

Middle Rio Grande Housing Collaborative
Monday, May 5, 2025
Special Meeting
10:00am
Mid Region Council of Governments (MRCOG) Meeting Room
809 Copper Ave NW, Albuquerque NM 87102

1. Call to Order

2. Roll Call

3. Approval of Agenda

4. Discussion:

- **Brainstorming and Planning session of our Mission and Vision based on White Paper by Kelly O'Donnell**
- **Review and editing of Draft By Laws**
- **Review Job Description**

5. Closed session:

- **Discussion of applicant, William Slauson, for MRGHC Executive Director position**

6. Return to open session

7. Action item:

- **Authorize Chair, Talia Freedman, to enter contract negotiations with qualified applicant for the position of Executive Director.**

8. Announce next meeting

9. Adjourn

From: Kelly O'Donnell PhD
To: Middle Rio Grande Housing Collaborative Board of Directors
Re: Recommendations

Dear MRGHC Directors:

I was retained to assist the MRGHC in determining how the Collaborative can best improve access to affordable housing in Bernalillo County. This memo summarizes the conclusions of my research and suggests a set of core functions and next steps for the MRGHC.

As an entity established by a Joint Powers Agreement (JPA) between Bernalillo County and the City of Albuquerque, the MRGHC is well-positioned to help drive regional solutions to Bernalillo County's housing shortage. However, the JPA also imposes many limitations on the MRGHC, some of which prevent the Collaborative from delivering the full suite of services envisioned at its inception. One early objective of the Collaborative not authorized by the JPA is consolidation of services currently performed by City and County housing authorities. Although consolidation has the potential to deliver services more efficiently, it is not addressed in the JPA.

Importantly, the JPA also does not provide the MRGHC sufficient authority to finance real estate development. Although the JPA mentions activities like "spurring private development of affordable housing through the use of economic development tools and public infrastructure investments," "creative financing," and "leveraging public and private monies," it does not grant the MRGHC the authority to perform these functions on behalf of the City and County. Nor does the New Mexico Affordable Housing Act (§ 6-27-1 NMSA 1978) currently provide a mechanism for the MRGHC to contribute public funds to affordable housing projects. In the absence of statutory change, the MRGHC cannot provide gap financing to affordable housing projects.

Despite these limitations, there remain many ways in which the MRGHC can advance regional solutions to Bernalillo County's housing shortage and augment the county's affordable housing ecosystem. Several important functions that are not being performed by any of the public or private housing organizations currently operating in Bernalillo County could be performed by the MRGHC. By targeting its efforts to fill these functional gaps, the MRGHC can cost-effectively create a more cohesive, aligned and, ultimately, more effective system by which to prioritize, obtain, and allocate funding for affordable housing in the region.

Recommended core functions for the MRGHC are listed below. I do not recommend that the MRGHC include land banking of derelict properties among its core functions at this time. Coupled with robust code and lien enforcement, land banking can be an effective strategy for revitalizing neighborhoods by repurposing blighted property. However, a land bank focused solely on the acquisition and disposition of blighted properties would not meaningfully advance the MRGHC's core objective of increasing the supply of housing in Bernalillo County. I do recommend, however, that the MRGHC help coordinate and expedite the disposition of properties currently owned by the state, local and other government agencies in Bernalillo County to facilitate access to affordable buildable land by affordable housing developers.

I. MRGHC CORE FUNCTIONS

1. Convene Regional Stakeholders to Facilitate Collaboration, Align Policy, and Coordinate Funding

Convene regular, facilitated meetings between the City, County, MRCOG, MFA, developers, advocates other stakeholders and the public to share information and collaborate on strategy.

a) Long Range Regional Planning

The MRGHC was established by the City of Albuquerque and Bernalillo County to engage in long-range planning for affordable housing development and redevelopment, a function that is not currently being performed in a comprehensive way by any other housing entity in Bernalillo County. The MRGHC is the ideal entity to bring the City, County, MFA, and all other regional stakeholders together to develop a comprehensive, long range housing plan with clear objectives and well-articulated goals for Bernalillo County.

