

Exhibit 1



City of Albuquerque

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360-Degree Evaluation of the City Attorney

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2025 Balanced Scorecard & 2025 Professional Development Plan

REDWLLC recently conducted a 360-Degree Evaluation where performance feedback was collected from the City Attorney, the City of Albuquerque Legal Department, City Council, and City Administration Leadership. This Balanced Scorecard reflects the results of our findings, including affirmation of positive performance areas as well as areas needing further attention. The developmental plan that follows offers a continual opportunity for enhancement of the City Attorney's job performance.

What is a 360-Degree Balanced Scorecard?

The 360-Degree Balanced Scorecard is a comprehensive assessment tool that collects and analyzes feedback from multiple key stakeholders to evaluate a leader's performance across essential criteria. For this evaluation of the City Attorney, input was gathered from a self-assessment completed by the City Attorney, City Council, City Administration leadership, and direct reports within the Legal Department. This inclusive approach ensures a multi-faceted and balanced perspective on the focus areas listed below.

Key stakeholders were asked to provide both quantitative ratings and qualitative comments in several focus areas, including:

- Legal and Financial Acumen
- Compliance and Risk Management
- Litigation and Contract Oversight
- Ordinance Interpretation
- Use of Outside Counsel
- Case and Financial Management
- Leadership, Employee Engagement & Conflict Resolution
- Adaptability and Change Management
- Professionalism, Integrity, and Communication

Evaluation Process & Rating Scale

Both the City Attorney and stakeholders responded to a standardized set of items, based on the City Attorney Job Description, on a 1-3 scale:

- 1: Does Not Meet Expectations
- 2: Meets Expectations
- 3: Exceeds Expectations

“Not Applicable” ratings were excluded from averages. Weighted averages provide a graduated picture of performance. REDW gathered feedback from **38** stakeholders through an online survey that was sent by the City of Albuquerque Human Resources Department and City Council to approximately 70 individuals. This review process also included follow-up interviews with select stakeholders to further delve into any unclear, vague, or incomplete written responses regarding their interactions and perceptions of the City Attorney’s performance and leadership. Fifteen (15) stakeholders were invited to participate in interviews and eight (8) elected to participate in follow-up interviews.

Through this rating system, the scorecard provides a balanced picture of a leader's strengths and areas for improvement. A detailed breakdown of each individual rating, by question, is located in Exhibit 2: Balanced Scorecard.

Executive Summary

The City Attorney is widely recognized for strong adaptability, exceptional legal expertise, and a high standard of ethical conduct. Stakeholders consistently identified hallmark strengths of effectiveness in managing change, demonstrating integrity, and interpreting ordinances. Both staff and City Leadership note the City Attorney’s proficiency in these areas as foundational to the department’s successful navigation of complex legal and policy landscapes.

There are also opportunities in a number of areas critical to organizational health and stakeholder satisfaction. The most notable areas for improvement are centered around team development and mentorship, motivation and retention of legal department employees, and the visible promotion of pro bono activity within the department. The largest gaps between self-perception and stakeholder experience are seen in responsiveness to inquiries, use of outside counsel, and engagement with community outreach. Qualitative feedback and follow-up interviews further reveal a work environment where critical feedback and micromanagement may overshadow positive recognition, communication delays are common, and concerns persist about staff workload and departmental silos. Stakeholders value the professionalism and dedication brought to the City Attorney’s role, but indicate a need for more effective delegation, clearer and timelier communication, an improved balance of feedback, and greater engagement both within the team and with the broader Albuquerque community.

