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CITY OF ALBUQUERQUE
INDICATORS PROGRESS COMMISSION

2022 Goals Forum Final Report

Contact Information

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Left: Burqueños celebrating Juneteenth on Civic Plaza.

Executive Summary

Introduction

Since 1995, residents of Albuquerque have provided input on conditions—called “desired community conditions” or “DCCs”—that they view as most important in creating a city that is safe, thriving, culturally rich and sustainable. The Goals Forums, held every four years, are the main source of resident input into the process of describing each of the goals set by City Council and the Mayor. Participants at the forums play a vital role by describing the future Albuquerque they would like to see.

This year, the focus of the forums was on identifying the DCCs for all eight of the City’s goals:

- **Goal 01: Human Development and Family-** People of all ages have the opportunity to participate in the community and economy and are well sheltered, safe, healthy and educated.
- **Goal 02: Public Safety-** The public is safe, secure and shares responsibility for maintaining a safe environment.
- **Goal 03: Public Infrastructure-** The community is adequately and efficiently served with well planned, coordinated and maintained infrastructure.

- **Goal 04: Sustainable Community Development-** Communities throughout the City are livable, sustainable and vital.
- **Goal 05: Environmental Protection-** Protect Albuquerque’s natural environments—its mountains, river, bosque, volcanoes, arroyos, air and water.
- **Goal 06: Economic Vitality-** The economy is vital, diverse, inclusive, equitable, sustainable and works for all people.
- **Goal 07: Community and Cultural Engagement-** Residents are engaged in the City’s community and culture.
- **Goal 08: Government Excellence and Effectiveness-** Government is ethical, transparent and responsive to its residents. Every element of government contributes effectively to meeting public needs.

JOIN US!

Are you interested in serving on a City of Albuquerque Board or Commission? Learn more at cabq.gov/clerk/boards-commissions. You can also sign up to be a volunteer at city events like the Goals Forum at cabq.gov/abq-volunteers.

To solicit feedback from fellow residents in 2022, the Indicators Progress Commission (IPC) hosted three forum events. Additionally, the IPC launched an online public engagement tool so residents could provide input asynchronously at abqgoals.com. The three forum events were held on:

- Thursday, September 22, 2022 at 6:00 pm at the Central & Unser Library Community Room.
- Saturday, October 1, 2022 at 10:30 am at the International District Library Community Room.
- Tuesday, October 4, 2022 at 6:00 pm on Zoom.

Language Access Provided at the Goals Forums

The IPC made it a priority to provide language access options for the Goals Forums. The event was promoted with flyers in Albuquerque’s harbor languages: English, Spanish, Vietnamese, Chinese, Swahili and Arabic. At the in-person events, input forms were provided in English and Spanish and telephonic language access was offered in over 100 languages.

On the Zoom meeting, Spanish language interpretation was available and on the abqgoals.com website, residents were able to provide their input in over 100 languages.

About the Indicators Progress Commission (IPC)

Current members (*biographies and photographs of members can be found in Appendix B*) are:

- | | |
|---------------------------|-------------------------------|
| • Andrea Calderon | • Dr. Patria de Lancer Julnes |
| • Jimmy Carleton | • Tony Monfilleto |
| • Jessica D. R. DuVerneay | • Diane Harrison Ogawa |
| • Mark Gilboard | • Stephen Olson |
| • Elaine Hebard | • Judy Pacheco |
| • Dr. Shana M. Judge | • Sarah Sampsel |
| • Dr. Timothy B. Krebs | |

The IPC is made up of volunteer residents appointed by the Mayor with the advice and consent of the City Council. You can learn more about who participated and methods for incorporating community input in Appendix A.

The IPC is responsible for recommending revisions to and further defining the City’s vision, goals and desired community conditions. The focus is on the desired future, not on specific current problems or ways to solve them. The commissioners provide elected officials and community leaders with a meaningful path to follow as they work to create Albuquerque’s future. The members represent a cross-section of private and public organizations representing:

- Community-based organizations
- Business organizations
- Educational institutions; and
- Community service organizations

KEY TERMS

CITY GOALS

The Mayor and City Council establish goals that are of priority importance to the welfare of the city.

The Albuquerque Progress Report and the City/County Comprehensive Plan are guiding documents for developing the goals.

DESIRED COMMUNITY CONDITIONS

By design the goal areas are broad, so the Albuquerque Indicators Progress Commission (IPC) clarifies them with positive, future-oriented Desired Community Conditions (DCCs). These are statements that describe specifically what conditions would exist if their respective goals were achieved.

INDICATORS

Measurable data points to determine progress on achieving the DCCs.