b) Align Funding Requests

The MRGHC can play an important role in aligning, synchronizing, tracking, and advocating for City and County legislative appropriations requests. Over 35 different requests for housing-related funding in Bernalillo County were introduced during the 2025 New Mexico state legislature. These requests, submitted on behalf of the City, County, MFA, and possibly other entities, compete for limited funding, are difficult to track and, in some instances, poorly aligned, illustrating the need for a centralized mechanism to align requests prior to introduction, track requests during the legislature, and coordinate the draw-down and expenditure of any resulting appropriations. MRGHC could also coordinate joint City-County applications for federal and/or philanthropic funds.

c) Align and Expedite Allocation/Expenditure of Funding

Once funding is secured, the MRGHC should convene the City and County to prioritize projects and coordinate expenditures to expedite the production of new units in a way that advances the goals established through long range planning.

d) Coordinate Disposition of Publicly Owned Properties for Affordable Housing

Numerous public entities own real estate throughout Bernalillo County. Some of this property would be appropriate for affordable housing. The MRGHC could create a public-sector real estate inventory and help coordinate and expedite the disposition of properties currently owned by the state, local and other government agencies in Bernalillo County to facilitate the development of affordable housing.

e) Cross-Jurisdictional Alignment of Land Use Policies and Procedures

The goals articulated in the JPA include “coordination between the Parties on respective zoning ordinances, building permitting and inspection and any other best practices to accomplish the mutual goals.” The Collaborative can convene policymakers, land use officials, developers,

and the public to identify best practices, streamline administration and recommend policies to expedite the siting and development of affordable, transit-oriented housing.

2. Research and Analysis

Although local governments and MFA produce housing plans as required by HUD there is a dearth of housing policy research specific to Bernalillo County. Initial research activities of the MRGHC could include:

- a) Needs and Gaps Assessment for Bernalillo County that assesses the need for affordable housing by: (a) geographic area; (b) demographics (seniors, families with children); (c) income strata; (d) special needs (supportive and transitional housing; and (e) housing type.
- b) Comprehensive cost analysis of homelessness and housing insecurity in Bernalillo County that demonstrates the relative cost effectiveness of subsidized housing
- c) Best practices in redevelopment without displacement including an inclusionary zoning assessment for Bernalillo County
- d) Ongoing research into best practices in affordable housing development, land use and planning
- e) Program Evaluation and Performance Metrics - Accountability is critical to the success of any long-range plan involving multiple partners. Demonstrating progress also helps to ensure ongoing support and sustainable funding. The MRGHC can develop and track performance metrics to gauge progress toward the goals articulated through the long-range planning process and the strategies identified by convening stakeholders and through research and analysis.

3. Outreach and Education

Public buy-in is critical to increasing and expediting growth in the supply of affordable housing. By producing and disseminating research on housing issues the Collaborative can help educate the public and build support for more equitable housing policy. While the City and County will communicate independently with the public about housing issues, the MRGHC can help to align those messages.

Most residents agree on the need for more housing, but decisions about where to put that housing are often contentious, particularly in the case of infill. Because the Collaborative is more sheltered from political pressures than either of the governing bodies or the MFA it is better positioned to effectively advocate on behalf of affordable housing.

II. MRGHC NEXT STEPS

- a) Convene the city, county, and other stakeholders to prioritize projects and coordinate expenditures of funding secured during the legislative session.
- b) Actively participate in helping to establish the Bernalillo County Housing Development Division and endeavor to align MRGHC activities with those of the Division to avoid duplication and maximize impact.
- c) Develop a strategic plan that addresses long term financial sustainability of the MRGHC.
- d) Hire an MRGHC executive director.

In conclusion, the MRGHC's current legal structure precludes many of the activities envisioned at its inception, most notably gap financing and housing authority consolidation. The MRGHC may at some point secure the authority to perform one or more of these functions through amendments to the JPA, the City and County charters, and/or state statute. In the meantime, there remain many ways in which the MRGHC can contribute to Bernalillo county's housing ecosystem and support the financing activities of the City and the County.

This concludes my recommendations. Please contact me with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "KOD", is positioned above the typed name.

