

EL PASO

ALBUQUERQUE

NAVAJONATION

Urban Leadership Trek

3.16.19 - 3.24.19

POLICYMAKING IN THE AMERICAN SOUTHWEST  
THE 4TH ANNUAL SPRING BREAK EXPERIENCE ORGANIZED BY HARVARD GRADUATE STUDENTS

SANTA FE

# CONTENTS

TREK IN BRIEF..... 03

EL PASO..... 04

SANTA FE..... 10

ALBUQUERQUE..... 14, 21

NAVAJO NATION..... 18

# TEAM

## PLANNING TEAM

Sam Birnbaum	(917) 399-3251
Karyn Bruggeman	(703) 795-5392
Colin Erhardt	(914) 417-1890
Spencer Gurley-Green	(339) 222-4813
Amanda Hallock	(443) 717-1108
Kara Kaufman	(301) 651-5500
Katie Monroe	(540) 908-1892
Grace Palmer	(401) 644-6403
Erica Vilay	(408) 600-9957
Hannah Walker	(703) 371-3996

## PARTICIPANTS

Ariana Aparicio-Aguilar	(415) 827-1494
Isabella Borshoff	(857) 472-4720
Amaya Bravo-France	(202) 297-8848
Lillie Carroll	(305) 606-5820
Estivaliz Castro	(714) 400-7542
Julia Fusfeld	(917) 406-6269
Charlene Gaw	(408) 401-9057
David Hawthorne	(650) 963-6096
Benjamin Keller	(630) 525-1806
Ashlyn Kong	(714) 606-9909
Claire Lamneck	(727) 515-0908
Ben McGuire	(402) 415-4786
Phoenix McLaughlin	(207) 405-4009
Isabel Patkowski	(917) 755-0053
Seemi Qaiser	(617) 971-6419
Liya Rechtman	(917) 363-8821
Hainer Sibrian	(770) 568-9721
lueh Soh	(310) 433-0686

# TREK IN BRIEF

El Paso, Santa Fe, Albuquerque, and Navajo Nation are all communities at economic, social, and policy crossroads with rich histories and unique cultural attributes. Leaders and community stakeholders in these cities are facing a new set of challenges in the 21st century in a variety of fields: tribal governance, border policy, community development and advocacy, and state-federal relations. Thanks to the support of the Taubman Center for State and Local Government, we look forward to examining how local policymakers and leaders from the private and nonprofit sectors are taking on these challenges.

## EL PASO

INTERSECTING CULTURES,  
PROTECTING PEOPLES

**SAT 3.16** Arrival, Kickoff Dinner  
**SUN 3.17** Meetings  
**MON 3.18** Meetings, Dinner  
with Guests

**HOLIDAY INN EXPRESS**  
409 East Missouri Avenue  
El Paso, TX 79901  
(915) 544-3333

## SANTA FE

NEW GOVERNANCE,  
CITY AND STATE TENSIONS

**TUE 3.19** Travel, White Sands,  
Alumni Happy Hour  
**WED 3.20** Meetings, Travel

**HILTON HISTORIC PLAZA**  
100 Sandoval Street  
Santa Fe, NM 87501  
(505) 988-2811

## ALBUQUERQUE

REAL CHALLENGES,  
A BRIGHTER FUTURE

**THU 3.21** Meetings, Short Hike

**CROWNE PLAZA**  
1901 University Blvd NE  
Albuquerque, NM 87102  
(505) 884-2500

## NAVAJO NATION

SOVEREIGNTY, DEVELOPMENT,  
AND FUTURE LEADERS

**FRI 3.22** Travel, Meetings,  
Dinner With Community

**NAVAJOLAND INN & SUITES**  
392 West Arizona 264  
St. Michaels, AZ 86511  
(928) 871-5690

## ALBUQUERQUE

REAL CHALLENGES,  
A BRIGHTER FUTURE

**SAT 3.23** Travel, Choose Your  
Own Adventure

**CROWNE PLAZA**  
1901 University Blvd NE  
Albuquerque, NM 87102  
(505) 884-2500

# EL PASO

## **El Paso has drawn increasing attention over the last year.**

From Beto O'Rourke's surprisingly strong Senate campaign to Trump's visit to the border wall, the city sits at the nexus of dramatic national attention. Originally inhabited by the Manso, Suma, Piro and Tigua Native American tribes, El Paso has been through colonization and conquest, passing from its indigenous people, to Spain, Mexico, the Republic of Texas, the United States, the Confederate States, and back to the United States. Today, the city is majority Latinx (80%), 13% white, 4% African American and 1% Asian. The city has a council-manager system in which an elected city council—which includes the mayor and serves as the city's primary legislative body—appoints a chief executive called a city manager to oversee municipal operations and implement the council's policy and legislative initiatives.

