

# GOALS SUMMITS COMBINED RESULTS



## **ONE ALBUQUERQUE** 2018 Goals Summit

**AS A COMMUNITY, WE'LL CREATE GOALS FOR:**

- Public Safety
- Economic Vitality
- Environmental Protection

### **CONVENER**

City of Albuquerque  
Indicators Progress Commission

### **INDEPENDENT RESEARCHER**

New Mexico First

### **SUMMITS**

- Saturday, July 21, Saint Pius X High School
- Thursday, July 26, Sid Cutter Pilot's Pavilion at Balloon Fiesta Park
- Friday, July 27, African American Performing Arts Center at State Fairgrounds
- Saturday, July 28, National Hispanic Cultural Center

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# Introduction

## Purpose of the Summits

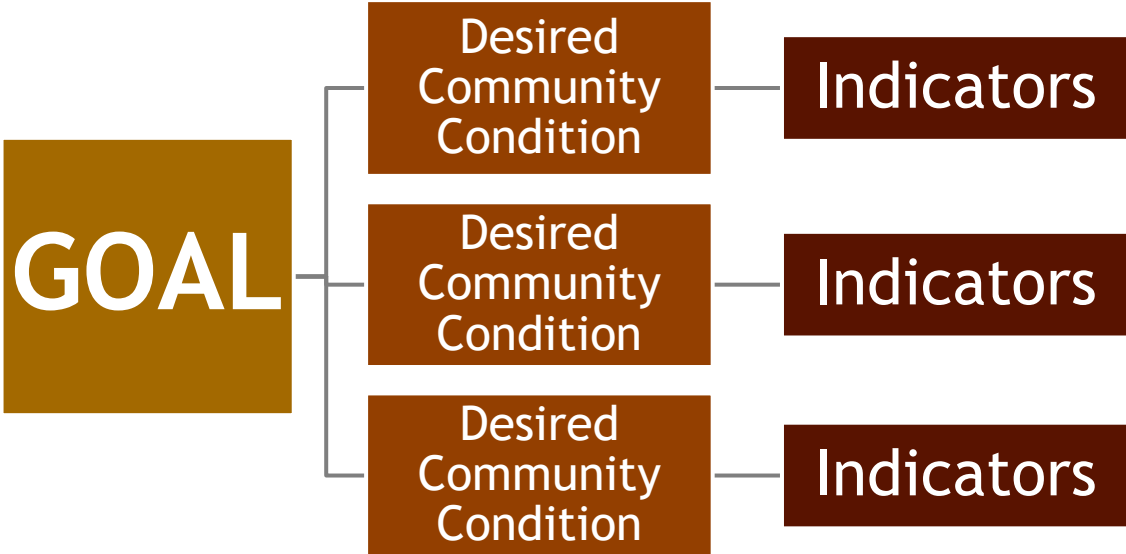
Since 1995, residents of Albuquerque have met to define the community conditions they view as most important to ensure the city is an active, thriving, culturally rich, and sustainable high desert community. The *One Albuquerque 2018 Goals Summit* is the main source of resident input into the city’s goal setting process. Participants at the summits play a vital role by describing the future Albuquerque they would like to see. This year the focus of the summit was on describing the desired community conditions for three of the city’s eight topics:

- **Public safety**, with the goal of: “The public is safe, secure and shares responsibility for maintaining a safe environment.”
- **Economic vitality**, with this goal: “The community supports a vital, diverse and sustainable economy.”
- **Environmental protection**, with the goal of: “Protect Albuquerque’s natural environments – its mountains, river, bosque, volcanos, arroyos, air and water.”

## About the Albuquerque Progress Report

The *Albuquerque Progress Report* is released every two years by the **Albuquerque Indicators Progress Commission (IPC)**, which convened these summits. Volunteer citizens, appointed by the mayor with the advice and consent of the city council, serve as commissioners. The role of the commissioners is to measure how well Albuquerque is progressing toward its long-term goals by monitoring indicators that show progress toward achieving them. They recommend revisions to the city’s vision, goals, and desired community conditions every two years. The commissioners consider input from summit participants as well as other sources before offering recommendations to the mayor and city council.

The progress report includes several interlocking elements (goals, desired community conditions and indicators). This report focuses primarily on the desired community conditions.



By design the goal areas are broad, so the IPC clarifies them with positive, future-oriented desired community conditions. These are statements that describe specifically what conditions would exist if their respective goals were achieved. The IPC then identifies indicators that measure the city’s progress in reaching the goals. These indicators provide the latest data on an issue, measure the city’s progress in these areas over time as well as how Albuquerque compares to regional peer communities and the nation. For example, the table below demonstrates the relationship between one of the city’s goals, one desired community condition and one related indicator.

Goal Components Example			
Topic	Goal	Desired Community Condition	Indicator
Human and Family Development	People of all ages have the opportunity to participate in the community and economy and are well sheltered, safe, healthy and educated.	Affordable housing options are available throughout the city.	Homeowners paying 30 percent of income for housing.

While the City of Albuquerque is the primary stakeholder, the IPC measures community-wide progress. This means that the city and other entities such as schools, universities, healthcare providers, businesses, nonprofits and individuals together play a critical role in achieving the eight strategic goals. (See Appendix A for a complete list of current goals and desired community conditions.)

### About New Mexico First

A statewide public policy organization, **New Mexico First** engages people in critical issues facing their state and communities. The nonpartisan, nonprofit group produces comprehensive policy reports – primarily on natural resources, education, good government, health and the economy. These analyses inform policy discussions, legislative options and student learning. The backgrounders also provide the foundation for **New Mexico First’s** unique town halls and forums that convene people to develop proposals to improve the state. The reports are available at [nmfirst.org](http://nmfirst.org).

Our state’s two U.S. Senators – Tom Udall and Martin Heinrich – serve as **New Mexico First’s** honorary co-chairs. The organization was co-founded in 1986 by retired U.S. Senator Jeff Bingaman and the late Senator Pete Domenici.

### Process and Who Attended?

Because both New Mexico First and the City of Albuquerque advance a practice of public policy reform that is based on data, research and informed public input, this project included several components. It consisted of a combination of pre-reading, full group presentations, small group discussions, and prioritization of ideas. Meetings were held at four locations at different times of day to maximize participation:

- Saturday, July 21, Saint Pius X High School (morning)
- Thursday, July 26, Sid Cutter Pilot's Pavilion at Balloon Fiesta Park (afternoon/evening)
- Friday, July 27, African American Performing Arts Center at State Fairgrounds (afternoon/evening)
- Saturday, July 28, National Hispanic Cultural Center (morning)

Simultaneous Spanish translation, as well as Spanish discussion groups, were offered as part of the final summit. Spanish inputs generally mirrored those offered by English speakers, but with greater emphasis on cultural and linguistic awareness.

Prior to the summit, participants were encouraged to review a background brief for the goals being discussed (posted at nmfirst.org). During each summit, there was a brief opening session to set the context for the event, but the bulk of the event was comprised of small group discussions among participants who care about the issues and want to contribute to Albuquerque's progress.

Participants offered hundreds of ideas. This report attempts to present all the main ideas, distinguishing between "priority" and "additional" ideas. Ideas are highlighted as priorities if:

- They emerged with high frequency at multiple events
- They were selected as a small group priority

Each small group identified top priority items, and the full group electronically polled those items for the perceived level of impact on Albuquerque's future. Frequency was determined through a thematic content analysis of the meeting notes of the 28 community discussions. (For the verbatim language offered for the top priority proposed new and edited desired community conditions, see Appendix B.)