Kelly O'Donnell PhD
Corrales, New Mexico

BYLAWS OF THE MIDDLE RIO GRANDE HOUSING COLLABORATIVE

Under and pursuant to the Joint Powers Agreement (the “JPA”) establishing the Middle Rio Grande Housing Collaborative (the Housing Collaborative) as a joint powers entity under the New Mexico Joint Powers Act, NMSA 1978, § 11-1-1 *et seq.*, the following shall constitute the Bylaws of the Middle Rio Grande Housing Collaborative Commission (the “Commission”) established in Section 4 of the JPA.¹

ARTICLE I: MEETINGS OF THE COMMISSION

Section 1: **Regular Meetings.** Regular Meetings of the Commission shall be held at such places within Bernalillo County as shall be specified by the Commission, one of which shall be designated as the Annual Meeting. Such Regular Meetings shall be held not less frequently than one each fiscal quarter and shall be general meetings and open for the transaction of any business within the powers of the Commission without special notice of such business, except in any case where special notice is required by law, or by these Bylaws.

Section 2: **Special and Emergency Meetings.** Special Meetings and Emergency Meetings of the Commission may be called by the Chair of the Commission in compliance with the requirements of the Open Meetings Act, NMSA 1978, § 10-15-1 *et seq.*

Section 3: **Place of Meetings.** All meetings of the Commission shall be held at such places within Bernalillo County as shall be specified in the respective notices of such meetings or waivers thereof.

Section 4: **Open Meetings Act Compliance.** The Commission, on an annual basis, shall adopt a Policy on compliance with the reasonable notice and other provisions of the Open Meetings Act, NMSA 1978, § 10-15-1 *et seq.*

Section 5: **Vacancy.** Any vacancies occurring among the Commissioners shall be filled by the same body that appointed the Commissioner whose position became vacant. A vacancy shall be filled for the remainder of the unexpired term of the Commissioner whose death, incapacity, resignation, or removal gave rise to the vacancy.

A Commissioner may be removed by the body which appointed that Commissioner only after compliance with the provisions, including notice and hearing requirements, set out in Section 4(F) of the JPA.

To effectuate the regular and planned staggered terms of members, the Commission shall, from those initially appointed, designate one City and one County Commissioner to serve terms of three years each, and the remaining City and County Commissioner shall serve terms of five years. The fifth Commissioner appointed by vote of the other four Commissioners shall serve an initial term of four years.

¹ Defined terms not otherwise defined in these Bylaws shall have the meanings ascribed to such terms in the JPA.

Section 6: **Compensation and Expense Reimbursement**. The Commissioners shall not receive compensation for their services as Commissioners.

ARTICLE II: OFFICERS

Section 1: **Officers**. The Commission at any meeting may, by majority vote, elect such Officers and such agents and employees as it may deem advisable.

Section 2: **Removal of Officers**. Any Officer may be removed at any time with or without cause and without notice, by a vote of the majority of the Commission.

Section 3: **Secretary**. The Commission shall elect a Secretary who shall report to the Chair of the Commission and act as Secretary of, and keep the Minutes of all meetings of the Commission; and whenever required by the Chair, shall perform like duties for any Committee, provided that in the absence of the Secretary, the Chair or a majority of the Commission members present at any meeting thereof may designate any person to act as Secretary for such meeting. The Secretary shall see that all notices are duly given in accordance with these Bylaws and as required by law. He/She shall have charge of the books, records and papers of the Housing Collaborative relating to its organization as a joint powers entity under the Joint Powers Act, NMSA 1978, § 11-1-1 et seq., and shall see that all reports, statements and other documents required by law are properly kept or filed.

ARTICLE III: COMMITTEES

Section 1: **Reporting by Committees**. All Committees formed as provided in this Article III are advisory to the Commission and their recommendations shall be reported to the Commission at its next meeting succeeding such action.

