



REPORT ON THE ALBUQUERQUE

GOALS FORUM



on JUNE 15, 2002



Prepared by
SHARED VISION
for the
CITY OF ALBUQUERQUE

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INTRODUCTION

The process of creating goals for the City of Albuquerque takes place every four years in three phases: A Goals Forum, beginning the process in which citizens come together to discuss new or revised goals, a Goals Drafting phase, and finally, consideration of new goals by the Mayor and City Council. This report summarizes only the Goals Forum process and results. A separate Goals Report covers essentially the second phase of the process which this year was led by the Indicators Progress Commission (IPC).

As a community-based non-profit organization, Shared Vision offers a unique perspective and approach consistent with its mission to create a shared vision that moves the community forward through interactive dialogue. The Goals Forum process was professionally facilitated and designed to elicit constructive conversation about Albuquerque's future. An important by-product of the process of citizen participation is the development of *civic capacity*, or the ability and competence within our community to come together and resolve differences. By focusing on areas of agreement, we make progress in moving toward our desired vision and goals.

An essential ingredient to the success of this process is the participation of many different segments of the community with different views. In response to the suggestions of elected officials, this year Shared Vision made special efforts to recruit youth and those who do not normally attend civic events and although much remains to be done, this year's Forum included more of these often underrepresented citizens.

Having facilitated the first Goals Forum in 1998 which developed the goals for the City, Shared Vision provides continuity in the goals forum process. It is significant that 150 citizens volunteered several hours on a Saturday and are potentially vested in the goals and conditions set forth. This activity has high value for government and the broader community. Some participants attended in 1998, some were new to the 2002 Forum and may continue their involvement in the future. Some may have felt rushed and will not maintain their investment in this important activity. For future goals processes, Shared Vision suggests that civic capacity will increase to the degree that citizens sense they are truly valued in the process.

The time constraint for 2002 (a half-day Forum as compared to two half-days in 1998) did not allow for consensus building in the break-out groups. In the absence of consensus and dialogue, it is difficult to determine whether the voices that were recorded at the Forum are individuals, whether they represent broader constituencies or interest groups, or whether they represent the voice of the broader community. However, it is feasible to determine if an idea came up in more than one discussion group. To the extent possible given the constraints of the process, Shared Vision has written an independent report summarizing the issues that were repeatedly brought forth at the Goals Forum. As part of its role as a neutral third party convener, Shared Vision synthesizes what citizens had to say.

Valuing citizen participation furthers democratic ideals. Shared Vision has a long history and reputation for involving citizens and communities in these types of dialogue. Shared Vision attaches great importance to convening neutral processes that create opportunities for citizens to be meaningful participants. For future Goals Forums, we suggest that more time be allotted for dialogue and consensus building, and that Forum participants be given the opportunity to review the Goals Forum Report.

In both the 1998 Goals Forum and this year's Forum, citizens identified the two major strengths of Albuquerque as the diversity of its people and its outstanding natural environment. This year, some participants offered a way of bringing these two concepts together in the phrase *open minds, open lands*. We present this thought and all of the ideas in this report as a contribution of the citizens of Albuquerque to our desired future.

I. GOALS FORUM PROCESS

Approximately 150 people participated in the second Albuquerque Goals Forum held for one-half day on June 15, 2002 at the Albuquerque Convention Center. Constituting a balance among different segments of the community, the break-down of attendees is as follows: 28% neighborhood associations and residents listing no organizational affiliation; 22% business, including architectural and planning firms; 27% civic organizations, including advocacy groups; and 23% educational institutions and government, including appointed commissions.

Purpose

The purpose of the Forum, as described in City of Albuquerque Budget Ordinance, is to "obtain citizen involvement in setting long-term direction in the vision and goals process." The Ordinance calls for a Goals Forum to present "progress reports, revisit the vision, and review/ develop goals" to be held every four years, with the first Forum held in 1998.

Preparation

A Steering Committee consisting of representatives of the IPC and Shared Vision met bi-weekly beginning in February to organize the Goals Roundtable and the Goals Forum.