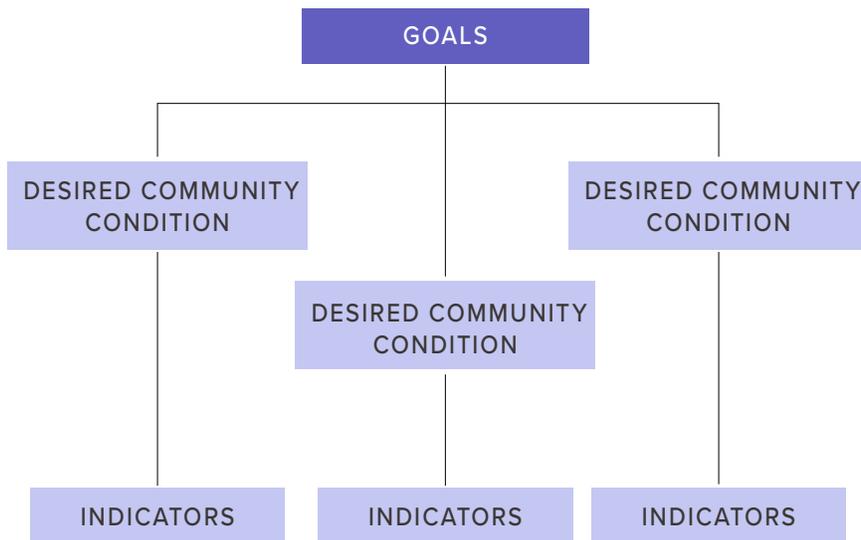
ALBUQUERQUE GOALS FORUMS REPORT

Every four years the IPC hosts a goals forum to review and develop desired community conditions. Shortly after the Goals Forums, the IPC is responsible for drafting a report summarizing the community feedback to present to the Mayor and City Council. This report focuses on the desired community conditions.

ALBUQUERQUE PROGRESS REPORT

The Albuquerque Progress Report is released every two years by the IPC. The progress report includes several components (goals, desired community conditions and indicators). This report tracks Albuquerque’s progress toward achieving its goals.

CHART 01: PUZZLE PIECES



goals, even though their connection to achieving each of the goals is undeniable.

Building the Albuquerque we desire requires collaboration among people of all ages, especially youth and young adults who are particularly important to our future.

Recommendations about the Goals

While the Goals Forums process was focused on soliciting input from the community on the desired community conditions used to monitor progress toward the City’s goals (an area over which the IPC has authority), the IPC also received input related to the goals themselves (an area over which the Mayor and City Council have authority).

After facilitating the Goals Forums process and updating the desired community conditions, the IPC recommends the City Council update the goals and clarify their scope and reach. To support this effort, a summary of the input from participants in the Goals Forums process and members of the IPC follows.

GOALS SHOULD BE CURRENT

The City’s goals and corresponding goal statements were originally adopted in 2001 and have not been changed since. However, in the decades since the goals were originally adopted, many external factors have affected the City. The

What We Heard

Themes, Rankings and Recommendations

Overarching Themes

This report is designed to be a vision of a desired future, based on feedback from Albuquerque residents, and does not necessarily reflect the City’s current initiatives and priorities. You can learn more about current city initiatives at cabq.gov and in Appendix D. In addition, while the report outlines feedback on each of the eight goals, there were three important and consistent themes that emerged.

In nearly every conversation between members of the public and IPC, housing affordability and accessibility arose as a top concern and priority. The cost and availability of housing for low- to middle-income households, as well as the ‘housing first’ model for addressing homelessness, are top-of-mind for Albuquerque residents.

The second overarching theme that emerged was environmental sustainability. While sustainability is captured in the goals, particularly Goal 5: Environmental Protection, many residents who participated in the forums indicated they believe that the opportunity for global sustainability has passed and is no longer viable. Instead, we must now focus on resiliency—adapting to the climate changes that are already happening and preparing for those which are to come. The southwest is already facing aridification, reduced snowpack, extended drought, heat events, insect outbreaks and expanded fire seasons. Without resilience, future generations cannot survive, not to mention achieve safety or prosperity. Since the Goals Forums are inherently forward-thinking, it is understandable that the current and impending perils of climate change emerged as a priority for participants.

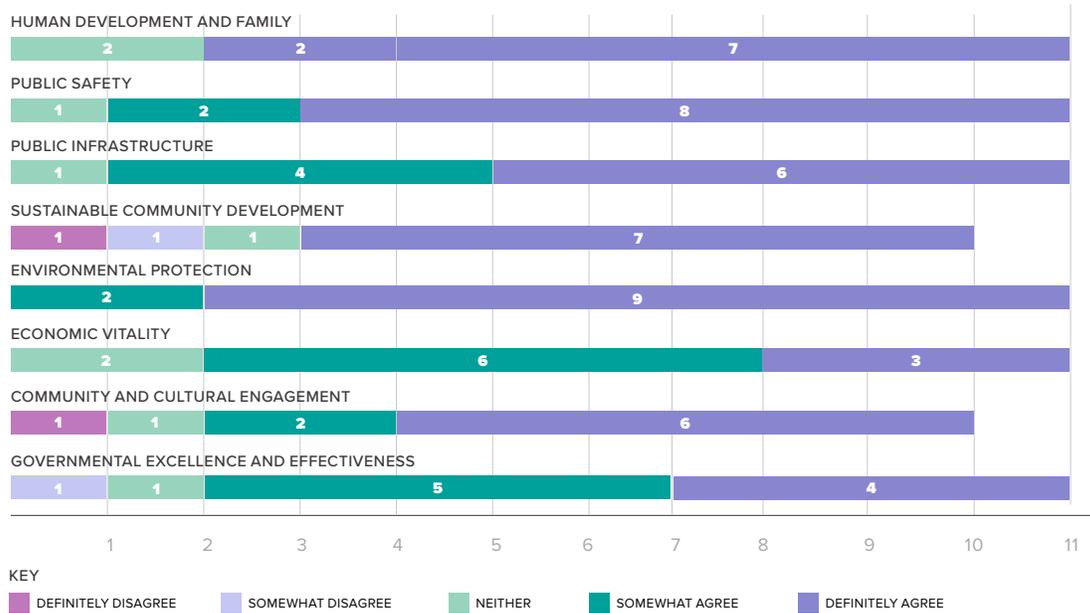
The third overarching theme that emerged involved youth outcomes. Before the Goals Forums, young people were not previously included under any of the eight



