CITY OF ALBUQUERQUE 2014 GOALS FORUM

FINAL REPORT

- July 19, 2014
- Albuquerque, NM

CONVENER

Albuquerque Indicators Progress Commission

FACILITATOR

New Mexico First

CONTENTS

INTRODUCTION

Purpose of the Forum

Since 1995, residents of Albuquerque have met to define the community conditions they view as most important to ensuring the city is an active, thriving, culturally rich, and sustainable high desert community. This forum is the main source of resident input into the city's goal-setting process. It provides a unique opportunity to review Albuquerque's goals for the future and outline a meaningful path for elected officials and community leaders to follow.

During the forum, participants explored the city's existing community conditions and suggested new ones. They also had the opportunity to suggest ways the conditions could be measured to demonstrate progress over the long-term. Participants at this annual forum reviewed two of the eight city goals:

- Goal 2: Public Safety
- Goal 6: Economic Vitality

(The other goals, which will be addressed in future events, include: human and family development, public infrastructure, sustainable community development, environmental protection and enhancement, community and cultural engagement, government excellence and effectiveness.)

Prior to the forum, all registrants received the Albuquerque Progress Report: Snapshot 2012 that outlined the current goals, desired community conditions, key indicators, and progress made. This report served as a basis for the discussions held during the forum.

During the opening session, there were brief presentations to help set the context, but the bulk of the forum was comprised of small group discussions among participants who care about the future of the city and wanted to update the desired community conditions and key indicators that will lead to progress.

Following the forum, the Commission will utilize the input received to produce a report for the Mayor and City Council with a recommended vision, goals and desired community

conditions. If adopted, these items help play an important part in guiding the city's growth, providing city services, and allocating the city's resources.

About the Participants

At least 77 people from 11 Albuquerque neighborhoods took part. They represented business, nonprofits, associations, government, healthcare, education, and students.

The report does not necessarily represent a consensus from participants. **Instead, the recommendations represent a range of potential community conditions – along with success measures that can be considered**.

About the Indicators Progress Commission

The Indicators Progress Commission is responsible for coordinating the review of indicators of important community conditions relating to the city's five-year goals and to the community's sustainability characteristics. The commission is composed of members appointed by the Mayor with the advice and consent of the City Council. They represent a cross-section of private and public organizations representing:

- Community organizations
- Business organizations
- Educational institutions

Commission members include:

- David Czuchlewski, Vice Chair, District 2
- Mike Gannon, District 8
- Ruben Garcia, District 7
- Dawn Reed, District 4
- Karen Ross, District 6
- Frank Roth, District 2
- Lisa Schatz-Vance, District 8
- Patricia Selcher, Chair, District 4
- Sherrie Trezza, District 8

About New Mexico First

New Mexico First engages people in important issues facing their state or community. Established in 1986, the public policy organization offers unique town halls and forums that bring people together to develop recommendations for policymakers and the public. New Mexico First also produces nonpartisan policy reports on critical issues facing the state. These reports – on topics like water, education, healthcare, the economy, and energy – are available at 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 Senators Jeff Bingaman and Pete Domenici.

FORUM RECOMMENDATIONS

During the forum, participants discussed two of the eight city goals. They had the opportunity to suggest adjustments to the current community conditions and offer new ones. They were also asked to suggest success indicators that could be tracked over the long-term to demonstrate the level of progress the city is making.

The tables below list the consolidated forum results. The results are prioritized according to the number of groups that agreed with the suggestion.

Goal 2: Public Safety

The public is safe, secure and shares responsibility for maintaining a safe environment.[1]

Currently, this goal is defined by seven community conditions, which were evaluated by the participants.

All five groups agreed that two of the existing community conditions should be retained without changes. They suggested additional indicators to measure those conditions.