As called for in the City Budget Ordinance, the Goals Roundtable with the City Council and City Administration on March 26 provided direction for the Goals Forum. City Councillors and the Mayor provided lists of invitees to help ensure a balanced cross-section of the community. Participants looked to the Goals Forum to build momentum for community involvement and to help people to understand the goals process and help ensure progress.

Those who registered for the Goals Forum were sent packets of information, including the existing goals provided by the City Office of Management and Budget, along with Guidelines for Desired Future Conditions and directions for accessing the 2000 Albuquerque Progress Report.

Presentations

City budgeting and performance measurement - Participants first heard presentations by elected and appointed officials of the City of Albuquerque describing how the goals are used in the budget process. The goals are unique in that they are specified in City ordinance to be used as part of the budgeting process to enhance performance and accountability of city government.

Review of Goals Progress - Members of the Indicators Progress Commission (IPC) reported on citizen surveys of perceptions concerning progress on the 1998 goals and

their relative importance. Forum attendees also received copies of the 2000 Albuquerque Progress Report, as well as a 2002 update of some of the indicators.

Discussion of the Goals

Participants then broke out into eight facilitated discussion groups, each consisting of 12-15 people who spent two hours envisioning a desired future for Albuquerque. Each group first considered what they liked best about Albuquerque and what they would like to change. They then reviewed the existing seven adopted goals along with the Desired Community Conditions for each goal developed after the first 1998 Forum by the City and the IPC. Desired Community Conditions are the building blocks of the Goals and connect city budgets to the Goals. To facilitate equal attention to every goal, each discussion group began with a different goal.

The specific task of each group was to recommend changes, deletions, and additions to the Desired Community Conditions for each Goal currently used by the City. The process was to have small sub-groups of 1-3 people recommend changes, and these changes were then recorded on large sheets for each goal.

Finally, participants considered a proposed new goal, "Excellence in Governance" and envisioned the characteristics they would like to see. In this case, rather than reviewing an existing goal, participants had the opportunity for an open-ended dialogue encouraging new ideas.

At the end of the session, all the groups re-convened and each discussion group reported out their key findings on a selected goal.

Survey of Community Conditions:

Goals Forum participants had the opportunity to fill out a Citizen Perception Survey prepared by the City of Albuquerque Budget Office that ranked the importance and perceived progress on existing Desired Community Conditions. The results of the Goals Forum sample (77 out of 150 returned surveys) as compared to a random sample of the city as a whole, are included in Appendix 1.

Review Committee

Each discussion group at the Goals Forum selected members to represent their group on a Review Committee to go over a draft report on the Goals Forum. The IPC led the meeting of the Review Committee on July 31, discussed next steps, and invited Goals Forum representatives to actively participate with the IPC in drafting revised goals and desired community conditions.

In the Review Session, participants were asked to comment on the Goals Forum process. Following are some comments that could be considered in planning for future citizen participation:

- Felt "rushed" in 2002 as compared to 1998.
- There was no time for consensus building on the new goals; where does that occur?
- Desire to be involved in goals drafting
- Have a second Goals Forum session for more detail and conclusions.
- The 1998 process was less structured.
- Connection between this work and elected officials? A City Councilor or Mayor should be present in each room.
- Interesting cross-section of people - all felt welcome.
- Were all segments of the population there? E.g. more youth, students should be involved.
- Maybe have participants choose their subject of interest and have each sub-group focus on one goal.
- Others like being able to comment on all issues. Shotgun approach effective, efficient.
- Suggestion: Have people write down their one "passionate issue" first.
- Sorting by measurability is an important part of the process.
- Goal drafting meetings need to be scheduled at accessible times - evenings and weekend.

