- right Speaker?  
22 Legislature is going to look at that and say, well, they  
23 told us this last year, but this really happened.

24                   If we can walk in there next year and say,  
25 hey, we're still singing Kumbaya and we're still working

1 together on some stuff. Obviously, there's going to be --  
2 everybody's got their projects that they have, but I  
3 think it's just important. Again, thank you guys for your  
4 efforts on getting the funding.

5 Now a lot of the hard work begins on how to  
6 access that money and how to work. What's going to be  
7 interesting now that this is at the Workforce Solutions  
8 and I guess the Governor didn't get the housing office or  
9 whatever and MFA is still kind of out there or housing  
10 New Mexico, I guess. And so, there's still going to be a  
11 lot of coordination that has to happen.

12 But I think right now I'm trying to get that  
13 \$110 million from right down the street here or as much  
14 of that is going to be real important.

15 MR. GONZALES: Chair and Commissioner Anaya,  
16 just for clarification, Secretary Nair is overseeing the  
17 funding. The funding is still with legislatively  
18 appropriated to the Department of Finance. So, we went  
19 through the DFA will be the one, so there'll be an added  
20 layer that we'll have to work through as well in working  
21 with the grant agreements with DFA to get the money from  
22 DFA.

23 So, while it's Secretary Nair is going to be  
24 working similar to like the way that we're looking at  
25 these funds is similar to the LIDA funds where they're

1 discretionary at the Governor's office to be able to  
2 deploy to housing projects and pushing those projects  
3 forward and getting them through that way. And then DFA  
4 will be the one to actually administer the funds down to  
5 the city and or counties that are going to be using the  
6 funds.

7 COMMISSIONER ANAYA: Thank you for the  
8 clarification.

9 CHAIR FREEDMAN: That's a really tough  
10 process.

11 FEMALE SPEAKER 2: First check is showing up  
12 tomorrow.

13 CHAIR FREEDMAN: So, it seems like based on  
14 what everybody's saying that maybe the next step is to  
15 convene another meeting with city and counties similar to  
16 one that we did before we really got started where city  
17 and county have prioritized the most important projects  
18 to them. And we actually redo that list based on the \$80  
19 million and what those priorities would be so that we can  
20 get some consensus. Or is that something that's already  
21 happening?

22 it's already underway. You guys already did  
23 that. Okay. Well, thank you for already doing that. Well,  
24 good. Well, I'm sorry, Dan, you had a comment?

1                   VICE CHAIR MAJEWSKI: Yeah, Madam Chair. I'm  
2 just trying to get clarity on this \$110 million. I'm  
3 wondering if there was -- a request I would have is that  
4 if you all -- it sounds like you all know somewhere or  
5 have seen exactly in writing because you're mentioning  
6 things that were line item vetoed and things that  
7 weren't.

8                   It'd be very helpful for us, I think, to see  
9 exactly what was passed and the exact language, if that  
10 could be shared with us. And then in relation to that,  
11 does the approval of the \$110 million, does it still need  
12 to come back to us based on -- okay, so based on those  
13 line-item vetoes. So, hypothetically, technically, the  
14 Department of Workforce Solutions could kind of spend it  
15 or the DFA --

16                  MS. O'DONNELL: Okay. Here's how it'll work.  
17 So, essentially, just stepping back, the original  
18 appropriation in the state budget bill, HB2, basically  
19 set out \$110 million with 80 to be split equally between  
20 the city of Albuquerque and Bernalillo County, 10 million  
21 for Dona Ana County and the remaining 20 for the rest of  
22 the state.

23                  And that money was to be expended in FY2026.  
24 And when the bill got to the Governor's desk, she crossed  
25 out the parts that specified Albuquerque, Bernalillo



1 County, Dona Ana, rest of the state in 2026. So,  
2 essentially, \$110 million went to DFA for affordable  
3 housing, transitional housing, and services associated  
4 with behavioral needs of residents of transitional  
5 housing.

6 So, when the money sits at DFA, DFA is part  
7 of the executive. So, it's really -- it's the Governor's  
8 purview. And the Governor, again, within her purview,  
9 assigned Secretary Nair to be the sort of hub through  
10 which any requests for access to this money flowed to the  
11 Governor's office, okay?

12 So, DFA is administering the funds. They're  
13 the technical administrator of the funds. The Secretary  
14 of Workforce Solutions is the person making the  
15 decisions, or at least advising the governor about those  
16 decisions.

17 So, the city and the county are coming to  
18 the Secretary with a Collaborative proposal that  
19 basically says, "Hey, here's how we'd spend \$80 million  
20 if we had it, and look, we're ready to go."

21 CHAIR BACA: \$110 million, though.

22 MS. O'DONNELL: Or \$110 million, or whatever.  
23 But now it's not DFA specifically.

24 CHAIR BACA: Right, you're right.

1 MS. O'DONNELL: But DFA, so the money in  
2 terms of, from a technical perspective, the money sits at  
3 DFA, the Department of Finance Administration. From an  
4 operational perspective, from a political perspective, it  
5 sits under the purview of the Secretary of Workforce  
6 Solutions. But in reality, it's the Governor's money.

7 CHAIR FREEDMAN: Okay, thank you. Well,  
8 that's a complicated flow chart, but I think you got it.

9 VICE CHAIR MAJEWSKI: Thank you for  
10 everything. Thank you for your explanations, your  
11 research. Very helpful. Appreciate it.

12 MS. O'DONNELL: Always happy to help.

13 COMMISSIONER RAEL: Madam Chair, can you hear  
14 me?

15 CHAIR FREEDMAN: Yes, do you have any  
16 comments, Lawrence?

17 COMMISSIONER RAEL: Yeah, I've got a few.  
18 Thanks, everybody, as well. But I couldn't hear all of  
19 it, but I got most of the gist of the report.

20 I was going to make a suggestion, Madam  
21 Chair, and to the members of the Commission, too. Perhaps  
22 maybe we ought to have a study session just on Kelly  
23 O'Donnell's recommendations and get a little bit more, I  
24 think, in-depth -- pardon for the background noise. I'm

1 sitting here because the only place to get reception out  
2 of this town was on the streets.

3 But anyway, maybe we could have a time just-  
4 -

5 COMMISSIONER ANAYA: He's working the streets  
6 now.

7 VICE CHAIR MAJEWSKI: Get on top of that big  
8 building in the corner of the house where you're placed  
9 in.

10 COMMISSIONER RAE: So anyway, if we could  
11 set up a study session of some sort here in the next few  
12 weeks to look at Kelly's report. I think there's a lot of  
13 good information in there, and hopefully it'll help, I  
14 think, the Collaborative start to focus a little bit on  
15 what we need to do and what both the city and the county  
16 might want us to do. So that's one comment. The other  
17 comment I would have is, I think Steve hit the nail on  
18 the head.

19 Whenever there's money on the table, there's  
20 going to be everyone's going to start trying to spend the  
21 money on their respective projects. After being in  
22 government for some time, I get the perspective that both  
23 the county and the city already have their projects lined  
24 up and would like to move quickly and get them out the  
25 door, given the fact that we have to perform so that we

1 | can assure ourselves potentially getting additional funds  
2 | down the road.

3 |               And I don't disagree with that necessarily,  
4 | but I would make a request that perhaps at, whenever the  
5 | commission meets, that at the very least, the city and  
6 | the county staff would report to the Collaborative on the  
7 | projects that have been selected and what the  
8 | coordination has been -- not from a perspective of us  
9 | approving it or not approving it, but just simply keeping  
10 | us in the loop as it relates to what is transpiring and  
11 | what issues they may be feeling countering as they move  
12 | forward.

13 |               I recognize that a lot of the behind-the-  
14 | scenes conversations, both in Santa Fe, in my  
15 | conversation with legislators and the Governor, were  
16 | about, well, we don't want to have another bureaucratic  
17 | structure. And I respect that from a very broad level,  
18 | but I also recognize that if we're going to be  
19 | Collaborative, it'd be important for the Collaborative to  
20 | know what those collaborations are. And it might just  
21 | simply be a report out on whenever we have our meeting on  
22 | a monthly basis on the projects that have been selected  
23 | and the timing for us so that we all understand that as  
24 | we move forward.

1                   And also, for folks that are in this  
2 commission, we all have some expertise that we might  
3 render some thoughts and opinions to the both city and  
4 county that might help them move the needle on their  
5 projects. So those are my only two comments, but I  
6 appreciate it. Steve, you lending me your phone. I'm sure  
7 your battery is going down. So [inaudible 1:08:23].

8                   CHAIR FREEDMAN: That's okay, Lawrence. I  
9 think those are two really good suggestions. A study  
10 session for us to continue to wrap our heads around our  
11 mission and a monthly update. I think that's a great  
12 idea. We'll just plan on that for sure. Great. Well, I  
13 think if that's all, thank you so much.

14                   We're going to move on to the next part of  
15 our meeting. We are hopefully interviewing Mr. Charles  
16 England today, though I don't see anybody. And I was  
17 going to confirm with him, but we had multiple emails  
18 about it. Is there anyone on Zoom?

19                   MONICA: The names that you see on the  
20 screen, Madam Chair, William Burley, Jane McGinn, and  
21 Eric Grego Montoya.

22                   CHAIR FREEDMAN: Okay. Well, that is a  
23 bummer. Because I'm pretty sure we confirmed. And you  
24 guys sent him -- did you send him, did you have Charles's  
25 email? I know he and I emailed directly. I assumed -- my

1 understanding from him was that he would be here in  
2 person. So, it didn't occur to me to send him. I'm going  
3 to just look at our last. You what?

4 MONICA: I didn't set up an [inaudible  
5 1:10:23].

6 CHAIR FREEDMAN: okay. Thank you so much.

7 LAURA: Did I go check the lobby just in  
8 case?

9 CHAIR FREEDMAN: That's a great idea. Thank  
10 you so much, Laura.

11 CHAIR FREEDMAN: No, we're not in closed  
12 session until after the interview.

13 VICE CHAIR MAJEWSKI: Are the interviews  
14 public?

15 CHAIR FREEDMAN: Let's see my last emails. It  
16 makes me worried that somehow, we didn't confirm, but I  
17 was pretty sure we did. And I meant to.

18 LAURA: No one. I ran around yelling Mr.  
19 England and God save the Queen.

20 SECRETARY ROBERTSON: Should we try to call  
21 him directly if he's expecting it. Or reschedule?

22 CHAIR FREEDMAN: I think we'd have to  
23 reschedule. I don't think we're going to do a phone  
24 interview.

1 SECRETARY ROBERTSON: Oh, I just meant to  
2 just get him on here. But yeah. I think he'd probably be  
3 waiting if he was.

4 CHAIR FREEDMAN: Yeah, I think if he's -- I'm  
5 having trouble finding my most recent step with him, but  
6 I know that he and I confirmed [inaudible 1:12:22]. So, I  
7 don't know if he was waiting for a Zoom invite? I assumed  
8 it was in person. Can't imagine he would have. I thought  
9 it might be him.

10 LAURA: Oh, I wondered that too.

11 CHAIR FREEDMAN: But I don't think he would  
12 leave.

13 SECRETARY ROBERTSON: But wasn't this  
14 gentleman from [inaudible 1:12:41].

15 CHAIR FREEDMAN: No, not the same one. It's a  
16 totally different person. And my understanding was in  
17 state, in person. Yeah, William we interviewed last time.  
18 This is Charles England.

19 Yeah, let me see. But that is a bummer. And  
20 I think that wasn't [inaudible 1:13:11]. We could discuss  
21 William in closed session. And then we know how we feel  
22 about that since we talked about the possibility, we may  
23 end up with two people in communication mode. I think  
24 that makes sense.

1                   LAURA: I would just note when you go into  
2 closed session, note that the discussion includes the  
3 former, the last.

4                   CHAIR FREEDMAN: The previous person.

5                   LAURA: Yes, yes.

6                   CHAIR FREEDMAN: Yeah, okay. Let me see if I  
7 can find this again. And then if not, we will go into  
8 closed session to discuss William and then come out of it  
9 and see what else.

10                  MONICA: Are you talking about for next  
11 meeting?

12                  VICE CHAIR MAJEWSKI: For right now.

13                  CHAIR FREEDMAN: For right now. We're going  
14 to closed session right now.

15                  MONICA: Okay.

16                  CHAIR FREEDMAN: Yeah. Let me just see.

17                  COMMISSIONER ANAYA: Well, it probably makes  
18 sense for us to maybe even have one more meeting. And  
19 from Lawrence's recommendation, I think that's good.  
20 Maybe have a work session on some of these

21 recommendations that we have that maybe gives us a better  
22 idea of what we're expecting from the Executive Director.

23                  We may be looking at this a little bit  
24 different instead of having the Executive Director kind  
25 of tell us what we should be doing. I think what Kelly



1 laid out here is -- really kind of gives us something to  
2 chew on. And what Lawrence recommended, maybe have a work  
3 session. Let's look at this and then maybe revisit the  
4 whole Executive Director. Again, I think we were looking,  
5 let's get an Executive Director to kind of tell us sort  
6 of what we think we should be doing.

7 SECRETARY ROBERTSON: And now we know what  
8 skills they need to execute this.

9 CHAIR FREEDMAN: Yeah. And it has maybe  
10 shifted. And our description may be different. Our job  
11 description may be different. And so, I think that's not  
12 a bad idea. So, do we want to table that discussion and  
13 have this work session? And maybe revisit our  
14 description?

15 COMMISSIONER ANAYA: Yeah, I don't know if we  
16 need to table it. I just think we just don't take --

17 CHAIR FREEDMAN: We weren't going to take,  
18 well, we were going to take action.

19 COMMISSIONER ANAYA: -- any action on it. And  
20 obviously, maybe we just take a little pause, if you  
21 will. Pause for the causes. And have a chance to review  
22 this information. I thought this was really good  
23 information right here. And kind of, as Ian says, it kind  
24 of starts making sense now that part of our role. And now

1 | that there actually is money sitting in a queue  
2 | somewhere, trying to coordinate.