An estimated 381 people registered, roughly a third from nonprofits. Through social media outreach (i.e. Facebook) more than 1,130 people indicated they were "interested" in the event, with the Facebook event page reaching more than 27,000 people. Overall, participants included:

- Parents
- Students
- Retirees
- Nonprofit employees
- Businesspeople
- Government employees
- Educators
- Healthcare employees
- Media
- Others interested in Albuquerque's future

The online post-event evaluation survey indicated that 84 percent of respondents said they felt more hopeful about Albuquerque's future after this event. Almost all respondents indicated that they believe that citizen participation can make a difference in the public policy process. Over 96 percent of respondents said that if the topic interested them they would be interested in attending again. Overall, most respondents expressed a desire for more time to discuss issues facing the city with their fellow residents. Participants also favored the inclusion of Spanish-speaking residents.

# Economic Vitality

An estimated two-thirds of participants chose to address the issue of economic vitality. The following summary synthesizes ideas from the 10 community discussions held across the four locations.

## CURRENT ECONOMY GOAL

The community supports a vital, diverse and sustainable economy.

## Common Economic Themes

This goal area includes issues of economic diversity, prosperity, employment, entrepreneurship and youth engagement (which the IPC includes in this section because engaged youth contribute to a strong future economy). Participants in the 2018 summits focused on youth engagement far more than any other desired condition. Further, they emphasized education and career pathways for young people even when addressing other economic and public safety conditions. In this report, all youth and education matters are grouped under **DCC 34: Engaged Youth**.

Expansions to the economic diversity and vitality topics were the next most addressed issues, with considerable overlap in content. Participants addressed the need for equitable economic opportunity for community members as well as opportunities to expand the types of businesses operating in Albuquerque.

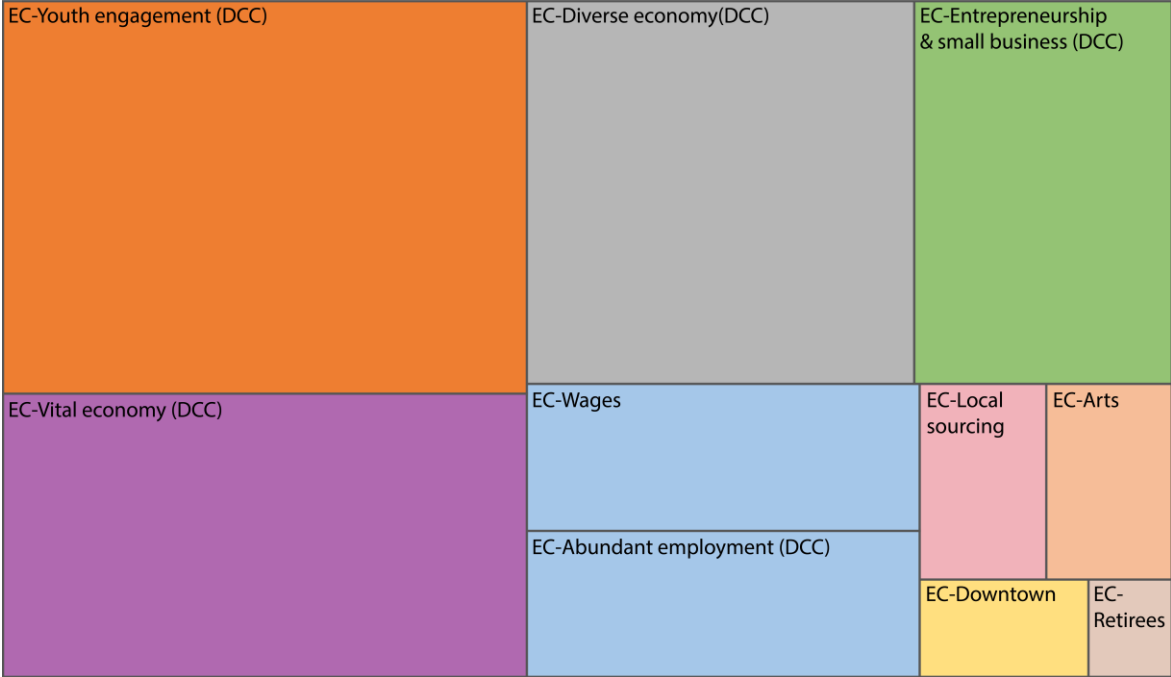


Figure 1: Economy Discussion Map, illustrating topics addressed by frequency



## Proposed Changes to Desired Community Conditions

### DCC 30: DIVERSE ECONOMY

- **Current wording:** The economy is diverse.
- **Current progress indicator:** Albuquerque employment in government as a percentage of total

**Priorities:** Summit participants spent considerable time on this condition, often prioritizing ideas about *who* makes up a diverse economy, rather than on *how varied* are the types of industries. They called for economic equity in all neighborhoods. Participants also prioritized equal opportunity to leadership and ownership regardless of race, gender, age, sexual orientation, or marginalized people. Participants sought a dynamic fiscal base, based on economic multipliers (their term), that serves the financial needs of Albuquerque, rather than a community that “serves the economy.” One small group prioritized businesses that promote unique cultural or natural resources (i.e., outdoor recreation, museums) and/or that have long-term potential to scale up and, thus, hire more employees.

**Additional ideas:** Several additional ideas emerged that were not flagged as top-priority but provided context on this topic. Some people suggested we focus on the growth of non-government jobs, and the indicator for this DCC adopts that focus. However, other participants took the opposite position and recommended we leverage and grow collaborations with Sandia National Laboratories (including tech transfer), city and state governments, and universities – all of which are taxpayer funded. Revitalizing the Albuquerque downtown came up several times, including the arts, the railyards, offering a family-friendly environment, and leveraging the Albuquerque Rapid Transit (ART). Still, others suggested attracting more retirees, who often come with sustainable incomes and valuable life experiences.

### DCC 31: VITAL ECONOMY

- **Current wording:** The economy is vital, prosperous, sustainable, and strategic based on local resources.
- **Current progress indicator:** Average annual growth in Albuquerque’s per capita income

Community discussion of this condition mirrored the previous one (diverse economy) a great deal. Participants seemed uncertain about how they differed, and this report eliminates the duplication between the two. The overlap might point to an opportunity for revision or combining the two DCCs.

Albuquerque residents seemed to favor the language about vitality, prosperity and sustainability. They called for considerable expansion into related concepts, including innovative leadership, public transportation, economic activity centers, and use of national and international resources in addition to local ones.

### DCC 32: ABUNDANT EMPLOYMENT

- **Current wording:** There are abundant and competitive career-oriented employment opportunities.
- **Current progress indicators:** Albuquerque’s annual job growth and the annual unemployment rate

Workforce training, including practical skills like phone manners and using email, was a priority in several discussions. Some participants called for competitive wages and paid time off. Others suggested emphasizing the growing fields of healthcare and STEM. Several participants in the summits focused on the concerns of marginalized people, so different discussion groups emphasized employment needs of specific high-needs residents such as those with limited education backgrounds, the disabled, people in community

programs, or individuals with criminal backgrounds. Suggested services included resource centers or other programs to help people build skills and capacity.