Desired Community Condition	Possible Indicators
The public is safe.	*Overarching:* • Report statistics by race and ethnicity *Crimes:* • Number of total crimes per 100k population • Number of violent crimes per 100k population • Number of property crimes per 100k population *Emergency Response:* • Average response time (with comparison to insure there is no discrimination based on culture and economic status) *Law Enforcement:* • Number of shootings by law enforcement officers • Number of fatal shootings by law enforcement officers • Number of violent incidents between police and persons who are mentally ill or homeless *Judiciary:* • Number of judges available *Detention and Incarceration:* • Number of jail cells available to house incarcerated individuals • Rate of recidivism *Schools:* • Index of school safety

---

[1] NOTE: Many of the law enforcement indicators below are consistent with the "Joint Statement of Principles by the U.S. Department of Justice and the City of Albuquerque Regarding the Albuquerque Police Department."

Desired Community Condition	Possible Indicators
The public feels safe.	*Overarching:* • Report statistics by race and ethnicity • Survey a broad and diverse cross section of residents, including families struggling with mental health issues and other challenges that contribute to feeling safe *Perceptions:* • Continue to survey residents regarding their perception of safety outside during the day and at night, as well as in neighborhoods outside their own • Survey school children/youth regarding their perception of safety in their school *Presence:* • Number of people on public streets during the day and at night

All five groups agreed the following four existing community conditions are important, but with suggested revisions.

Desired Community Condition	Possible Indicators
Current Language: Travel in the city is safe. *Suggested Revision:* This condition could be folded into "The public is safe" condition, if appropriate indicators were tracked.	*Pedestrian Safety:* • Number of fatal accidents involving pedestrians and vehicles • Number of serious injury accidents involving pedestrians and vehicles • Number of hit and run accidents involving pedestrians *Driving Safety:* • Number of fatal vehicle accidents • Number of DUI/DWI incidents • Number of aggressive driving or negative driving habit incidents • Number of hit and run accidents involving vehicles • Number of accidents involving large vehicles *Bicycle Safety:* • Number of bike accidents • Number of bike lanes available *Public Transportation Safety:* • Number of accidents involving public buses • Index for access to safe and affordable transportation
Current Language: The public trusts its public safety agencies. *Suggested Revisions:* Public safety agencies are <u>trustworthy, effective, transparent, and accountable to the communities they serve, and are continuously assessed and improved.</u> The public trusts <u>public safety</u>	*Public Safety:* • Survey residents regarding their perception of trust and transparency of public safety agencies. *Law Enforcement:* • Number of training hours devoted to law enforcement officers working with vulnerable populations (e.g., mentally ill, homeless, etc.) • Number of positive reports from international, national, regional, and local media regarding law enforcement *Detention and Incarceration:* • Number of mentally ill prisoners • Number of incidents involving abuse of prisoners in solitary confinement

agencies and government officials.	
Current Language: Residents, businesses and public safety agencies work together for a safe community. *Suggested Revision:* Residents, community organizations, businesses, and public safety agencies and work together for a safe community.	**Community Watch:** • Number of neighborhood watch programs • Number of joint events between residents, businesses, and public safety organizations *Law Enforcement:* • Number of shootings by law enforcement officers • Number taser involved incidents • Number of excessive force complaints • Amount of funds spend on weaponry
Current Language: The community is prepared to respond to emergencies, natural disasters, catastrophic acts, and other events that threaten the health and safety of the public. *Suggested Revision:* The community works to prevent and is prepared to respond to emergencies, natural disasters, catastrophic acts, and other events that threaten the health and safety of the public.	*Emergency Shelters:* • Number of adequate shelters *Emergency Warning and Response:* • Index for a well coordinated emergency response and warning system • Number of disaster drills with community involvement

The perceived value of the following condition was mixed. Three of the five groups agreed this existing condition is important, while two groups suggested either dropping it or moving it to a different goal that is more applicable.

Desired Community Condition	Possible Indicators (if condition remains part of Goal 2: Public Safety)
Domestic animals are responsibly cared for and provided safe and healthy home environments.	*Domestic Animals:* • Number of animals in shelters • Number of animals euthanized • Number of calls regarding animals left in unsafe conditions • Number of residents convicted for animal cruelty • Amount of funding for spay/neuter programs in order to expand access to these programs

The following new community condition was suggested by two of the five groups. (The revisions were similar and have been combined.)

Desired Community Condition	Possible Indicators
The public trusts law enforcement officers.	*Law Enforcement:* • Number of police shootings (compared to U.S. average)

The following new community conditions were each suggested by one group.