El Paso is a growing metropolis and an important cultural and economic center for the American Southwest. The city is defined by borders - sitting at the juncture of both Texas and New Mexico, and the U.S. and Mexico, with Ciudad Juarez just across the Rio Grande. El Paso is the largest city on the U.S.-Mexico border and the center of a region of 2.5 million people. This region is known colloquially as the Borderplex or Paso del Norte and includes Ciudad Juarez in Mexico, El Paso in Texas, and Las Cruces in New Mexico. El Paso is also the county seat of El Paso County and the site of Fort Bliss, one of the largest army installations in the country. The city is led by Mayor Dee Margo (R), who has attracted national attention for his opposition to President Trump. The area's new Congresswoman, Veronica Escobar (D), has similarly taken a strong stance against security crackdowns at the border.

# Intersecting Cultures, Protecting Peoples

El Paso is a city of intersections—between countries, economies, and people. We'll explore how these intersections provide both vibrant opportunities and difficult challenges for a region at the forefront of a humanitarian crisis. We'll meet with city, county, and federal officials to discuss border security, immigration, humanitarian aid, trade, economic development, transportation, and politics. We will also meet with representatives from two NGOs working on refugee and migrant issues at the U.S.-Mexico border, and take a guided tour of the city's border wall.

## SAT 3.16

### MORNING / AFTERNOON

Up in the air /  
on the ground

### RECOMMENDATIONS FOR EARLY ARRIVALS

- National Border Patrol Museum
- El Paso Downtown Artist and Farmer's Market
- El Paso Art Museum
- Zin Valle Vineyards
- La Viña Winery
- Hike to the Christ the Redeemer Statue
- Ernie's Cafe (Mexican) (1506 N Zaragoza Rd)
- Sprouted Kitchen (vegan) (One San Jacinto Plaza)
- Kinley's House Coffee & Tea (2231 N Mesa St)

7:00 PM-9:00 PM

Hotel lobby

### TREK DINNER

Depart from lobby for dinner venue (to be provided by trek leaders)

## SUN 3.17

7:00 AM-8:30 AM

Hotel

### BREAKFAST

Breakfast is included at hotel

8:40 AM

Hotel lobby

Leave Hotel and drive to Columban Mission Center (816 Magoffin Ave)

9:00 AM-11:00 AM

Columban Mission  
Center

### ROUNDTABLE WITH ANNUNCIATION HOUSE

Ruben Garcia, Executive Director, Annunciation House, a religiously-affiliated settlement-style support nonprofit for migrants and refugees.

11:00 AM-11:30 AM

Travel

Walk 15 minutes to the Federal Reserve Bank of Dallas, El Paso Branch (301 E Main Dr)

11:30 AM-12:30 PM

Federal Reserve  
Bank of Dallas, El  
Paso Branch

### EL PASO CITY COUNCIL

Representatives Henry Rivera (Dist. 7) and Cassandra Hernandez (Dist. 3) of El Paso City Council

12:30 PM-1:30 PM

### LUNCH

Ordered in from a local cafe

1:30 PM-2:30 PM

Federal Reserve  
Bank of Dallas, El  
Paso Branch

### ECONOMIC DEVELOPMENT BRIEFING

Marycruz De Leon, Federal Reserve Bank of Dallas, El Paso Branch

**SUN 3.17 (CONTINUED)**

<b>2:30 PM-3:00 PM</b>	Travel	Walk 15 minutes back to Columban Mission Center (816 Maffogin Ave) to pick up vans and drive to border wall
<b>3:00 PM-5:00 PM</b>	Columban Mission Center	<b>BORDER WALL VISIT</b> Father Bob Mosher, El Paso Columban Mission Center
<b>5:00 PM</b>	Travel	<b>FREE TIME</b> Return to hotel
<b>6:40 PM</b>	Hotel lobby	Depart from hotel lobby for dinner at Carlos & Mickey's (1310 Magruder St)
<b>7:00 PM-9:00 PM</b>	Carlos & Mickey's	<b>KICKOFF TREK DINNER</b>