Goals Drafting Process

Groups chaired by the IPC and including some Goals Forum and Shared Vision participants, met after the Forum in August to draft new Goals and Desired Future Conditions. These groups considered the Goals Forum "Compilation of Notes" along with several other products including citizen survey results, the Comprehensive Plan, Albuquerque Progress Reports, and the City of Albuquerque Performance Plan, in drafting new goals. The results of their work are shown in Section II of this report. The chart in II.C. shows the Existing Goals that City asked the Goals Forum to comment on along with the changes recommended by the IPC-led groups that met after the Forum.

II. GOALS FORUM RESULTS

This is not a "consensus report" in the sense of participants voting on a final document. This summary of results synthesizes the notes from the discussion groups and the group discussions from audio recordings to identify and summarize issues that came out of the Goals Forum so that the results are accessible.¹ An initial draft of this report was reviewed by the IPC.

A. EXCELLENCE IN GOVERNANCE (NEW GOAL #8)

Participants were asked to describe what a future condition of "excellence in governance" would be like. Since this was a new goal, it provided the opportunity to propose new ideas rather than reacting to or editing a pre-determined set of conditions. The new "Excellence in Governance" goal generated a good deal of interest and discussion at the Goals Forum and is summarized below.

General

Participants envisioned qualities that an "excellent government" would have. It would be accountable, responsible, visionary, realistic and open. Open government that has the trust of residents was a consistent theme, with some participants stating a desired goal as "*Government by the people, for the people, and of the people.*" If a relationship of trust and openness with citizens can be established, this will help to overcome an "us" versus "them" mentality and has implications for increased voter and citizen participation.

Citizen Participation, Communication

Many participants thought that City government should encourage citizens to have an open and participatory role in decisions. Town halls and forums should be promoted vigorously through public outreach programs. Rather than "gratuitous" public involvement, those who attended the Forum would like to see effective participation in deliberative processes that encourages consensus building at early stages of policy development. Neighborhood associations can be vehicles for continued community-based involvement by residents.

Citizens say that they are more likely to participate if they are heard. There were those that thought that "City agencies and bureaucracies" should be "more responsive to citizen input." It is important that "government follows up and executes these goals and lets citizens know that government is doing this."

Citizens should "know what's going on." Half the groups emphasized the importance of equal citizen access to those who govern, including elected officials and city departments

¹ The Compilation of Notes from Goals Forum discussion groups (approx. 49 pp.) are available as Appendix 3 to the City of Albuquerque Goals Report.

for problem-solving and answers to questions (e.g. "The telephone is answered"). The budget should be easily understood by and available to the average person, and government should be open in reporting to constituencies.

Leadership

Many thought that leadership should be for "the good of the whole" rather than the "loudest squeaky wheel" or special interest. Leaders should be inclusive and responsive to all citizens and should be proactive, courageous, and ethical, taking strong stands to serve the community. There is a need for enforceable and enforced public ethics.

Participants in several groups called for greater cooperation, consensus and teamwork among different branches of government--Council, Administration and departments--and regionally among city, state, county and other municipalities and pueblos. The branches of government should stay within traditional functions; the Council should legislate and not manage; and the Administration should execute and not legislate.

Management, Accountability and Quality

Participants in seven out of eight groups called for systems and standards of accountability of government to the community—with budgets, capital planning and departmental goals reflecting community priorities and needs. Members of one group thought that ideally, "criteria for performance should establish a baseline that improves every year." It was suggested that departments should be held to standards of fiscal accountability in use of funds for what they were intended. Accountability could include ratings from the public and a system of "e-government" that makes it easier for the consumer to give feedback.

A long-term prioritized operational plan or strategic plan for excellence that survives administrations was mentioned as desirable. Participants in several groups called for greater continuity in plans despite changes in administration. High value is placed on efficiency and customer service. Public projects should be "defined by the community, completed in a timely manner and planned in a broader community context."

Professionalism

Six out of eight groups in the Goals Forum mentioned the desirability of professionalism in government employees under some type of civil service merit system, with some wanting department heads also included. Many thought that employment should be based on professional qualifications, expertise and performance rather than political representation and political appointments.