3 |               CHAIR FREEDMAN: Yeah. And I do want to  
4 | confirm/confess. My last communication with him was, I  
5 | will wait for the official invite. And then I did not  
6 | have you copy him the official invitation. So, Charles,  
7 | if you're out there, it's absolutely my fault.

8 |               COMMISSIONER ANAYA: Lawrence, what do you  
9 | think?

10 |              COMMISSIONER RAEL: I would agree with  
11 | Steve's recommendation. That's sort of my take on it.  
12 | Let's just sort of pause. And I would say, Madam Chair,  
13 | is that if we can maybe schedule this sooner rather than  
14 | later, because I know we always want to do just once a  
15 | month.

16 |              But to me, I think for everybody's sense of  
17 | urgency of getting everything done, I think we got to try  
18 | and set up another meeting whenever we can all get  
19 | together, rather than wait a whole month and just try and  
20 | get it done as soon as possible.

21 |              CHAIR FREEDMAN: I agree. I think we can  
22 | schedule something right now. I think that meeting could  
23 | be a study session on this, rethinking or confirming our  
24 | mission and vision going forward and reassessing the job  
25 | description potentially.

1                   COMMISSIONER ANAYA: And probably taking a  
2 look at our bylaws as well. But you said there's a draft  
3 somewhere.

4                   CHAIR FREEDMAN: And draft bylaws. Yeah.

5                   SECRETARY ROBERTSON: I've got some red  
6 lines, although they were fairly straightforward. They  
7 didn't -- the review that I did didn't result in any  
8 recommended changes, to be honest.

9                   CHAIR FREEDMAN: Yeah, there may be some  
10 things that need to be clarified or expanded a little  
11 bit, like how term limits run is a little vague. Yeah, I  
12 think that'd be great. I think it would be important to  
13 have Mara and maybe a city attorney way in, not  
14 necessarily at that meeting, but ahead of time. So that  
15 we know we're finalizing bylaws that can be approved and  
16 all of that.

17                  COMMISSIONER ANAYA: Or at least present it  
18 to us that we can --

19                  CHAIR FREEDMAN: Yeah. So, I'll check in with  
20 them about that. I think that's a good idea. So, it would  
21 basically be to use non-profit language, mission and  
22 vision kind of discussion. Who are we? And update job  
23 description if needed, draft bylaws so that we can --  
24 hopefully be approving at the next monthly meeting and  
25 making adjustments here if we need to. I like that.

1                   Why don't we set something up right now if  
2 everyone has their calendar? The week of May 6th would  
3 put us two weeks right in between this and the next  
4 meeting, which might be a good idea.

5                   MONICA: Are you able to look at your  
6 calendar?

7                   LAURA: I can if you want me to look at the  
8 whole week?

9                   VICE CHAIR MAJEWSKI: Well, do we want to  
10 identify something and then the 6th?

11                   COMMISSIONER ANAYA: 6, 7, 8? 6 looks good  
12 for me.

13                   SECRETARY ROBERTSON: We could try on the  
14 6th.

15                   CHAIR FREEDMAN: I could do the 6th. I can't  
16 do the same time though. It would have to be a morning  
17 meeting for me.

18                   SECRETARY ROBERTSON: What time is good for  
19 you, Talia?

20                   CHAIR FREEDMAN: Any time as long as I'm done  
21 by 2:00.

22                   SECRETARY ROBERTSON: Like 10:00 to 11:00 as  
23 an example?

1 CHAIR FREEDMAN: Yeah. Though I think it's  
2 going to be 10:00 to 12:00. I don't think it's an hour. I  
3 think we're lucky if it's a two-hour meeting.

4 COMMISSIONER ANAYA: Look on the 6th from  
5 10:00 to 12:00. See if -- Lawrence, how does that look  
6 for you?

7 MONICA: And then I'll have to check with  
8 Kelly.

9 CHAIR FREEDMAN: With what?

10 MONICA: Kelly to see if she's able to  
11 attend.

12 SECRETARY ROBERTSON: Kelly O'Donnell? Would  
13 she be present?

14 CHAIR FREEDMAN: Well, yeah. I mean, I think  
15 that's the question. If we can have her present.

16 VICE CHAIR MAJEWSKI: I don't think it'd be  
17 essential.

18 CHAIR FREEDMAN: No, I think she's given us  
19 some great information. And I do think we could follow up  
20 with her with follow up questions that come out of it.

21 VICE CHAIR MAJEWSKI: It's really for us to  
22 decide. Yeah, like how do we want to?

23 CHAIR FREEDMAN: What do these  
24 recommendations look like in our mind?

1                   COMMISSIONER ANAYA: And I think from this  
2 one, we may even want to look at another session or more  
3 of a strategic planning session that -- I think this one  
4 we kind of drill down on some stuff. But I think a good  
5 strategic planning session that kind of lays out a game  
6 plan for our existence. And okay, for the next year,  
7 here's really what we want to do. And part of that is --  
8 I think probably in our next steps right here probably  
9 lays out some of that here. But I think --

10                  CHAIR FREEDMAN: And I think we might be able  
11 to get some of that in this meeting. It seems to me that  
12 actually digging in and doing a strategic plan is when  
13 you want an Executive Director on board to actually be  
14 involved in that start to finish. If we know who we are  
15 and what we're able to do, don't you think that's going  
16 to be a good time to have that person.

17                  COMMISSIONER RAEL: Madam Chair.

18                  CHAIR FREEDMAN: Yeah.

19                  COMMISSIONER RAEL: The 7th is a little bit  
20 difficult for me but I'm available -- I mean the 6th is a  
21 difficult for me but I'm available the 7th or the 8th.

22                  CHAIR FREEDMAN: 7th, I cannot do. I'm booked  
23 all day. I have a class I'm teaching from 10:00 to 2:00.  
24 And so, I'll be booked from 9:00 to 3:00.

25                  COMMISSIONER RAEL: How about the 8th?

1 CHAIR FREEDMAN: 8th is wide open for me.

2 COMMISSIONER RAEL: That works for me too.

3 CHAIR FREEDMAN: How about you guys?

4 SECRETARY ROBERTSON: I could only do from  
5 1:00 to 2:00, unfortunately.

6 CHAIR FREEDMAN: That is tight.

7 SECRETARY ROBERTSON: Which is really tight.  
8 And I would even then still have to call it. So, I  
9 apologize.

10 COMMISSIONER ANAYA: How about the 5th?

11 CHAIR FREEDMAN: So, the 8th is out. How  
12 about Monday the 5th? I'm wide-open Monday the 5th.

13 COMMISSIONER RAEL: Let's do it Monday the  
14 5th then.

15 CHAIR FREEDMAN: Okay. Let's plan on that.  
16 And honestly, if they can't do it here, we can find  
17 someplace else to have them. Well, as long as we can have  
18 it be public and figure out the Zoom stuff.

19 COMMISSIONER ANAYA: You know what? We can  
20 work out a --

21 CHAIR FREEDMAN: But we could figure that out  
22 if we had to.

23 VICE CHAIR MAJEWSKI: What time are we  
24 thinking?

1 CHAIR FREEDMAN: Do we want to stay with --  
2 I'm wide open pretty much. So do we want to -- So we've  
3 kind of changed it. We're on May 5th.

4 MONICA: Yeah. Same time?

5 CHAIR FREEDMAN: I think 10:00 to 12:00 work  
6 for everybody.

7 COMMISSIONER ANAYA: So, it'll be our Cinco  
8 de Mayo meeting.

9 SECRETARY ROBERTSON: We will have  
10 margaritas.

11 COMMISSIONER RAE: Our Cinco de Mayo meeting  
12 would be good. I think we can do it from 10:00 to 12:00,  
13 if that's okay with everybody. That way, if it goes a  
14 little longer, we can just hang out as long as we can.

15 VICE CHAIR MAJEWSKI: I might be here at like  
16 10:10 or something.

17 CHAIR FREEDMAN: No problem.

18 VICE CHAIR MAJEWSKI: I can probably try to  
19 get here --

20 CHAIR FREEDMAN: Okay. That sounds good.

21 COMMISSIONER ANAYA: That sounds good,  
22 Lawrence.

23 CHAIR FREEDMAN: So, we're just confirming  
24 that Mr. Cogg has space for us. But again, I think if  
25 not, we can beg, borrow, steal some space.



1 COMMISSIONER ANAYA: They've got some good  
2 ones.

3 CHAIR FREEDMAN: Yeah. And we just need a  
4 small room for that. I think across the table is a better  
5 work environment. Yeah. Awesome. Well, why don't we plan  
6 on May 5th, 10:00 to 12:00. And if they can't do it, we  
7 will email back and forth figuring out. May 5th works?  
8 Awesome. And we just need the little room. Perfect.  
9 Awesome. Thank you.

10 LAURA: So, I'm not sure about county  
11 availability. It might be short notice. Perhaps Cindy  
12 could.

13 CHAIR FREEDMAN: That's okay. No offense to  
14 anyone. But I think this is the commissioners  
15 collaborating. It's an Open Meetings Act. People can be  
16 there.

17 LAURA: But I just meant in terms of  
18 administrative support, getting the court reporter and  
19 that --

20 CHAIR FREEDMAN: Oh, gotcha.

21 VICE CHAIR MAJEWSKI: Can it be a closed  
22 meeting?

23 CHAIR FREEDMAN: No.

24 VICE CHAIR MAJEWSKI: Yes?

25 CHAIR FREEDMAN: No, absolutely not.

1 MS. BACA: Chair and Members, what about  
2 using Zoom's?

3 VICE CHAIR MAJEWSKI: Yeah, we can do AI.

4 CHAIR FREEDMAN: Zoom can just transcribe. Do  
5 you guys know how to do that? We may have to workshop the  
6 Zoom situation.

7 MONICA: We can do a recording for sure.

8 VICE CHAIR MAJEWSKI: And then you could just  
9 send it over to the --

10 CHAIR FREEDMAN: Well, I don't even know that  
11 we need to. Zoom transcribe. I transcribe all of my  
12 meetings.

13 VICE CHAIR MAJEWSKI: Yeah, it's pretty good.

14 CHAIR FREEDMAN: On Zoom.

15 VICE CHAIR MAJEWSKI: If the audio is good,  
16 then it's decent.

17 MONICA: Madam Chair, I can check with Kelly  
18 --

19 JOSEPH: You just have to check the quality.  
20 But usually, it's pretty dang good.

21 VICE CHAIR MAJEWSKI: Yeah, it's pretty good.

22 JOSEPH: I've been using it for all the  
23 meetings [inaudible 1:26:07].

24 CHAIR FREEDMAN: Yeah, sounds good. So, I  
25 think we plan on recording the meeting. Can we not record

1 all of the meetings? We do. So, we just record it, see  
2 how the Zoom transcription is, and then if we need to  
3 send the recording out, then maybe we can do that if we  
4 had to. Awesome.

5 One of the things that came up while you  
6 were out though was that one of the things we want to  
7 talk about in there is the draft bylaws so that we have  
8 something hopefully to vote on in a couple weeks after  
9 that. Would you remind me, do we need city input? Are we  
10 -- I guess I don't really know where we are. I know we  
11 have your recommendation.

12 LAURA: I had sent a, we had cleaned up my  
13 red line and then someone -- I don't know who, maybe it  
14 was Abigail, someone was going to get city input on it.

15 CHAIR FREEDMAN: City attorney input.

16 LAURA: So, I think that's where it was. And  
17 the city attorney who had worked on the JPA were, I'm  
18 trying to remember, Chris Melendran, the older gentleman,  
19 Robert White, and Mauro -- Kevin Mauro.

20 MS. BACA: Kevin Mauro's a Deputy Director  
21 with the council, so I can have him look at it.

22 CHAIR FREEDMAN: And yeah, that way if we  
23 have the county okay and the city okay, then we might go  
24 in and just make some suggestions on refining. The big  
25 thing that seemed incredibly vague to me was how you

1 | determine what people's terms are or if they're just, I'm  
2 | -- I don't know. So, some detail there, but that way we  
3 | can review that in a couple of weeks and run any changes  
4 | we make by city and county attorneys and then hopefully  
5 | approve it. Yeah.

6 |                   COMMISSIONER ANAYA: I had a question on that  
7 | MOU that would be approved. In the MOU, it has county,  
8 | not city.

9 |                   MONICA: I think the city prepared that MOU.

10 |                  CHAIR FREEDMAN: Yeah, this is prepared by  
11 | the city.

12 |                  COMMISSIONER ANAYA: We'll look at that.

13 |                  LAURA: I see that as, that's simply kind of  
14 | what we'd call a clerical, minor clerical error that  
15 | [inaudible 1:28:31]. Absolutely, that doesn't require,  
16 | it's not a substantive change.

17 |                  CHAIR FREEDMAN: Good catch. Where'd you  
18 | catch that?

19 |                  COMMISSIONER ANAYA: Where is it? Right.

20 |                  CHAIR FREEDMAN: Oh yeah, it sure does. Yeah.  
21 | Yeah. Well, yeah, good catch. Okay. I think we are  
22 | adjourned. We're not, yeah.

23 |                  MS. BACA: Do you want me to invite a planner  
24 | to your study session so that if you guys are going to be  
25 | talking about land use things?

1                   VICE CHAIR MAJEWSKI: Yeah, yeah. Well,  
2 especially in the context of the IDEO updates, someone  
3 maybe up to speed on.

4                   COMMISSIONER ANAYA: Is that going to be part  
5 of the study session? Because that's a subject by itself.

6                   CHAIR FREEDMAN: I think that seems like a  
7 whole --

8                   SECRETARY ROBERTSON: My suggestion would be,  
9 if that's something we're interested in doing, we should  
10 go create a plan on how to approach the city about it and  
11 then the city and county, you know.