### **DCC 33: BUSINESS AND ENTREPRENEURSHIP**

- **Current wording:** Entrepreneurs and businesses of all sizes develop and prosper.
- **Current progress indicator:** No indicator at this time

Participants addressing this issue suggested the city foster an economic ecosystem in which entrepreneurs and businesses of all sizes develop and prosper. They called for more incubators, business-skills education, support for STEM-based industries, access to capital including micro-lending, and other supportive means. People suggested that Albuquerque should be a more attractive place for all types of businesses (local, national and international) to launch and expand, as well as for tourists to visit. One group also urged expansion of broadband access.

### **DCC 34: ENGAGED YOUTH**

- **Current wording:** Albuquerque is a place where youth feel engaged and believe they can build a future.
- **Current progress indicator:** Newly added in 2017, with no metric yet selected

**Priorities:** As noted above, the summit attendees paid more attention to youth and education issues than any other topic. They wanted young people to have a wide range of opportunities to develop their talents and break cycles of poverty, with top priorities including:

- Equitable and supportive pathways to economic self-sufficiency
- Strong educational systems throughout people’s lives, beginning with early childhood development
- Improved K-12 educational attainment
- More public-private partnerships and other programs to provide career preparation for good jobs and entrepreneurship
- More internships and apprenticeships across the board – and for high school students – more education about technical or vocational opportunities that do not require four-year college degrees

**Additional ideas** on this topic include the need for better financial education in high school (budgeting, mortgages, etc.), and for “our best and brightest” to remain in Albuquerque to help grow a 21<sup>st</sup>-century economy. Some people also advocated for: youth engagement in local decision-making, transition programs for those leaving foster care or rehabilitation, and a minimum wage of \$15 for youth.

## **Proposed New Economic Conditions**

In addition to expansions to the desired community conditions above, participants proposed a few new ideas.

- Expand access to public transportation and measure its use.
- Focus on the energy economy, including renewables.
- Expand access to sidewalks, bike lanes and bus lanes.
- Make Albuquerque a hub for arts activities.

# Environmental Protection

About a third of all participants chose to address the issue of environmental protection, and this summary synthesizes ideas from the four community discussions on the topic.

## CURRENT ENVIRONMENT GOAL

Protect Albuquerque's natural environments – its mountains, river, bosque, volcanos, arroyos, air, and water.

## Common Themes

Among participants in the environment discussions, the most addressed subject was open space and other types of habitat preservation. Environmental education and participation came in a close second, echoing the educational focus of the economic discussions presented previously. The third most frequently discussed issue, renewable energy, is not currently part of a desired community condition. Two additional issues emerged as priorities, pollution prevention and climate change; these topics were emphasized through group polling rather than frequency. Participants repeatedly noted that the progress report lacks a desired community condition on climate change.

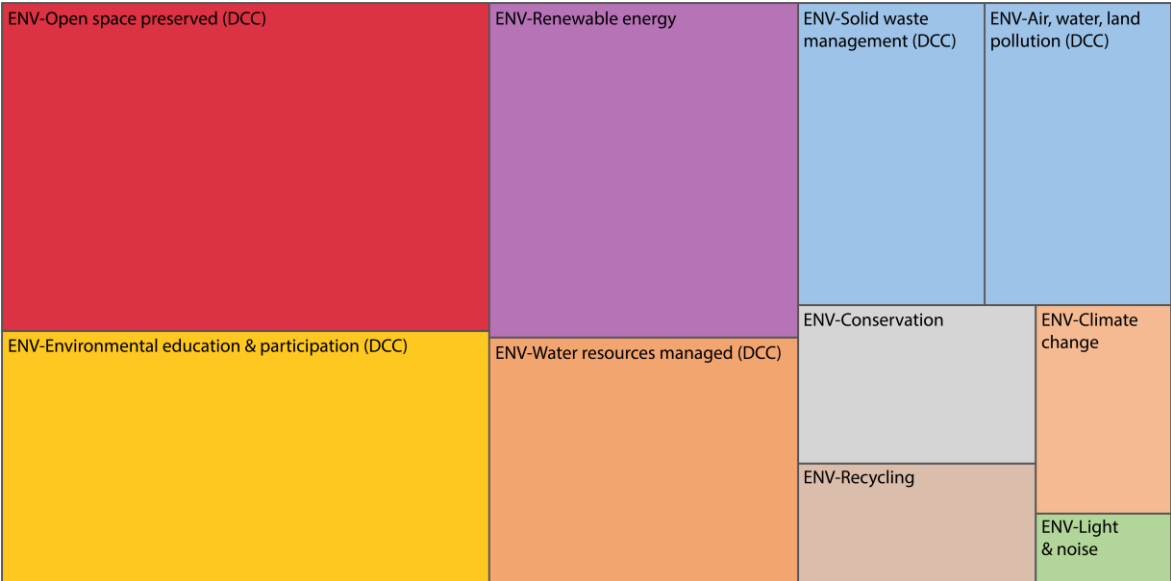


Figure 2: Environment Discussion Map, illustrating topics addressed by frequency

## Proposed Changes to Desired Community Conditions

### DCC 25: POLLUTION

- **Current wording:** Air, water, and land are protected from pollution.
- **Current progress indicators:** 1) Degree to which ozone level in Albuquerque is above the U.S. standard of .07 parts per million; 2) Environment Protection Agency air quality assessment of unhealthy days for the general population, Bernalillo County

**Priorities:** The community suggested several ways to expand this desired community condition:

- Address cumulative impacts of air and water pollution from industrial sources
- Regulate to prevent industrial emissions
- Provide more monitoring equipment in communities that have a disproportionate potential for pollution

**Additional ideas:** Prevent future groundwater contamination and track remediation of existing problems including those affiliated with Kirtland Air Force Base. Thermal and radioactive pollution was also mentioned in one group, along with a desire to reduce noise and nighttime light pollution.

### DCC 26: WATER MANAGEMENT

- **Current wording:** Water resources are sustainably managed and conserved to provide a long-term supply and drought reserve.
- **Current progress indicator:** Gallons of water used in Albuquerque per day, per capita

Participants generally advocated for water conservation by residents and businesses, including one group that recommended city growth be consistent with available water resources. Another group praised the Albuquerque Bernalillo County Water Authority and called for continued support of good conservation work underway.

### DCC 27: WASTE MANAGEMENT

- **Current wording:** Solid wastes are managed to promote waste reduction, recycling, litter abatement, and environmentally responsible disposal.
- **Current progress indicators:** 1) Percentage of residents participating in recycling, Albuquerque; 2) total pounds landfilled, per person, per day in Albuquerque

Participant suggestions on this issue included:

- Comprehensive recycling programs at all city parks and facilities (with multilingual signs)
- Reduction in paper and plastic use, especially by schools and government
- Elimination of plastic bags; use of renewable bags
- Citywide curbside green waste composting

## DCC 28: PROTECTION OF OPEN SPACES

- **Current wording:** Open space, the bosque, river, and mountains are preserved and protected.
- **Current progress indicator:** Open space as a percentage of total Albuquerque city acreage

Resident input on DCC 28 stands out because it was the most discussed environmental issue. However, it was not selected by any groups as one of their top-priority items. General suggestions included:

- Adding restoration, wildlife and accessibility to outdoor areas to the current wording
- Planting more native trees and plants, thus expanding green areas and retaining moisture
- Protecting pollinator habitats
- Emphasizing safe and available public parks and trails, including maintained parking and facilities
- Avoiding commercialization of protected spaces
- Preserving farmland (with specific mention of Candelaria Farm at the Rio Grande Nature Center)