Planning and intergovernmental cooperation

Government should consider the long-term effects of current actions. Participants in seven out of eight groups saw the need for proactive, long range coordinated regional

planning for growth and resources that is well executed—not put on a shelf. The City should be involved with regional planning in all relevant areas including transportation, air quality and economic development, and should work with other regional governments effectively to put plans into action. Development decisions should be consistent with development plans. Consistency requires regional governance and cooperation between local, state, federal and tribal governments.

City/ County Unification

Participants within every group voiced support for city/ county consolidation, seeing it as an opportunity to gain efficiency and effectiveness and to save tax dollars by eliminating duplication of services. A consolidated government could be more responsive to regional and state issues. The City should coordinate and cooperate with State, County and other municipalities to develop a regional strategy for governance.

Representation, elections and electoral politics

Participants in seven out of eight groups called for reform in the municipal election process. Increased participation and voter turn-out in elections (a.k.a. "government by the people") is a desirable outcome. This could be accomplished by positive campaigns promoting voter turnout, honesty (ethics) in campaigns, campaign finance laws reducing the influence of special interests, and holding fewer or consolidated elections. Those that addressed the issue preferred electing officials by majority runoffs or a traditional partisan process. There was also a preference for including some type of at-large representation to reduce district-against-district contention and add consideration of the "big picture" for the city as a whole.

B. SUMMARY OF GOALS FORUM THEMES

The Goals Forum participants came up with thoughtful recommendations on amending or adding to the Goals and Community Conditions in use by the City of Albuquerque. Some can be rephrased into goals statements, but others clearly focus on "How to get there" i.e. the participants identified strategies to achieve the Desired Community Conditions. Action steps and strategies may provide useful ideas to government and even if not included in final recommended goal statements, all are included for informational purposes in this summary report to the City.

Following is a summary of ideas--including visioning, goals, desired conditions and strategies--that came out of the Goals Forum. These have been grouped into major themes to eliminate duplication and show the number of groups in which an idea was brought up. If more than two groups came up with the same idea, it is included on the summary table for that goal. Sometimes the same issue came up under different goals; for example, quality education is mentioned under Human and Family Development, as well as under Economic Vitality, illustrating the interdependent nature of the goals.

Some community aspirations expressed in this report fall outside the specific needs and programs of the City of Albuquerque budget process and may be best addressed by other groups within the community, such as Albuquerque Public Schools.

At the beginning of each discussion group, participants were asked what they liked best about Albuquerque and secondly, what they would like to change about Albuquerque. The emphasis on cultural diversity and natural setting as the most valued attributes are consistent with the 1998 Goals Forum results.

Goals Forum 2002 Question: What do you like best about Albuquerque?

	SD	SJ	T	S	Nb	SA	A
• Cultural/ ethnic diversity, richness	X	X	X	X	X	X	X
• Natural setting, beauty, open space, climate, views, healthy environment, mountains, scale	X	X	X	X	X	X	X
• Accessibility, ease of movement			X			X	
• Friendly welcoming people	X	X		X			
• Quality of life		X		X		X	
• Creativity, problem solving, vibrancy, open to new things, sense of hope				X		X	
• Unique, different, ancient	X	X		X			

The idea of "Openness- minds, lands" from one sub-group could be considered a capsulized vision statement that captures a sense of identity and aspiration for Albuquerque.

Concerns about physical development issues (growth, planning and transportation), the need for a greater sense of community, and issues of education were three major issues that came up frequently as conditions that people wanted to change about Albuquerque.

Goals Forum 2002 Question: What would you most like to *change* about Albuquerque?