12                  COMMISSIONER ANAYA: Well, I think it's  
13 great.

14                  CHAIR FREEDMAN: So that might be premature.

15                  JOSEPH: Again, [inaudible 1:29:36] what's  
16 going on just so you know, internally in the city right  
17 now is that -- so they have this housing forward kind of  
18 issue. It's mostly a marketing thing, quite honestly,  
19 right? But because of several new research results that  
20 have come out, the administration has increased its idea  
21 about promoting and supporting affordable housing, right?

22                         And so, because of that, so the housing  
23 forward kind of issue came out of a policy group that  
24 doesn't exist anymore. And so, they said, "Hey, HHH, you  
25 guys start taking over that web, as it might be, right?

1 That kind of site." And so, he says, "Hey, well, let's  
2 use this as a whole new kind of policy document, talking  
3 about the exact same things you're talking about."

4 Obviously, in this case, exclusive to the  
5 city, right? But so, there's parallel tracks already  
6 going on. So, one of the ideas is that we can just kind  
7 of continuously bringing what is going on in the process.

8 So, I think that would be a value. And  
9 within that process, though, right, again, the only  
10 really two things that a city kind of could do are land  
11 use and subsidy. Besides that, everything else is  
12 somewhat ancillary, right? You can tweak a few things  
13 here.

14 COMMISSIONER ANAYA: Is the county already  
15 involved in that process, Joseph?

16 JOSEPH: No, this is an internal with the  
17 city relative to the housing forward.

18 VICE CHAIR MAJEWSKI: Sure, it's just a city.

19 COMMISSIONER ANAYA: No, I get that. But what  
20 I'm saying is if the idea is to promote that  
21 collaboration, can you think of some ideas on how we  
22 could roll the county into a process, and then they could  
23 make some recommendations based on hurdles they have seen  
24 in the past, and then the Collaborative could bring those

1 forward just as recommendations. To the city. That would  
2 be a way to show that collaboration.

3 JOSEPH: I love that. Let me think that  
4 through. I love the idea about what Samantha said in  
5 terms of you're not being either the city or the county.

6 COMMISSIONER ANAYA: Exactly.

7 JOSEPH: And having that independence, right?  
8 Exactly. And then, but a flow of information, at least  
9 whether you agree or disagree are two different issues,  
10 right? But at least you're aware of what a perspective  
11 is, both from the city and the county.

12 COMMISSIONER ANAYA: And they're all just  
13 recommendations. The city council is going to have to  
14 integrate them into some kind of reform, and then the  
15 neighbors will sound, like it's all going to come out in  
16 the wash.

17 But I think the Collaborative agrees, like  
18 we'd like to be part of the process. And if our role is  
19 to get the county involved, even in city, things like  
20 that, that could be an avenue they can direct their  
21 things without it looking like, hey, here's the county's  
22 recommendations on city IDEO.

23 CHAIR FREEDMAN: And frankly --

24 JOSEPH: I like that idea but let me think  
25 about it for second. And how we can integrate this group

1 to make it central to that process, right? That empowers  
2 this group even more.

3 CHAIR FREEDMAN: And frankly, the county may  
4 come to us with their views. We know what the city's  
5 doing. We may have different views on what best practice  
6 might be, or, you know.

7 COMMISSIONER ANAYA: I think it's an  
8 opportunity, yeah.

9 CHAIR FREEDMAN: Yeah, I do too. Awesome.  
10 Thank you so much.

11 JOSEPH: Just a question. Do you want us to  
12 present? Because I want to make sure I know now, so I can  
13 make -- present you a lot of the research results we  
14 already have, so you're aware of it, right? And also, by  
15 that time, not only our RRP's will be out, but we'll have  
16 information back, RRP's and RFIs in terms of all the land  
17 that we're RFI-ing out and all the land that's RRP-ing  
18 out. So, these, just so you know, these are land and  
19 money combination that we're deciding.

20 MONICA: We did adjourn, correct?

21 CHAIR FREEDMAN: We adjourned, yeah. So, and  
22 we're -

23

24

25



**Middle Rio Grande Housing Collaborative**

**Special Meeting**

Monday, May 5, 2025

10:00 a.m.

**Mid Region Council of Governments**

**(MRCOG) Meeting Room**

**809 Copper Ave NW**

**ALBUQUERQUE, NEW MEXICO 87102**

**A P P E A R A N C E S**

TALIA FREEDMAN, Chair

DAN MAJEWSKI, Vice Chair

IAN ROBERTSON, Secretary

LAWRENCE RAEL, Commissioner

STEVEN ANAYA, Commissioner

BEFORE: PAUL BACA PROFESSIONAL COURT REPORTERS

500 4th Street, Northwest, Suite 105

Albuquerque, New Mexico 87102

TRANSCRIPT OF PROCEEDINGS

Officemotive, Inc. DBA Capital Typing

1 CHAIR FREEDMAN: Okay. So we're going to call  
2 the meeting to order. This is a special meeting of the  
3 Middle Rio Grande Housing Collaborative. We'll take roll  
4 call. I'm Talia Freedman, Chair.

5 VICE CHAIR MAJEWSKI: Dan Majewski, Vice  
6 Chair.

7 SECRETARY ROBERTSON: Dean Robertson,  
8 Secretary.

9 COMMISSIONER ANAYA: Steven Anaya,  
10 Commissioner.

11 CHAIR FREEDMAN: And we need an approval of  
12 the agenda. We have a motion to approve the agenda.

13 VICE CHAIR MAJEWSKI: Motion to approve the  
14 agenda.

15 SECRETARY ROBERTSON: Second.

16 CHAIR FREEDMAN: And all those in favor.

17 ALL: Aye.

18 CHAIR FREEDMAN: Okay. And so then we'll get  
19 to our discussions. And the first thing we were going to  
20 talk about, we may want to move things around a little  
21 bit, but first thing we were going to talk about was the  
22 white paper that Kelly O'Donnell did that just kind of  
23 outlines her feelings on where we might be able to have  
24 the most impact as a collaborative.

1           I think we've known for a long time that we  
2 were not likely to be able to do housing development  
3 directly. And we had some sense of what we could do, but  
4 this just gives us a really good insight into where we  
5 can have some impact. And so we thought we'd just talk  
6 through it and maybe set some priorities hopefully going  
7 into having an ED and giving them some direction.

8           So Steve you were you were the one who  
9 wanted to initiate this brainstorming which was I think  
10 was a good idea, but I thought we'd start with you and  
11 see if you have any thoughts initially.

12           COMMISSIONER ANAYA: Well, I think, probably  
13 the big thing right now is to try to figure out exactly -  
14 - we kind of took the approach, let's hire an Executive  
15 Director and then they'll kind of tell us what we need to  
16 be doing and --

17           CHAIR FREEDMAN: Interject and say, I  
18 strongly disagree with that assessment. I think the goal  
19 of hiring an Executive Director is so they can be a part  
20 of this process. I don't think we're waiting for someone  
21 to tell us who we are, but I do think we've been putting  
22 that off in part because of legislative session. And I  
23 think someone should be a part of this process with us,  
24 but we can agree to disagree there. But I do think it's  
25 good that we're getting some clarity.

1                   COMMISSIONER ANAYA: Yeah. I guess, I think  
2 what Kelly kind of gave us was a probably a pretty good  
3 outline of, all right, here's really what we should be  
4 doing or here's some of the potential that we're doing  
5 that we ought to be looking at. I think we're just kind  
6 of delving a little deeper in what is our role after so  
7 many months that we've been here. What is our role and  
8 then what is the role of the Executive Director or  
9 whatever we want to call that person.

10                   What it is their role and -- So I think just  
11 -- she kind of walked through some of these the other day  
12 it's -- I don't see her on there now. But I think trying  
13 to figure out exactly what --

14                   FEMALE SPEAKER: Here she is.

15                   CHAIR FREEDMAN: Oh, good. Awesome. So we  
16 definitely want her in as a participant.

17                   COMMISSIONER ANAYA: Yeah. I think just kind  
18 of walking through some of these things and getting maybe  
19 a little more clarity --

20                   MS. O'DONNELL: I agree.

21                   COMMISSIONER ANAYA: On kind of where we are  
22 and then kind of getting into the job description maybe a  
23 little bit more, and maybe what our role is maybe a  
24 little clearer. And now you know there's money now  
25 available. Before we were kind of looking for money or

1 helping advocate for money and now there is. So I think  
2 just trying to identify our role. So maybe turn it over  
3 to Kelly and have Kelly kind of walk us through her --

4 CHAIR FREEDMAN: We need to unmute Kelly. Oh,  
5 good. Hi, Kelly.

6 MS. O'DONNELL: Hi. Good morning. Thank you  
7 for having me. I didn't really prepare any commentary or  
8 anything for today. I planned on just participating in  
9 the meeting. But I'm happy to kind of go back over what I  
10 talked about. I thought a little bit more about it since  
11 the last time we spoke. And it seems like at this stage  
12 in the organization's development, obviously, The  
13 Collaborative is a collaborative of the county and the  
14 city.

15 And so critical to sort of building a  
16 foundation for this work is to really, I think,  
17 demonstrate the value of The Collaborative to the efforts  
18 of the city and the county individually and collectively.  
19 It feels like there are -- I think one of the things we  
20 talked about when we met the last time was the fact that  
21 some of those original ideas about what The Collaborative  
22 would accomplish or could accomplish aren't really  
23 feasible at this stage.

24 However, again, I mean, it is this stage,  
25 right? We're really early in The Collaborative's

1 development. So I outlined three sort of buckets of work,  
2 I believe, maybe four, but essentially three buckets of  
3 work, which I perceived as, number one, within the  
4 authority of the current JPA. But also as really  
5 symbiotic and supportive of the efforts that are being  
6 undertaken by the city and the county.

7 I think in particular, and filling gaps that  
8 aren't currently filled by the efforts of the city or the  
9 county. I think that a particularly important opportunity  
10 I think right now is the fact that the county is  
11 currently standing up this housing development function.  
12 And clearly, as they develop that capacity and hire those  
13 people, they are going to really, I think -- it's an  
14 excellent opportunity for this organization to develop  
15 alongside that organization to really develop a  
16 collaborative, and to foster a collaborative relationship  
17 with the city. Because the city obviously already has a  
18 lot of that capacity, and it's very institutionalized  
19 there.

20 And in order, I think, for the county to  
21 develop that capacity, on its own, I think we can really  
22 help support them in that and help support the combined  
23 efforts of the city and the county. I think this is very  
24 consistent with the original vision for The Collaborative  
25 was as a convener. Bringing the city and the county and

1 the other stakeholders, because there are several other  
2 really important stakeholders -- housing stakeholders in  
3 Bernalillo County right now, together to the table to  
4 engage in long-term collaborative planning.

5 So not just individual planning for the  
6 purposes of regulatory compliance on the part of the city  
7 and the county, but collaborative planning that looks at  
8 the needs of -- the housing needs of the region right now  
9 --

10 SECRETARY ROBERTSON: Dr. O'Donnell, can I  
11 interject on one thing that was said earlier about the  
12 county's efforts?

13 MS. O'DONNELL: Yeah. Sure.

14 SECRETARY ROBERTSON: Is something from the  
15 county here, I'm curious if there's any way to get just  
16 additional just information about what the county's  
17 vision briefly is for that stand-up effort? We don't have  
18 to do it right this second, but like just hearing that  
19 there is going to be some overlap between what the city's  
20 doing. It sounds like the county is just trying to create  
21 sort of a similar function, but at the county so that  
22 somebody is specifically focused on housing. Is that  
23 correct?

24 CHAIR FREEDMAN: Housing development.

1 SECRETARY ROBERTSON: Specifically  
2 development. And it's within their economic development  
3 group, but it's just focused only on housing development?  
4 No.

5 MS. O'DONNELL: No, it's not. Again, they  
6 have made a couple of -- and they obviously need to speak  
7 for themselves, but they've made a couple of  
8 presentations to the Commission. And my understanding is  
9 that sort of the housing development division is kind of  
10 being nurtured or incubated within the economic  
11 development department under the leadership of Marcos  
12 Martinez -- Gonzales sorry Gonzales.

13 But ultimately, I think that division is  
14 conceived of as reporting directly to the county manager.  
15 So there will be a line of communication. Again, I'll  
16 leave that to them to discuss, but they have put together  
17 some really nice presentations for the Commission that I  
18 think help to really contextualize what they're hoping to  
19 do within the other, because both the city and the county  
20 have other housing-related functions as well, public  
21 housing, section 8 and all of that, and that's not this.

22 But what I saw there as they were thinking  
23 about housing development and from a conversation I had -  
24 - a couple of conversations I had with the County Manager  
25 about where she saw real need for additional work that



1 wasn't really part of the housing development division's  
2 mandate. She really -- based on her experience -- oh, and  
3 Ken is now here, so there is representation from the  
4 county. So maybe he can speak to these questions.

5           But one of the things County Manager Chavez  
6 emphasized to me was her experiences in San Jose about  
7 the value of, number one, a convener, bringing multiple  
8 parties to the table to collaborate on plans around  
9 housing, but also to develop those sort of the research  
10 materials and outreach materials that help to catalyze  
11 support for increased housing development and funding for  
12 increased housing development.

13           And although she and I didn't talk about  
14 this specifically, I think that -- and also really  
15 critical in terms of moving a housing development agenda  
16 forward in Bernalillo County is a greater openness on the  
17 part of communities and neighborhoods to actually being  
18 the location of some of that housing development, because  
19 it seems to me, at least from my experience in housing  
20 development, that really one of the most intractable  
21 barriers to developing, particularly affordable housing,  
22 is neighborhood opposition.

23           And so I think that there is a real  
24 important role for a third party that isn't necessarily -  
25 - obviously is associated with the city and the county,

1 but isn't really representative of either to start  
2 bringing folks to the table to talk about how to increase  
3 the supply of housing, which I think is something that  
4 most people agree is needed. But also develop the desire  
5 with or the acceptance, let's say, maybe that's more  
6 appropriate, within neighborhoods and communities to have  
7 that housing actually be.

