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1 opportunity to participate in the community and economy, and are well  
2 sheltered, safe, healthy, and educated.

3 OBJECTIVE 1. Cultivate meaningful public and private partnerships  
4 to diversify programming opportunities for youth and families to include new  
5 initiatives to create pathways to economic self-sufficiency and educational  
6 opportunities related to career pathways. Update SharePoint with status by  
7 end of FY/23. (Family Community Services)

8 OBJECTIVE 2. The Gateway Center at Gibson Health Hub will begin  
9 operations in FY/23, and will provide low-barrier, trauma-informed shelter  
10 along with services to meet people where they are at, using a client-centered  
11 approach to support individuals' paths to housing stability. Update  
12 SharePoint with status by end of FY/23. (Family Community Services)

13 OBJECTIVE 3. The division of Behavioral Health is working in  
14 collaboration with Bernalillo County to develop a joint strategic plan to  
15 address behavioral health gaps. The City & County jointly commissioned a  
16 system gap analysis (<https://www.cabq.gov/family/news/city-of-albuquerque-bernalillo-county-system-gap-analysis>) that was published on June 2021.  
17 DFCS is building upon this analysis collaboratively with the County to identify  
18 and develop strategic impact areas to reduce gaps in behavioral health  
19 services. Our goal is to work to connect, coordinate, nurture, manage, and  
20 make existing and any new resources readily known and available to service  
21 consumers. Update SharePoint with status by end of FY/23. (Family  
22 Community Services)

23  
24 OBJECTIVE 4. Conduct an evaluation of recreation, wellness and  
25 meal satisfaction to inform the Department on the needs of the aging  
26 population. Update SharePoint by the third quarter FY/23. (Senior Affairs)

27 OBJECTIVE 5. Work to address isolation among seniors in our  
28 community through existing and new innovative programs through recreation,  
29 intergeneration, volunteers and home meal delivery. Update SharePoint by  
30 the fourth quarter FY/23. (Senior Affairs)

31 OBJECTIVE 6. To increase partnerships to address housing issues  
32 that impact the senior population. Update SharePoint by the fourth quarter  
33 FY/23. (Senior Affairs)

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1 PUBLIC SAFETY GOAL: The public is safe and secure, and shares  
2 responsibility for maintaining a safe environment.

3 OBJECTIVE 1. The new Veterinary Clinic will allow low income  
4 clientele to finally receive the care for their pets they need in a timely fashion,  
5 and affordably. More sterilized and vaccinated pets mean less strays filling  
6 the shelters, roaming, causing public safety hazards, as well as less disease in  
7 our pet populations in the city, and less pet overpopulation. The outcome will  
8 be reported in SharePoint by the end of FY/23. (Animal Welfare)

9 OBJECTIVE 2. Develop an annual maintenance plan for  
10 maintenance, repairs, renovations and facility cleaning. This plan will ensure  
11 that all facilities' needs are completed in a consistent and timely manner. This  
12 will provide an appropriate level of public safety and environmental protection  
13 for the humans and pets that go through our shelters. The outcome will be  
14 reported in SharePoint at the end of FY/23. (Animal Welfare)

15 OBJECTIVE 3. Develop an Animal Protection Officer Academy,  
16 which will include all of the original training methods as well as customer  
17 service, de-escalation and investigative report writing. This Academy will  
18 improve the image of AWD's APOs and create a recruiting opportunity for the  
19 Department to fill these hard to fill positions. Being fully staffed and trained  
20 decreases response time and increases the safety of pets and community  
21 members. The outcome will be reported in SharePoint at the end of FY/23.  
22 (Animal Welfare)

23 OBJECTIVE 4. Develop a Communication process and SOP for after-  
24 hour emergencies in collaboration with AFR, APD and EHD when it involves  
25 pets. This will provide AFR and APD officers the support they will need for  
26 them to focus on the emergency at hand. The outcome will be reported in  
27 SharePoint at the end of FY/23. (Animal Welfare)

28 OBJECTIVE 5. Develop an "adopt in place" virtual system that will  
29 allow potential owner surrenders to participate virtually in collaboration with  
30 AWD to get their pet adopted from the comfort of their own home in lieu of  
31 bringing them to the shelter. This program will increase the pet's chances of  
32 getting adopted, reduce kennel stress associated with shelter pets and reduce  
33 risk of contagious disease. The outcome will be reported in SharePoint at the