## DCC 29: ENGAGED, EDUCATED PUBLIC ON ENVIRONMENT

- **Current wording:** Residents participate and are educated in protecting the environment and sustaining energy and natural resources.
- **Current progress indicator:** Same as DCC 27. 1) Percentage of residents participating in recycling, Albuquerque; 2) total pounds landfilled, per person, per day in Albuquerque

Like the topic above, DCC 29 received a lot of community interest and was the second most frequent environmental discussion item. However, it was not selected by any groups as one of their “top priority” items. General suggestions included:

- Educating tourists about limited water resources in a high-desert climate
- Making environmental science more available in high school
- Overall expansion of environmental education and awareness, including the need to reduce and reuse
- More agricultural education (i.e., 4H)
- Directing education to residents and businesses
- Change “sustaining” in the DCC to “conserving”

## Proposed New Environment Conditions

In addition to input on the desired community conditions above, participants proposed several new ideas.

### PRIORITY ITEMS

- **Climate:** Participants at three of the four summits pointed out that the city’s progress report lacks a desired community condition on climate change. As illustrated in Appendix B, this issue emerged as a top-priority item at three of the four summits. Residents worried about drought, wildfires, pollution and floods related to changes in global conditions. People called for stronger mechanisms to measure emissions, as well as improved public and environmental health through resilience and mitigation responses. One group urged a concerted effort by government, businesses and residents to measurably reduce carbon output.

- Another group urged a new desired community condition to increase the size and health of Albuquerque's **urban forest** through a unified management program, education and incentives.
- **Transportation and infrastructure** investments were recommended, including adequate sidewalks, bike lanes and bus routes to promote alternatives to the single-occupancy vehicle. These investments could also reduce traffic fatalities, an issue that frequently emerged in the public safety discussions.

#### ADDITIONAL IDEAS

- **Conservation** ideas were proposed in two meetings. One group focused on conservation of federal lands located in and around Albuquerque. The other group called for increased involvement of conservation groups in the Indicators Progress Commission's work.
- **Renewable energy** came up in multiple environment and economy discussions, including suggestions to expand alternative energy usage in schools, residences, commercial and government buildings, and in public transit.

# Public Safety

All participants were given the opportunity to address the issue of public safety, and this summary synthesizes ideas from 14 community discussions held across the four locations.

## CURRENT PUBLIC SAFETY GOAL

The public is safe, secure, and shares responsibility for maintaining a safe environment.

## Common Themes

The highest-ranked recommendations emerged from the public safety discussions, calling on Albuquerque to focus on the root and system causes of crime. Residents believed Albuquerque can turn around its crime problem and become a model to the nation. They also wanted to improve mutual trust and confidence between police, other public safety officials, and local residents. Many people pointed to prevention and social-services programs as tools to improve safety.

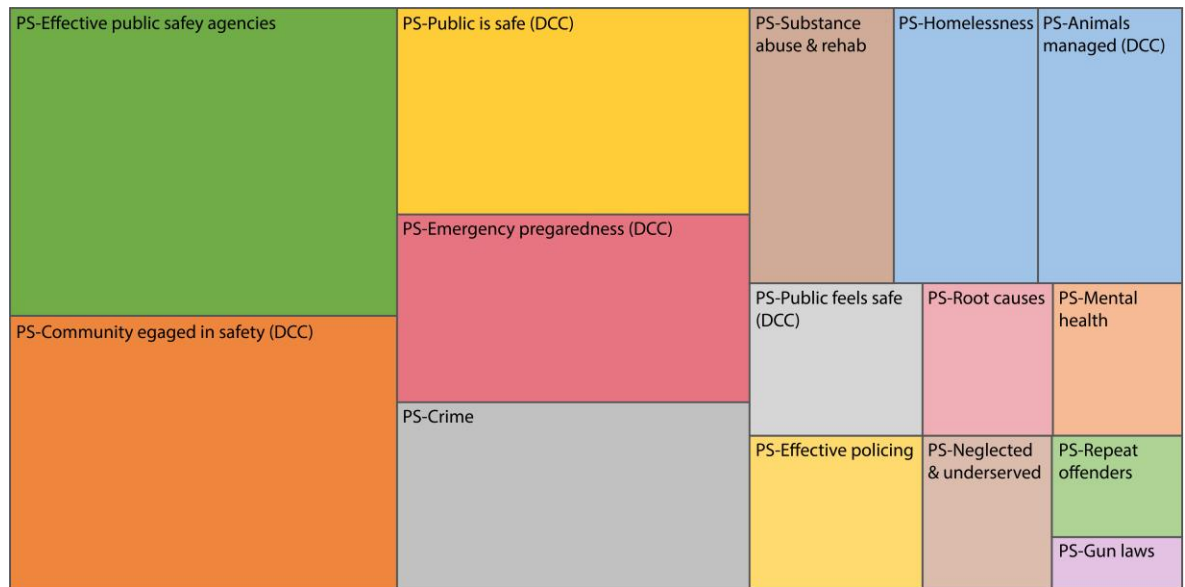


Figure 3: Public Safety Discussion Map, illustrating topics addressed by frequency

## Proposed Changes to Public Safety Desired Community Conditions

### DCC 9: PUBLIC SAFETY

- **Current wording:** The public is safe.
- **Current progress indicators:** 1) Number of fatal crashes per 100,000 people in Albuquerque; 2) Property crimes per 100,000 people in Albuquerque; 3) Violent crimes per 100,000 people in Albuquerque

One priority item emerged on this matter: Citizens want crime to measurably reduce each year, until Albuquerque is one of the 10 safest cities of comparable size in the USA. Additional ideas support this objective:

- Create a community-wide plan, drawing on predictive data, to meet and address crime issues.

- Make crime and prevention data readily accessible.
- Expand the DCC to include *where* the public is safe (i.e., at home, school, work, public places) and measure safety in those locations.
- Reduce panhandling.
- Ensure that punishment for crime is appropriate, fair and consistent.
- Address the needs of the homeless, addicted and mentally ill residents including medical services.
- Provide extra support for groups that have been historically neglected.
- Advance evidence-based youth programs that prevent teens from becoming offenders.
- Address the “3,000-plus” vacant properties in Albuquerque that attract crime.
- Increase lighting in public areas.
- Integrate public safety, law enforcement and judicial systems.
- Invest in prevention.
- Provide signaled crosswalks near all schools

#### **DCC 10: PUBLIC PERCEPTION OF SAFETY**

- **Current wording:** The public feels safe.
- **Current progress indicators:** 1) Percentage of Albuquerque survey respondents who report feeling safe outside during the day; 2) Percentage of Albuquerque survey respondents who report feeling safe outside at night

Discussions on DCC10 heavily mirrored DCC9 and point to the potential of combining them. The only additional ideas to the list above include:

- Advance community policing, constitutional policing, and full staffing; adequately funded community policing was ranked a priority
- Add “and those who serve the public feel safe” to the current wording
- Ensure the APD is compliant with the U.S. Department of Justice reforms
- Enforce safety along public transit lines

#### **DCC 11: EFFECTIVE PUBLIC SAFETY AGENCIES**

- **Current wording:** Public safety agencies are trustworthy, effective, transparent, and accountable to the communities they serve.
- **Current progress indicator:** Percentage of Albuquerque survey respondents who believe the Albuquerque Police Department (APD) is respectful to citizens

**Priorities:** People wanted to ensure that public safety personnel were adequately trained and supported, and the agencies properly staffed. They urged agencies to focus on equity, fairness and becoming culturally and linguistically prepared for the communities they serve. They also wanted mental health education for agency personnel. One group advocated for better coordination of all services that work together (i.e., APS, APD, CYFD, District Attorney, County Sheriff, emergency responders, nonprofit and social services). People also suggested that agencies become more flexible about moving resources to most-needed areas.