Desired Community Condition	Possible Indicators
The criminal and civil justice system are effective.	*Law Enforcement:* • Number of shootings by law enforcement officers *Judiciary:* • Number of court cases backlogged *Detention and Incarceration:* • Rate of recidivism
Schools are safe.	
The public has access to public safety data on a timely basis.	*Government Information:* • The public receives information from government departments that is transparent, accurate, and timely
Public safety is balanced across all neighborhoods.	

Goal 6: Economic Vitality

Achieve a vital, diverse, and sustainable economy in which businesses and residents have opportunities for success.

Currently, this goal is defined by four community conditions, which were evaluated by the participants.

All four of the current community conditions were supported by the five groups at the forum, but some revisions were suggested.

Desired Community Condition	Possible Indicators
Current Language: There are abundant, competitive, career oriented employment opportunities. *Suggested Revision:* There are abundant and competitive career oriented employment opportunities that lead to a living wage.	*Living Wage:* • Number of working residents making a living wage • Number of residents working full time versus part time *Corporate Practices:* • Use of public assistance funds by corporations for their employees • Amount of tax incentives to corporations • Amount of incentives that have been returned to the state when corporations do not fulfill their obligations (i.e., claw back provision)
Current Language: Entrepreneurs and businesses of all sizes develop and prosper.	*Entrepreneurs:* • Number of businesses formed versus the number dissolved • Number of veteran-owned businesses • Number of veteran-friendly businesses

Suggested Revision: A thriving eco-system exists that supports the development of entrepreneurs and businesses of all sizes.	• Number of immigrant-owned businesses *Business Space:* • Percentage of vacant business spaces versus occupied business spaces *Tourism:* • Amount of marketing funding for tourism • Number of tourist events (e.g., Balloon Fiesta)
Current Language: The economy is diverse and broad-based. *Suggested Revisions:* The economy is diverse and broad-based and benefits the entire community. Modify the condition statement to emphasize small and home businesses.	*Key Businesses:* • Number of large versus small businesses (where do we lead) • Number of large businesses relocating in the area (especially related to public safety, education, etc.) • Number of public/private partnerships • Annual growth in real estate transactions • Measure performance of key industries in the city • Index for technology available that is valuable to business development *Business Incentives:* • Amount of incentives for businesses to stay *Jobs:* • Number of jobs created • Number of jobs at or above living wage • Number of jobs entering and leaving the state *Job Opportunities:* • Number of young people who leave the state for job opportunities • Number of graduate students who leave the state for job opportunities *Government Jobs:* • Remove government jobs indicator *Illegal Businesses*: • Number of illegal businesses closed (e.g., related to gang activity)
Current Language: The economy is vital, prosperous, and consistent with local and regional and global resources. *Suggested Revisions:* The economy is vital, prosperous, consistent, and sustainable with respect to local, regional, and natural resources. The economy is vital, prosperous, and consistent with both the potential as well as the limitations of local and regional resources, including water.	*Income:* • Use the GINI coefficient[2] as a measure of income inequality *Corporate Location:* • Percentage of corporations doing business in NM, but incorporated in another state

---

[2] Gini coefficient (also known as the Gini index or Gini ratio) measures the extent to which income distribution or consumption expenditure among individuals or households within an economy deviates from a perfectly equal distribution. http://data.worldbank.org/indicator/SI.POV.GINI

The following new community condition was suggested by four of the five groups with slight variations.

Desired Community Condition	Possible Indicators
Residents have education and training opportunities. Our workforce is well-educated and trained for <u>available jobs and/or economic opportunities.</u> Workforce education is geared towards <u>jobs that exist</u> and produce a skilled workforce. Affordable and accessible education prepares residents <u>for high level / high paying jobs.</u>	*Apprentice and Intern Programs:* • Number of vocational and shop education in schools • Number of internships being offered by businesses • Number of apprenticeship programs *Resources Available:* • Percentage of effective schools • Number of public libraries • Number of training facilities *Opportunities:* • Amount of funding for early childhood education • Number of computers available in public libraries • Number of STEM students • Number of high school students in dual enrollment programs

The following new community condition was suggested by three of the five groups with slight variations. The three versions have been combined.