Section 2: **Limitations of Powers of Committees**. None of the Committees of the Commission created as provided in this Article III shall have the power or authority to (a) amend, alter or repeal these Bylaws, (b) elect, appoint or remove any member of any Committee or any Commissioner or Officer of the Housing Collaborative, (c) amend the JPA, restate the JPA, adopt a plan of merger, or adopt a plan of consolidation with another joint powers entity, (d) authorize the sale, lease, exchange or mortgage of all or substantially all of the property and assets of Housing Collaborative, (e) authorize the voluntary dissolution of the Housing Collaborative or revoke proceedings thereof, (f) adopt a plan for the distribution of the assets of the Housing Collaborative, (g) amend, alter or repeal any resolution of the Commission which by its terms provides that it shall not be amended, altered or repealed by a Committee, or (h) as otherwise provided by law, these Bylaws or by resolution of the Commission. The presence of a majority of the members then in office of any such Committee formed by the Commission as provided in this Article III shall be necessary and sufficient to constitute a quorum, and the act of a majority of the members of any

such Committee present at a meeting at which there is a quorum shall be the act of such Committee.

ARTICLE IV: EXECUTIVE DIRECTOR

The Housing Collaborative shall hire an Executive Director responsible for all day-to-day operations of the Collaborative. The Executive Director shall report to the Collaborative on all operational and financial matters at least quarterly.

ARTICLE V: AUDIT

An annual audit of unlimited scope of all of the operations of the Housing Collaborative shall be conducted by a Certified Public Accountant, and a copy of that audit report and any support documents requested shall be made available to the Commissioners of the Housing Collaborative.

ARTICLE VI: MISCELLANEOUS PROVISIONS

Section 1: **Offices**. The Commission may establish, from time to time, one or more offices of the Housing Collaborative at any place or places within Bernalillo County, and may maintain such office or offices for such period or periods of time as it may deem expedient.

Section 2: **Fiscal Year-End**. The Fiscal Year of the Housing Collaborative shall end on June 30 in each year.

Section 3: **Commercial Paper**. All checks, drafts and other orders for the payment of money out of the funds of the Housing Collaborative shall be executed on behalf of the Housing Collaborative by such Officer or Officers, employee or employees, or fiscal agent as the Commission may, by Resolution, from time to time determine.

Section 4: **Deposits**. All funds of the Housing Collaborative not otherwise employed shall be deposited from time to time to the credit of the Housing Collaborative in such banks, trust company or other depositories as the Commission may from time to time select or as may be selected by any Officer, employee or fiscal agent of the Housing Collaborative to whom such power may from time to time be delegated by the Commission; and for the purpose of such deposit, any Officer or any employee to whom such power may be delegated by the Commission, may endorse, assign and deliver checks, drafts and other orders for the payment of money which are payable to the order of the Housing Collaborative.

ARTICLE VII:
AMENDMENT OF BYLAWS

The Bylaws may be amended by the Commission at any Regular or Special Meeting, notice of which must include a copy of the proposed amendment.

We certify that the original Bylaws of the Housing Collaborative were adopted by the Commission on []

Chair of the Commission

Secretary

Middle Rio Grande Housing Collaborative
Planning & Operations Director Job Description

Position Summary

This is a full-time, salaried position where the successful candidate will plan, manage, and administer the entity setup and on-going activities for the Middle Rio Grande Housing Collaborative (MRGHC), as described in the Joint Powers Agreement (JPA) between Bernalillo County and the City of Albuquerque. Provide recommendations to the County Commission and City Council for the creation and operation of the MRGHC according to the authorities and initiatives set forth in the JPA. Manage the day-to-day activities of the Commission including but not limited to conducting research, developing recommendations, managing budgets and audits, creating communications, public relations, and communicating with the liaisons for the County Commission and City Council.