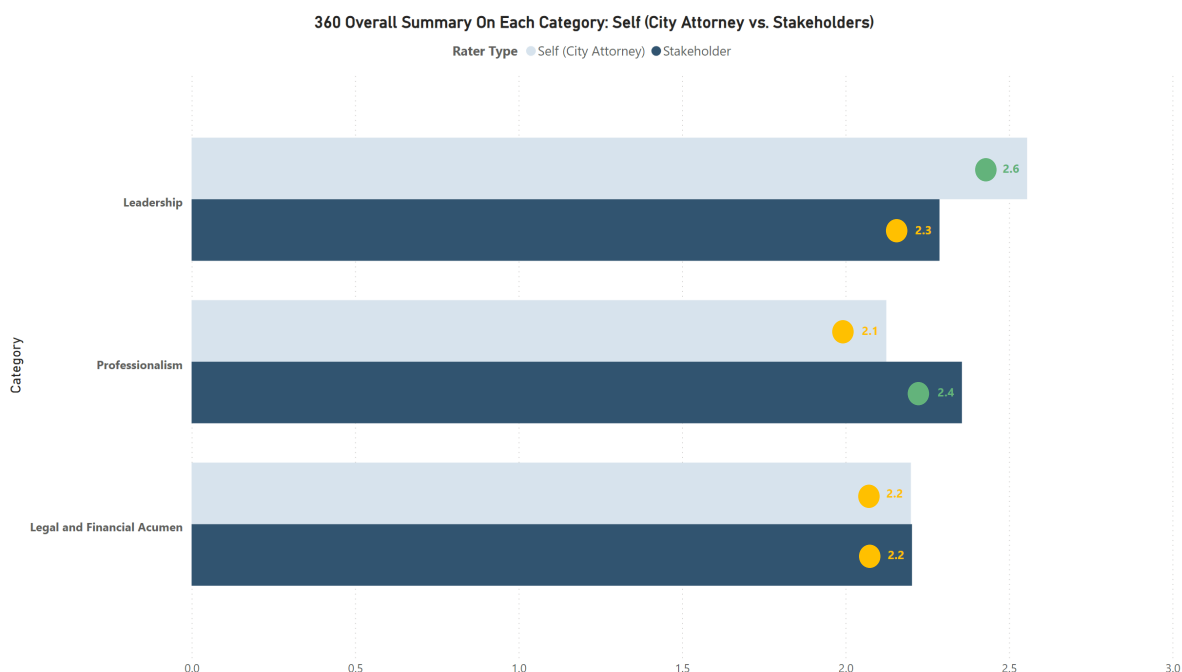
Political Dynamics

This evaluation occurs in the context of heightened political division between the Mayor’s administration and City Council. It was observed that these dynamics directly influence the City Attorney’s work, as the Legal Department must serve both entities with consistency and impartiality amid conflicting priorities and frequent partisan tension. Stakeholder perceptions of bias—whether in communication, responsiveness, or strategic emphasis—highlight the need for

ongoing vigilance in balancing roles and maintaining fairness. Transparent, equitable service to all facets of City Leadership remains a critical area for attention and improvement. In light of these dynamics, there may be an opportunity for the City Attorney to adopt a more neutral general counsel approach while assigning two Assistant City Attorneys to take on advocacy roles for the Administration and the City Council respectively.