Desired Community Condition	Possible Indicators
Residents have equal economic access and are making a livable wage where needs are met or exceeded.	*Jobs:* • Percentage of jobs that pay a living wage • Number of high-wage jobs *Poverty:* • Percentage of people at or below poverty level • Percentage of children living in poverty *Detention and Incarceration:* • Recidivism rate • Number of programs available for re-entry to the community • Amount of funding for re-entry programs *Law Enforcement*: • Enforce existing minimum wage laws

The following new community conditions were suggested by two of the five groups with slight variations. The two versions have been combined.

Desired Community Condition	Possible Indicators
Public funding is leveraged by private and foundation partnerships.	*Public-Private Partnerships:* • Number of public-private partnerships
Job opportunities are created and water concerns are addressed in an area before approving development.	*Water:* • Percentage of repurposed wastewater • Index of wastewater aroma

The following new community conditions were each suggested by one of the five groups.

Desired Community Condition	Possible Indicators
The economy is measurably growing.	*Income and Jobs:* • Per capita income • Number of jobs *Employment:* • Number of people who have stopped looking for a job • Full employment • Rate of privatization of public services
Political leadership addresses resident concerns, which provide a welcoming environment to new businesses.	*Reputation:* • National and international reputation
Public sector jobs, including health care and education, are maintained and developed in order to provide efficient and quality services.	
Social innovation[3] efforts are making a difference in the lives of residents.	
The city is transparent about contracts and gives priority to local companies.	*Contracts:* • Amount of funding given to local companies versus amount given to out-of-state companies
Residents have access to employment assistance.	
Low-income residents are exempt from paying gross receipts taxes.	

---

[3] A social innovation is a novel solution to a social problem that is more effective, efficient, sustainable, or just than present solutions and for which the value created accrues primarily to society as a whole rather than private individuals. http://csi.gsb.stanford.edu/social-innovation

APPENDIX A: SUGGESTED STRATEGIES

During the small group discussions, participants also suggested ideas that could contribute to goal success. These strategies are listed below.

Goal 2: Public Safety

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

Existing Community Conditions

Strategies for ensuring **the public is safe**:

1. Implement a comprehensive community policing strategy within the Albuquerque Police Department.
2. Train police to make better judgments regarding who is arrested and incarcerated.
3. Provide better alternative services outside the criminal justice system.
4. Provide accessible mental health resources, and encourage public/private partnerships to fund mental health resources.

Strategies for ensuring **the public feels safe:**

1. Establish consequences for inappropriate interactions with citizens by government employees or public safety officials.

Strategies for ensuring **travel in the city is safe:**

1. Conduct a study of pedestrian/vehicle accident trends.
2. Simplify traffic rerouting practices so it is easier to navigate and safer for drivers.
3. Develop a public transportation plan for all residents in and around Albuquerque, including light rail.
4. Improve the safety of public transportation to increase usage.
5. Provide access to transportation for residents who use assistive devices, e.g., canes, wheelchairs, strollers, etc.
6. Decrease driver profiling by law enforcement.
7. Increase driver training.
8. Increase the cleanliness of the Downtown and UNM areas.

Strategies for ensuring **the public trusts its public safety agencies:**

1. Monitor and enforce the U.S. Department of Justice consent degree.
2. Provide training for law enforcement officers, including:
   a. Identifying and addressing community dysfunction
   b. Alternate approaches in situations, especially when dealing with the mentally ill
3. Ensure there is at least one law enforcement officer who can de-escalate an incident.
4. Ground public safety procedures in the rights afforded to citizens under the U.S. Constitution.
5. Provide easier access to government officials and public records.
6. Demonstrate respect for others.

Strategies for ensuring **residents, businesses and public safety agencies work together for a safe community:**

1. All facets of the public need to be actively recruited to have a voice and be an active participant in future planning processes.
2. Encourage engagement among people even when services are not needed.
3. Mandate that we have all people work together.
4. Allow the public to make policy for the Albuquerque Police Department.

Strategies for ensuring **the community is prepared to respond to emergencies, natural disasters, catastrophic acts, and other events that threaten the health and safety of the public:**

1. Involve residents in CERT programs, including Kirkland Air Force Base, federal, state, county and city agencies.
2. Decrease overt display of militarized police (e.g., gear and equipment).