8 CHAIR FREEDMAN: Hopefully buy-in, but it's  
9 not buy-in -- acceptance.

10 MS. O'DONNELL: Yeah. That's the better word.  
11 But I think that there's a lot of outreach and  
12 communication, and research that can be done and should  
13 be done in order to support that agenda. So, I kind of  
14 see the collaborative at this stage, at least, as helping  
15 to sort of pave the way for city and county development  
16 efforts. And doing that by working on education and  
17 outreach, and research that really communicates the  
18 importance of housing development. And key strategies for  
19 doing housing development in a way that is sustainable.  
20 That is sustainable both from an environmental and  
21 community perspective, but also from an affordability  
22 perspective.

23 Ways of doing housing development that is  
24 minimally impactful to neighborhoods. So again, sort of  
25 to help to build the support for housing development.

1 Help to create longer-term plans and perhaps more  
2 effective collaboration between the various parties. And  
3 I'm not just talking about the city and the county, but  
4 also really importantly housing New Mexico and the  
5 advocacy communities. The housing advocacy communities  
6 and other broader advocacy communities within Bernalillo  
7 County as well.

8                   Let's see. Oh, yeah. I mean, I think that  
9 really pretty much summarizes it. I mean, I certainly had  
10 talked about some of the other ideas that had been  
11 floated, but I really -- I think that those sort of three  
12 tranches of work -- sorry, convener planning, research.  
13 And then, again, sort of near and dear to my heart is the  
14 idea that the collaborative could really help to lead the  
15 way in identifying a set of best practices around land  
16 use in particular for local governments in New Mexico,  
17 and hopefully maybe be the entity that brings some ideas  
18 to the state.

19                   Because I know that the state is working on  
20 how can we get the local governments to adopt land use  
21 policies that are more conducive to affordable housing.  
22 And if a local government entity could be the genesis of  
23 those ideas, I think those ideas would likely be a lot  
24 more palatable.

1 CHAIR FREEDMAN: Yeah, certainly some of  
2 those best practice ideas would come out of some  
3 research, which we could then communicate about. So I  
4 think some of what today too is about is maybe setting  
5 some priorities as we hire an ED to give them some  
6 direction.

7 And so I'm looking at your -- the next  
8 steps. And we have -- and I'm assuming that they're not  
9 necessarily in order of priority, but convening city,  
10 county, I think that needs to be ongoing and we can get -  
11 - gain a little more direction, I think, certainly as we  
12 learn a little more about where the county is in their  
13 process about how to support them and facilitate all of  
14 that.

15 And that of course goes along with B, which  
16 is helping to establish the Bernalillo County Housing  
17 Development Division and developing a strategic plan that  
18 of course we've got a lot of touch points here that would  
19 go into that. And I think we would probably start going  
20 through a genuine strategic planning process.

21 In my mind, I don't know if everyone else  
22 agrees. To me, the thing that I would move up to number  
23 one is hiring an executive director so that we have  
24 someone who is going through this process with us so that

1 they're learning it from the ground up and helping to  
2 facilitate what we're going through.

3 Do you think there's any other things that  
4 should be in our like top -- I know these are broad, but  
5 do you think there's any other things that should be in  
6 our top timeline priorities that are not mentioned in  
7 these next steps?

8 VICE CHAIR MAJEWSKI: You're muted.

9 MS. O'DONNELL: Oh, I'm sorry. Oh, was that a  
10 question for me? I apologize.

11 CHAIR FREEDMAN: Yeah, I'm sorry. That's  
12 okay. Do you feel like there's anything that's not here  
13 that should be in our top priorities other than I think  
14 hiring, doing a strategic planning process to really  
15 flesh this out and continuing to work and maybe take more  
16 of a proactive approach with convening city and county  
17 and supporting the county in their process?

18 Do you feel like there's anything else that  
19 we're missing that should be in those like top five or  
20 six items that we're really working on initially?

21 MS. O'DONNELL: Not necessarily. I think the  
22 Executive Director is really important because you just  
23 need somebody to start sort of organizing the work and  
24 doing that. But I also think that who that Executive  
25 Director is, is going to be pretty important to how this

1 organization gets started. So I think that selection,  
2 obviously, it's an important thing to do and it needs to  
3 get done.

4 But I wouldn't necessarily rush it to get  
5 somebody in who isn't right because again, this is early  
6 days and it's an opportunity to make a first impression  
7 and to develop those really collaborative relationships  
8 with the city and the county that will help to sustain  
9 the organization. So I would just urge you to be really  
10 judicious in that choice.

11 CHAIR FREEDMAN: Great. Thank you so much,  
12 Kelly. Any other questions for Kelly? We don't want to  
13 keep you too, too long, but we certainly appreciate all  
14 your input. And this is a spectacular place for us to  
15 have as a jumping off point. Awesome. Thank you so much,  
16 Kelly. We really appreciate it.

17 SECRETARY ROBERTSON: No.

18 CHAIR FREEDMAN: No? Steve? Awesome. Thank  
19 you so much, Kelly. We really appreciate it.

20 MS. O'DONNELL: Sure.

21 CHAIR FREEDMAN: And I'm sure we'll be  
22 bugging you more in the future. G

23 MS. O'DONNELL: Good. Good. Bug away. I look  
24 forward to it. Thank you so much.

25 CHAIR FREEDMAN: Thanks.

1 MS. O'DONNELL: All righty. Bye.

2 CHAIR FREEDMAN: Bye. Okay. So I think we  
3 have some good direction. Obviously, there's a lot more  
4 to dig in here, but I think we probably have some more  
5 information to gather, I think. And to your point from  
6 the county, to kind of figure out where they are and what  
7 that support looks like.

8 SECRETARY ROBERTSON: Yes, Madam Chair, if  
9 they have an existing PowerPoint that they've given to  
10 their Commission, we might even just request [inaudible  
11 0:19:14] version or a copy of, or even if they want to  
12 kind of run through it with us.

13 CHAIR FREEDMAN: I think City and County did  
14 a lot of presenting to us in the beginning, and we didn't  
15 really have much of a handle on what anything was yet. I  
16 think now we would understand those things very  
17 differently, having a whole different set of questions.  
18 Okay.

19 So those two really go together, and we will  
20 ask for that presentation and gain some more information.  
21 Of course, the strategic plan is going to be a bigger  
22 process. So I guess -- I think it depends on if we want  
23 to dig in deeper here or if we want to know that we're  
24 working on the top priority items. Steve, do you have any  
25 other comments?

1                   COMMISSIONER ANAYA: Well, Madam Chair, yes,  
2 as part of the strategic plan or the financial  
3 sustainability, right now we have a budget, and I don't  
4 know that we've ever had a discussion about how we want  
5 to -- what we think that budget should look like. And  
6 because obviously, a lot of that's going to be determined  
7 on the strategic plan, but I think just at least having  
8 something to present to -- and I don't know, I don't know  
9 who approves the budget. Do we approve the budget?

10                  CHAIR FREEDMAN: I mean it's our budget.

11                  COMMISSIONER ANAYA: And so we have -- how  
12 much money do we have? We have \$500,000.

13                  SECRETARY ROBERTSON: We have a million.

14                  CHAIR FREEDMAN: We will have a million  
15 shortly.

16                  COMMISSIONER ANAYA: So you've got a million  
17 dollars, and then how do we envision that. And again  
18 broadly, and then maybe we could just, so --

19                  CHAIR FREEDMAN: Yeah, I think that's a good  
20 point is putting together, even before doing the  
21 strategic planning, putting together a loose preliminary  
22 budget, because we will very soon have a sense of what  
23 our staff expenses are like and things like that.

24                  We can start to get some idea of what we  
25 could spend on research and things like that, and then if



1 we need to move them around as a part of the strategic  
2 strategic plan, we'll have a jumping off point. So I  
3 think that's really a good point.

4 We do not have a treasurer. I don't know if  
5 we specifically need a treasurer, but Steve, would you  
6 want to be the head of the finance committee to initiate  
7 an initial budget?

8 COMMISSIONER ANAYA: Well, and I think that's  
9 probably -- and that may be in the bylaws with the, and  
10 we kind of walk through the bylaws.

11 CHAIR FREEDMAN: One does flow right into the  
12 neck, doesn't it?

13 COMMISSIONER ANAYA: With the committees and  
14 stuff, and so -- and I guess the bottom line for me is,  
15 what is the role of this collaborative? What is the role  
16 when we're trying to hire somebody that comes before us  
17 and we all have the same vision of what do we think, what  
18 is the role of this committee? And I mean, when we asked,  
19 like the first one, the city and the county to come  
20 before this committee, what are we -- are we just asking  
21 them to tell us what the projects are? Is there -- we  
22 really don't have a -- any authority over this [inaudible  
23 0:23:05] the county.

24 CHAIR FREEDMAN: No, it's like voluntary.  
25 Yeah, we don't.

1                   COMMISSIONER ANAYA: And so, it's a  
2 collaborative, obviously, as the name attests, but I  
3 think we just -- that's, I think, what we've been kind of  
4 wrestling with from the get-go is, what is -- what's the  
5 actual role here? And I think what Kelly put in play for  
6 us at least, gave us some food for thought, and I think  
7 it's pretty well thought out, and like I say, I think  
8 even the next steps, but --

9                   CHAIR FREEDMAN: I mean, I think if we boil  
10 down -- and I think part of our strategic plan would be  
11 if we think about it in like non-profit terms, coming up  
12 with our mission and vision, but I think what -- and I  
13 had -- when we first found out we were not doing  
14 development, I thought we're research and communication.  
15 That is what -- that's what we're going to be able to do,  
16 and I think that may still stand, except I think the  
17 communication also includes being a facilitator of the  
18 collaboration between the city and the county.

19                   And I know Kelly used the term convener. I  
20 think that's a good term, but I think ultimately, we're  
21 going to be researching communication.

22                   COMMISSIONER ANAYA: And Madam Chair, what  
23 also happens with the funding, as many of us know, is  
24 what projects are ready at what time. And so while I know  
25 the initial was 40 million for the city, 40 million for

1 the county, and it may be that one has 10 projects ready  
2 to go and the other has two projects ready to go.

3 CHAIR FREEDMAN: Yeah, so we'll have to  
4 shift.

5 COMMISSIONER ANAYA: And so again, I think  
6 trying to figure out our role in convening this, but at  
7 the same time, some of it is dependent on the funding  
8 and, as they say, shovel-ready projects that are ready to  
9 go. And I guess that's part of getting the information  
10 from the city and from the county is where are they? Are  
11 they in different parts of the city, in different parts  
12 of the county? Are they --

13 CHAIR FREEDMAN: Right -- and trying to --  
14 and I think that's where we're -- we aren't making the  
15 requests for the funds. We're not getting the funds.  
16 We're not distributing the funds, but we have a really  
17 important communication piece to play. So we need to  
18 know, are we achieving these goals of a four-points  
19 approach like was in the original so that we're not just  
20 focusing on certain areas and over concentration?

21 And I think to your point, learning what all  
22 those projects are so that we can speak to them and help  
23 with those communication efforts that lead to funding and  
24 public buy-in and --

1                   COMMISSIONER ANAYA: So on -- kind of back to  
2 the financial piece, Madam Chair, is the -- so if there  
3 is a million dollars, is that a one-time \$1 million?

4                   CHAIR FREEDMAN: Yeah, that is one time. And  
5 then we are on our own to find funding.

6                   COMMISSIONER ANAYA: How do you sustain that  
7 funding? And of course, a lot of that comes through  
8 administrative expenses. And I just want to make sure  
9 we're not creating another level of bureaucracy, but that  
10 it's really a -- it really is the collaborative. And like  
11 I say, in all the setting this up, great idea, I think  
12 it's got some potential, I think we just need to work out  
13 exactly what our role, I think this gives us a good idea.

14                   But again, on the funding, if we're talking  
15 about a million dollars, and so -- is that like a three  
16 year, and then you're, and then you got to figure out  
17 within that three years, Is that a five-year?

18                   CHAIR FREEDMAN: Yeah. My guess it's three  
19 years, and then we need to figure -- and during those  
20 three years, we need to sort out where, where further  
21 money is coming from. And that will be a part of what the  
22 Executive Director is tasked with.

23                   So I think having someone who has stood up  
24 an organization before, who's familiar with where  
25 different sources of funding could come from, is going to

1 | be important. That's not something that -- I don't --  
2 | we're certainly going to support in that, but I don't  
3 | know that we can individually solve for that without that  
4 | expertise. But yeah, the financial, right, we're  
5 | developing who we are, and we're also figuring out if we  
6 | are going to be able to continue to exist in the long  
7 | term.

8 |                 SECRETARY ROBERTSON: So, Madam Chair, so in  
9 | the private sector, if we had a project that needed help,  
10 | we would create marketing materials, we would put time  
11 | and energy, if you're going to city council meetings, to  
12 | speak on behalf of the project. We would work with  
13 | neighbors to discuss the merits of the project, why it's  
14 | a good thing. And these are all efforts that I think this  
15 | organization is, what I'm hearing, could do.

16 |                 CHAIR FREEDMAN: Yeah, absolutely.

17 |                 SECRETARY ROBERTSON: So we have this  
18 | million-dollar budget, but I guess my question is, if the  
19 | city and county -- the city and county, they have to want  
20 | to have us involved, right? And so if I was them, I would  
21 | be thinking, I want someone to go speak on behalf of  
22 | these projects that face significant pushback from the  
23 | community. So for the whole outreach portion, do these  
24 | projects have existing significant outreach activities  
25 | going on? And is that something that our ED could

1 immediately step in and do for projects that are shovel  
2 ready right now, and they put immediate impact on housing  
3 supply in Albuquerque?

4                   So I'm wondering if we don't say, hey, tell  
5 us all the projects you have and blah, blah, blah. We  
6 just say, which five projects are project ready right  
7 now. We're going to hire this ED and they can help. But  
8 which -- can the Commissioners, including myself, go and  
9 work with organizations like Gen M, ULI, NAOP even, all  
10 these existing real estate organizations that already  
11 have bandwidth to help with this kind of thing and try to  
12 get their support for these projects in affordable  
13 housing.