**Additional ideas:** Some people were concerned that some residents are “over-policed” and that public agencies must take steps not to discriminate based on ethnicity, religion or other factors. At least two groups recommended that the agencies reflect the diversity of the community. Others called for more training on when or if to use maximum force.



### DCC 12: COMMUNITY INVOLVEMENT IN SAFETY

- **Current wording:** The community works together for public safety.
- **Current progress indicator:** No indicator at this time

**Top priorities:** Participants offered many ideas on this topic, many of them mirroring the services list for DCC 9 (programs for the mentally ill, addicted, teens, etc.) One group suggested that, if community involvement in safety is a city priority, residents needed to be offered clearly defined roles through community programs. Another group pointed to the need for realistic training for community members if they are asked to assume this responsibility. One group suggested combining DCC 11 and 12 into a new one: "Diverse communities collaborate with law enforcement, city government and other organizations on public safety and preparedness for all emergencies."

**Additional ideas:** Participants also suggested the city partner more with neighboring areas and regional entities to improve safety. Some also asked that Albuquerque provide more information about public safety issues and in-home emergency preparedness. Others urged neighborhoods to coordinate better to meet the needs of the most vulnerable community members.

### DCC 13: ANIMAL MANAGEMENT

- **Current wording:** Domestic and wild animals are appropriately managed and cared for.
- **Current progress indicator:** No indicator at this time

No priority items emerged on this item. Participants did, however, urge that wildlife be protected, especially in times of drought.

### DCC 14: EMERGENCY RESPONSE

- **Current wording:** The community is prepared to respond to emergencies.
- **Current progress indicator:** 1) Average emergency medical services (EMS) dispatch time in Albuquerque

**Priorities:** Only one priority recommendation emerged on this topic, but it included an array of elements:

- Prioritize training for natural disasters
- Train for the types of challenges that would overwhelm (or threaten to overwhelm) existing city resources
- Establish a citywide network of volunteers "second responders," trained by first responders and linked to their respective community activation system by smartphones

**Additional ideas:** First responders should have the resources they need. Only then can we ask them to improve response times, which is an important goal to track for police, fire and EMS calls. Also, households and neighborhoods need basic emergency response training so they are resilient and able to meet basic needs until help can come.

## Proposed New Safety Conditions

In addition to the desired community conditions above, participants proposed several new ideas.

- **Highest ranked priority: Root and systemic causes** of crime are actively addressed by the administration and community.
- **Priority: Traffic safety** reforms reduce vehicular, pedestrian and bicycling accidents, potentially enacting policies from the “Vision Zero” program (a national initiative to eliminate traffic fatalities) and the Crime Prevention through Environmental Design (CPTED) principles.
- Free the public from systemic oppression and institutionalized racism.
- Enact “common sense” gun laws.
- Properly resource the justice system (personnel, dollars and technology, e.g.) to do the job required.
- The police force is not militarized and is representative of the community it serves.
- Rehabilitate criminals with the aim of incorporating former offenders in the community; also consider innovative sentencing practices.
- Focus on substance abuse prevention and treatment.
- Offer more rehab, reentry and halfway houses.
- Offer a voucher program for homeless and addicted people for medical, food, shelter or other services.
- Train K-12 schools to eliminate pushing students out of school and the school-to-prison pipeline.

## Next Steps

Your suggestions will not sit on a shelf. Following the summit, the Indicators Progress Commission will use the input received to produce a report for the **mayor and city council with recommended updates to the vision, goals and desired community conditions**. If adopted, your suggestions become an important part in defining how the city measures success, monitors progress in those goal areas, guiding the city’s services and programs, and assisting in allocating the city’s resources.

# Appendix

## Appendix A: Current Vision, Goals and Desired Community Conditions

The *Albuquerque Progress Report* is comprised of eight goals, each with multiple desired conditions, all of which appear in the table below. The 2018 summits addressed three of these goals (economic vitality, environmental protection and public safety).

**VISION:**

Albuquerque is an active, thriving, culturally rich, sustainable, high desert community.

GOAL AREA	GOAL STATEMENT	#	DESIRED COMMUNITY CONDITION
1. HUMAN AND FAMILY DEVELOPMENT	People of all ages have the opportunity to participate in the community and economy and are well sheltered, safe, healthy, and educated.	1	Residents are literate and educated.
		2	All students graduate and are ready for work, life or school.
		3	Residents are active and healthy.
		4	Residents have access to physical and mental health care services.
		5	Families are secure and economically stable.
		6	Affordable housing is available.
		7	Senior citizens live and function in optimal environments.
		8	Residents are protected from public health risks.
2. PUBLIC SAFETY	The public is safe, secure, and shares responsibility for maintaining a safe environment.	9	The public is safe.
		10	The public feels safe.
		11	Public safety agencies are trustworthy, effective, transparent, and accountable to the communities they serve.
		12	The community works together for safety.
		13	Domestic and wild animals are appropriately managed and cared for.
		14	The community is prepared to respond to emergencies.
3. PUBLIC INFRASTRUCTURE	The community is adequately and efficiently served with well planned, coordinated, and maintained infrastructure.	15	The water and wastewater system is reliable and meets quality standards.
		16	The storm water system protects lives, property, and the environment.
		17	High-speed Internet is accessible and affordable throughout the community.
		18	Integrated transportation options meet the public's needs.
		19	The street system is well designed and maintained.
		20	Sustainable energy sources are available.
4. SUSTAINABLE COMMUNITY DEVELOPMENT	Communities throughout Albuquerque are livable, sustainable and vital.	21	Parks, open space, recreation facilities, and public trails are available, accessible, and strategically located, designed, and maintained.

GOAL AREA	GOAL STATEMENT	#	DESIRED COMMUNITY CONDITION
		22	A mixture of densities, land uses, and pedestrian-friendly environments is available throughout Albuquerque.
		23	The downtown area is vital, active, and accessible.
		24	Mixed-use areas with housing, employment, recreation, and entertainment exist throughout Albuquerque.
5. ENVIRONMENTAL PROTECTION	Protect Albuquerque's natural environments - its mountains, river, bosque, volcanos, arroyos, air, and water.	25	Air, water, and land are protected from pollution.
		26	Water resources are sustainably managed and conserved to provide a long-term supply and drought reserve.
		27	Solid wastes are managed to promote waste reduction, recycling, litter abatement, and environmentally-responsible disposal.
		28	Open Space, Bosque, the River, and Mountains are preserved and protected.
		29	Residents participate and are educated in protecting the environment and sustaining energy and natural resources.
6. ECONOMIC VITALITY	The community supports a vital, diverse and sustainable economy.	30	The economy is diverse.
		31	The economy is vital, prosperous, sustainable, and strategic based on local resources.
		32	There are abundant and competitive career-oriented employment opportunities.
		33	Entrepreneurs and businesses of all sizes develop and prosper.
		34	Albuquerque is a place where youth feel engaged and believe they can build a future.
7. COMMUNITY AND CULTURAL ENGAGEMENT	Residents are engaged in Albuquerque's community and culture.	35	Residents participate in civic activities and community improvement.
		36	Residents participate in community activities and events.
		37	Residents participate in Albuquerque's arts and cultures.
		38	Relations among Albuquerque's cultures and races are positive and respectful.
8. GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS	Government is ethical, transparent, and responsive to its citizens. Every element of government contributes effectively to meeting public needs.	39	All city employees and officials behave ethically.
		40	City of Albuquerque participates in mutually beneficial cooperative relationships with other governments.
		41	Government protects the civil and constitutional rights of citizens.
		42	Customers conveniently access city services, officials, public records, and information.
		43	Financial and capital assets are maximized and protected and reported accurately and timely.
		44	City employees are competent and well-trained to deliver city services efficiently and effectively.
		45	The work environment for employees is healthy, safe, and productive.