New Community Conditions

Strategies for ensuring **the public trusts law enforcement officers:**

1. Fulfill the U.S. Department of Justice recommendations.
2. Convene public discussions regarding the use of military style weapons.
3. Enable public oversight of the police department.
4. Establish a community council for monitoring police shootings.
5. Review the militarization of the Albuquerque Police Department.

Goal 6: Economic Vitality

Achieve a vital, diverse, and sustainable economy in which businesses and residents have opportunities for success.

Existing Community Conditions

Strategies for ensuring **there are abundant, competitive, career oriented employment opportunities:**

1. Expand current work being done by the council of UNM/APS/CNM with businesses to provide relevant curriculum toward local employment needs.
2. Increase capacity to provide a highly qualified workforce to attract businesses.
3. Increase the minimum wage.
4. Decrease or eliminate tax breaks to corporations.
5. Increase claw back provisions for corporations who do not fulfill their obligations.

Strategies for ensuring **entrepreneurs and businesses of all sizes develop and prosper:**

1. Modify current economic policies to be more inclusive of local businesses.
2. Retain incoming businesses by enforcing the tax claw back provisions.
3. Develop a website to be a one-stop resource to help entrepreneurs to set up their business.
4. Encourage the development of immigrant-owned businesses.
5. Do not increase the number of big box stores.
6. Increase the visibility of training and other resources for small business owners (e.g., UNM Small Business Institute, Economic Development Office Business Center, CityLabs, Workforce Training Center, etc.).

Strategies for ensuring **the economy is diverse and broad-based:**

1. Work with the city's financial institutions to provide favorable loans for new, small businesses with three or more employees.
2. Support homegrown businesses through business incubators and mentoring.
3. Work to assess and improve key industries in the city.
4. Support artist as businesses (more applicable for Goal 7: Community and Cultural Engagement).
5. Improve standing in the national rankings of states recovering from the recession.

Strategies for ensuring **the economy is vital, prosperous, and consistent with local and regional and global resources:**
1. Increase wages for low-paying jobs.
2. Incentivize businesses that use less water.
3. Increase support and incentives for agricultural businesses.
4. Use local resources to fix local situations versus bringing in out of town resources (e.g., the organization hired to negotiate the JD Decree).
5. Ensure local & regional resources are well represented.
6. Increase legal access to marijuana.

New Community Conditions

Strategies for ensuring **residents have education and training opportunities.**
1. Advocate for tuition free universities.
2. Better prepare students for college, especially STEM students.
3. Track what is being published for students.

Strategies for ensuring **residents have equal economic access and are making a livable wage where needs are met or exceeded:**
1. Review how other states are addressing their tax system.
2. Provide equal opportunity for residents who were incarcerated and have returned to the community.

Strategies for ensuring **public funding is leveraged by private and foundation partnerships:**
1. Review to ensure there are no unequal partnerships.
2. Involve the federal government in reporting progress.

Strategies for ensuring **Social innovation efforts are making a difference in the lives of residents.**
1. Establish funding for social entrepreneurship for three years.

APPENDIX B: SUGGESTIONS APPLICABLE TO OTHER GOALS

Several suggestions made by participants related to other goals that are part of the Albuquerque strategic plan. Each of the following suggestions were made by one of the five groups.

Goal 1: Human and Family Development

Desired Community Condition	Possible Indicators	Possible Strategies
Residents have a safe and healthy home environment.	• Number of homeless individuals and families	1. Provide easy access for homeless people to support services.
Vulnerable residents (e.g., aging, disable, homeless, immigrant, and transient) feel safe.	*Health:* • Number residents who need mental health services • Index of available mental and general health facilities and service • Morbidity rate (the frequency with which a disease appears in a population) *Elder Health:* • Number of safety incidents in long-term care facilities	1. Provide resources to underserved residents (e.g., mental health services, etc.).
The pubic has access to affordable and high quality childcare and adult day care facilities.		