Climate resilience is the ability to anticipate, prepare for and respond to hazardous events, trends, or disturbances related to climate.

CHART 02: GOALS RANKED BY RESIDENT PRIORITIES

Some residents chose to rate each goal based on whether it is a priority in their own life. Their answers are displayed in the following chart:



IPC recommends the City Council consider adding a goal related to housing, adding a goal related to transportation/mobility and revising the environmental protection goal to acknowledge the need for a focus on environmental justice and resilience. Additionally, the IPC would like to see each goal reviewed through the lenses of environmental, social and economic equity.

GOALS SHOULD BE CLEAR

In addition to being outdated, many of the goals use terms that community members and the IPC agreed are unclear. For example, the “sustainable community development” goal caused confusion because the goal title appears to be about development while the goal statement appears to be about quality of life and neighborhood connectedness. Additionally, the phrase “human development” was very confusing to community members. Clear goals would support the work of the IPC as it measures progress toward accomplishment of the goals.

GOALS SHOULD BE NARROWLY DEFINED AND SPECIFIC

Throughout the Goals Forums process and the IPC’s work to revamp the desired community conditions and indicators, the overlap that exists between various goals has caused confusion. This confusion seems to stem from goals that are overly broad.

For example, the Human Development and Family goal statement includes a reference to participation in the economy, which is confusing because there is a separate Economic Vitality goal. Similarly, there is overlap between the Sustainable Community Development goal and both the Public Infrastructure and Community and Cultural Engagement goals.

GOALS SHOULD BE VIEWED THROUGH SEVERAL LENSES

Throughout the process of reviewing the desired community conditions, the group frequently discussed ways to include equity and sustainability in the conversation. Ultimately, the IPC determined that the best approach would be to view each goal through the lenses of equity and sustainability. To that end, the IPC will continue to define its own equity lens, equity framework and equity analysis/evaluation process.

WHAT IS AN EQUITY LENS?

The purpose of an equity lens is to be deliberately inclusive in decision-making. An equity lens introduces a set of questions that help decision-makers focus on equity in both their process and outcomes. It is explicit in drawing attention to the inclusion of marginalized populations, typically communities of color, and can be adapted to focus on other communities.



Left: Community development starts with human development that can span generations.



The IPC has made changes to the DCCs over the past year and presented those updated DCCs to the community at the Goals Forums.

The IPC incorporated the community's input to finalize the 2022 DCCs.

A complete list of our indicators, the measurable data points to determine progress on achieving each of the DCCs, will be available in the next Albuquerque Progress Report to be published in 2023.

You can find the 2020 Albuquerque Progress Report at cabq.gov/ipc.

- Individuals of all ages are thriving
- Housing is affordable, available and safe
- Individuals experience food security
- Institutions that support

Taking Action

Desired Community Conditions by Goal

Goal #01

The first goal is “Human Development and Family” with a goal statement of “People of all ages have the opportunity to participate in the community and economy and are well sheltered, safe, healthy and educated.”

The desired community conditions before the 2022 Goals Forums were:

- Elders live with dignity
- Families are thriving
- Housing is affordable and available
- Individuals experience food security
- Institutions that support human development and family are resilient
- People are physically and mentally healthy
- Residents have access to quality educational opportunities

Based on input from the community, the IPC has decided to change the DCCs to:

human development and family are resilient

- Individuals are physically and mentally healthy
- Individuals have access to quality educational opportunities

In addition to the verbiage changes, the indicators that previously were measured under “Elders are thriving” and “Families are thriving” will be moved and placed under “Individuals of all ages are thriving.”

The IPC will add youth-specific indicators as well, including childcare and youth-opportunity availability.

Goal #02

The second goal is “Public Safety” with a goal statement of “The public is safe, secure and shares responsibility for maintaining a safe environment.”