	SD	SJ	T	S	Nb	SA	A
• Lack of planning, growth, sprawl, development quality, "squandering future"	X	X	X	X	X	X	X
• Neighborhood deterioration, rebuild R66, create sustainable neighborhoods					X		X
• Economic vitality, poverty, low wages, need for quality diverse jobs, economic policy	X			X	X	X	X
• Traffic, transportation, streets and road design/ maintenance	X		X		X	X	X
• Mediocrity complex, lack of pride, attitude of "selling ourselves short"			X				X
• Lack of sense of community, apathy, conflict in public dialogue; need more voices/ diversity, need "big picture" leadership/ media coverage	X		X	X	X	X	X
• Pollution, trash, air quality	X		X		X		X
• Education - anti-achievement mentality; need to respect, invest in youth, K-12 education	X		X	X	X	X	
• Health/ medical care access			X		X		
• Need for regional approach, planning			X			X	
• Quality of governance, government waste, political agendas; need for merger, more community involvement	X			X	X	X	
• Housing-- more diversity, inclusivity, housing for poor, homeless	X			X	X		X
• Restored bosque, access to river				X		X	

Discussion Groups key: SD=Santo Domingo S=Sandia SA=Santa Ana
 SJ=San Juan Nb=Nambe A=Apache
 T=Tesuque Nv=Navajo

GOAL #1 HUMAN AND FAMILY DEVELOPMENT

	SD	SJ	T	S	SA	A
• High quality public education with opportunity, accessibility; de-politicize education, develop new solutions, enhance funding; establish literacy goal top 10% nation	X		X		X	X
• Safe school environments, homes and families, safe places for youth, intervene to provide safety		X		X	X	X
• Improve school retention rates, marketable skills, provide jobs for youth	X			X	X	
• Access to quality, affordable health care, provide community centers/ clinics each district; educate to maintain health	X	X	X	X	X	
• Increase resources, access to mental health care, drug abuse treatment			X	X	X	X
• Access to recreation, leisure, near homes					X	X
• Provide variety of "quality" housing opportunities in the region, add intergenerational, low income options	X	X	X	X	X	X
• Affordable and accessible transportation system, housing close to jobs			X		X	
• Youth input into decisions, senior and youth integration into community, more youth activities; "support system" for basic needs; after-school programs	X	X	X	X	X	X
• Omit or clarify "stable and caring homes"		X	X		X	X
• Seniors – clarify appropriate home-like, functional environment, independent living	X	X			X	X

GOAL #2 PUBLIC SAFETY

	SD	SJ	T	S	Nv	Nb	SA	A
• Delete "feel" safe, insert "are"; combine #1 and #2		X		X	X		X	
• New programs, training, education to deal with potential terrorist attacks; expand definitions	X	X		X	X			
• Police and other public safety personnel (fire, emergency) teamwork	X	X		X			X	X
• Residents and police collaborate in creating safe communities; positive interaction between police and youth; youth activities versus correction	X		X	X		X	X	X
• Priority to prevention of crime and treatment, reduce culture of violence, media reform, use of mediation	X		X	X		X	X	
• Document and measure change; goals are downward trend in crime rate, prompt response	X					X		
• Broaden "safe" travel - include all modes of transportation (pedestrians, wheelchairs, bikes, transit, freeways, sidewalks, streets, trails)	X	X	X			X		
• Clarify "safe" streets; specify design, traffic laws, enforcement	X						X	
• Transparent and accountable public safety; police discipline, citizens review board				X			X	X

GOAL #3 PUBLIC INFRASTRUCTURE

	SD	SJ	T	S	Nv	Nb	SA	A
• Sustainable, quality water supply					X	X		
• Water and sewer <u>exceeds</u> “reasonable” health and safety standards; at equitable cost	X	X				X	X	
• Sustainable water use; goal 145 gals per capita; conservation practices for water, sewer, drainage design; maintain natural arroyos for drainage, watershed protection; water re-use systems					X	X		
• Global information, current telecommunication services and technology available to residents, businesses, public places (eg libraries)		X		X	X	X	X	X
• OMIT condition (Internet provided by private)		X	X	X	X		X	
• Mass transit expanded & updated; reduce dependency on SOV; efficient, reliable, safe, sustainable, accessible transportation options 24/7 main corridors; bus-rail rapid transit	X	X	X	X	X	X	X	X
• Design streets to accommodate variety of modes, pedestrians, landscaping	X	X	X		X			
• Planning and financing to meet future growth, consolidate infrastructure city and county				X	X	X	X	
• Maintain existing infrastructure, older areas, equitable distribution, staging growth	X	X	X			X	X	X
• Equitable sharing of costs, beneficiaries pay	X			X	X			