**MON 3.18**

<b>7:00 AM-8:00 AM</b>	Hotel	<b>BREAKFAST</b> Breakfast is included at hotel
<b>8:30 AM</b>	Hotel lobby	Leave Hotel and drive five minutes to the Diocesan Migrant & Refugee Services (2400A E. Yandell Dr, street parking)
<b>9:00 AM-10:00 AM</b>	Diocesan Migrant & Refugee Services	<b>MIGRANT &amp; REFUGEE SERVICES</b> Melissa Lopez, Executive Director, Diocesan Migrant & Refugee Services, Inc.
<b>10:00 AM-10:30 AM</b>	Travel	Drive to the Rio Grande Council of Governments (8037 Lockheed Dr, parking available)
<b>10:30 AM-11:30 AM</b>	Rio Grande Council of Governments	<b>MILITARY ROLE IN THE REGION</b> Colonel Stephen Murphy, Commander of Fort Bliss
<b>11:30 AM-1:30 PM</b>	Rio Grande Council of Governments	<b>LUNCH IN VAN GROUPS</b> Lunch on your own (vans will split up, and return to hotel after lunch). Suggestions include: L & J CAFE, serving Mexican fare since 1927 (3622 E Missouri Ave, El Paso, TX 79903) CAFE MAYAPAN, a part of a local nonprofit supporting women workers of Mexican heritage, serving Mexican food (2000 Texas Ave, El Paso, TX 79901) HEALTHY BITE, fast casual health foods (205 E Mills Ave, El Paso, TX 79901) LOS COLORINES, affordable casual Mexican food (201 E Main St #114, El Paso, TX 79901) MARTHA'S CAFE, affordable downtown Mexican restaurant (122 S Mesa St, El Paso, TX 79901)
<b>1:40 PM</b>	Hotel lobby	Meet in Hotel lobby to walk 10 minutes El Paso County Commissioners Office (500 E San Antonio Ave #301)

**MON 3.18 (CONTINUED)**

<b>2:00 PM - 3:00 PM</b>	Cty. Commissioner's Office	TBD Trek leaders to provide further details
<b>3:00 PM-3:20 PM</b>		BREAK
<b>3:20 PM - 4:20 PM</b>		MEETING WITH COUNTY COMMISSIONER LEON Carlos Leon, Precinct 1 County Commissioner
<b>4:20 PM-4:30 PM</b>		BREAK
<b>4:30 PM - 5:00 PM</b>		MEETING WITH BORDERPLEX ALLIANCE NONPROFIT Jon Barela, Chief Executive Officer and Marcos Delgado, Executive Vice President, BorderPlex Alliance
<b>5:00 PM - 6:30 PM</b>	Travel & Hotel	FREE TIME Return to hotel for extended break
<b>6:30 PM</b>	Hotel lobby	Meet in Hotel lobby to leave for dinner at Julio's Mexican Food (8050 Gateway Boulevard East)
<b>7:00 PM-9:00 PM</b>	Julio's Mexican Food	DINNER Dinner with guests of honor Annette Gutierrez, Rio Grande Council of Governments and Marycruz De Leon, Federal Reserve Bank of Dallas, El Paso Branch

## Biographies

### **RUBEN GARCIA**

Ruben Garcia is the founder and executive director of Annunciation House, a settlement house style nonprofit providing a “house of hospitality” for the homeless poor, especially migrants and refugees. In April 2012, Garcia received the Teacher of Peace Award from Pax Christi USA, a left-leaning Catholic peace organization. Mr. Garcia was recently featured in the New York Times, saying, “We have never seen these kinds of numbers,” referencing the 3,600 migrants his organization received in a single week in February, the highest number since the group’s founding in 1978.

### **REPRESENTATIVE HENRY RIVERA**

Representative Henry Rivera was elected in Spring 2017 and is currently serving his first term in office. He joined the El Paso Police Department at age 24 and served for nearly 35 years; upon his election to the City Council he resigned from the Police Department. While in the Police Department, Rivera earned a Peace Officers License, with a specialized emphasis on mental health, domestic violence, gang intervention, and physical and cyber bullying.

### **REPRESENTATIVE CASSANDRA HERNANDEZ**

Representative Cassandra Hernandez was elected as the District 3 City Representative in Spring 2017 and is currently serving her first term in office. She previously served in leadership roles in Workforce Development at several area nonprofits and as support staff for City Council representatives.