## Appendix B: Top Priority Recommendations

Each small group prioritized two new or edited desired community conditions per topic. These ideas were presented to the full group, which used electronic polling devices to gauge each condition's importance to Albuquerque's future. Below are the recommended conditions that were ranked as "very important" by 65% or more of each event's participants. Regardless of ranking, all the small groups' ideas are coded thematically on pages 8-18.

### ECONOMY

There is a strong continuum of technology transfer with enhanced resources for technology entrepreneurs and national labs, schools and universities develop research and curriculum to support specific industries. K-12 educational attainment is improved to achieve a robust and diverse economic vitality. *(Very important 65%, somewhat important 27%, not important 8%)*

Albuquerque is a place where youth feel engaged and educated, including through internships, are drawn to our city, understand economic opportunities, are competitively paid and believe they can build a future. *(Very important 70%, somewhat important 25%, not important 5%)*

The economy is diverse with businesses that scale, compensate competitively, promote cultural and natural resources and are less depending on federal funding. *(Very important 65%, somewhat important 18%, not important 18%)*

The economy is diverse and equitable in all neighborhoods and for all people regarding leadership, ownership, race, gender, age, sexual orientation, criminal backgrounds, etc., business size, type and location, and meets the economic needs of the community through an equity-centered community-designed process. *(Very important 72%, somewhat important 23%, not important 5%)*

The economy is diverse, dynamic, inclusive, and sustained by youth, marginalized people, and adults. *Original Spanish text: La economic es diversa, dinámica, inclusiva, y alimentada con jóvenes, personas marginadas, adultos. (Very important 65%, somewhat important 24%, not important 11%)*

Albuquerque is a place where youth feel engaged and believe they can build a future, focusing on increasing high-quality early-childhood education and better preparing students for jobs that can end cycles of generational poverty, with an emphasis on developing and promoting local talent through such programs as internships, apprenticeships, and programs for professionals already in the city. *(Very important 81%, somewhat important 12%, not important 7%)*

The city fosters an economic ecosystem in which entrepreneurs and businesses of all sizes develop and prosper, through incubators, business-skills education, STEM-based industries, access to capital and other supportive means. *(Very important 67%, somewhat important 33%, not important 0%)*

### ENVIRONMENT

Human and wildlife populations are protected from pollution, fire, drought and flood; making population resilient to climate change while also mitigating climate change. *(Very important 71%, somewhat important 29%, not important 0%)*

The community is a leader in reducing carbon output by government, businesses, organizations and residents through a diverse energy portfolio and by other measures. *(Very important 72%, somewhat important 15%, not important 13%)*

We respond to the impacts of climate change to support public health and the health of our natural and urban environments. *(Very important 71%, somewhat important 12%, not important 17%)*

Create ordinances that address cumulative impacts to protect communities from air pollution, water pollution, ground contamination from industrial sources that are locating close to communities. In addition, any company that is polluting and is harming our air, ground, and water needs to be regulated to prevent emissions. Add additional monitoring equipment/stations to the communities that have a disproportion of heavy polluting industries in their communities. *(Very important 69%, somewhat important 21%, not important 10%)*

### **PUBLIC SAFETY**

Root and systemic causes of crime are actively addressed by the administration and community. *(Very important 97%, somewhat important 3%, not important 0%)*

Common sense gun laws and mental health initiatives are a part of public safety including funding social programs. *(Very important 76%, somewhat important 21%, not important 3%)*

The community works together and is educated about underlying systemic causes affecting safety; including investing in adequate treatment, mental health, affordable housing, poverty prevention, job training, access to high-quality out-of-school-time opportunities and other forms of support. *(Very important 79%, somewhat important 17%, not important 3%)*

Public safety agencies are adequately staffed, well-coordinated and collaborative, trustworthy, effective, transparent, and accountable to the communities they serve, with agencies focusing on equity and fairness for all people and mental-health education. *(Very important 75%, somewhat 15%, not important 9%)*

Public safety agencies are reliable, effective, transparent, responsible, culturally and linguistically prepared for the communities they serve. (Original Spanish: Las agencias de seguridad pública son confiables, efectivas, transparentes, responsables, cultural y lingüísticamente preparadas para las comunidades a las que sirven.) *(Very important 76%, somewhat important 18%, not important 6%)*

Public safety agencies devote more resources to the most vulnerable areas of the city and are flexible when moving resources. (Original Spanish: Las agencias de seguridad pública dedican más recursos a las áreas más vulnerables de la ciudad y son flexibles al mover recursos.) *(Very important 80%, somewhat important 17%, not important 3%)*

## Appendix C: Summit Leadership

Multiple groups of people worked hard to make the summits a success.

### INDICATORS PROGRESS COMMISSION

- **Frank Roth, Chair, group recorder**
- Monica Abeita, group recorder
- Mark Gilboard, group recorder
- Deborah Good
- Donna Griffin, group recorder
- Ariel Herring, group recorder
- Diane Harrison Ogawa, group recorder
- Jessie Hunt
- Kendra Montanari, group recorder
- Amy M. Overby
- Bruce J. Perlman
- Wendy Wintermute, group recorder

### NEW MEXICO FIRST PROJECT STAFF AND FACILITATORS

- Heather Balas, organization president and group discussion leader
- Pamela Blackwell, project manager
- Sharon Berman, facilitation team coordinator
- Selena Connealy, leadership team coach
- Katherine Cordova, group discussion leader
- Melanie Sanchez Eastwood, online synthesizer of group inputs
- Robert Paul Giebitz, registration for Spanish speakers
- Grace Griffin, leadership team coach
- Jessie Lawrence, leadership team coach
- Flora Lucero, leadership team coach
- Tamara Lucero, registration desk
- Rudy Martín, group discussion leader
- Kathleen Oweegon, group discussion leader
- Nuria Itsel Ortiz, group recorder
- Kelsey Rader, registration desk
- David River, group discussion leader
- Tina Ruiz, registration for Spanish speakers
- Jose Luis Santana, group discussion leader
- Paola Santana, group recorder
- Grant Taylor, technology support and group recorder
- Devon Balas Wellborn, registration for Spanish speakers

## Appendix D: Summit Registrants

This list includes people who pre-registered and those who signed up on-site.