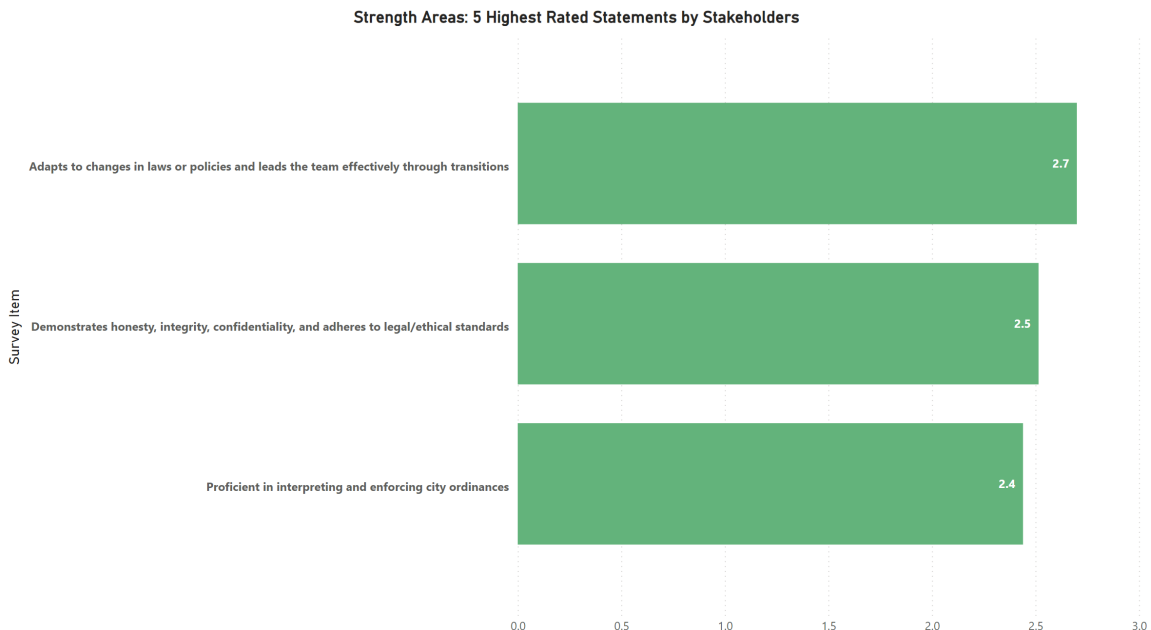
Overall Performance Summary

The cumulative results of the 360-Degree evaluation reveal general alignment between stakeholder and self-assessment ratings across all major performance categories. Stakeholder scores closely track those of the City Attorney. This coherence indicates a shared understanding of the role's strengths and challenges, with all scores falling within either “Meets” (yellow) or “Exceeds” (green) expectations. Notably, both groups rate Legal and Financial Acumen almost identically. The narrow gap between the overall average ratings—2.28 for stakeholders and 2.30 for self—reflects a broadly consistent perception of performance and leaves clear opportunity for targeted improvements in areas where ratings diverge.



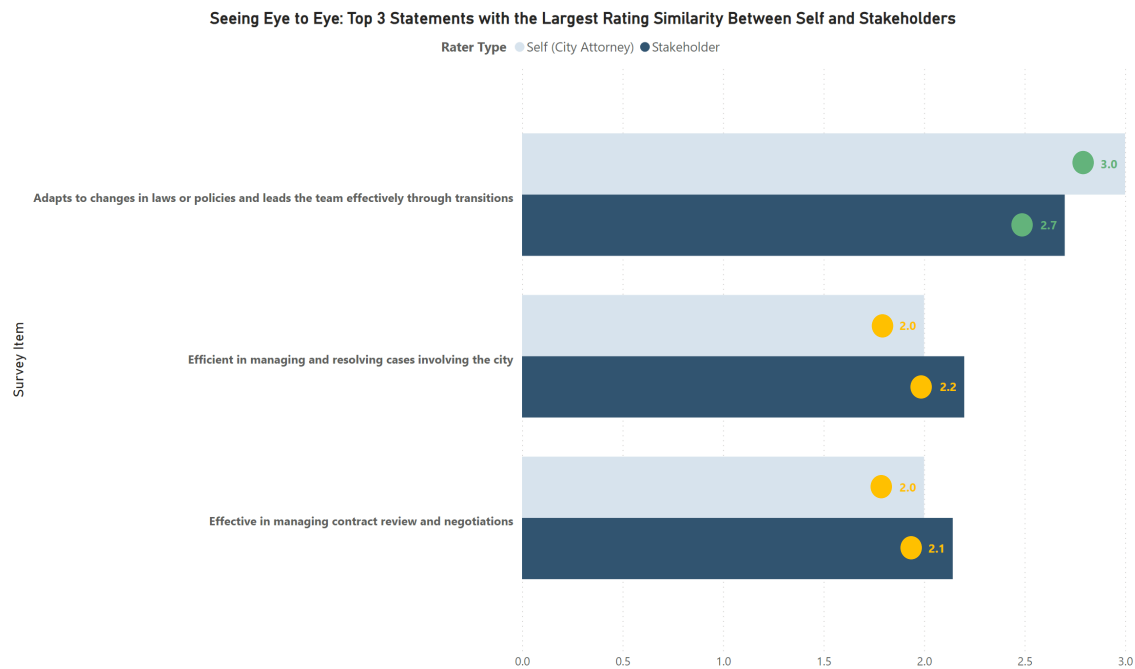
Strengths

The City Attorney’s performance is viewed very positively by stakeholders, as reflected in consistently high ratings across key competencies. The highest score was given for adaptability (2.7), underscoring strong confidence in the legal team’s ability to navigate transitions and changes in laws or policies under her leadership. Integrity remains a widely recognized strength, evidenced by a robust rating (2.5) for demonstrating honesty, confidentiality, and ethical judgment. Stakeholders also note proficiency in interpreting and enforcing city ordinances (2.4), signifying widespread trust in legal expertise and clarity of guidance. Across interviews and narrative feedback, additional praise centers on composure and professionalism under pressure, with many noting an ability to “handle high-stress situations with grace and respect.” Commitment to the city’s mission, as well as dedication to ensuring compliance and minimizing risk, have built deep respect and strong working relationships among peers and clients.