1 end of FY/23. (Animal Welfare)

2 OBJECTIVE 6. Increase our recruiting efforts for our hard to fill  
3 positions (i.e. commercials, billboards, job fairs, bus panels and industry  
4 websites). Hiring and retaining our essential positions is crucial to the safety  
5 of the community, our pets and our staff. Vacancy level is currently 25%. Goal  
6 is to reduce that level to below 20%. The outcome will be reported in  
7 SharePoint at the end of FY/23. (Animal Welfare)

8 OBJECTIVE 7. Begin Phase 1 of development of a Pet Cemetery.  
9 Creating a pet cemetery for cremated shelter and community pets will reduce  
10 the number of deceased pets in our landfills, which is safer for the  
11 environment. It also allows four-legged family members to die with dignity.  
12 The outcome will be reported in SharePoint at the end of FY/23. (Animal  
13 Welfare)

14 OBJECTIVE 8. In addition to meeting regularly with the ACS  
15 Stakeholder Committee members and additional community members, ACS  
16 will add a manager who will help build out a purposeful community  
17 engagement model. This includes meeting with partners and providers to  
18 better understand macro and micro level needs to be able to better serve  
19 community; build up contractual services with partners to strengthen long  
20 term care; find creative ways to collaborate on funding, projects, and large  
21 community outreach and interventions; and meet with national coalitions,  
22 organizations and other cities who seek interest in learning about the ACS  
23 model. Update SharePoint with status by end of FY/23. (Community Safety)

24 OBJECTIVE 9. As part of our ongoing public education campaign,  
25 achieve the following: 1) Increase development of public media products  
26 including commercials, billboards, bus stop wraps, and similar promotional  
27 spaces; 2) Increase media interviews and access; 3) Strengthen translation  
28 and dissemination of educational and promotional materials in other  
29 prominent languages in Albuquerque. Update SharePoint with status by end  
30 of FY/23. (Community Safety)

31 OBJECTIVE 10. As part of our plan to achieve sustainable funding,  
32 we will work to identify diversified revenue sources including grant  
33 opportunities. Update SharePoint with status by end of FY/23. (Community

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1 Safety)

2 OBJECTIVE 11. Employ a comprehensive training curriculum that  
3 includes evidence-based and strengths-based components of mental and  
4 behavioral health such as de-escalation and motivational interviewing, safety  
5 and first aid. The curriculum will be dedicated to improve, reinforce and  
6 maintain the capabilities of ACS responders, other City departments and  
7 external partners to respond to the needs of Albuquerque's diverse  
8 populations and specific challenges. Update SharePoint with status by end of  
9 FY/23. (Community Safety)

10 OBJECTIVE 12. Develop a triage specialist team that is focused on  
11 supporting those in need by phone, providing information for those seeking to  
12 engage in services and helping dispatch the appropriate ACS response  
13 divisions to the right calls. This team will also support the upcoming launch of  
14 988, a federal national crisis hotline. Update SharePoint with status by end of  
15 FY/23. (Community Safety)

16 OBJECTIVE 13. Improve the collection, analysis, and sharing of our  
17 data to achieve the following: 1) Strategically build capacity and pre-position  
18 Responders to assigned districts in order for them to build stronger  
19 relationships with community members; 2) Identify trends in response  
20 outcomes and community needs; 3) Increase transparency to the public  
21 regarding ACS operations. Update SharePoint with status by end of FY/23.  
22 (Community Safety)

23 OBJECTIVE 14. Develop and maintain an ACS Responder pipeline  
24 through educational and professional development opportunities to include  
25 incentives, tuition reimbursement, continuing education, and certificate  
26 programs by working in partnership with local universities, high schools,  
27 Workforce Solutions, professional associations and boards. Update  
28 SharePoint with status by end of FY/23. (Community Safety)

29 OBJECTIVE 15. Implement new positions to meet the ongoing  
30 demand of ACS Responders needed in the community. With additional  
31 staffing, our internal quality assurance process for alternative first responders  
32 will improve along with stronger data and less potential for burnout and  
33 turnover. Additionally, adding division managers and supervisors will allow

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1 for stronger clinical and operational supervision. Update SharePoint with  
2 status by end of FY/23. (Community Safety)