### **MARYCRUZ DE LEON**

Marycruz De Leon is a Senior Economic Analyst at the Federal Reserve Bank

of Dallas, El Paso Branch. Previously she was the Director of Research at the Borderplex Alliance and an economist at Moody’s Analytics. She received her master’s degree in economics from the University of Texas at El Paso and her bachelor’s degree from Baylor University.

### **FATHER BOB MOSHER**

Father Bob Mosher is a member of the Catholic Missionary Society of St. Columban. The El Paso Columban Mission Center serves both Juarez, Mexico, and El Paso, Texas and offers exposure programs to visiting groups to facilitate their contact with organizations and institutions related to U.S./Mexico border issues, including poverty, migration and human rights.

### **MELISSA LOPEZ**

Melissa Lopez is an Attorney at Law and the Executive Director of Diocesan Migrant & Refugee Services, Inc. the largest provider of free and low cost immigration legal services in West Texas and New Mexico and a ministry of the Catholic Church in El Paso.

### **COLONEL STEPHEN MURPHY**

Colonel Stephen Murphy is the commander of Fort Bliss, the largest installation in FORSCOM (United States Army Forces Command) and second-largest in the Army overall. As Garrison Commander, he is responsible for infrastructure, emergency services, and quality-of-life and support programs, leading an organization of 3,000 soldiers, civilians and contractors. Previously, Colonel Murphy was the Chief of the Army Aviation Transformation Division. He is a graduate of the United States Military Academy at West Point and the US Army War College.



**COUNTY COMMISSIONER  
CARLOS LEON**

Carlos Leon is the El Paso County Precinct 1 County Commissioner, a role he has served in since 2012. He previously served as the El Paso Chief of Police after a long career in the department, and as a consultant for the National Center for Missing and Exploited Children. The commissioners court functions as the county's primary legislative and policy-making body. The El Paso County Commissioners Court is made up of the county judge, who serves as the county's chief executive officer, and four commissioners. The judge is elected county-wide, and the commissioners are elected by district.

**JON BARELA**

Jon Barela is the Chief Executive Officer of the Borderplex Alliance, a nonprofit organization dedicated to economic development and policy advocacy in the El Paso, Texas; Las Cruces, New Mexico; and Cd. Juárez, Chihuahua region. Previously, he served as New Mexico's Economic Development Cabinet Secretary and New Mexico's Assistant Attorney General and Director of the Civil Division. He began his career in public service as a senior aide to the late New Mexico Congressman Joe Skeen on the House Appropriations Committee, and he earned his law degree from Georgetown while working for Congressman Skeen.

**MARCOS DELGADO**

Marcos Delgado is the Executive Vice President at the Borderplex Alliance. His responsibilities include business recruitment, retention and expansion efforts, economic development and

strategic partnerships. He also oversees the organization's operations management. Previously he held engineering and engineering management positions with companies such as Rockwell International, TI Automotive Group and the Whirlpool Corporation.

**ANNETTE GUTIERREZ**

Annette Gutierrez is the Executive Director of the Rio Grande Council of Governments. The Rio Grande Council of Governments is a voluntary association of local governments formed under Texas law in January of 1967. The organization was initiated to further intergovernmental cooperation and coordination in the planning, development and delivery of governmental services within El Paso County, Texas.



# SANTA FE

## **Santa Fe pulses with history, art, and intersecting cultures.**

The state capital, it is situated on one of the oldest continuously occupied sites in the Western hemisphere, originally by the Pueblo and Tanoan people. It was once the seat of the Spanish empire in North America, and is the current state capital. The city retains strong Pueblo and Spanish architectural influences, and has been recognized as a UNESCO World Creative City in Design, Crafts, and Folk Art.

Today, Santa Fe's economy is primarily driven by tourism and government. In the past few years, issues such as ranked-choice voting, straight-ticket voting, and concerns about public education funding and quality, have dominated the local and state policy arena.

In 2018, Governor Michelle Lujan Grisham was elected as the first Democratic woman governor of New Mexico. She succeeded former Governor Susana Martinez (R), the first woman governor of New Mexico. In local politics, Santa Fe's mayoral governance structure has undergone recent reforms. In 2018, the city switched to ranked-choice voting to elect its mayor, under a new strong-mayor system with a nearly quadrupled salary. And in March 2018, the city elected Alan Webber, the founder of Fast Company, as mayor.

As Santa Fe navigates these changes while preserving its cultural history, we'll get the chance to experience its beauty and explore its challenges.