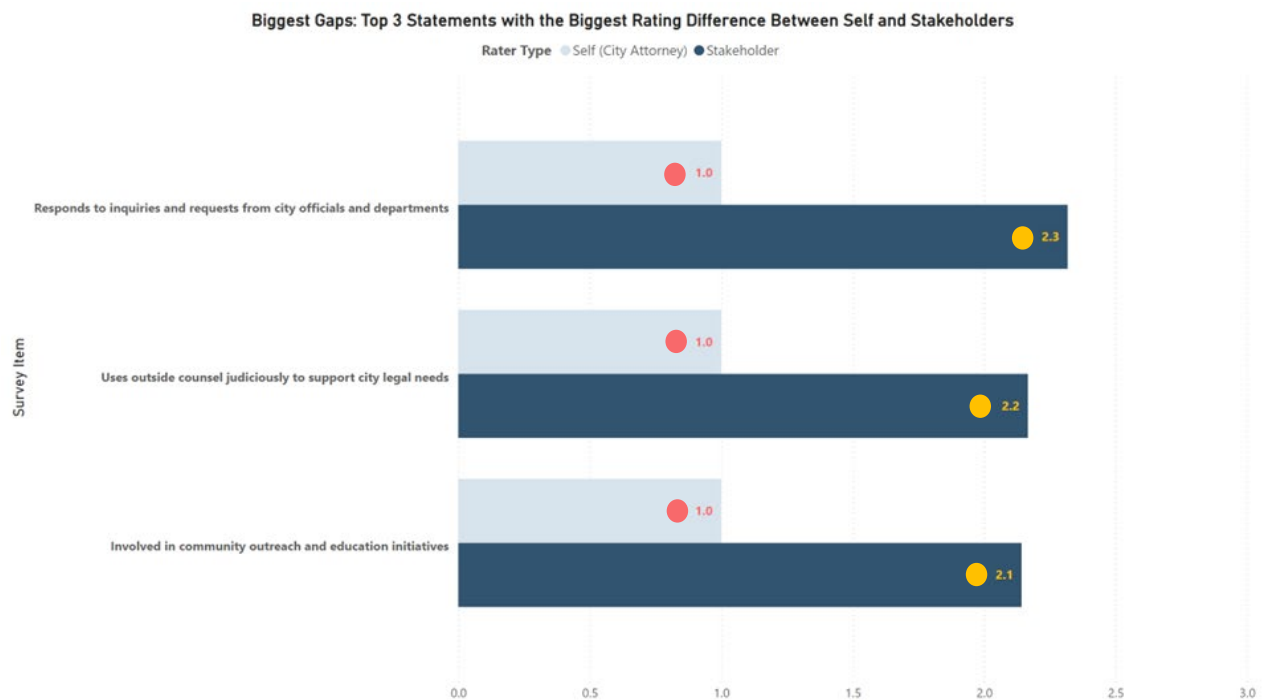
Key Similarities

There is notable agreement among the City Attorney and stakeholders that the City Attorney meets or exceeds expectations in several important performance dimensions. Both groups identify leading the team through times of change as an area of exceptional performance while efficient case management, and the effectiveness of contract review and negotiations are areas where expectations are being met. This convergence suggests a unified understanding of performance in these areas, offering opportunities for unified goal setting.



Key Differences













Comparing stakeholder and self-assessment ratings reveals several meaningful opportunities for enhanced alignment. The most notable differences occur in responsiveness to inquiries and requests (Stakeholder: 2.3, Self: 1.0), the judicious use of outside counsel (Stakeholder: 2.2, Self: 1.0), and involvement in community outreach and education initiatives (Stakeholder: 2.1, Self: 1.0). In each of these areas, stakeholders report more favorable impressions compared to the City Attorney's more critical self-evaluation, indicating a high degree of self-awareness on behalf of the City Attorney and likely a desire for further development. This insightful self-assessment demonstrates a commitment to growth and a proactive approach to aligning with stakeholder expectations. Qualitative feedback reinforces these findings, highlighting optimism for improvement in communication, positive reinforcement, and partnership in both internal operations and community engagement. Addressing these targeted areas provides valuable opportunities to further engage staff and stakeholders, improve morale, and strengthen the overall effectiveness and connectivity of the legal department. With continued reflection and collaboration, these distinctions are poised to become catalysts for even greater success and impact.