The desired community conditions before the Goals Forums were:

- Institutions are trusted and effective
- People are safe
- People feel safe
- Property is safe
- Public shares responsibility for maintaining a safe environment

Based on input from the community, the IPC has decided to change the DCCs to:

- Institutions are trusted and effective
- People are safe
- All forms of transportation are safe
- Property is safe
- Public shares responsibility for maintaining a safe environment
- Neighborhoods are clean and well maintained



In addition to the verbiage changes, the indicators that previously were measured under “People feel safe” will be moved and placed under “People are safe.” The IPC will add indicators for public transit, pedestrian safety and bike safety under “All forms of transportation are safe.”

Goal #03

The third goal is “Public Infrastructure” with a goal statement of “The community is adequately and efficiently served with well-planned, coordinated and maintained infrastructure.”

The desired community conditions before the Goals Forums were:

- Opportunities to use alternative forms of transportation exist
- Personal mobility is supported
- Public buildings and facilities are well-maintained and meet changing community needs
- Utilities are accessible and affordable



Above: ART is a way we are currently meeting the DCC of adequate and efficient public transportation.

Top: ACS Responders outside of the Convention Center.

Based on input from the community, the IPC has decided to change the DCCs to:

- Opportunities to use alternative forms of transportation exist



Left: Mayor Keller has committed to using 100% renewable energy use for government operations by 2025.

- Personal mobility is supported and ADA-compliant
- Public buildings, facilities, and parks are well-maintained and meet changing community needs
- Utilities are accessible, affordable and well-maintained
- Clean water is affordable and available
- Renewable energy is prioritized
- Public roads, sidewalks, bike lanes and other street infrastructure are available and well-maintained

Goal #04

The fourth goal is “Sustainable Community Development” with a goal statement of “Communities throughout the City are livable, sustainable and vital.” The desired community conditions before the Goals Forums were:

- Communities are diverse
- Community is accessible

- Equitable access to city amenities
- Opportunities are available to live active and healthy lifestyles
- People like where they live
- People shape where they live
- Urban sprawl and infrastructure stretch is managed

Based on input from the community, the IPC has decided not to make changes to the DCCs under this goal.

Goal #05

The fifth goal is “Environmental Protection” with a goal statement of “Protect Albuquerque’s natural environments—its mountains, river, bosque, volcanoes, arroyos, air and water.”

The desired community conditions before the Goals Forums were:

- Air quality is preserved
- Heat impacts are reduced
- Man-made environmental impacts are minimized

- Open space is preserved
- Reliance on fossil fuels is minimized and renewable energy is maximized
- Waste stream is reduced
- Water quality and quantity are protected

Based on input from the community, the IPC has decided to change the DCCs to:

- Air quality is preserved
- Heat impacts are reduced
- Man-made environmental impacts are minimized
- Open space is preserved
- Reliance on fossil fuels is minimized and renewable energy is maximized
- Waste stream is reduced, and recycling and composting are available and efficient
- Water quality and quantity are protected
- Wildlife is protected
- Green spaces are included in community planning

In addition to the verbiage changes, the IPC will add an indicator for carbon footprint under “Waste stream is reduced, and recycling and composting are available.”

Goal #06

The sixth goal is “Economic Vitality” with a goal statement of “The economy is vital, diverse, inclusive, equitable, sustainable and works for all people.”

The desired community conditions before the Goals Forums were:

- Businesses are thriving
- Economic opportunity and mobility are supported
- Economy is diverse

Based on input from the community, the IPC has decided to change the DCCs to:

- Businesses are thriving
- Economic opportunity and mobility are supported
- The economy is diverse
- The workforce is thriving
- Local businesses are supported

Goal #07

The seventh goal is “Community and Cultural Engagement” with a goal statement of “Residents are engaged in the City’s community and culture.

The desired community conditions before the Goals Forums were:

- Community is engaged and empowered to influence policy
- Cultural opportunities reflect the community and are available and accessible
- Community is connected in a way that strengthens social fabric

Based on input from the community, the IPC has decided to change the DCCs to:

- The community is engaged and empowered to influence policy
- Cultural opportunities reflect the community and are available and accessible
- Individuals in the community feel a sense of belonging
- Community activities are available for people of all ages

Goal #08

The eighth and final goal



is “Government Excellence and Effectiveness” with a goal statement of “Government is ethical, transparent and responsive to its residents. Every element of government contributes effectively to meeting public needs.” The desired community conditions before the Goals Forums were:

- City is innovative and solves problems proactively and in new ways
- Financial assets are protected
- Services are efficient and effective
- City is responsive and accessible
- Government is trusted
- Services are equitably distributed

Based on input from the community, the

Above: Increased diversity is another DCC of the City.

IPC has decided to change the DCCs to:

- The City is innovative and solves problems proactively
- Financial assets are protected
- Services are efficient, effective and promoted broadly
- The City is responsive and accessible
- Government is trusted
- Services are equitably distributed
- Language access is provided



TIMELINE



Next Steps

Following the Goals Forums, the Indicators Progress Commission used the input received to produce this report for the Mayor and City Council with recommended updates to the goals, as well as to outline the updates the IPC has decided to make to the desired community conditions.