GOAL #4 SUSTAINABLE COMMUNITY DEVELOPMENT

	SD	SJ	T	S	Nv	Nb	SA	A
• Add connecting urban trails, continuous regional network					X	X		X
• Parks, open space and trails accessible, maintained, safe, equitably distributed, included in developments	X	X	X		X			
• Mixed use village centers, corridors; vital common activities (shopping, employment, services, recreation) within short travel distance from home; (NOT strip commercial, Wal-marts)	X		X	X	X	X	X	X
• Costs and consequences of urban development addressed, ensure economically feasible, balance with resources; omit or clarify “positive and negative” results of growth	X	X	X	X	X		X	X
• Broaden downtown vitality to urban core areas, neighborhood centers, corridors, entire city	X	X	X		X	X	X	X
• Existing neighborhoods remain vital								
• Transportation options convenient and available, include in design; light rail	X		X			X		X
• Sustainable water consumption level 150 gals per capita, link development to water supply; water policies conserve and re-use	X				X			X

GOAL #5 ENVIRONMENTAL PROTECTION AND ENHANCEMENT

	SD	SJ	T	S	Nv	SA	A
• Regional approach and cooperation to protect air, water and land resources			X	X	X		X
• Emphasis on implementation, measurements and accountability; set environmental goals: e.g, reduce water use to 150 gals per capita, reduce solid waste by 10%, fewer no burn nights			X	X			X
• Environmental goals guide development rights and costs; determine carrying capacity of natural resources and live within it			X		X	X	
• Protect natural environment—more open space ringing city, trail connections, bosque/ native plants; add "mountains" to list	X	X	X	X			X
• Education and incentives for conservation—aquifer protection and recycling; increase citizen participation, partner with government		X	X	X	X	X	X
• More emphasis on recycling and re-use; waste- recycling facilities, processing, requirements, develop markets	X	X	X	X	X		X
• Protection from discrimination in environmental protection		X		X			
• Reduce sprawl	X			X			

GOAL #6 ECONOMIC VITALITY

	SD	SJ	T	S	Nb	SA	A
• Diversified economy, wide variety of economic sectors, non defense/ government-related		X		X	X	X	
• Locally based economic development, vibrant economy of locally owned businesses	X		X	X		X	X
• Strategic planned approach based on economic research, staff continuity, goals, partnerships	X	X	X	X	X	X	X
• Combine conditions 1 and 2	X				X		
• Businesses supporting growth plans, environmentally clean, resource conserving, accountability for development goals with incentives, maintain quality of life	X	X	X			X	X
• Competitive wages, respectable decent paying jobs to retain youth	X	X	X	X	X	X	X
• Quality education at primary and career levels to prepare for variety of job opportunities, attract re-location		X	X	X		X	X
• OMIT Condition #3 – too vague		X		X			
• Regulatory and tax climate, civic culture and built environment conducive to business growth and recruitment			X		X	X	X

GOAL #7 COMMUNITY BUILDING

	SD	SJ	T	S	SA
• Rewards/ recognition for participation	X	X			
• Responsivness/ listening of elected officials, 2-way communication, outcomes of participation	X			X	X
• Neighborhood associations active role, methods to involve and support	X			X	
• Broaden constituencies, include businesses, multigenerational, youth, diverse community	X	X	X	X	X
• Opportunities for participation, effective mechanisms, variety of facilities, venues, community-building events	X	X		X	X
• Remove “feel” in #1			X	X	X
• Pride in community, community identity of each area, identity for Albuquerque	X		X		X
• Combine 1, 2, 3, 4				X	X
• Celebrate variety of diverse cultures, strong cultural community	X	X		X	X
• Promote, increase voting, reduce election dates	X		X	X	
• Better innovative communication of information on conditions, community defined education projects, media support, expand public media	X	X	X	X	X
• Campaign financing – reduce special interests	X				
• Learn from other cities, whole city view, “big picture” citywide conditions	X	X		X	