Goal 3: Public Infrastructure

Desired Community Condition	Possible Indicators	Possible Strategies
Public transportation is safe.		
Public buildings are structurally safe.	• Number of repairs to sidewalks • Number of accessible sidewalks • Number of building code infractions • Index of infrastructure reliability • Number of private companies taking over public utilities	
Public infrastructure supports economic goals.	• Number of hotel rooms within walking / or shuttle distance of the convention center	1. Invest in larger hotel infrastructure that would support larger conventions. 2. Offer better alternative trans-portation, i.e., transit, scooters. 3. Increase access to state-of-art internet.

Goal 4: Sustainable Community Development

Desired Community Condition	Possible Indicators	Possible Strategies
The public has access to parks <u>and community centers</u>.		
Existing communities preserve their identity, infrastructure, and natural assets such as water, open space, culture, and history.		

Goal 8: Governmental Excellence and Effectiveness

Desired Community Condition	Possible Indicators	Possible Strategies
The city concentrates on the needs of residents (e.g., improving city services and public transportation) to avoid urban sprawl.		1. Ensure better urban planning. 2. Provide greater access to public transportation.

FINAL REPORT: Albuquerque 2014 Goals Forum

APPENDIX C: FORUM PARTICIPANTS

Alberto Caballero Jr.

Alberto Caballero Sr.

Amy Ewing
University/Nob Hill

Andrew de Garmo
Central Albuquerque

Andrew Garcia
North Valley

Annabelle Romero

Anne Simpson
University/Nob Hill

Barbara Grothus
Central Albuquerque

Bernadette Garcia
Northeast Heights

Bill Bradley
Southeast Albuquerque

Bruce Rizzieri
Central Albuquerque

Bruce Trigg
University/Nob Hill

Candelaria Patterson
West Side

Catherine Combs
University/Nob Hill

Cathryn McGill
Southeast Albuquerque

Charles Combs
University/Nob Hill

Charles Lehman
Northeast Heights

Danny Hernandez

David Czuchlewski
Central Albuquerque

Dawn Reed
Northeast Heights

Dayna Crawford

Dianne Goodman
Foot Hills

Dinah Vargas
South Valley

Diolinda Dickson
Northeast Heights

Dolores Morgan
Northeast Heights

Duncan McClure
University/Nob Hill

Ed McCorkindale
Northeast Heights

Eli Kronenanker
University/Nob Hill

Eloise Gift
West Side

Erin Muffoletto
West Side

Ernest Sturdevant
Northeast Heights

Frank Roth
North Valley

Gabriel Campos
Central Albuquerque

Gary Oppedahl
Northeast Heights

Gerald Romero
North Valley

Gerald Worrall
West Side

Ilse Biel
Southeast Albuquerque

Isaac Mitchell
West Side

James Bowes
University/Nob Hill

Jesse Baldwin
West Side

Jesus Solis
Southeast Albuquerque

Joshua Garcia
Central Albuquerque

Karen Ross
University/Nob Hill

Kathryn Brown
Northeast Heights

Kenneth Ellis
Central Albuquerque

Lanthia Gillespie
Southeast Albuquerque

Larissa Lewis

Larry Kronen
North Valley

Linda Bahm
West Side

Marsha McMurray-Avila
Southeast Albuquerque

Marylou Kraemer
North Valley

Michael Jefferson
Northeast Heights

New Mexico First © 2014

18

Michael McNair
Foot Hills

Michael Pridham
Northeast Heights

Mike Puelle

Monique Hurtado
North Valley

Nancy Montano
Southwest Mesa

Nora Anaya
Northeast Heights

Pamelya Herndon
Central Albuquerque

Patricia Selcher
Northeast Heights

Patrick Barrett
Central Albuquerque

Paul Fredrickson
Southwest Mesa

Rene Horvath
Northwest Mesa

Renee Garcia
Northeast Heights

Roger Mickelson
East Central

Ruben Garcia
Northeast Heights

Sherrie Trezza
Northeast Heights

Stacy Sacco
Southeast Albuquerque

Susan Deichsel
Central Albuquerque

Susan Selbin
Central Albuquerque

Suzanna Garcia
East Central

Tania Armenta
Northeast Heights

Terrence Saunders
University/Nob Hill

Tom Miles
Northeast Heights

Tony Pirard

Tyson Hummell
University/Nob Hill

William Kass
Northeast Heights