Next, the IPC will determine measurable data points called “indicators” for each DCC.

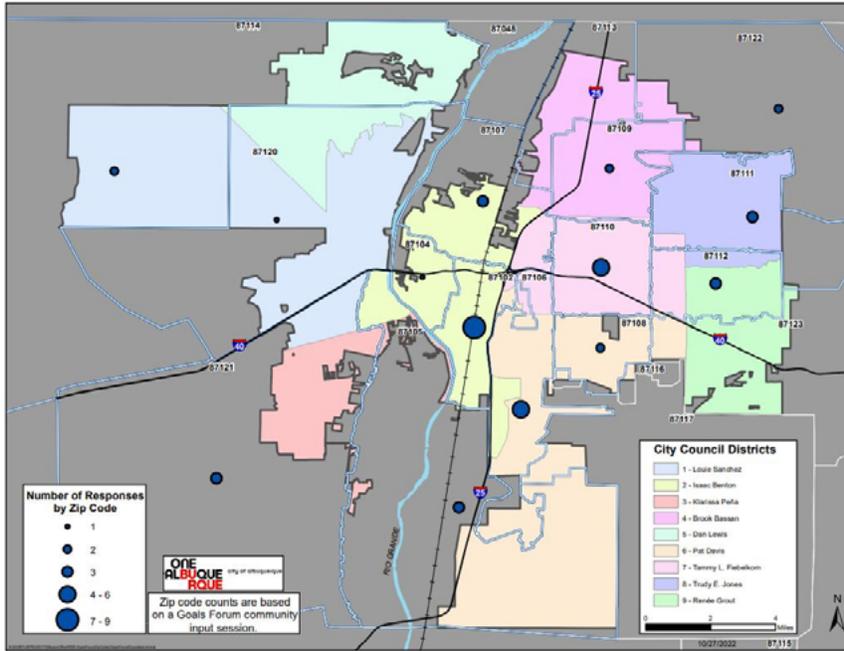
In early 2023, the IPC will produce a report on Albuquerque’s progress based on those indicators.

Community input guided these changes and will help define how the city measures success, monitors progress, improves services and programs and allocates resources.

Left (top): Scene from a Fourm Meeting. **Left (bottom):** Downtown ABQ monthly Artwalk event.

A SPECIAL THANKS

Thank you to the members of the public who participated in this future visioning process and to the City staff who made it possible (see Appendix C).



Above: Downtown Albuquerque.
Left: Map of Forum Meetings.

APPENDIX A

Who Participated

A total of 77 people attended/visited the events and the engagement website. The IPC used a demographic form provided by the City of Albuquerque’s Office of Equity and Inclusion as a starting place for collecting demographic data from the events.

The IPC prefaced the demographic questions with the following statement:

As part of our efforts to make Albuquerque more safe, inclusive and innovative, the City is asking basic demographic questions of people we engage through surveys, public meetings and other forums.

Please help us get a better picture of the inclusiveness of the City’s community engagement efforts by answering the following questions. Your responses are integral to ensuring that we are conducting effective outreach, serving all Burqueños and embodying the spirit of One Albuquerque.

The following questions are for internal purposes only and are confidential. We will not release or share any information that can be tied to an individual community member.

None of the information you provide will be used to disqualify you from participating in any capacity.

Demographics

We asked the following optional questions:

- 01.** What is the primary language you speak?
- 02.** What is your age range?
- 03.** What gender do you most identify with?
- 04.** What race or ethnicity do you identify with? (Check all that apply.)
- 05.** What is your annual household income?
- 06.** Do you have a disability?
- 07.** What is the highest level of education you have completed?
- 08.** Are you a member of the LGBTQ+ community?

The IPC also asked for zip code and the results are mapped below.

Summary of Participant Demographics

The data described in this section include demographic characteristics of participants at the 2022 Indicators

Progress Commission Goals Forums. These data were collected to gain insights into the IPC’s community engagement efforts. The IPC and IPC staff collected 39 surveys from a total of 77 participants. Results from the demographic survey indicate that the highest number of respondents were: between the ages of 35 and 44 (28.3%); self-identified as male (55.6%); White (50.0%); earning between \$25,000 and \$149,000 (78.4%); do not have a disability (84.4%); hold a Master’s Degree/Juris Doctor (45.8%); do not identify as LGBTQ+ (70.5%); and live in District 2.

Results from the demographic survey also indicate that the lowest number of respondents were: aged 14-24 (4.3%); non-binary (2.5%); Asian (2%); Black (2%); earning between \$10,000-\$24,999 (5.4%) or \$150,000+ (5.4%); have a disability (15.6%); held a high school diploma/GED; held an Associate’s degree or held a PhD/ MD (4.3% each); are a member of the LGBTQ+ community (29.5%); and live in District 3 and District 5.

To see the U.S. Census Bureau’s demographic data for Albuquerque as whole as of 2021, please visit the [website](#).