14                   Now, some will say yes, and some will say  
15 no. But that seems like a way we can make a media impact  
16 and show the value, not just for our entire organization,  
17 but to the city and county to show, hey, you want to get  
18 us involved --

19                   CHAIR FREEDMAN: Because we're helping you.

20                   SECRETARY ROBERTSON: -- because we're going  
21 to help you get these projects done, which as a  
22 developer, that's what I'd be thinking. You're either  
23 helping me get these projects, or you're not. So maybe  
24 that could be a request is, hey, which three projects can

1 we help you with right now? Where are they in the process

2 --

3 CHAIR FREEDMAN: What's the most pressing  
4 need?

5 SECRETARY ROBERTSON: And what small portion  
6 of our budget can we immediately -- can we go sponsor a  
7 ULI event that's all about affordable housing and Joseph  
8 [inaudible 0:30:39] is up there talking about a specific  
9 project that needs to get done now.

10 And of course, we can also just offer to go  
11 do it. I mean, I'm happy to just go do it with my free  
12 time and help them to show our work. So --

13 CHAIR FREEDMAN: I don't think any of us are  
14 afraid of speaking, which is good. That's a good group to  
15 have.

16 SECRETARY ROBERTSON: So even as we look for  
17 an Executive Director, I wonder if that's just something  
18 we could just --

19 CHAIR FREEDMAN: Yeah, that's a great idea.

20 SECRETARY ROBERTSON: -- to go ask and just  
21 say how can we help?

22 CHAIR FREEDMAN: Immediate impact. Right. And  
23 as we talked about that a lot in the very beginning in  
24 terms of legislative session was -- yes, we want to be  
25 looking at our future and planning and all of that, but

1 we also want to have impact as quickly as we can. So I  
2 think that's a really good way for us to start doing  
3 that.

4 SECRETARY ROBERTSON: I think the Governor  
5 basically said, this money is not being filtered through  
6 one of my departments and therefore, that's how she's  
7 able to keep people moving quickly. She said, these are  
8 ready to go. I will give you the money now. And so I  
9 think that's an immediate thing we could go do. And it  
10 also ties into what the governor is saying about these  
11 projects. So.

12 CHAIR FREEDMAN: That's a great idea.

13 COMMISSIONER RAE: Can you guys can you guys  
14 hear me?

15 CHAIR FREEDMAN: Yes, we sure can. Hi,  
16 Lawrence.

17 COMMISSIONER RAE: Hello there. I've been  
18 watching. I've been watching. I think, okay, I'm not the  
19 guy that bombed at the last time.

20 CHAIR FREEDMAN: Yeah. You have the floor.

21 COMMISSIONER RAE: Well, my apologies for  
22 being a little for being late. My son's house got hit by  
23 lightning last night, believe it or not, guys. And yeah,  
24 anyway, so he had some issues this morning, so we were



1 scrambling to get some electricity back. But anyway, my  
2 sincere apologies for being late.

3 I would say that I was -- I've been  
4 listening to -- yes, I've been driving around from the  
5 house back to a place where I can talk. I think one of  
6 the interesting thing issues, I think that we have to  
7 deal with is getting a sense of -- I think the county and  
8 the city both have different ideas as to the role of The  
9 Collaborative in some ways and in other ways, I think  
10 that they're very much aligned.

11 On the aligned side, I get the distinct  
12 impression that the county is setting up their own  
13 process and their own department to do projects. The city  
14 already has one. And so from a perspective of actually  
15 project development and project delivery, it feels like  
16 both entities want to continue to operate in that vein.  
17 And that's wholly within their authority and quite  
18 frankly, that's their decision as elected officials and  
19 as entities that's separate from us.

20 I think the real interesting issue might be  
21 is on the collaborative side of the house, is how do we  
22 play a role in ensuring that both entities are sharing  
23 information, talking to each other, and reviewing  
24 projects that make sense where there's shortfalls from

1 one project to the other, that maybe the collaborative  
2 can play the role of the honest broker, so to speak.

3           The county has a project that may lack some  
4 funding, that they come to the collaborative and the  
5 collaborative gets the city and the county together and  
6 helps them figure that out. Or maybe the collaborative  
7 serves to help with the state, now that the state's in  
8 the middle of it as well, to bring the entities together  
9 so that the projects get financed and get structured with  
10 the ultimate goal, obviously, that the project needs to  
11 get done and we need to serve the community.

12           I know that early on when we started this  
13 whole process of the collaborative back in the day, it  
14 was, I think, a very more broader mission and quite  
15 frankly, a very new mission that I think both the city  
16 and the county, I think, endorsed in general, but I don't  
17 know that they actually bought into it at least all of  
18 the elected into it in the sense that we thought it was  
19 going to be, right?

20           We thought they were going to mesh basically  
21 the city's housing program and the county's housing  
22 program into a kind of almost like a regional housing  
23 program where The Collaborative was going to be  
24 responsible for getting things out the door. And the idea  
25 was that with all due respect to both county and city

1 governments that the elected in both institutions would  
2 say, look, The Collaborative now is working these  
3 projects out. And I think that was way ambitious and  
4 probably way too utopia as it relates to trying to bring  
5 two governmental entities that are well established and  
6 quite frankly, have very different roles, but nonetheless  
7 are important in the community.

8                   So I'm trying to find maybe the way for The  
9 Collaborative to play, like I said, an honest broker kind  
10 of bringing the groups together. So one of my thoughts  
11 was -- and I think I mentioned at the last meeting,  
12 although I was, I know I was on Zoom as well, was the  
13 idea of having the county and the city just bring the  
14 projects to The Collaborative. It's not for our  
15 [inaudible 0:37:05] information and knowledge of what  
16 projects are being funded and it doesn't mean that we say  
17 yes or no, it means more -- all right, do you have all  
18 the funding for this project? Are there any other funds  
19 available either from the city or the county or the state  
20 that the collaborative can help bridge, if you will, by  
21 using its role to maybe represent both entities before  
22 even the finance authority or before the state  
23 legislature, etcetera.

24                   And Lisa gets, I think, us a role that helps  
25 us make these projects come together and at the same

1 | time, I mean, with all due respect to both entities also  
2 | maybe use us as a buffer to say, look, city and county,  
3 | you guys have extra money you haven't spent, you know,  
4 | let's figure out a way how we get the county the money or  
5 | how we get the city the money to get these projects done  
6 | and become more of a reporting sort of organization.

7 |               I mean, I was listening to Steve's comments,  
8 | I mean, really, that's really the key that I think will  
9 | help us decide what we want our Executive Director to do  
10 | is once we know what we need to do. And so, when I was  
11 | listening to Kelly's report, I couldn't quite hear all of  
12 | it, but I got the gist of it and I think that there is  
13 | some opportunity there for us to play a different role.  
14 | Now, I will say this and I will speak for myself, if the  
15 | role that the entities, the governmental entities  
16 | ultimately decide that they want this collaborative to  
17 | be, which is basically an advocacy role and a role to be  
18 | out getting information to the community and keeping  
19 | statistics.

20 |               I mean, I can understand that role, that's  
21 | just not the role that I want to spend my time doing, not  
22 | because of any other reason, but because I'd like to get  
23 | some things done and see some results. Now, look, if  
24 | that's the role others want to do, that's great too  
25 | because I'm not -- I don't want to be the naysayer here,

1 but it just, I've got plenty of things on my list and my  
2 life that -- and I'm always happy to advocate, but I'd  
3 like to be more, if you will, a little bit more  
4 substantive in the things that we're doing as a group.

5 CHAIR FREEDMAN: Yeah. Lawrence, I appreciate  
6 those comments. I think, and I understand where you're  
7 coming from, if all we're doing is communication, that  
8 feels very much like a PR arm that could be done by  
9 having the PR folks collaborate with each other. So I do  
10 think we definitely want to find more scope, but I do  
11 think what you were saying about helping to bridge those  
12 gaps, and we may be able to have a little more of a  
13 bird's eye view and see where funding from one place  
14 could fill a hole elsewhere and things like that. I think  
15 that dovetails really nicely with what Ian was saying  
16 about having city and county, I think going forward,  
17 we'll be able to see the bigger picture more clearly.

18 But at least initially seeing where those  
19 urgent needs are for projects and yes, helping to  
20 advocate, but also bouncing off what you're saying,  
21 helping to bridge gaps financially. If we can see where  
22 some of those things might come from, and then I think  
23 the other thing that I think would be really critical for  
24 us that would not just be advocacy and lobbying, would be  
25 that research and trying to have some impact on zoning

1 and best practices and places where things could be done  
2 differently than they're being done now, that city and  
3 county might not be able to tackle directly.

4           And so my hope is that there will be enough  
5 scope for us that it makes sense for us to be an entity  
6 working on it. But I do think what you're saying and what  
7 Ian's saying dovetail really nicely and gives us some  
8 opportunity and a direction to go in on that piece of  
9 actually seeing housing come to fruition and being able  
10 to help to make that happen, even if we're not directly  
11 in development.

12           SECRETARY ROBERTSON: Commissioner Rael, I  
13 guess my question, like -- Lawrence, what you're saying,  
14 it really resonates with me. Obviously, we want to make  
15 the maximum impact. I think what I've seen is, and I'll  
16 speak frankly, is that it is this organization that I'm  
17 not totally sure that all of the related parties want  
18 their involvement, if I'm being perfectly honest. And  
19 I've been hesitant to say that because I don't want to --  
20 I kind of understand where these groups are coming from.

21           They're already set up to do this thing.  
22 They're all professionals. And then there's this other  
23 organization that was created, again, with really lofty  
24 goals, which to your point was maybe too lofty and too  
25 over the top. So my question to you is what is the

1 mechanism by which we would -- we sort of request this  
2 reporting. So we request the reporting. We understand,  
3 okay, so what funding do you have? What funding do you  
4 need? And then what support do you need in other ways? I  
5 think that's what you're saying, Madam Chair, is like the  
6 support could go beyond just gap financing basically, but  
7 also, "Okay. So you need us to help you coordinate what's  
8 going on in your approval process and where you're at in  
9 the public eye."

10 But my question to you is, like, if these  
11 organizations don't have to report to us or whatever, how  
12 do we facilitate things with organizations that may or  
13 may not want that facilitation from your perspective? I  
14 don't have the political sort of understanding of how  
15 these mechanisms work, but from the outside looking in, I  
16 go, well, they just don't really need to do anything. We  
17 can ask, but --

18 COMMISSIONER RAE: Well, on a practical  
19 level -- on a practical level, they don't need us to do  
20 anything right, obviously. However, I think that there  
21 is, from my sense of the politics here of late that the  
22 city and the county are looking for a structure that can  
23 help them work together and to do some things that are  
24 successful. One of the things that might be helpful is to

1 | look at the actual resolution that established the  
2 | Commission.

3 |               And maybe what we need to do is go back and  
4 | look at that a little more in detail and say, okay, maybe  
5 | we need to shift some things here. But to answer your  
6 | question specifically, if that resolution is readopted by  
7 | both city and county or amended to require both entities  
8 | to report to the Board, and to give them that  
9 | information, then I think that really is the requirement  
10 | that you're looking for that we're looking for to say,  
11 | look, you have to come to the Board or to the Commission  
12 | to, you know, present the projects. You have to come to  
13 | the Commission to -- I mean, that's one way. The other  
14 | option, obviously, is the County Manager and the CAO of  
15 | the city could do that also through direction because  
16 | both staffs report to them. And that would be another way  
17 | of getting it done.

18 |               It's a lot more streamlined than the county  
19 | because the manager doesn't have to, once the county  
20 | commission makes a decision, the manager has the  
21 | authority. In the city, you have the council that also  
22 | has its own role in the process. And sometimes that can  
23 | become an adversarial role with the mayor. And then  
24 | before you know it, you have to have both mayor and  
25 | council having the discussion on this.



1                   So it's a little more cumbersome. But the  
2 point simply being, it can happen either through the  
3 amendment of the resolution that created the Commission  
4 or it can happen by direction from the respective, again,  
5 the County Manager and the CAO to their respective  
6 departments that this is the process that we'll go  
7 through. But I think it's up to us to decide how we want  
8 that done. I mean, I think one thing might be is as we  
9 are exploring this idea is simply is putting it down on  
10 paper and simply saying, this is what needs to change in  
11 the resolution given what we've gathered now over a year  
12 in this discussion. And given the fact that the  
13 legislature did, I think, as part of their reasons for  
14 putting the money on the table was that they wanted this  
15 collaboration to exist between the city and the county.

16                   And we've played a pivotal role in that  
17 regard. And in order to continue to have that kind of  
18 relationship and to ensure that it happens, The  
19 Collaborative helps be the glue, if you will, that keeps  
20 the pieces together.

21                   CHAIR FREEDMAN: Yeah.

22                   SECRETARY ROBERTSON: That's awesome. Thank  
23 you, Lawrence.

24                   CHAIR FREEDMAN: Yeah, very helpful. And I  
25 think we're also -- I mean, I think we're in a place

1 | where we had a real success in the legislative session,  
2 | even though it wasn't exactly how we envisioned it, our  
3 | collaborative had an impact on what happened. And so I  
4 | think that means that -- my hope is city and county would  
5 | be supportive of us. What I'm hearing from you, Lawrence,  
6 | is formalizing the need for that piece of that  
7 | collaborative process to happen and figuring out what  
8 | that looks like. And so it's good to have this sense of  
9 | what those two methods are.

10 |               SECRETARY ROBERTSON: That's why I think that  
11 | early part where it's like it's just a friction analysis,  
12 | like what is slowing down delivery of housing.

13 |               CHAIR FREEDMAN: And how can we help it.

14 |               SECRETARY ROBERTSON: If it was funding?  
15 | Well, now we have 80 million dollars. So hopefully that's  
16 | not there. So what additional friction points are there?  
17 | And the only way we can do that, which is a much more  
18 | useful thing that we could do than just creating  
19 | pamphlets saying housing is good, which I know that's not  
20 | -- that's an oversimplification.