Essential Functions:

- Work with local government officials and partners, and coordinate with the Joint Working Committee (F/S R-23-106) to formally establish the MRGHC within the powers and authority granted by the State of NM.
- Communicate to the County Commission and City Council on MRGHC entity setup progress on at least a monthly basis.
- Research, draft, and recommend legislation and operational policies, to the Collaborative, necessary for the completion of the initiatives and goals described in the JPA, including operational structure and budget.
- Manage initial operational funding within applicable regulations, in consultation with the County Commission and City Council.
- Manage ongoing financial operations of the Collaborative including managing budgets, audits, and daily financial activities.
- Monitor and audit the progress of projects to which the Collaborative has provided funding including collecting proof the project is meeting the established guidelines in regards to the number and size of units and rents being charged.
- Provide support for processing related State, County and City legislation (ordinances, resolutions, JPAs, rules, statutes).
- Perform public relations duties including writing and issuing press releases to the media, serving as the main contact for the MRGHC; responding to public inquiries and Inspection of Public Records Act (IPRA) requests.
- Assist Commissioners, Councilors and other officials in scheduling meetings, briefings, etc. related to the MRGHC.
- Participate in other committees, task forces and work groups as required.
- Attend public meetings of varying size, including night meetings
- Assisting the Commission in the development of requirements and processes for screening and funding appropriate projects.

- Publishing and promoting the grant opportunities to the public and stakeholders.
- On-going monitoring of grantee projects to ensure compliance with the guidelines and requirements. development, administration and on-going monitoring of grantee projects.

Goals and initiatives of the MRGHC

The overall mission of MRGHC is to ensure that more affordable housing units are developed and located within the City of Albuquerque and unincorporated parts of Bernalillo County. The activities of the MRGHC will specifically include:

- *Planning and surveying where affordable housing currently exists and where gaps in service exist.*
- *Land banking to acquire vacant land for future development.*
- *Renovation of existing properties to preserve affordable housing.*
- *Spurring private development of affordable housing through the use of economic development tools and public infrastructure investments.*
- *Utilizing an “All Quadrants Approach” to ensure no single area is the focus of development.*
- *Prioritizing new housing in and near the existing main street and public transit corridors.*
- *Developing sustainable communities coupling market-rate and affordable housing.*
- *Creative financing, leveraging public and private monies.*
- *Prioritizing equity-building investments.*
- *Building relationships with both large-scale and micro-developers.*
- *Conducting outreach and education to all stakeholders.*
- *Exploring innovative models for the development and construction of affordable housing.*
- *Coordination between the Parties on respective zoning ordinances.*
- *Building permitting, inspection, and other best practices to accomplish mutual goals.*

Minimum Education and Experience Requirements

- Bachelor’s degree, advanced degree preferred, ideally in areas of Public Administration, Business Administration, Executive Management, and/or Social Services.
- A minimum of 3 years in administration management.
- Research, analysis, development, and implementation of legislation.
- Development of public policies and governmental finance.
- Experience in grant development and administration.
- Principal and practices of financial operations, including budget preparation, and audit oversight.

Preferred Knowledge

- Development of legislative policies and procedures.
- Research methodology, including legal research.
- Planning and engineering practices and procedures.
- Pertinent Federal, State, and local laws, codes, and regulations.

Preferred Skills and Abilities

- Supervision of staff engaged in highly technical and/or operational activities relating to the operation of a local government, pseudo-government, non-profit, or other similarly sized budgetary entity.
- Analysis of complex technical material and identify policy implications.
- Research, prepare and/or supervise diverse technical projects, collect, and analyze complex data and develop and evaluate solutions to specific problems.
- Ability to provide clear and concise written and oral presentations to include public forum presentations.
- Communicate and deal effectively with professional employees, elected officials, citizens, and representatives of civic and business groups.

To apply:

Resumes may be submitted via email (preferred), by mail, or in person at:
MRCOG, Attn: Personnel

Email: ejgutierrez@mrcog-nm.gov

Mail/Drop off: 809 Copper Ave NW, Albuquerque, NM 87102

Employment pending a successful background check, a valid New Mexico driver's license and no more than one (1) moving violation in the past year. All new employees are hired subject to a one-year probationary status. Salary commensurate with experience. The MRGHC is an Equal Opportunity Employer.

For best consideration please apply by Friday, October 25, 2024. Position will remain open until filled.

William R. Slauson

██████████ | ██████████ | ██████████ @gmail.com

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

██████████ | Albuquerque, NM ██████████ | (██████) ██████████ | ██████████@gmail.com

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,
Snugglecubs Cookies LLC**

January 2018 - present

- 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). 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