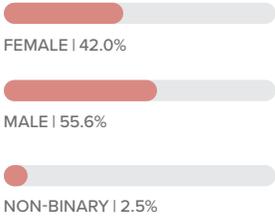
Methods for Incorporating Community Input

After the Goals Forums process, the IPC commissioners reviewed and analyzed the community input at their monthly meetings in October and November 2022. Each suggestion from the community was presented as a proposed change to the Desired Community Conditions in a survey format. Each Commissioner was asked to vote to make the change or not, with additional room for comments. Changes with majority approval were made, and those without a majority margin were discussed further by the IPC for a final decision. This report was approved by IPC commissioners at the December 2022 meeting.

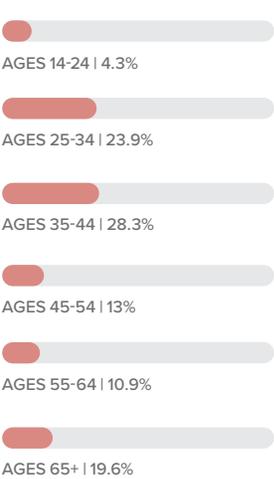
PARTICIPANT DEMOGRAPHICS

(n = 39)

GENDER



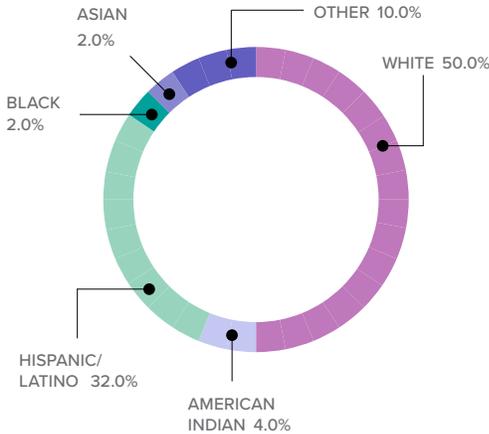
AGE



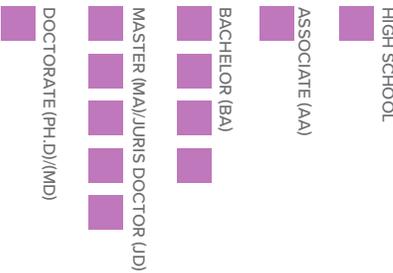
SEXUAL ORIENTATION (MEMBER OF LGBTQ+ COMMUNITY)



ETHNICITY



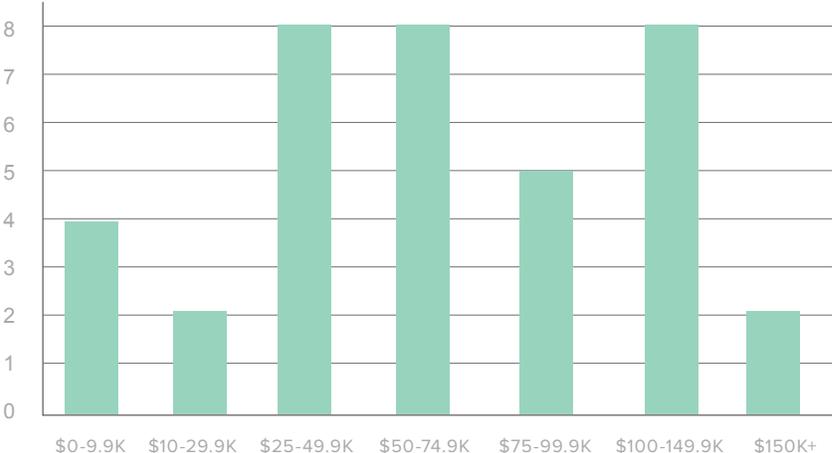
EDUCATION LEVEL



DISABILITY



INCOME LEVEL





APPENDIX B

Our Members

The current members of the Indicators Progress Commission (IPC)

Andrea Calderon

Andrea has more than a decade’s worth of experience in local government and currently serves as a Senior Advisor for Healthy Communities at the Johns Hopkins Center for Government Excellence (GovEx). Andrea’s honed equity lens and experience operationalizing equity within local governance informs service delivery at GovEx ensuring that equity is at the root of the work and actionable. Formerly the Race and Equity Data Analyst in the City of Albuquerque’s Office of Equity and Inclusion, Andrea leveraged geospatial data interventions that would better serve communities disproportionately impacted by inequities and that have historically faced underinvestment. Prior to working at the City of Albuquerque,

Andrea focused on sustainability education and systems change as Baltimore City’s Youth Sustainability Coordinator in Baltimore City’s Office of Sustainability. She has worked at Baltimore City Schools central office, and in an array of schools and nonprofits.

Andrea earned her Master’s in Community and Regional Planning at the University of New Mexico and Bachelors of Arts in Anthropology at the University of Maryland, College Park.