Munaf Aamir	Valencia Beatriz	Adriana Candelaria
Monica Abeita, NM Mortgage Finance Authority	Maralyn Beck	Rosa Cardenas
Esther Abeyta	Leiloni Begaye, FoodCorps	Amy Carr, Explora
Steven Abeyta	Peter Belletto, SE Heights Community Association	Gabriela Carrillo, Liberty Mutual
Stacia Absalon, Student	Javier Benevidez, Common Cause	Theresa Carson
Adam Adams, Union	Sheri Benischek	Michelle Casias, Albuquerque Chamber of Commerce
Diane Agnew, Albuquerque Water Utility Authority	Charlie Bennett, La Mesa Community Improvement Association	Jose Cerrato, University of NM
Ramos Alfonso	Karen Bentrup	Doug Chaplin, City of Albuquerque
Rodriguez Alicia, University of NM	Sanjay Bhakta	Travis Chapman, AHL Garden Supply
Patty Allread, Church of Scientology of NM	Michael Bickel	Christopher Chavez, City of Albuquerque
Amelia Ampuero, Duke City Repertory Theatre	Kyle Biederwolf, University of NM	Ryan Chavez, NM Oil and Gas Association
Salazar Ana	Ilse Biel	Waylon Chavez
Adam Apodaca	Ashley Biggers	Thomas Chepucavage, Aviata Inc.
Jeremy Aragon	Rick Billings, Albuquerque Water Utility Authority	Charlotte Chinana, City of Albuquerque
Amos Arber, Albuquerque Water Utility Authority	Marianne Billy, Greater Albuquerque Chamber of Commerce	Athena Christodoulou, NM Solar Energy Association
Kathryn Arndt, Community of Hope	Michael Bird, AARP	Ramirez Christopher
Terri Nikole Baca, AT&T	Jocelyn Black, Greater Albuquerque Chamber of Commerce	Sara Cole, Central NM Audubon Society
Vanessa Baca, City of Albuquerque	Cynthia Borrego, Explora	Frank Comfort
Kenneth Baer	Khadijah Bottom, Vizionz-Sankofa	Julie Coonrod, University of NM
Cris Balzano, Diné College and Navajo Technical University	Ellen Braden, City of Albuquerque	David Cooper, New Hope Full Gospel Baptist Church
Max Baptiste, We Are This City	Faith Brandt	Jarrold Cordova, Greater Albuquerque Chamber of Commerce
Aimee Barabe, NM Oil and Gas Association	Allison Brody, Explora	Camisha Cordova, Student
Louisa Barkalow, Results	Merna Brostoff	Carla Cordova, University of NM
Michael Barndollar, Barndollar Associates, Fundraising Counsel	Nadine Buerger, National Dance Institute of NM	Rogers Cristina
Xavier Barraza	Susan Butler	Laura Crossey, University of NM
Patrick Barrett, Senoka Men's Leadership Exchange	Diana Bunnell, Greater Albuquerque Chamber of Commerce	Karen Daniel, Twist Creative
Elizabeth Barrett, Strategic Project Management, LLC	Kathleen Burke, Street Safe NM	Alex Davis, Health Action NM
Jennifer Bayley, Albuquerque Public Schools	Vernon Butler, Advocates for Equity	Colton Dean, Citizen
Nancy Bearce, Bernalillo County Treasurer	Stephen Butler, Healthy Choice health Fair	Ann Del Vecchio, Alpha Assessment Associates LLC
	Kris Callori, Verdacity, LLC	Garcia Delfin, Hotel Panamerican Inn
	Clay Campbell, Bernalillo County	Margaret Delong, Sierra Club
	David Campbell, City of Albuquerque	



Thomas Dent, SEACPC	Eric Garcia, Albuquerque Police Department	Jill Holbert, City of Albuquerque
Julie Dickey	Jim Garcia, Hispano Chamber	Aryon Hopkins, NM Kids Matter
Marianne Dickinson	Veronica Garcia	Rene Horvath, West Side Coalition of Neighborhood Associations
Mary Dickman	Ilsa Garduno	Jason Hoster, Humanity1st
Rich Diller, NAI Maestas & Ward	Michael Geier, Albuquerque Police Department	Fred Houdek, Sierra Club
Pete Dinelli, Attorney at Law	Marjorie Germain, City of Albuquerque	Kerry Howe, University of NM
Claire Dudley Chavez, City of Albuquerque	Rodriguez Gerry, University of NM	Steve Howe
Mitzy Duran, Juntos, Our Air, Our Water	Ken Gingerich, Ken Gingerich Design	Julie Hudson, Sierra Club
Roger Ebner, City of Albuquerque	Toni Goar, Indivisible Nob Hill	Pam Hurd-Knief, Mind Research Network
Renia Ehrenfeucht, University of NM	Elena Gonzales, Homewise	Lisa Huval, City of Albuquerque
Scott Elder, Albuquerque Public Schools	Estefany Gonzalez, Conservation Voters NM	Lopez Iliana, Encuentro
Erin Engelbrecht, VHNA	Cheryl Gooding, Gooding & Associates LLC	Kathleen Jackson
Karl Ennenga, Libre Initiative	John Goodwin, Goodwin Securities, Inc	Elmer Jackson
Rylee Escalada	Angelina Grey	Zlatko Jancic, Presbyterian Healthcare Services
Tony Esposito	Eric Griego, Cooperative Catalyst of NM	Amber Jaramillo, Greater Albuquerque Chamber of Commerce
Ian Esquibel	Kristin Groves, Central New Mexico Community College	Michael Jefferson, Southeast Albuquerque Success Center
Nick Estes, Explora Board of Directors	Selinda Guerrero, Millions for Prisoners	Michael Jensen
Ramos Evelyn	Sarah Gustavus, NM PBS	Judith Johnson, Albuquerque Library Advisory Board
William Everett, SPRE, Inc	Diane Gutterud	Cody Johnson, NM Hospitality Association
Margaret Everett, SPRE, Inc	Kathleen Gygi, Global 505	Zach Johnson, University of NM Medical Group
Amy Ewing, Daniel B. Stephens & Associates, Inc.	Elizabeth Kay Haley, Paradise Hills Civic Assembly	Charlene Johnson
Fran Fernandez, Central New Mexico Community College	Kevin Harris, Verdacity, LLC	Christina Joy, Planet Noodle Therapeutics LLC
Keith Flynn, Student	Wanda Harrison	Mejin Juan
Leba Freed, Wheels Museum, Inc	Jim Harvey, NM Black Wellness Coalition	Villegas Judit
Richard Fritz	Sharon Hausam	Haley Kadish, City of Albuquerque
Anne Fritz	Luis Hernandez, Albuquerque Hispano Chamber of Commerce	Janice Kauer, NM Legal Aid
Wayne Frye, PNM	Tommy Hernandez, Alzheimer's Assoc	Michelle Kavanaugh, US Senator Tom Udall
Jesus Fuentes, University of NM Health Sciences Center	Concepta Hernandez	Patty Keane, University of NM
Teva Gabis-Levine	Catherine Heyne, University of NM	Nyra Keckin, Explora
Charlie Galbraith	Meta Hirschl, Nasty Women NM	Alexis Kerschner Tappan, Explora Board of Directors
Peg Galbraith	Rachael Hitt	Dorothy Kerwin
Shania Gallegos, Albuquerque Police Department		Jen Kiger, University of NM Hospitals
Karen Gallegos		
Jessica Gama		