21 |               But to your point, it's like if we're trying  
22 | to solve friction points, we need to know what the  
23 | friction points are. We can only do that with some kind  
24 | of bird's eye view, which only they can provide.

25 |               CHAIR FREEDMAN: Yeah. Absolutely.

1                   COMMISSIONER RAE: Let me add one other  
2 comment on that on that particular point. I mean, I think  
3 -- and Steve can tell you because I think -- well,  
4 actually, all of us have been involved in some way or  
5 another. But I know Steve, when he worked at Fannie Mae,  
6 had a lot of a lot of more details about this in his  
7 work.

8                   But, the interesting issue right now, as I  
9 see it, going back to one of those meetings that we had  
10 some time ago, Madam Chair, when we had all of the list  
11 of projects that are on the table that could be funded  
12 and can get done. That list itself, I think, was a great  
13 starting point. I think it was actually very helpful in  
14 the legislature, very helpful for us, and actually, quite  
15 frankly, even very helpful for the city and the county. I  
16 think probably the first time that the city actually saw  
17 the list of what the county was doing and vice versa,  
18 which is kind of -- I mean, we all take a little bit for  
19 granted, but it was an important conversation to have.

20                   I think the next piece of that is now we  
21 know that there's projects that are ready to get done. So  
22 I think at this point, at least it's my understanding  
23 from what I've gathered from our meetings is that both  
24 the city and the county have some projects that they --  
25 if we said it as and now with -- excuse me, let me add

1 one more point. But now the Governor's office is using  
2 the Department of Workforce Solutions to deliver the  
3 funds because of the veto that she did and wanting to  
4 make sure that the state's involved in the process.

5           So now you have another state department  
6 that apparently is going to develop criteria and other  
7 requirements to access the funds to deliver these  
8 projects. So, there's that process -- and look, and  
9 that's the Governor's prerogative and the legislature's  
10 prerogative. But I think what's important for us as a  
11 collaborative is to recognize that there's now three  
12 entities involved and we're trying to keep them all on  
13 the same page.

14           And that if the county, for example, I know  
15 the county has one project that I know about that is  
16 ready to go. They need the funding for that project to be  
17 allocated sooner rather than later so that we can deliver  
18 to the legislature, the governor, and others in the  
19 community a project that's already using some of these  
20 funds.

21           I think the city has a couple as well. So I  
22 think right now it's not a question of not having  
23 projects that they can't do right away. It's just a  
24 question of getting the mechanisms in place. And from  
25 what I understand from a meeting that was held between

1 the city and the county, and the state is that the  
2 Workforce Solutions Department was working on was working  
3 on some kind of, if you will, process to access the  
4 funds.

5           And from what I gather now that they have  
6 basically the decision-making authority as to whether or  
7 not the funds are released for those projects or not. So  
8 you can see that now there's this dynamic that I think  
9 none of us really thought about that would become another  
10 step in the process. And I don't know that it's a bad  
11 step. So don't misunderstand me. I think he who has the -  
12 - as they say, he who has the money makes the rules. And  
13 yeah, the golden rule.

14           And so I think that in this case, waiting on  
15 what the Workforce Solution decides and then working with  
16 the county and the city. But I do think our role could be  
17 very simple in -- early on, at least now in our  
18 development as a community, as a group, is to just have  
19 the county bring their top five projects or whatever  
20 projects that they can get done within the next 12  
21 months. And the same with the city. Let us at least see  
22 them. We don't have to necessarily say yes or no. We just  
23 need to know what they are. And then they need to tell  
24 us, how do we access the state funds and how can we, as a  
25 collaborative, be helpful in egging the state also or

1 helping the state move forward with getting the funds out  
2 the door?

3 I mean, it's unfortunately a little more  
4 complicated than we had thought originally. Remember, if  
5 you'll recall folks were saying, well, the collaborative  
6 is just going to be another bureaucracy. Well, now we got  
7 state government. And so now we've got -- you've got  
8 three of the biggest bureaucracies in the state of New  
9 Mexico, the state, the city, and the county. I mean,  
10 that's a lot of coordination, a lot of -- and us sort of  
11 playing the traffic cop, if you will, on this.

12 So I do think that there are some things we  
13 can do with that. But I'm being a little bit long winded.  
14 I apologize. I think the point that I'm making is simply  
15 that we've got to figure out how to get these three  
16 entities on the same page. But nothing speaks louder for  
17 me. And I think for the even for the elected would be is  
18 to show projects that are ready to go out the door and  
19 helping advocate to get those things done sooner than  
20 later.

21 CHAIR FREEDMAN: Yep. I think I think that  
22 really feels like maybe what we plan on for next meeting,  
23 as I put together the agenda, is asking city and county  
24 to come talk to us about their top five projects. And we

1 can talk in that meeting about how best we can support  
2 them, make that happen. And I think that's our meeting.

3 COMMISSIONER ANAYA: Top five shovel ready  
4 projects.

5 CHAIR FREEDMAN: Shovel ready. Yeah.

6 COMMISSIONER RAE: Yeah. Top five shovel  
7 ready. What's the gap in financing for getting them done?  
8 How soon can they get a shovel in the ground and show  
9 some results? So I think --

10 SECRETARY ROBERTSON: And a brief on that  
11 state process that the Workforce Department has laid out  
12 for them. So we understand it to some degree.

13 CHAIR FREEDMAN: Yeah.

14 COMMISSIONER RAE: Exactly.

15 CHAIR FREEDMAN: Yeah. We may be  
16 brainstorming where we can help. They may not have that  
17 answer, but we may have some right answers.

18 SECRETARY ROBERTSON: Yeah. Right.

19 CHAIR FREEDMAN: Okay. Yeah.

20 COMMISSIONER RAE: And look, I think I'm  
21 resigning myself to the point now as we go through this  
22 process that where we can be helpful in many regards, but  
23 it's going to have to take, quite frankly, both the city  
24 and the county, and in some ways the state -- it's going  
25 to require them to say, "yeah, we want you to play this

1 | role." Because if none of them are clear or none of them  
2 | want to play, have us play this role, then I think we're  
3 | all just sort of like almost -- as I would say, we're the  
4 | fifth wheel in a dance contest. Nobody wants to dance  
5 | with us.

6 |                   SECRETARY ROBERTSON: We're spinning our  
7 | wheels. Yeah. And that's kind of where my previous  
8 | comments were coming from is this desire to show value to  
9 | some degree. I think that is a way to build some kind of  
10 | relationship with these groups and show we can help them.

11 |                   COMMISSIONER RAE: Well, and the last point  
12 | I would make, Madam Chair, is -- and maybe that is the  
13 | role down the road. We hire an Executive Director that  
14 | can do some research. That can do some best practices  
15 | about how other cities and or states are getting money  
16 | out the door quickly, but also recognizing the processes  
17 | that we have to go through to get these projects  
18 | approved. I mean, when I was talking earlier about  
19 | Steve's experience, I mean, when you're applying for  
20 | credits, which a lot of these projects are, they go to  
21 | the finance authority. They got to go through a whole  
22 | process of -- and some requirements to get the 4% credits  
23 | or the 9% credits.

24 |                   Now that the state's going to have their own  
25 | structure. The city and the county have -- the city has



1 to go to the council for approval, which is another four  
2 months to get an approval on a project. The county has to  
3 has to go to the County Commission. That's usually a lot  
4 more streamlined because it's a smaller group. So  
5 understanding all of that stuff is what really all that  
6 mechanics is what is what somebody has to understand and  
7 be able to work through if we're going to get these  
8 things out the door faster.

9 MALE SPEAKER: Madam Chair, I just wanted to  
10 kind of address if it's -- some of the questions are  
11 raised because I want to make sure we're on the record on  
12 the question. One is the governing document is -- and I  
13 helped draft the resolution for the JPA, so it's still --  
14 this is the creation of the two governments. And so the  
15 JPA, the Department of Finance Administration sort of  
16 approved, which was part of the process, it's still sort  
17 of the governing document for this entity.

18 So it's on the budget. It's in the  
19 resolution. And so the purpose of the JPA is to finance  
20 and develop affordable housing. So that's the JPA. It's  
21 not The Collaborative per se. So supporting that work  
22 includes a lot of things you've all been talking about.  
23 And Kelly's recommended, you know, the study, reporting  
24 initiative, et cetera, et cetera. But I do think that the  
25 governing document is -- both governing bodies, the

1 county commission and the city council passed a  
2 resolution. So that's what sort of creates this.

3 Part of that is the funding, which just to  
4 be clear, like it's one year funding, but it says  
5 "additional support shall be considered by the governing  
6 body" eventually. So I just want to make sure, I don't  
7 think when all of us in -- Lawrence was involved, when  
8 all the folks were working with the two governing bodies  
9 to draft this idea. The idea was it's seed money. That's  
10 what the resolution said. It's actually seed money, that  
11 million dollars, the two governments agreed to do that.

12 And then as the role of The Collaborative is  
13 redefined, I think the expectation is you come back and  
14 maybe there'll be some additional funding from other  
15 entities. So it's not sort of one or three years then  
16 you're done. It's really, I think there's a commitment in  
17 law from both governing bodies to have The Collaborative  
18 continue in existence. At least that's what the  
19 resolution says now. I think Lawrence covered the step on  
20 the legislative funding, the secretary of Workforce  
21 Solutions is the person who's been in contact directly  
22 with leadership in the city and the county about which  
23 projects meet their standards. And the governor's given  
24 her the authority to sort of work directly. And I know  
25 for a fact, I know that the County Manager and the CAO

1 are not here, but they have been in communication  
2 directly with her is my understanding.

3               So I just wanted to make sure that how we  
4 got here is important. And I think there's expectations  
5 that there'll be some evolution in the role of The  
6 Collaborative. But for those who've been here since  
7 [inaudible 0:58:37] came off the ground, this is  
8 distinctly different from what the initial conception  
9 was. And I think it's to be determined what the best use  
10 of this Collaborative is. I will say I was in some of  
11 those meetings and the expectation from the legislature  
12 is that there's deep collaboration going on between the  
13 city and county.

14               They can talk to each other time they want,  
15 they're colleagues, but this is the place that's really  
16 important to show externally that the two governments are  
17 actually committed to this goal of building more  
18 affordable housing.

19               CHAIR FREEDMAN: Great. Thank you for that.  
20 So I think it makes sense to probably move on from this,  
21 but I do think we've developed some really good direction  
22 for some immediate things. And then also -- so basically,  
23 figuring out the process that they need to obtain the  
24 funding, top five projects of each that are shovel ready  
25 and what are the gaps, what we can do to assist, and then

1 starting to work on at least a preliminary budget so that  
2 we have some sense of what funds we have.

3           We know what we have, but where we might  
4 expend those. And I think I'm going -- I don't know if I  
5 need -- we're not -- there's no vote on it. It was a  
6 discussion. So I don't think I need a motion, but I think  
7 we should table the conversation on the bylaws for now.  
8 And we can briefly touch on the job description. I did  
9 look it over again and honestly, very little, given the  
10 white paper and our understanding that we're not directly  
11 doing development ourselves. Very little has changed from  
12 the job description. I mean, I certainly want to talk  
13 about anyone's opinions, but I think the job description  
14 still stands.

15           It was written very early on. So we've moved  
16 past some of the steps, but we haven't moved past some of  
17 the others. So to me, the job description stands, there  
18 is a list in the job description goals and initiatives of  
19 The Collaborative, that may have shifted a little bit,  
20 but that doesn't actually change the description -- that  
21 doesn't change the job description.

22           So I don't know if we need to spend a whole  
23 lot of time on that, but it's on our list. I wanted to  
24 address that briefly if we need to, before we go into  
25 closed session and talk about that position.

1                   COMMISSIONER RAEL: Madam Chair, let me just  
2 add one point about my only interest in looking at the  
3 bylaws, and that is to look at the issue of the terms  
4 that we might be suggesting for each one of us.

5                   CHAIR FREEDMAN: Yeah, let's touch on that a  
6 bit. I think that's the number one thing I think that  
7 needs to be sorted in the bylaws because it's so vague.

8                   COMMISSIONER RAEL: Right. And granted, as we  
9 all know, we all serve at the pleasure of each of our  
10 appointed organizations, the city or the county. But once  
11 appointed, we have to at least have some sense of what  
12 that, how long that appointment is for and how that  
13 process might work because it obviously impacts also the  
14 appointment of your role and the role of the vice chair,  
15 if you will.

16                   So I don't know if anybody has any thoughts  
17 about it. My only thought is that I would prefer that we  
18 have staggered terms in the bylaws for the Commissioners.

19                   CHAIR FREEDMAN: Yeah, that's in there.

20                   COMMISSIONER RAEL: Yeah. And then number one  
21 and number two is that, that we have a process by when we  
22 elect officers in a timely manner so that that way, Madam  
23 Chair, unfortunately, or fortunately, depending on how  
24 you see it, you've been having to do this role for a  
25 while, and I know you've been doing a lot of work, very

1 much appreciated, but we don't want to wear you out  
2 either, where you're the only one just having to do the  
3 work.

4 CHAIR FREEDMAN: I appreciate it. I  
5 appreciate that.

6 COMMISSIONER RAE: And so I think, I think  
7 at least on those two areas, we might think, how we  
8 decide those -- we don't have to do it today, but at  
9 least maybe get some ideas on the table and I'd be  
10 prepared to share some at the next meeting.

11 CHAIR FREEDMAN: Yeah. I'm reading through it  
12 now. And actually it looks like the original draft bylaws  
13 we had said would term staggered terms of between one to  
14 five years. So I think Mara may have updated this with a  
15 little bit more of a concrete recommendation because now  
16 it reads "to effectuate regular and planned." Yeah.  
17 "Staggered terms of members initially appointed one city,  
18 one county to serve terms of three years each. The  
19 remaining city County commissioners to serve terms of  
20 five years. And the fourth appointment to be four years."  
21 This is much more detailed than what was in here  
22 previously.