GOAL #8 EXCELLENCE IN GOVERNANCE

	SD	SJ	T	S	Nv	Nb	SA	A
• Muncpal election reform – runoffs, positive ethical campaigns, at-large representation	X	X	X	X	X	X	X	
• Professional (not political) work force, performance based, merit system		X	X	X		X	X	X
• Open transparent government, access, available/ easily understood budget	X			X	X	X	X	
• Accelerate City/County consolidation-- efficiency, savings, eliminate duplication	X	X	X	X	X	X	X	X
• Citizens encouraged to participate --deliberative processes, town halls, public outreach; city responsiveness, follow-up in executing goals	X	X		X	X			X
• Internal cooperation/ teamwork - among Council, Administration, Departments	X	X	X	X				
• Dialogue/ cooperation with other regional governments, adjacent pueblos			X		X	X	X	X
• Strong proactive ethical leadership that is responsive and accountable “for the good of the whole” not special interests		X	X	X	X	X	X	X
• Quality customer service, management systems with community goals reflected in capital planning and budget, criteria for performance excellence, accountability and feedback	X	X	X		X	X	X	
• Long term, big picture view in regional planning –put in action with continuity	X	X	X	X	X		X	X

C. 2002 ADOPTED GOALS

The results from the Goals Forum were used to develop revised goals. Goals Forum representatives selected by their discussion groups participated in review and follow-up work and provide continuity with the Goals Forum. In August several of these representatives met with the IPC to draft new recommended goals and community conditions. These volunteer groups considered the compiled notes from the Goals Forum along with other documents and inputs, spending many hours in a deliberative consensus process to develop the new recommended wording which was then transmitted to the City Council.

Following are the goals adopted by the City Council in November 2002.

Adopted 2002 Vision Statement, Five Year Goals, and Desired Community Conditions

Vision Statement:

Albuquerque is a thriving high desert community of distinctive cultures coming together to create a sustainable future.

GOAL AREA <i>GOAL STATEMENT</i>	DESIRED COMMUNITY or CUSTOMER CONDITIONS
<p>Human and Family Development</p> <p><i>People of all ages have the opportunity to participate in the community and economy and are well sheltered, safe, healthy, and educated.</i></p>	<ol style="list-style-type: none"> 1. Residents are literate and educated and engaged in the educational processes. 2. All levels of government, educational institutions, and the community collaborate to ensure that youth achieve desired educational outcomes. 3. Residents are healthy and have access to health care, mental health care, and recreation. 4. Safe, decent and affordable housing is available. 5. The community collaborates to support the responsible social development of youth. 6. Families are healthy and stable. 7. Senior citizens live and function in optimal environments.
<p style="text-align: center;"><u>Public Safety</u></p> <p><i>Citizens are safe, feel safe and secure, and have trust and shared responsibility for maintaining a safe environment.</i></p>	<ol style="list-style-type: none"> 1. Residents feel safe in their neighborhoods, schools, and the community. 2. Residents are safe from crimes against persons and property. 3. Drivers, cyclists, and pedestrians operate knowledgeably, safely, and courteously, so that travel on city streets is safe. 4. Residents, including youth, and public safety agencies work together to prevent crime and respond to life safety issues in order to create a safe community. 5. Domestic animals are responsibly cared for and provided safe and healthy home environments. 6. The community is prepared to respond to emergencies, natural disasters, catastrophic acts and other events that threaten the health and safety of the public.
<p style="text-align: center;">Public Infrastructure</p> <p><i>Ensure that all existing communities are adequately and efficiently served with well planned, coordinated, and maintained sewer, storm, water and road systems and an integrated multi-modal regional transportation system. Ensure that new development is efficiently integrated into existing infrastructures and that the costs are balanced with the revenues generated.</i></p>	<ol style="list-style-type: none"> 1. A reliable water system meets health and safety standards 2. Wastewater systems meet quality standards. 3. The storm water systems protect lives and property. 4. Technological infrastructure, is accessible to all. 5. Residents have safe and affordable transportation options that meet the public's needs. 6. The street system is well designed and maintained.
<p style="text-align: center;">Sustainable Community Development</p> <p><i>Guide growth to protect the environment and the community's economic vitality and create a variety of livable, sustainable communities throughout Albuquerque.</i></p>	<ol style="list-style-type: none"> 1. Parks, open space, recreation facilities, and public trails are available, accessible, and strategically located, designed and maintained. 2. Neighborhoods with civic and commercial destinations within walking distance are an available choice. 3. Medium to high-density neighborhoods that contribute to a more compact urban form are an available choice. 4. The downtown area is vital, active, safe, and accessible.