Stephanie Kozemchak, United Way of Central NM	Michael May, Future Focused Education	Huong Nguyen, NM Asian Family Center
Patty Kuning, Real Image Productions	Acevedo Mayra	Hanh Nguyen, University of NM
Bob Kuning	Kevin McCabe, University of NM Police Department	Florent Nkouaga, Student
Ansu Kuruvilla	Carol Mcclenin	Jessica Nojek, NM Department of Workforce Solutions
Sam Landman, Student	Twyla Mccomb, Crestview Bluff	Gladys Norton, City of Albuquerque
Jennifer Landman	Jeff Mcconaughey, NM Out of School Network	Zlata Nourie, Student
Carla Lanting Shibuya	Chuck McCune, McCune Solar Works	Andreana Nourie, University of NM
Karen Lavine	Joanne Mcentire	Beverly Nulman, Nasty Women NM
Kristin Leigh, Explora	Rachel Mchugh, Rape Crisis Center of Central NM	Laura Nunez
Ben Lewinger, Strategies 360	Anne Mckinney, NM Philharmonic	Daniel Ohiri, Student
Lynn Lewis, Feeding Working Hungry	Una Medina Olmsted, Bosque Montano HOA	Stacy Oliva
Judy Liddell, Central NM Audubon Society	Laurel Meister, Explora	May Ortega, University of NM
Wendy Linebrink-Allison, NM Crisis and Access Line	Hazel Mella	Ranime Oueis, Student
Christina Loera	Kate Mendoza, Albuquerque Water Utility Authority	Ted Owens
Berenice Lopez, Student	Erika Janeth Mendoza Esquivel, Juntos, Our Air, Our Water	Toyese Oyeyemi, University of NM Health Sciences Center
Nora Lozoya, Agua y Sol	Cara Michaliszyn, University of NM	Loretta Oyeyemi, University of NM Hospitals
Flora Lucero	Brendan Miller, Office of the State Auditor	Judy Pacheco, Youth Development Inc.
Marie Ludi, Ladera Heights	Susan Miller, Student	Brenda Padilla
Allan Ludi, St Josephs Ladera Heights HOA	Peggy Miller-Aragón, Albuquerque Public Schools School Board	Olivia Padilla-Jackson, City of Albuquerque
Jon Lujan, Greater Albuquerque Chamber of Commerce	Rachel Mittleman	Janet Page-Reeves, University of NM
Maryann Lyerla, Molten Rock Neighborhood Association	Kay Monaco	Marla Painter, Mountain View Community Action
Mel Lyerla, Molten Rock Neighborhood Association	Johnny Montoya, CenturyLink	Janet Park, Verdacity, LLC
Michael Maestas	Yolanda Montoya, NM Department of Workforce Solutions	Wendy Parker-Wood, Nasty Women NM
Alli Marie	Valerie Montoya, Southwestern Indian Polytechnic Institute	Kent Paterson, KUNM, DigieZone, NMpolitics.net
Carmona Marisela	Ali Moore, New Day Youth & Families	Candelaria Patterson, Albuquerque Public Schools
Gabriela Marques, ACCION	Claude Morelli, University of NM	Betty Patterson, National Education Association NM
Favela Martha, Juntos, Our Air, Our Water	Brent Morris, Indieproduction, LLC	Barbara Petersen, Albuquerque Public Schools
Joe Martinez, Casa Barelax	Vince Murphy, Bernalillo County	Jamie Phillips, BioPark
Jess Martinez, City Of Albuquerque	Kalonji Mwanza	Anne Pierce-Jones
Javier Martinez, Partnership for Community Action	Dominguez Nancy	Joseph Pollock, Hopeworks
Rita Martinez, Student	Ti Navarrette	Charles Powell
Catherine Matthews, University of NM Health Sciences Center	Emilee New, Kirtland Federal Credit Union	

Christopher Ramirez, Together for Brothers	Anna Sanchez, City of Albuquerque	Deb Thrall, Explora Board of Directors
Alfonso Ramos-Landaverde, ACCION	Janelle Sanchez	Sheahan Tim, Boys & Girls Clubs of Central NM
Christine Rancier, NM Philharmonic	David Sanchez	Bernie Toon, City of Albuquerque
Liliana Reyes, Small Business Development Center	John Sanchez	Yvette Tovar, NM Water Collaborative
Tovar Reyna, Voluntaria en Partnership for Community Action	Yvette Sandoval, Explora	Melissa Trejo
Noreen Richards, Verdacity, LLC	Debbie Sarinana, NM State Legislature	Catherine Trujillo
Robyn Richards	Christopher Schaier	Sara Twiss, Tribal Entities Connect
Ege Richardson, Aegean Consulting	Rose Schiowitz	Beatriz Valencia
Sherrick Roanhorse, Public Service Company of NM	Marvin Schott, Talon Consultants	Avalos Veronica
Vanessa Roanhorse, Roanhorse Consulting, LLC	George Schroeder, Bernalillo County	Joseph Wasson, Community Member
Angela Robbins	Marlowe Seaton, NM Water Science Center	Guy Watson, Albuquerque Our Revolution
Ray Roberson, AT&T	Phillip Shamas, Albuquerque Public Schools	Becky Weishampel, Artist beckoline.com
Lilia Rogers, South Valley Academy	Tim Sheahan, Boys & Girls Clubs of Central NM	Chuck Wellborn, Wellborn Strategies LLC
Nichole Rogers, University of NM Hospitals	Sophie Shemas, NM Wildlife Federation	Robert Wengrod
Zuly Rodriguez	Paul Silverman, Geltmore LLC	Matthew Whelan, City of Albuquerque
Gerald Romero, City of Albuquerque	Janet Simon, Podiatry Associates of NM	Margy Wienbar, HealthInsight NM
Sophia Romero, Student	Clarissa Skeets	Tammy Wilkersonhill-Fisher, Immigrant & Refugee Resource Village
Marci Romero, University of NM Hospitals	Maurreen Skowran, Adelante Progressive Caucus	Veronica Winsch, Student
John Ross, Albuquerque Police Department	Tom Smith, Strategic Project Assessment, LLC	Richard Winterbottom
Jessica Roybal, Verdacity, LLC	Madison Smith, Wheels Museum, Inc	Bill Woldman, US Senator Tom Udall
Erica Rozolsky	Clarence Smith	Austin Wolff, Realty One of NM
Emily Rudin, Perspective Matters, LLC	Taylor Spence, University of NM	Dorothy Woodward, Northeast Community Policing Council
Lucia Ruiz	Leah Steimel, Fair West Neighborhood Association	Lori Workizer
Jamie Rushad Gros, Calindo Creative	Teresa Stoddard	Celia Yapita, Catholic Charities
Renee Ruybal, Explora	Amaris Swann, University of NM	Michael Young, Solutions, Inc
Seth Saavedra, NMEducation.org	Robin Swift, ECHO Institute	Tish Young, University of NM Police Department
Ana Salazar	Cynthia Sylvan, Phases	Zhen Yu, Student
Juliann Salinas, Enlace Comunitario	Bill Tallman, NM Legislature	Tino Zamora, Albuquerque Hispano Chamber of Commerce
Melissa Sanchez, Albuquerque West Chamber of Commerce	Anjali Taneja, Casa de Salud	Rachel Zulevi, WasteLess Life NM
Shelle Sanchez, City of Albuquerque	Bruce Thomson, University of NM	