Misalignment Between Survey Ratings and Narrative Feedback

Recognizing discrepancies between survey ratings and narrative feedback is essential for gaining a full and accurate understanding of leadership effectiveness within the City Attorney's office. While survey scores provide an important quantitative baseline, they may not always fully reflect the underlying experiences, concerns, or strengths described in written comments and interviews. These misalignments can reveal meaningful insights—such as morale challenges, cultural issues, or positive contributions—that are not always visible through data alone.

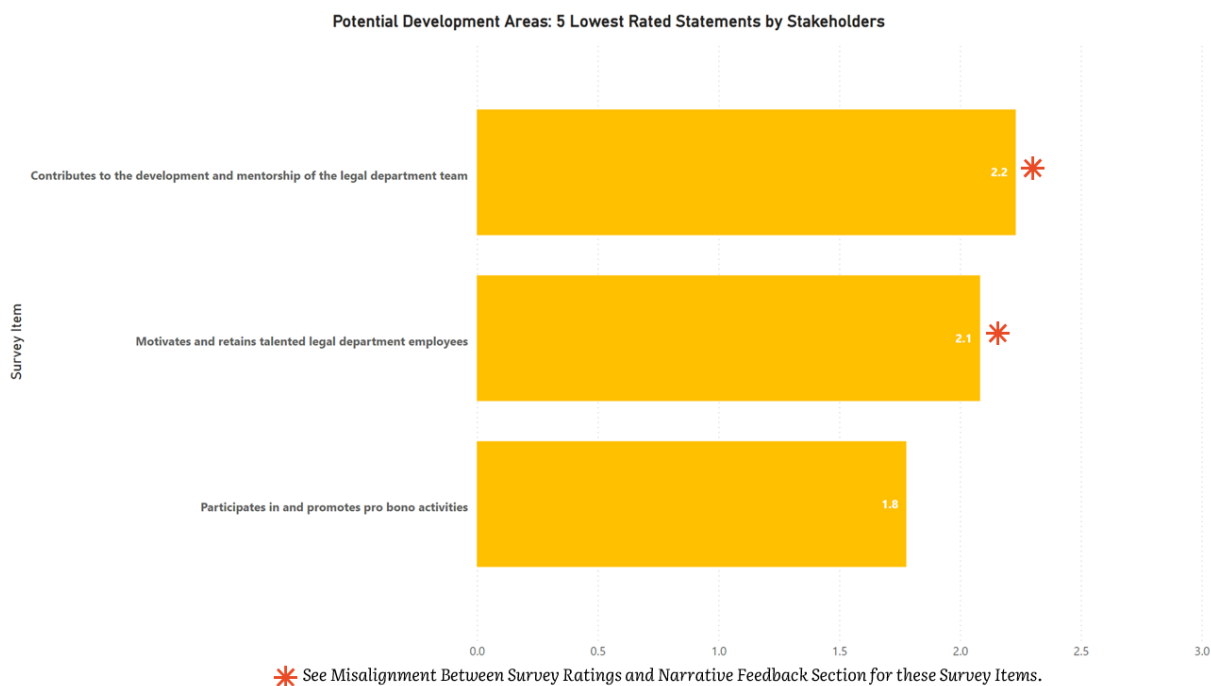
By closely examining where ratings and qualitative feedback diverge, city leadership can better understand the real dynamics affecting the legal department. This process helps highlight areas needing focused attention and ensures that future improvement strategies are informed by both measurable outcomes and the lived experiences of staff and stakeholders. Responding thoughtfully to these differences promotes greater transparency, inclusivity, and trust—ensuring that sustained progress is guided by a comprehensive view of both data and direct feedback.