Jimmy Carleton

Jimmy is a computational scientist at Sandia National Laboratories. His focus is on modeling and simulation of multiphysics and multiscale phenomena. This work includes calibrating and validating models by finding and using relevant

Above (top row): Andrea Calderon, Jimmy Carleton, Jessica D.R. DuVerneay, Elaine Hebard, Dr. Timothy B. Krebs, **(bottom row)** Dr. Patria de Lancer Julnes, Tony Monfiletto, Diane Harrison Ogawa, Judy Pacheco, and Sarah Sampsel.

experimental data. He also does basic scientific research and has worked as a mechanical engineer. His experience is in mechanics, engineering, physics, mathematics and computer science, but he also has an interest in quantifying how the community’s goals are being met using available data.

He has lived in Albuquerque for seven years, has kids in Albuquerque Public Schools and daycare, and likes to hike with his family in the Sandias.

Jessica D. R. DuVerneay

Jess likes to help people and organizations find answers to their questions while fostering a sense of empowerment. Leading world-class teams that turn strategy into logical, useful, human-centered structure

and inspiring, innovative design is her favorite thing to do. Currently, Jess is Director, UX / UI at RS21 in Albuquerque, New Mexico, and previously held positions at One North Interactive (Chicago), The Understanding Group (Michigan) and NFL.com (Los Angeles). Her Masters of Library Science / HCI (MSI) is from the University of Michigan, Ann Arbor.

She led the first ever World IA Day (WIAD) as executive director in 2012, and co-chaired the 2015 IA Summit, and was awarded a NM Women In Tech Award by NMTC in 2021. In her past professional lives, Jessica has been a teacher, artist, library manager and a small business owner; this allows her to understand, connect with and provide top-notch solutions for people and organizations with wide variety of needs and backgrounds.

She lives in Albuquerque and has for over 12 years. New Mexico is her favorite state. Jess is dedicated to supporting and empowering people and organizations here in any way(s) she can, and is honored to be part of the IPC.

Mark Gilboard

Biography not provided.

Elaine Hebard

With a background in science, law and water planning, Elaine Hebard has worked in water-related activities along the US-Mexico border as well as here in the middle Rio Grande for more than twenty years. She worked and volunteered with the public and with government officials to develop and implement water planning, has served on many water advisory committees and commissions and has a strong record of promoting public participation in water matters. Her desire is for our region to focus on how to ensure a resilient water supply so future generations can enjoy choices we have today. Her

hope is that the IPC will include climate change, with overlays of environmental, economic and social justice, to the goals and indicators.

Dr. Shana M. Judge

Shana Judge, PhD, JD, MPP, MA, is the founder and Executive Director of Duddon Evidence to Policy Research, a law and social science consulting business that supports evidence-based policymaking with research and data analysis services. She has presented and published peer-reviewed research and data analyses primarily in the areas of criminal justice and health policy and has served as the principal investigator for a range of research and training grants. Dr. Judge, an Albuquerque native, previously worked as an assistant professor at the University of New Mexico College of Nursing, as an attorney for the Texas state legislature and as a reporter and editor in Washington, D.C.

Dr. Timothy B. Krebs

Dr. Krebs is Professor of Political Science at the University of New Mexico, where he also served as Department Chair from 2016-2022. He earned his PhD in Political Science in 1997 from Loyola University Chicago. Before arriving at UNM in 2002, he served on the faculty at The University of North Carolina at Greensboro and Illinois Wesleyan University.

His teaching focuses on American politics, with a specialization in state and local government and campaigns and elections. He regularly teaches American National Government, Urban Politics, Comparative State Politics and U.S. Campaigns and Elections, at both the undergraduate and graduate levels. His research focuses on urban politics and policy. He has recently published a textbook on urban politics, and is in the process of finalizing manuscripts for publication on female candidate

emergence at the local level and state legislative professionalism. This latter project grew out of a report commissioned by the Thornburg Foundation that focused on the implications of efforts to professionalize the New Mexico state legislature.

Dr. Patria de Lancer Julnes

Dr. de Lancer Julnes is an internationally recognized scholar and consultant in performance measurement, government capacity building and citizen-driven governance. She received her Ph.D. in public administration from Rutgers University. Dr. de Lancer Julnes joined the University of New Mexico as the inaugural Rosenthal Endowed Professor of Public Administration and Director of the School of Public Administration. She recently served as Associate Dean and Professor at the Marx School of Public and International Affairs at Baruch College, CUNY. She has held positions at the University of Baltimore, Baltimore, Maryland; Utah State University, Logan, Utah; the University of Illinois at Springfield, Springfield, Illinois; and Fairleigh Dickinson University, Teaneck, New Jersey.

Tony Monfietto

Tony is the Executive Director of Future Focused Education. He has worked in education since 1990. He has been a leader in establishing the context for a network small schools in his home town of Albuquerque NM and a broader vision for schools to be the catalyst for creating healthier and more prosperous communities.

In 2008, Tony began working on ACE Leadership High School, the first in a network of the next generation of career focused schools that are designed to serve students that are off-track to graduation or have dropped out. There now four schools in the Leadership Schools Network which are committed to providing “the

best education for the students who need it the most.”