<p style="text-align: center;">Environmental Protection and Enhancement</p> <p style="text-align: center;"><i>Protect and enhance Albuquerque's places and natural environment — its mountains, river, Bosque, volcanoes, arroyos, clean air and underground water supply.</i></p>	<ol style="list-style-type: none"> 1. Air, land, and water systems protect health and safety. 2. Water resources are sustainably managed, conserved & protected to provide a long term supply & drought reserve. 3. Solid wastes are produced no faster than natural systems and technology can process them. 4. Open Space, Bosque, the River and Mountains are preserved and protected. 5. Residents participate in caring for the environment and conserving natural resources.
<p style="text-align: center;">Economic Vitality</p> <p style="text-align: center;"><i>Achieve a vital, diverse, and sustainable economy in which businesses and residents have opportunities for success.</i></p>	<ol style="list-style-type: none"> 1. The economy is diverse and broad-based. 2. The economy is vital, prosperous and consistent with local and regional resources. 3. There are abundant, competitive career oriented employment opportunities.
<p style="text-align: center;">Community and Cultural Engagement</p> <p style="text-align: center;"><i>Residents are fully and effectively engaged in the life and decisions of the community to:</i></p> <ul style="list-style-type: none"> • <i>promote and enhance our pride, cultural values and resources; and,</i> • <i>ensure that Albuquerque's community institutions are effective, accountable and responsive.</i> 	<ol style="list-style-type: none"> 1. Residents are active participants in civic and public affairs. 2. Residents participate in community organizations and sporting and cultural events. 3. Residents are well informed of current community conditions. 4. Residents appreciate, foster, and respect Albuquerque's arts and cultures
<p style="text-align: center;">Governmental Excellence and Effectiveness</p> <p style="text-align: center;"><i>Government is ethical and accountable; every element of government contributes effectively to meeting public needs.</i></p>	<p>ELECTED AND APPOINTED OFFICIALS</p> <ol style="list-style-type: none"> 1. Leaders work together for the good of the community. 2. Leaders cooperate and coordinate with the other governments in the MRCOG region. 3. Government and its leaders are responsive to changing community and customer conditions. <p>ALL LEVELS OF GOVERNMENT</p> <ol style="list-style-type: none"> 4. Customers conveniently access city services and officials. 5. Customers can participate in their government by accessing information about services, policies, community conditions, regulations, etc. <p>INTERNAL SERVICES</p> <ol style="list-style-type: none"> 6. Financial assets are maximized and protected, and analyzed and reported accurately, understandably, and usefully. 7. City assets are protected while responding fairly to inappropriate City actions. 8. Products, services, and materials are obtained efficiently, fairly, and in a timely manner. 9. City services, operations, and finances are measured and audited, as needed, and meet customer needs. 10. Competent, well-trained motivated employees contribute to the achievement of City goals and objectives. 11. The work environment for employees is healthy, safe and productive. 12. City staff is empowered with information and have information processing capacity. 13. Rights of way are obtained and managed and their use maximized for the public's benefit with fair compensation for use.

	<ul style="list-style-type: none">14. City real property is effectively obtained and managed in the public's interests, & disposed of when public purpose has changed.15. City fixed assets, property, and infrastructure meet City goals and objectives.
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