Quantitative Ratings Versus Qualitative Experience: Notable Variances		
Survey Question	Quantitative Stakeholder Rating	Qualitative Feedback Summary
Provides leadership of the legal department and fosters a collaborative work environment		
Contributes to the development and mentorship of the legal department team		
Motivates and retains talented legal department employees		
Acts as an effective trusted advisor		
Demonstrates honesty, integrity, confidentiality, and adheres to legal/ethical standards		
Proficient in interpreting and enforcing city ordinances		

Areas for Improvement

Stakeholder feedback indicates satisfactory performance in the following areas: team development, mentorship, motivation, and retention of legal staff. However, narrative comments indicate that the department currently lacks a strong culture of recognition and positive feedback, with many employees experiencing more criticism than encouragement. Staff interviews described a highly critical environment with limited delegation, micromanagement, and few opportunities for structured mentorship or professional growth. The existence of individuals who shared these opinions, as well as some narrative responses and interviewees suggesting a fear of repercussions for providing critical feedback could mean challenges for morale and retention, as well as diminished confidence among attorneys and staff. Stakeholders also noted the persistence of departmental silos, describing challenges with cross-team collaboration and limited transparency regarding staffing, organizational decisions, and policy changes.

Additionally, the City Attorney received lower satisfactory ratings for participation in pro bono activities, reflecting a perception that community engagement and public legal service could be more visible and proactive. Stakeholders expressed a desire for greater involvement in legal outreach, education, and advocacy initiatives that support both the staff's professional fulfillment and the community's needs. Addressing these interconnected issues—by empowering staff, improving feedback culture, offering more mentorship, and strengthening public engagement—will be essential to nurturing a stronger, more resilient, and collaborative legal team.



Legal Department Feedback

The 360-Degree evaluation of the City Attorney reveals a nuanced picture of her leadership over the legal department. Quantitative ratings from stakeholders resulted in Exceeds Expectations scores in key competency areas, with Professionalism rated at 2.6 and both Leadership and Legal/Financial Acumen at 2.4. These scores indicate the City Attorney's consistent demonstration of ethical standards, legal expertise, and solid operational management.

However, qualitative feedback provided for the same competency areas surfaced inconsistencies in the team member experience within the department. Numerous rater comments point to a culture of micromanagement and the perception the City Attorney is overly involved in the review and approval of most legal work, particularly on the litigation side. Attorneys describe limited delegation and an environment where critical feedback far outweighs positive recognition. This has led some seasoned attorneys to lose confidence, feeling that healthy debate or differing perspectives are often discouraged, and that successful outcomes receive little acknowledgment. Many raters noted the stress of preparing work for review, the need for more trust in attorney expertise, and concerns that this management approach has contributed to turnover and loss of institutional knowledge.

Additionally, there are calls for more transparent, regular meetings and updates, as well as a desire for clearer feedback that is both constructive and affirming. Raters highlighted a need for improved transparency regarding internal decisions, staffing changes, and department policy updates. The prevalence of silos within the legal team was seen as a barrier to knowledge sharing and onboarding, often resulting in teams feeling disconnected from the broader department's mission and initiatives. Improvements in attorney compensation were recognized, and there is a sense that progress is being made in creating a more collaborative work culture. Nonetheless, the overall assessment highlights the importance of leadership practices that foster trust, empowerment, and ongoing professional development within the legal team. In summary, while the City Attorney is viewed as highly capable and principled, sustained attention to leadership flexibility, feedback balance, communication, and staff engagement will be essential for maximizing the department's collective potential and morale under her direction.