He is also partnering with the New Mexico Public Education Department (PED) to create a new graduation pathway focused on applied learning in the community. This is a direct response to the generations of institutional racism and resulting economic and health disparities across New Mexico.

Diane Harrison Ogawa

Diane is the Chief Community Partnerships & Systems Officer at Central New Mexico Community College. Diane previously served as a community relations executive with specialties in corporate philanthropy, volunteerism, foundation management and employee engagement. She practiced corporate law in Wisconsin, New York and New Mexico. She serves on numerous community boards including Albuquerque Academy, La Tierra Sagrada Society and the Jennifer Riordan Foundation.

Diane is also a certified professional coach who helps people pursue lives of passion, gratitude and purpose. She brings to her coaching three decades in the legal, corporate, non-profit and educational sectors as well as a commitment to experiencing life through the lens of gratitude. She believes in the importance of identifying our passions and removing barriers to living our best lives. She engages with clients who seek to accomplish professional and personal goals, improve leadership practices, navigate through transitions and find joy in their daily lives.

Stephen Olson

Biography not provided.

Judy Pacheco

Judy Pacheco has been employed with YDI for 27 years. She currently is in the Education, Employment and Training Division and was previously



in the Prevention, Intervention and Treatment Division. She has overseen specialized programs in the areas of Juvenile Justice, Restorative Justice, Individual and Group Mentoring, Stay in School Drop Out Prevention and Gang Intervention & Prevention. Judy was born and raised in Albuquerque, NM and graduated from Menaul School. Ms. Pacheco believes that not only having life experience but working alongside youth, families and communities allows for services and opportunities based directly on the needs of our constituents which gives a voice and empowerment to all living in our communities.

Sarah Sampsel

Ms. Sampsel is an independent consultant with a practice focus on health care quality, public health and health care organization quality strategy development and implementation. She works collaboratively with clients to provide leadership, insight and subject matter expertise on data strategies, performance measurement, clinical guidance development, health policy and other quality related strategic initiatives. Sarah’s experience includes privately funded (life science industry) and publicly funded (CMS, CCIIO, CMMI) consulting engagements. Past employers include Discern Health (Baltimore, Maryland), the National Quality Forum (NQF, Washington, D.C.),

IMPAQ International (Columbia, Maryland), New Mexico Health Connections (Albuquerque, New Mexico), WellPoint/Anthem BCBS, United Healthcare and the National Committee for Quality Assurance (NCQA, Washington, D.C.).

Sarah’s consulting focus areas include quality strategy development and implementation, infrastructure development and specifically on projects with emphasis on driving improvements in public health, patient engagement and patient reported outcomes. Sarah’s current clinical focus areas are Physical Medicine and Rehabilitation, Nephrology/Kidney Health, Long-COVID, Obesity and Diabetes. Ms. Sampsel has over 20 years’ experience in a variety of health care settings, including health care delivery systems and health insurance plans (CO-OP, Exchange, Medicare Advantage, Medicaid and Commercial, Behavioral Health). She has extensive knowledge of clinical data resources, quality measurement, accreditation, compliance, consensus building and stakeholder engagement.

Personal interests include travel, gardening, volunteering for animal rescues and staying health through Peloton and dog walks in local parks. Sarah is a living kidney donor who advocating for kidney health and living organ donors and remaining active in the community.



Left (top): ABQ’s Alvarado Transit Center, downtown. **Previous Page:** Scenes from the monthly Artwalk event.

APPENDIX C

Current City Initiatives

Below is a non-exhaustive list of current City initiatives aimed at addressing some of the issues about which residents provided input at the Goals Forums.

01. The City of Albuquerque’s “Housing Forward ABQ” initiative aims to create a path to 5,000 new units in Albuquerque by 2025. The plan acknowledges that nearly half of Albuquerque residents are “housing cost-burdened”, meaning they spend over 30% of their income on housing, placing significant stress on middle-income households and creating real risk for lower-income households.

The “Housing Forward” plan complements ongoing homelessness efforts such as the Gateway Center. While the housing crisis is national, addressing it locally is key to accomplishing Albuquerque’s goals related to public safety, economic development, and equity.

02. The City of Albuquerque has created a number of initiatives centered on youth, including “Youth Connect” to coordinate youth programming among city departments, the Kids Cabinet to coordinate among external partners like Albuquerque Public Schools and the State of New Mexico, as well as the Mayor’s Youth Advisory Council to take direct input from young people. Learn more about the [youth resources the City offers](#).

03. The City of Albuquerque also has a Comprehensive Strategy for Sustainability and a Climate Action Plan (CAP) in place.

04. In May 2021, the City of Albuquerque released its Vision Zero Action Plan, which lays out steps that the City, working with agency and community

partners, is taking to reduce traffic fatalities and make our streets safer.

05. The City’s Crime Fighting Strategy includes the Mayor’s Metro Crime Initiative (MCI) with partners at all levels.

06. The City is engaged in economic development programs to support small businesses, workforce development, the creative economy and more.

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CITY OF ALBUQUERQUE

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Indicators Progress Commission

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