3 OBJECTIVE 16. Collaborate with other City departments to  
4 determine and implement a social health network platform that will facilitate a  
5 coordinated continuum of care where intake, referrals, case management, and  
6 community-level data insights are integrated, connecting CABQ social service  
7 departments and ACS with each other and with community partners. Update  
8 SharePoint with status by end of FY/23. (Community Safety)

9 OBJECTIVE 17. Improve emergency response by increasing  
10 ALS/Paramedic service throughout the city and improve unit response times.  
11 This objective will increase the number of AFR units that provide  
12 ALS/Paramedic response, increase paramedic staffing, and improve  
13 paramedic retention and training opportunities. Update SharePoint with status  
14 by end of FY/23. (Fire)

15 OBJECTIVE 18. Implement progressive technology and data  
16 management to continually improve fire department services. Improve  
17 response efficiency by analyzing data, developing plans, and implementing  
18 response configuration improvements that will minimize redundancies in the  
19 911 system while maintaining community and firefighter safety. Update  
20 SharePoint with status by end of FY/23. (Fire)

21 OBJECTIVE 19. Enhance management of Albuquerque Fire Rescue  
22 capital resources to improve overall operations and service delivery to the  
23 community. This will add a lead mechanic to perform and track preventive  
24 maintenance on one of the most dangerous and essential units assigned to a  
25 structure fire, our aerial fire apparatus. Update SharePoint with status by end  
26 of FY/23. (Fire)

27 OBJECTIVE 20. Improve and expand our health and wellness  
28 programs to support the well-being of all members. Update SharePoint with  
29 status by end of FY/23. (Fire)

30 OBJECTIVE 21. Community policing incorporates a strong  
31 commitment to the value and necessity of citizen input. In order to promote  
32 the public safety goal where there is a shared responsibility for maintaining a  
33 safe environment, the Chief of Police will attend two Community Policing

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1 Council (CPC) meetings per Area Command for a total of twelve. Update the  
2 SharePoint site by the end of FY/23. (Police)

3 OBJECTIVE 22. Community policing incorporates a strong  
4 commitment to the value and necessity of citizen input. In order to promote  
5 the public safety goal where there is a shared responsibility for maintaining a  
6 safe environment, the Deputy Chief of the Field Service Bureau will attend one  
7 Community Policing Council (CPC) meeting per Area Command for a total of  
8 six. Update the SharePoint site by the end of FY/23. (Police)

9 OBJECTIVE 23. To continue its organizational transformation to  
10 ensure the public is and feels safe, APD will increase its overall operational  
11 compliance rate with the Department of Justice Court-Appointed Settlement  
12 Agreement (CASA) to 67%. Update the SharePoint site by the end of FY/23.  
13 (Police)

14 OBJECTIVE 24. The reduction in gun violence and its impact on  
15 communities continue to be a priority for APD. Both directed proactive  
16 strategies (patrol, arrests, and investigations) and intelligence gathering are  
17 imperative to APD's response to address gun crimes. APD will create two  
18 specialized units, the Gun Violence Suppression Unit and the Gun Violence  
19 Street Team. The teams will focus on identifying and suppressing the drivers  
20 of crime. Update the SharePoint site by the end of FY/23. (Police)

21 OBJECTIVE 25. As homicides continue to trend upwards throughout  
22 the country and Albuquerque, the ability of law enforcement to pursue  
23 investigations and make arrests must be a top priority. To accomplish this  
24 goal, APD will increase the number of sworn personnel in its Homicide Unit to  
25 16 detectives and two sergeants. Update the SharePoint site by the end of  
26 FY/23. (Police)

27 OBJECTIVE 26. APD should be effective, transparent and  
28 accountable to the community they serve. To ensure officers are performing  
29 their duties efficiently and effectivity, APD will create and implement a monthly  
30 Officer Productivity Report. Update the SharePoint site by the end of FY/23.  
31 (Police)

32 OBJECTIVE 27. To better serve the community, APD will increase  
33 the number of Police Service Aides (PSA) to a total of 70. By end of FY/23, 20

1 PSAs will be seated in an APD Academy cadet class. The addition of PSAs will  
2 free up sworn personnel to more quickly respond to serious crimes and create  
3 an apprenticeship program for future APD officers. Update the SharePoint site  
4 by the end of FY/23. (Police)

5 **SUSTAINABLE COMMUNITY DEVELOPMENT.** Communities throughout  
6 Albuquerque are livable, sustainable and vital.