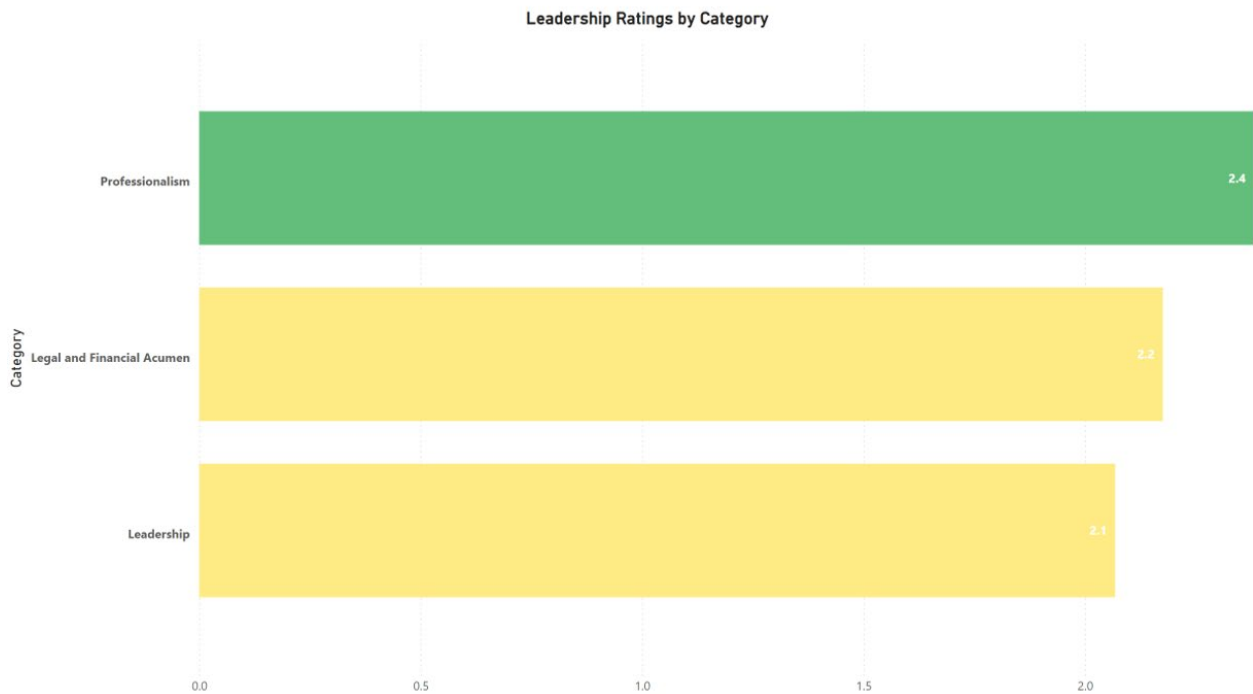
City Leadership Ratings

Feedback from both City Council and Administration leaders illuminates both strengths and opportunities for growth. Across City Leadership, the most highly rated competency is Professionalism, with an average score of 2.4. Both Councilors and Administrators recognize the City Attorney’s professionalism, ethical standards, and high-level legal expertise as foundational strengths. The City Attorney is valued for providing clear legal guidance, maintaining confidentiality, and upholding rigorous compliance with laws and policies, even in challenging and politically nuanced situations. Scores for Legal and Financial Acumen (2.2) and Leadership (2.1) reflect that expectations are being met, reinforcing the perception of a reliable and principled leader. Leadership highlights adaptability, proactivity, the ability to navigate organizational change, and dedication and capacity to deliver strong legal counsel—even when recommendations are not universally popular – as positive traits.

City Leadership feedback also points to recurring themes where further progress is desired. These include communication, with specific calls for more timely legal updates, clearer rationale and explanations for legal opinions, and more proactive and accessible engagement with the Council. There is also an undercurrent of concern regarding impartiality; some leaders report a perception that the Legal Department is more responsive to the Administration than to the Council,

particularly during contentious matters between the two. Suggestions were made for increased transparency, better conflict management processes, and designation of a dedicated legal advocate for Council needs.

Overall, City Leadership recognizes the City Attorney as a knowledgeable, dedicated, and strategic leader, while also encouraging more balanced, transparent, and responsive engagement to support effective governance for both branches. The combined Leadership ratings highlight both the strengths that benefit the City of Albuquerque and clear pathways for continued improvement in communication, neutrality, and leadership visibility.



Action Plan: Stop, Start, Continue Recommendations

The following chart offers a “Stop, Start, Continue” framework used to organize feedback and action items from this assessment.

- **Start:** Green—New actions or approaches that are recommended based on stakeholder feedback and organizational needs.
- **Stop:** Red—Behaviors or practices identified as harmful or counterproductive, which should be discontinued.
- **Continue:** Yellow—Existing strengths and effective practices that should be sustained and leveraged going forward.

START

Behaviors or skills to be adopted to improve or develop

- **Delegate Authority and Empower the Team:** Expand trust in experienced attorneys by offering greater autonomy on cases and decisions. Delegate more tasks and allow staff to take the lead on standard matters while ensuring adequate support and oversight only where needed.
- **Recognize and Celebrate Accomplishments:** Institute regular positive feedback and public recognition of staff achievements. Start actively balancing constructive criticism with praise, and incorporate individual and team celebrations into staff meetings.
- **Structured, Proactive Communication:** Institute routine team meetings, Council briefings, and a system for prompt responses and explanations behind legal positions.
- **Visible Community & Pro Bono Initiatives:** Increase public-facing legal education and accessible services, addressing identified gaps in outreach and equity.
- **Dedicated Legal Advocates:** Assign two Assistant City Attorneys to provide litigation support to the City Council and the Administration respectively, allowing the City Attorney to remain in a more neutral general counsel role in her interactions with these leadership teams.