23 And we can certainly change it if needed,  
24 because in part, we'd have to figure out which term was  
25 assigned to which one.

1                   We know where Ian stands. Yeah. So if this  
2 was the way it was going to be, we would need to sort all  
3 of that out in part based on everybody's bandwidth, but  
4 then there -- those are long terms. And then I also think  
5 what's not in here that I think we would need to add in  
6 terms of terms is what happens if someone wants to step  
7 down. There's no mechanism for that in here either. Is  
8 there?

9                   VICE CHAIR MAJEWSKI: No, there is. Yeah. Any  
10 vacancies shall be filled --

11                  CHAIR FREEDMAN: Oh, vacancy. Okay. So it's  
12 just a given someone could say, "Hey, I need to stop."  
13 Then someone else appoints you. Okay. So that is  
14 addressed for vacancies. Okay.

15                  COMMISSIONER ANAYA: Yeah. I probably agree.  
16 Madam Chair, the vacancy is probably something we need to  
17 look at the, what Lawrence mentioned was [inaudible  
18 1:05:15] and then maybe the committees, maybe an initial,  
19 but what kind of, maybe we only need two committees,  
20 three committees, one committee.

21                  So I think probably think about that. And  
22 then of course, as we've developed the strategic plan,  
23 that could change, but you probably got some ongoing --

24                  CHAIR FREEDMAN: Ongoing permanent committee,  
25 finance in particular. I think it is the one we would

1 always need. Anything else might be optional to be  
2 created and we'll keep it vague.

3 COMMISSIONER RAE: Yeah. And in committees  
4 you can -- standing committees are those you have in your  
5 bylaws, and then you can have interim committees, or you  
6 can call them even task forces or some other generic name  
7 that -- or a study group that, that don't have to be in  
8 your bylaws. But that bylaws should say that from time to  
9 time, the Chair can appoint interim committees of limited  
10 duration or whatever. So that that way they don't become  
11 standing committees.

12 CHAIR FREEDMAN: Yeah. I agree. You don't  
13 want to make it too burdensome.

14 COMMISSIONER RAE: I think the other piece  
15 might be helpful is also is just, I mean, I think five  
16 years is a long time.

17 CHAIR FREEDMAN: Yeah. It's just unrealistic.

18 COMMISSIONER RAE: Yeah. And so I would  
19 almost sort of shoot in the general way as we think about  
20 this over the time, at least from my perspective, I think  
21 a two-year term with some and others with three is --  
22 yeah, two or three. And then also with the ability to  
23 serve a consecutive term, if that person really is  
24 excited, or if the county or the city really want to keep  
25 somebody that they have -- that prerogative is there.



1 CHAIR FREEDMAN: I agree.

2 COMMISSIONER RAEL: And so -- and I think  
3 from a chair's perspective, Steve and I sit on the  
4 Council of Governments and they rotate Chairs on a yearly  
5 basis. And it only is -- so that way you give everybody  
6 an opportunity to have their turn in the saddle. But the  
7 way it works is, for example, if you're the Chair, the  
8 Vice Chair automatically moves into the Chair's role,  
9 unless the vice chair doesn't want to do it, then you  
10 have an open sort of process.

11 But that way it gives folks an opportunity  
12 to be engaged and someone's not settled with being Chair  
13 all the time. So anyway, those are the kinds of things I  
14 think to think about, but I do think that two to three  
15 years is I think a long enough sentence.

16 CHAIR FREEDMAN: Yeah, I agree. Actually,  
17 Lawrence, I'm glad you brought this up because it's a  
18 brief enough conversation and it gives us some good  
19 direction. I think what we might do is maybe Mara and I  
20 will take a pass at this based on this conversation and  
21 it'll go out to everyone before the next meeting and it  
22 might actually be ready.

23 And not that I'm not loving this, but I  
24 would be okay with the idea of rotating the Chair  
25 position annually.

1                   COMMISSIONER RAE: Well, especially since  
2 we're all, we're all volunteers, right? We're just trying  
3 to help out. One of the last pieces on it would be, since  
4 you're going to visit with Mara, is also the role of the,  
5 of the Chair in determining the agenda before the  
6 committee or before the group. In most of these groups,  
7 the Chair usually has a prerogative to put items on the  
8 agenda, but Board Members have the ability to, to  
9 basically provide that information to the chair if they  
10 want to have something on the agenda.

11                   And usually the Chair is accommodating. And  
12 so I just want to make sure that you also don't want to  
13 make it so open-ended that everybody wants to -- you have  
14 an agenda that's 15 items long.

15                   CHAIR FREEDMAN: Because you don't want to  
16 make it obligatory because then you just have no control  
17 over the size of the meeting.

18                   COMMISSIONER RAE: But I've always -- I  
19 mean, I do respect a strong Chair as well because it's  
20 good to be able to have somebody who's the gatekeeper in  
21 case things start getting a little bit too unwieldy. But  
22 it is an important piece that sometimes we often forget  
23 when we're looking, forming committees and then all of a  
24 sudden realize, well, who's got the ability to put  
25 something in the agenda? Usually it's the Chair. And

1 usually when you have an executive director, your  
2 Executive Director helps lead that process as well.

3 But just something else to think about. And  
4 I don't know, I guess I would defer to Steve. Steve, you  
5 sat in a lot of committees, is there anything else you  
6 would add to this?

7 COMMISSIONER ANAYA: No, I think those are  
8 probably the main items right there. And again, we can  
9 always change some of these, but I think you kind of hit  
10 the high points there.

11 CHAIR FREEDMAN: I agree. And we don't want  
12 to make them too onerous because then everyone's bound to  
13 them. So we want to have them broad enough that they have  
14 the right step in place, but that there's not things that  
15 then people have to go back and change later as things  
16 shift. But this is great. Thank you so much. I think this  
17 gives us good direction there.

18 SECRETARY ROBERTSON: Can I add one thing  
19 about the Executive Director? The current article  
20 outlines that we are responsible for hiring said person.  
21 It doesn't say who -- it says they report to us, but then  
22 does that mean the Commission is no longer like  
23 responsible for managing them? They absolutely report to  
24 us, but what about a situation where you want to remove  
25 or replace?

1 CHAIR FREEDMAN: No, they report to us.

2 That's what report to us means.

3 SECRETARY ROBERTSON: And do they report to  
4 the chair or to the whole Collaborative?

5 CHAIR FREEDMAN: They report to the whole  
6 Collaborative. Yeah. Because we couldn't make a decision  
7 about that without a quorum and a majority vote anyway.  
8 So --

9 VICE CHAIR MAJEWSKI: And it says here at  
10 least quarterly, which yeah, I'm like functionally it's  
11 like --

12 CHAIR FREEDMAN: It's going to be monthly.

13 VICE CHAIR MAJEWSKI: Yeah. And I don't know  
14 how strict that needs to be.

15 CHAIR FREEDMAN: Well, and I think at least  
16 gives us room to set policies and procedures. If we're  
17 managing them, we can create policies and procedures that  
18 are not a part of the bylaws, but that are at the  
19 minimum. If we flash forward, here's hoping we're here 15  
20 years from now, we flash forward 15 years, our role may  
21 be different, and a quarterly reporting might be really  
22 appropriate.

23 COMMISSIONER ANAYA: I think initially  
24 probably Madam Chair, one of the other things is a fiscal  
25 agent is the -- obviously right now the COG is doing the

1 | fiscal agent, but when you get on, you hire an Executive  
2 | Director and we're going to need them looking at this.  
3 | You've got audit requirements, you got some other  
4 | requirements. And so making sure that fiscal agent is --  
5 | that we've kind of thought that out a little bit.

6 |                   It sounds like we're probably going to need  
7 | somebody as we start out. And so that's probably going to  
8 | be another conversation either with a COG or with  
9 | somebody else.

10 |                  CHAIR FREEDMAN: Well, the COG is our fiscal  
11 | agent right now.

12 |                  COMMISSIONER ANAYA: They are right now.  
13 | Yeah.

14 |                  CHAIR FREEDMAN: Oh, we may need another one  
15 | if we wear out our welcome.

16 |                  COMMISSIONER ANAYA: I don't think we'll wear  
17 | out the welcome because the COG actually serves as a  
18 | regional organization that kind of does this, but just in  
19 | some of these miscellaneous provisions. And I think that  
20 | may be part of this, but --

21 |                  CHAIR FREEDMAN: Okay. So then the question  
22 | is, do we need to mention having a fiscal agent in here?

23 |                  COMMISSIONER ANAYA: Yeah, I'm just not sure  
24 | where that is, if we even need to. Again, as you say,

1 sometimes be careful what you ask for because you might  
2 get it. So I think maybe that's a conversation with Mara.

3 CHAIR FREEDMAN: Yeah, we'll lend some  
4 clarity because there is something in here about auditing  
5 to be done by a certified public accountant, but we'll  
6 find out if we need any more clarity on financial  
7 structure in here. Great. All right. Well, I think we're  
8 going to move on.

9 I think actually at this point we are going  
10 to go into closed session. So I'm going to read this into  
11 the record, I guess is what I'm supposed to say. I move  
12 that the committee convene in closed session to discuss  
13 the qualified applicants for the position of Executive  
14 Director as authorized by the Limited Personnel Matters  
15 Exception of the Open Meetings Act contained in section  
16 10-15-1H2 of that act. Do I have a second?

17 VICE CHAIR MAJEWSKI: Second.

18 CHAIR FREEDMAN: This requires a roll call  
19 vote. I will call the name of each member present. Please  
20 vote when your name is called. Talia Friedman. Yea.

21 VICE CHAIR MAJEWSKI: Dan, yea.

22 SECRETARY ROBERTSON: Ian, yea.

23 CHAIR FREEDMAN: Steve?

24 COMMISSIONER ANAYA: Yes.

1 CHAIR FREEDMAN: Lawrence? Yea. I think he  
2 may not be with us anymore, but we have a quorum. So  
3 Lawrence is not voting. And the motion having passed, we  
4 will now retire for closed session.

5 And so I think we're going to, like we said,  
6 we're going to keep the meeting up, but we're going to --

7 Sometimes they pause, sometimes it stops. I  
8 never know why it does which. Okay. So the time is now  
9 four minutes to 12:00. I move that we return to open  
10 session. This discussion which took place during the  
11 closed session was limited to the Personnel Matters  
12 Exception of the Open Meetings Act that contained in  
13 section 10-15-1H2 of the Open Meetings Act.

14 Do I have a second to approve the return to  
15 open session and to approve this statement regarding the  
16 contents of the discussion?

17 VICE CHAIR MAJEWSKI: I second.

18 CHAIR FREEDMAN: Oh, so now we roll call  
19 vote. Talia Freedman. Aye.

20 VICE CHAIR MAJEWSKI: Dan Majewski, aye.

21 SECRETARY ROBERTSON: Ian Robertson, aye.

22 COMMISSIONER ANAYA: Steve Anaya, aye.

23 COMMISSIONER RAEL: Lawrence Rael, aye.

24 CHAIR FREEDMAN: Great. Okay. So we're back  
25 in open session and I'm not sure if we need to vote on

1 | deferring the decision or do we just say we are deferring  
2 | the decision?

3 |                   COMMISSIONER ANAYA: I think when you come  
4 | back now, you just say no action was taken during the  
5 | closed session.

6 |                   CHAIR FREEDMAN: Okay. No action was taken  
7 | and -- well we would have had to have taken the action  
8 | publicly, but no action was taken and we're not taking  
9 | any action at this time. So next meeting is our usually  
10 | scheduled meeting.

11 |                   COMMISSIONER ANAYA: So on item 7 seven, your  
12 | action, you just say, we're going to defer that.

13 |                   CHAIR FREEDMAN: Okay. So we're going to  
14 | defer that item till our next meeting. And then do we  
15 | know the date of our next meeting? Oh, thank you.

16 |                   VICE CHAIR MAJEWSKI: May 22nd.

17 |                   CHAIR FREEDMAN: May 22nd, as usual, 3:00  
18 | p.m. And this meeting is adjourned. We are good.

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25 |



# VICTORIA GHAHATE



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I bring over 10 years of experience collaborating with local, state, and federal agencies, emphasizing the development and implementation of innovative data management strategies. Throughout my career, I have showcased strong leadership skills while managing various projects. I have a solid history of improving team performance, and building collaborative relationships with both internal and external stakeholders.

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## STRENGTHS AND EXPERTISE

Analytical Thinking  
Business Management  
Strategic Planning  
Project Management

People Management  
Appraisal Process  
Stakeholder & Public Engagement  
Critical Thinking

Team Leadership  
Communication  
Operational Decisions  
Time Management

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## PROFESSIONAL EXPERIENCE

### Bernalillo County Appraiser Lead

May 2023 - Present

- Assess both non-residential and residential properties by highlighting a comprehensive understanding of appraisal principles, practices, and methodologies. Furthermore, exhibit a solid grasp of the rules and regulations that oversee the appraisal process.
- Employ advanced statistical techniques; perform factor analysis, predictive planning, and various modeling methods essential for evaluating real estate.
- Conducts intricate and specialized analyses of building materials, labor expenses, market trends, and historical cost indexes for evaluation purposes.
- Responsible for undertaking special assignments related to uniquely complex appraisals, which involves analyzing, developing, and implementing methodologies to apply updated legislation and/or case law to the appraisal process.
- Acts as a supervisor, trainer, and mentor for junior appraisers, guiding them in all facets of generally accepted appraisal principles and practices in line with relevant regulations, policies, and procedures.

### Dwellevate LLC Operations and Project Manager

August 2018 - May 2023

- Encourage business development within the local community.
- Support the implementation of strategies aimed at business growth, retention, and new ventures.
- Assist in organizing plans, preparing budget estimates, and establishing timelines.
- Supervised three direct contractors and managed several subcontractors.
- Provide exceptional customer service by communicating clearly and effectively, both verbally and in writing, with property owners and contractors.
- Investigate various funding sources, including local, state, and federal grants, financing options, and capital access for businesses. Successfully obtained SBA PPE loans and secured loan forgiveness.