7 **OBJECTIVE 1.** Conduct a salary study of the various disciplines of  
8 building/construction inspectors (i.e. electrical, plumbing) in the Building  
9 Safety Division. This study will be used to make salary adjustments to these  
10 inspectors according to the current status of the trades market. These  
11 positions are in high demand in both the public and private side of the  
12 construction industry. Having solid analysis will allow the division to stay  
13 competitive in the recruitment and retention of these high demand positions.  
14 These positions are critical to the thorough and timely inspection of  
15 development and construction projects. Keeping these projects on schedule  
16 while ensuring compliance and safety are critical to the city's economic  
17 vitality. Update SharePoint with status by end of FY/23. (Planning)

18 **OBJECTIVE 2.** Conduct a salary study of all classification levels of  
19 engineering positions in the Development Review Services Division. This  
20 study will be used to make salary adjustments to these engineering positions  
21 according to the current status of the market. These positions are highly  
22 skilled and educated, as well as in high demand in both the public and private  
23 side. Having solid analysis will allow the division to stay competitive in the  
24 recruitment and retention of these high demand positions. These positions  
25 are critical to the department's mission and to development projects. Keeping  
26 these projects on schedule while ensuring compliance and safety are critical  
27 to the city's economic vitality. Update SharePoint with status by end of FY/23.  
28 (Planning)

29 **OBJECTIVE 3.** Conduct a classification/compensation study of the  
30 Code Enforcement Specialist (M14) positions. There is very little growth  
31 opportunity within the division often requiring good employees to seek other  
32 city jobs or outside positions to advance in salary and career. An analysis of  
33 developing an internal career ladder and better utilizing pay plan steps is

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1 necessary to enhance recruitment, retention, and advancement opportunities  
2 of this critical function. Additionally, explore the possibility of modifying the  
3 position titles to reflect these potential steps and to more accurately reflect  
4 the true scope and function of the position to provide more focused services.  
5 Update SharePoint with status by end of FY/23. (Planning)

6 ENVIRONMENTAL PROTECTION. Protect Albuquerque’s natural  
7 environments – its mountains, river, bosque, volcanoes, arroyos, air and  
8 water.

9 OBJECTIVE 1. Update SWMD's special assistance services for  
10 elderly or disabled residents who qualify (approximately 2,000 households). In  
11 order to better serve these customers, their cart lid(s) will be replaced with a  
12 bright orange lid for refuse and recycling carts. Submit a report to City Council  
13 by second quarter FY/23. (Solid Waste)

14 OBJECTIVE 2. Construct cover for final closure of approximately 30  
15 acres of the upper south and west slopes of the active Cerro Colorado  
16 Landfill, completing the Cells 1-3 Partial Closure and Drainage Improvement  
17 Project. This project began in FY/20 with the construction of final closure for  
18 approximately 37 acres of the south slope. Submit a report to City Council by  
19 fourth quarter FY/23. (Solid Waste)

20 OBJECTIVE 3. Conduct Financial and Logistical Analysis for  
21 Implementation of a SWMD Subscription Green Waste Collection Program.  
22 Submit a report to City Council by fourth quarter FY/23. (Solid Waste)

23 ECONOMIC VITALITY. The economy is vital, diverse, inclusive, equitable,  
24 sustainable, and works for all people.

25 OBJECTIVE 1. Bring companies to Albuquerque – number of LEDA  
26 and IRB applications and/or number of new jobs announced. Update  
27 SharePoint with status by end of FY/23. (Economic Development)

28 OBJECTIVE 2. Help businesses and entrepreneurs navigate City  
29 government – Small Business Office Metrics – number of calls received, SBO  
30 intake survey responses, and number of technical assistance interactions.  
31 Update SharePoint with status by end of FY/23. (Economic Development)

32 OBJECTIVE 3 Revitalize metropolitan redevelopment areas through  
33 community-based planning, innovating finance techniques and public-private

1 partnerships. Update SharePoint with status by end of FY/23. (Economic  
2 Development/MRA)

3 **COMMUNITY AND CULTURAL ENGAGEMENT.** Residents are engaged in  
4 Albuquerque's community and culture.