STOP

Behaviors that are unproductive, ineffective, inefficient, or harmful, that should be eliminated

- **Micromanagement & Criticism:** Stakeholder interviews repeatedly point to a culture of micromanagement and criticism. This approach hampers confidence, increases work stress, and drives experienced staff away. Stop reviewing routine work at an unnecessary level of detail and avoid providing feedback that is exclusively critical.

- **Delays and Uneven Communication:** There are consistent reports of missed deadlines, inconsistent updates, and variable levels of responsiveness depending on which stakeholder is making the request. Improve response time, meet all deadlines, and avoid treating communication as a low priority.
- **Siloed Operations and Lack of Transparency:** The office is perceived as having silos—teams often feel isolated and out of the loop, which undermines cohesion and results in new hires not being introduced or informed. Stop allowing departmental silos to persist and address gaps in transparency about staffing, decisions, and policy changes.

CONTINUE

Behaviors that are working well and should be maintained

- **Adaptation to Change & Case Management:** Continue to lead the department effectively during transitions and changes in policy or law.
- **Uphold High Ethical Standards and Legal Acumen:** Continue maintaining a strong reputation for honesty, integrity, and legal compliance—recognized strengths validated both by survey ratings and stakeholder comments.
- **Maintain Professionalism and Composure Under Pressure:** Continue to demonstrate professionalism and sound judgment, even when facing high workload or political tensions, as this inspires trust and confidence among both staff and partners.
- **Provide Reliable Case Management and Contract Review:** Continue current practices in diligent case management, contract negotiation, and ordinance interpretation, which have received consistently positive ratings.

Professional Development Plan

The following Professional Development Plan is designed to leverage your existing capabilities while fostering areas for growth, thereby cultivating a more dynamic, inclusive, and forward-thinking organizational culture. Through a positive and proactive approach, you will not only enhance your own effectiveness but also inspire greater engagement, innovation, and cohesion among the entire leadership team.

2025- 2026 Professional Development Plan	
GOALS & PLAN of ACTION - List goals and action to be taken during the next review period (which should be the foundation of the next evaluation):	
Goal	Plan of Action
Enhance Delegation & Team Empowerment	Develop and implement clear guidelines for delegating routine legal work; provide targeted training for supervisors on empowering staff, building trust, and reducing micromanagement; monitor and adjust delegation practices based on feedback and outcomes.
Improve Communication & Timely Responsiveness	Establish standardized response expectations (e.g., within 48 hours for Council/stakeholder requests); schedule regular updates and legal briefings; deliver communication training to managers.
Foster Positive Feedback & Recognition Culture	Launch monthly/quarterly recognition for staff accomplishments; train managers in effective and balanced feedback; integrate peer recognition into staff meetings or newsletters.
Strengthen Mentorship & Professional Development	Pair junior/new attorneys with experienced mentors; identify and promote professional development opportunities; track and review growth regularly; create corresponding onboarding materials and schedule regular check-ins for new hires and staff.
Expand Community Outreach & Pro Bono Engagement	Set measurable annual outreach goals (e.g., public education sessions, pro bono casework); assign lead staff for outreach coordination; track and report outreach outcomes annually.
Evenly Support Administration and Council Advocacy and Emphasize Neutrality	Assign an Assistant City Attorney as an advocate to City Council, allowing the City Attorney to serve in a more neutral general counsel role; provide specialized onboarding or training regarding the dual advisory role; conduct roundtable meetings to enhance collaboration and address perceptions of impartiality.
Monitor Progress & Adapt Practices	Conduct periodic “pulse” surveys and stakeholder interviews to measure satisfaction and development; review plan progress each quarter, updating strategies as needed for sustained improvement.

City Council and the CAO will review the progress on this plan at intervals deemed reasonable by Council and conduct the next review cycle in 18 months per City Ordinance 2-7-2-4, City Council Performance Review of the City Attorney.

Your signature below acknowledges your understanding of the scorecard and development plan.

Comments:

Employee's Signature

Date

Leader's Signature

Date