**Bernalillo County**  
**Junior Appraiser**

**April 2016 - April 2019**

- Identify all taxable properties within the county and determine their ownership.
- Aid in gathering raw sales data and processed data using computer sorting and statistical software.
- Conduct field market inquiries and verify sales data.
- Provide customer service by communicating effectively, both verbally and in writing, with property owners and the public.

**North Central NM Economic Development District**  
**Geospatial Information Systems Coordinator**

**January 2014 - January 2015**

- Provide technical assistance to local businesses and stakeholders.
- Perform analyses related to financial incentives and legislation that impact local enterprises.
- Serve as a bridge between community stakeholders and state and federal agencies.
- Create and implement innovative data management practices while maintaining existing datasets and processes in line with Federal, State, and Local regulations for capital project development.
- Improve efficiency and ongoing utilization of project information sharing, monitoring, and reporting by prioritizing and managing assets in a user-friendly, continuous format.
- Assess current and future socio-economic characteristics in the region.
- Deliver exceptional customer service and communicate effectively, both verbally and in writing, with local, state, and federal governments.
- Worked collaboratively with municipal and county governments throughout the public process.

**National Ecological Observatory Network**  
**Smart Community Planning Intern**

**April 2013 - August 2014**

- Utilized GIS, LTER, PRISM, and NEON data for a case study focused on a real-world crisis in Las Vegas, NM, which was presented at the Annual ESRI Tribal GIS Conference.
- Offered technical support to local stakeholders.
- Aided in the execution of strategies to promote business expansion and retention.
- Worked alongside community stakeholders to address growth challenges.

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**EDUCATION**

**University of New Mexico-Main Campus**

Bachelor's Degree | Business Administration/Management

**Southwestern Indian Polytechnic Institute**

Associate's Degree

**University of New Mexico-Main Campus**

Masters of Science | Project Management - Will Complete Dec. 2025

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**William R. Slauson**

February 26, 2025

Mid Region Council of Governments  
809 Copper Ave NW, Albuquerque, NM

MRCOG, Attn: Personnel:

I am writing to express my strong interest in the Planning & Operations Director for the Middle Rio Grande Housing Collaborative role at MRCOG. With a proven track record in program and project management, strategic planning, and organizational development, I am confident that my skills and experience align with the requirements of this position.

Throughout my career, I have successfully:

- Developed, implemented, and managed large-scale programs and capital projects, demonstrating my ability to handle complex initiatives from conception to completion.
- Engaged in extensive mid-to-long-range strategic planning activities, ensuring organizational goals are met and future growth is strategically positioned.
- Developed plans and processes to meet changing demands and requirements, showcasing my adaptability and forward-thinking approach.
- Collaborated effectively with diverse teams, motivating staff, and communicating complex ideas clearly to stakeholders at all levels.
- Developed and implemented comprehensive budgets, ensuring fiscal responsibility and maximizing resource allocation.
- Established and maintained organizational standards and policies in compliance with regulatory agencies and governmental oversight.
- Maintained compliance with federal and state laws, rules, and regulations pertaining to grants management, reflecting my attention to detail and understanding of complex regulatory environments.
- Thrived in a wide range of governmental services, including public works, transit, law enforcement, and higher education.

Additionally, my background as an entrepreneur and small business owner has honed my leadership skills, strategic thinking, and ability to manage multiple priorities simultaneously.

I am excited about the opportunity to bring my unique blend of skills and experiences to MRGHC and I am anxious to contribute to your organization's continued success. I look forward to the possibility of discussing how my background, skills, and enthusiasm can benefit your team.

Thank you for your consideration.

Sincerely,

*William R. Slauson*

# WILLIAM R. SLAUSON

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## EDUCATION

Master's Degree in Public Administration, University of New Mexico, 2000

Bachelor of Science in Geography/Planning, Southern Connecticut State University, 1993

Certified Law Enforcement Planner, International Association of Law Enforcement Planners, 2014

Connecticut School of Broadcasting, 1987

## SKILLS PROFILE

- Development, implementation, and management of large-scale program and capital projects
- Extensive experience in mid-to-long-range strategic planning activities
- Innovator and developer of plans and processes to meet changing demands and requirements
- Effective collaborator, motivator, and communicator
- Practical development and implementation of comprehensive budgets
- Development and maintenance of organizational standards set forth by regulatory agencies
- Maintained compliance with federal and state laws, rules and regulations pertaining to grants management
- Experience with, and familiarity with, higher education structures and processes
- Entrepreneur and small business owner

## EMPLOYMENT HISTORY

### **Senior Planner,**

**April 2021 – present**

### **University of New Mexico**

- Responsible for leading and coordinating complex planning processes to support the university's long-term development and space utilization goals. This role plays a crucial part in shaping the physical environment of the campus to advance UNM's academic, research, and community service missions.
- Lead campus planning studies and long-term facility management initiatives, including the development of new facilities. I recently completed a Strategic Housing Plan which provided a comprehensive view of projected campus residence needs, infrastructure improvements, and funding mechanisms. I am currently working on a STEM lab space assessment and needs analysis that will evaluate current conditions, identify needs, and provide recommendations for renovation or new construction to support teaching and research activities.
- Develop campus-wide planning initiatives that require the input and coordination of campus leadership, staff, faculty, and students, including the Campus Safety Plan and the Campus Safe Mobility Plan that result in plans that guide UNM's long-term development.
- Act as a liaison between UNM clients and architectural/design firms to ensure that my client's goals and objectives are represented in feasibility studies and other plans. Provide operational and technical expertise to ensure that plans reflect the best outcomes possible.
- Develop project documents, including scopes of work, purchase requisitions, and regular project management reporting.

**University Assessment Specialist,  
University of New Mexico**

**November 2018 – April 2021**

- Regularly consult with UNM academic and co-curricular programs to assist them in developing strategic and assessment plans, including advising, reviewing, and coaching to produce plan documents that are clear, aligned, reflective of their goals, and easy to follow. Once plans are developed, review annual assessment reports, and provide constructive feedback to programs about how they can improve their assessment processes including data analysis, utilizing the information collected, and communication.
- Developed strategic and assessment planning presentations that are used in educational, training, and outreach activities, including program development and presentation of lectures and/or workshops. Recently developed a strategic planning workshop from scratch that was used to help non-academic/co-curricular programs develop their own plans. This same presentation was included in the largest annual assessment conference (IUPUI Assessment Institute).
- Interprets assessment findings; analyzes and compiles comprehensive statistical and narrative data; assists with the preparation of official assessment reports to summarize findings. Responsible for the archiving, inventory, and analysis of assessment documents.
- Currently working on a project that will ultimately show how the assessment process should/does impact the University as an institution; those decisions made on a program level ultimately impacts university policy, hiring, and educational pathways.

**Executive Director,  
Albuquerque Police Department**

**November 2014 – December 2017**

- Managed APD's Administrative Support Bureau, which was comprised of the Planning, Fiscal, Personnel/Payroll, Inspections/Audit, and Records Divisions and consisted of over 120 sworn and civilian staff. The Bureau was developed especially for the Executive Director to be able to implement the considerable changes required by the USDOJ settlement agreement.
- Was responsible for setting the overall direction of the compliance effort, including developing action plans, staffing allocations, budgets, strategic direction, and contracting of critical personnel to aid in the effort. Met weekly with critical APD and City Legal staff to motivate, lead, measure progress, discuss potential roadblocks, and strategize on best practices and ways to implement solutions. Was responsible for developing agendas for the participants and was the primary contact for the independent monitoring team.
- Because data dependability and validity are so important to an organization's credibility, contracted with a data visualization and verification firm to review all APD's data collection and storage processes. Developed a working group that included all APD analysts and data managers to improve and document data processes. Established protocol and documentation requirements that solidified the department's data collection and analysis processes to meet national standards.
- As required by the settlement agreement, regularly coordinated and contributed to the effort to create a semiannual progress report that was suitable for the agreement parties and the public. The reports were the primary method that the department used to convey progress to the public that would not normally be covered in the media.
- To aid in the organization, development, and documentation of compliance progress, developed from scratch an online project management platform. The platform was used by over two dozen APD and City staff, as well as representatives of the USDOJ and the independent monitoring team. The platform contained information from the settlement agreement, monitor reports, responses from local stakeholders, and supporting documentation all compiled in one location that was accessible wherever there was internet access. The site was regularly used to develop documentation to demonstrate compliance.

**Planning & Policy Division Manager,  
Albuquerque Police Department**

**June 2006 – November 2014**

- Served in an advisory capacity to the Chief of Police and command staff of the Albuquerque Police Department (APD). Managed a group of five sworn officers and five civilian staff.
- Responsible for the development and implementation of the APD Strategic Plan. The development of a comprehensive strategic plan required collaboration with a wide range of Departmental staff to jointly craft a document that guides the Department over a period of five years. Consensus building, goal and objective identification, and effectiveness and efficiency measurement were used throughout the process of formulating the strategic plan.
- Act as the focal point for the Department's performance plan process, collecting numerical data from over a dozen sources and staff to complete APD's performance plan worksheets in a timely manner.
- Responsible for managing a grants program that averages 30 to 50 active federal, state and local grants worth a combined total of \$20,000,000. Developing successful proposals for the grants, and was responsible for managing the fiscal, programmatic monitoring and reporting of the Department's grant programs.
- Responsible for the administration of APD's Capital Improvements Program, which is funded by state grants, government bonds and impact fee taxes. The program is valued at approximately \$5-6 million per bond cycle. Responsible for the fiscal and programmatic administration of bond-funded capital projects including facility construction and technology infrastructure. As part of my role in administering the Capital Improvements Program, I have managed several major projects. I served as the project manager for the construction of the Department's Sixth Area Command, a 25,000 square foot, LEED-certified, \$5 million-dollar police substation. In collaboration with contracted architects, I have guided the programming, schematic design, and the creation of design and construction documents. In the project manager role, I regularly coordinated with architects, construction contractors, utilities representatives and City staff to ensure that the project stayed within budget and was completed on time. I also was responsible for selecting all the furniture, fixtures and equipment and overseeing its installation. Leading up to the opening of the Sixth Area Command, I developed an art program that featured APD employee's photos displayed prominently throughout the building. The facility was honored by the American Institute of Architects as a best practice in judicial buildings and achieved a LEED Gold certification. I have also managed many other law enforcement-related projects including police facility renovations, improvements, and new construction that ranged from several thousand dollars to several million.
- Development and publication of the Department's Annual and Monthly Reports. I am highly experienced in the creation of full color, multiple page publications. The Department's Annual Report is over 50 pages and highlights the Department's achievements over the past year. The Department's Monthly Report highlights APD's monthly events in addition to providing trend charts for over two dozen categories. I have created over three years' worth of Monthly Reports.

**Manager of Planning and Marketing,  
ABQ RIDE**

**March 2004 – June 2006**

- As Manager of Planning and Marketing, directed a staff of 17 planners and marketing personnel. Acted as a conduit to facilitate communication between the two groups to improve transit service and information dissemination to the public.
- Managed an almost million-dollar a year grant to promote alternative transportation. Responsibilities included developing the grant applications, ensuring that goals set forth in the grant were met, tracking expenses and reporting to the State of New Mexico and the Federal Transit Administration.

- Helped write and edit the first-ever Short-Range Transit Plan (SRTP) for ABQ RIDE. The multi-year effort included public workshops, presentations, and surveys. The resulting document set a plan for transit development and expansion for five years. The SRTP defines route expansion and service areas, service standards and approximate costs.
- Developed the first-ever marketing plan for the marketing section. The plan set goals for staff, defined projects, created evaluation sheets and presented logical, statistics-supported goals and objectives. Marketing staff were evaluated on their performance defined by the plan.
- Acted as project manager for the implementation of the new express Rapid Ride transit service. Rapid Ride service began in December 2004. By November 17, 2005, the one-millionth passenger boarded the Rapid Ride and by March 21, 2008, five million people had patronized the service. Responsibilities included coordinating the design, site selection and construction of 27 Rapid Ride stations. The development of the stations included the formulation of a site plan, negotiating with property owners to gain easements and eventual purchases of small strips of land to accommodate the shelter, enacting a construction plan, and overseeing the construction of the shelter facility. As part of the construction process, I was responsible for preparing the request for proposals, selecting contractors, and problem solving when issues arose. I developed the Rapid Ride schedule and chaired and coordinated an interdepartmental implementation team of Transit, Public Works, Planning, and Municipal Development Department staff to ensure that the project was on time.
- As part of the Rapid Ride implementation, spurred business and public buy-in by creating the Rapid Ride Naming Rights Program and the Business Partnership Program (BPP).
- Developed a brand for the new Rapid Ride service, including the name, logo and a series of television commercials to introduce the service to the public. The effort resulted in a high level of public recognition for the new brand, in addition to the many printed articles and features on radio and television.
- Acted as project manager of the initiative to bring a light rail / modern streetcar system to Albuquerque. Duties included public outreach, conferring with consultants and community leaders as well as updating the Federal Transit Administration on project progress.

#### **Co-Owner,**

**January 2018 - present**

#### **Snugglecubs Cookies LLC**

- In collaboration with my spouse, created and developed Snugglecubs Cookies LLC. Snugglecubs Cookies produces and sells premium handcrafted cookies both online and locally ([www.snugglecubscookies.com](http://www.snugglecubscookies.com)). We have established corporate accounts and retail vending sites.
- Managed the business creation process, applying for the appropriate permits and licenses with various municipal and state agencies. Negotiated an agreement with a commercial kitchen to house business operations.
- Developed the name, logo, branding, and packaging for the cookies. Collaborated with a trademark attorney to file and trademark "Snugglecubs Cookies".
- Developed a marketing and social media plan to enhance brand awareness and establish market presence
- Created financial management spreadsheets and procedures
- Designed and created a fully functioning ecommerce platform to sell Snugglecubs Cookies online