5 **OBJECTIVE 1.** Initiative and complete design phase for Education  
6 Wing (Masterplan Phase III) at the Albuquerque Museum by June 30, 2023.  
7 Update SharePoint with status by end of FY/23. (Arts & Culture-Museum)

8 **OBJECTIVE 2.** Complete and open 50th Fiesta Exhibit at the Balloon  
9 Museum no later than September 30, 2022. Update SharePoint with status by  
10 end of FY/23. (Arts & Culture-Balloon Museum)

11 **OBJECTIVE 3.** Reopening the Tingley Beach train stop for the  
12 BioPark tram to allow access between the BioPark facilities no later than  
13 October 2022. Update SharePoint with status by end of FY/23. (Arts &  
14 Culture-BioPark)

15 **GOVERNMENTAL EXCELLENCE and EFFECTIVENESS.** Government is  
16 ethical, transparent, and responsive to its citizens. Every element of  
17 government contributes effectively to meeting public needs.

18 **OBJECTIVE 1.** Provide Safety Incentive Program information along  
19 with the annual OSHA report to department directors and identify sedentary  
20 light duty placements throughout the city. The LP employees will promote  
21 this to their assigned departments. Update SharePoint with status by third  
22 quarter of FY/23. (DFAS – Loss Prevention)

23 **OBJECTIVE 2.** Implement new high-tech video/interactive classes  
24 for employee safety training. This would help with engaging employees in  
25 safety training. Update SharePoint with status by third quarter of FY/23.  
26 (DFAS – Loss Prevention)

27 **OBJECTIVE 3.** Complete project to list City owned buildings on  
28 SharePoint for City employee accessibility. Update SharePoint with status by  
29 third quarter of FY/23. (DFAS - Risk)

30 **OBJECTIVE 4.** Rebrand 'Risk Management' to help employees and  
31 the public better understand the purpose of risk management. Update  
32 SharePoint with status by third quarter of FY/23. (DFAS - Risk)

33 **OBJECTIVE 5.** Enhancement of the Employee Health Center. On-

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1 Site Medical Services provide centralized medical care and examinations that  
2 are consistent with National, Federal, and State regulations, as well as, a  
3 delivery of prompt services to the City and its employees for on-the-job  
4 injuries and employment physicals. Update SharePoint with status by third  
5 quarter of FY/23. (DFAS - Risk)

6 OBJECTIVE 6. Replace broken equipment in APD Gym; Employees  
7 will have access to new equipment for the betterment of their health and well-  
8 being. This will save the City money on the back end as health and wellness  
9 programs positively affect productivity and production. Update SharePoint  
10 with Status by third quarter of FY/23. (DFAS - Risk)

11 OBJECTIVE 7. Focus our efforts on the recruitment and retention of  
12 employees to offer the best service to the City departments. Results will be  
13 provided to SharePoint by end of FY/23. (Human Resources)

14 OBJECTIVE 8. Collaborate with AFR Subject-Matter Experts (SMEs)  
15 assigned/selected by AFR Chief to develop and validate the AFR Cadet  
16 Structured Interview Manuals. An update will be provided to SharePoint by  
17 the third quarter FY/23. (Human Resources)

18 OBJECTIVE 9. In one year, make city government more inclusive  
19 and responsive by providing training and technical assistance to city  
20 departments and by providing public information, inclusive community  
21 outreach, and engagement of diverse populations using language services,  
22 data, tool kits, community events, workshops and other strategies. Annual  
23 Status Report to Mayor and City Council at end of FY/23. (Legal)

24 OBJECTIVE 10. Continue to implement R-21-205 (4-H Park as Sacred  
25 Burial Site); R-21-231 (Language Access); R-21-229 (Denouncing Anti-Asian  
26 Hate); R-20-75 (Racial Equity); R-20-85 (Equity Criterion in CIP); R-18-7  
27 (Promoting Public Safety); O-18-45 (Commission on American Indian Affairs);  
28 R-20-84 (Supported Employment for People with Disabilities); and MBE  
29 Ordinance. Annual Status Report to Mayor and City Council at end of FY/23.  
30 (Legal)

31 Section 2. That the Mayor shall submit a report by Goal to the City Council at  
32 least semi-annually summarizing the progress made toward implementation of  
33 all the one-year objectives and that any report called for in this resolution shall

1 be in the form of an Executive Communication from the Mayor to the City  
2 Council, unless otherwise specifically noted.

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