## New Governance, City and State Tensions

Learning from organizers, businesspeople, and policymakers, we will explore a range of perspectives on issues of child welfare, workforce development, and statewide governing amidst deep political diversity.

### TUE 3.19

<b>6:30 AM-8:45 AM</b>	Hotel	<b>BREAKFAST</b> We'll be having a late lunch, so eat a big breakfast!
<b>8:45 AM</b>	Hotel lobby	Be checked out and ready to leave the hotel
<b>9:00 AM-10:30 AM</b>	Travel	Depart El Paso Holiday Inn to drive to White Sands National Monument (19955 US-70 Alamogordo, NM)
<b>10:30 AM-1:00 PM</b>	White Sands National Monument	<b>EXPLORE WHITE SANDS</b> Stop by the Visitor's Center to rent sleds and watch the orientation film Take Dune Drive and sled at the end of the loop
<b>1:15 PM-2:15 PM</b>	Hi-D-Ho Drive In, or Elsewhere	<b>LUNCH WITH VAN GROUPS</b> Recommendation: Hi-D-Ho Drive In (414 S White Sands Blvd, Alamogordo, NM) — it can be a long wait
<b>2:15 PM-6:15 PM</b>	Travel	Drive to Santa Fe
<b>6:15PM - 7:00PM</b>	Hotel	<b>FREE TIME</b> Check into Hilton Santa Fe Historic Plaza (100 Sandoval St) Break to rest, grab a quick snack
<b>7:00 PM-9:00 PM</b>	New Mexico Hard Cider Tap Room	<b>HAPPY HOUR &amp; DINNER</b> Walk 15 minutes to New Mexico Hard Cider Tap Room (505 Cerrillos Road). Guests include: Harvard alumni, prospective students, Santa Fe speakers

### WED 3.20

<b>6:30 AM-8:15 AM</b>	Hotel	<b>BREAKFAST</b> Breakfast is included at hotel
<b>8:20 AM-8:40 AM</b>	Hotel lobby	Be checked out and ready to leave the hotel by 8:40, when we'll walk 12 minutes to the Roundhouse - New Mexico State Capitol Building (490 Old Santa Fe Trail), Room 303
<b>8:45 AM-9:45 AM</b>	State Capitol, Room 303	<b>CHILD WELFARE IN NEW MEXICO</b> James Jiminez, New Mexico Voices

**WED 3.20 (CONTINUED)**

<b>10:00 AM-10:45 AM</b>	State Capitol, Room 303	<b>PHILANTHROPY IN SANTA FE</b> Allan Oliver, Executive Director of the Thornburg Foundation
<b>11:00 AM-11:25 AM</b>	Travel	Walk back to Hilton, pick up vans, and drive to Somos Un Pueblo Unido (1804 Espinacitas St.)
<b>11:30 AM-12:45 PM</b>	Somos Un Pueblo Unido	<b>FIGHTING FOR HUMAN RIGHTS</b> Marcela Díaz, Executive Director of Somos Un Pueblo Unido
<b>12:45 PM-1:05 PM</b>	Travel	Drive to the State Capitol (490 Old Santa Fe Trail) — free parking is available at 420 Galisteo Street
<b>1:15 PM-2:00 PM</b>	State Capitol, The Roundhouse	<b>A MORE SUSTAINABLE SANTA FE</b> Glenn Schiffbauer, Green Chamber
<b>2:00 PM-2:30 PM</b>	State Capitol, Cabinet Room 400	<b>GOVERNOR GRISHAM'S POLICY AGENDA</b> John Bingaman, Governor's Chief of Staff
<b>2:30 PM-2:45 PM</b>	Travel	Walk 15 minutes to Santa Fe City Hall (200 Lincoln Ave)
<b>3:00 PM-4:00 PM</b>	City Hall, Councilor's Conf. Room	<b>CITY MANAGEMENT IN SANTA FE</b> Erik Litzenberg, City Manager
<b>4:00 PM-5:00 PM</b>	Travel	<b>SANTA FE CULTURAL SIGHTS</b> Walk to/Explore a museum (note: all close at 5PM): NEW MEXICO HISTORY MUSEUM (113 Lincoln Ave; \$12)      NEW MEXICO MUSEUM OF ART (107 W Palace Ave; \$12) GEORGIA O'KEEFFE MUSEUM (217 Johnson St; \$13)      MUSEUM OF CONTEMPORARY NATIVE ARTS (108 Cathedral Place; \$5, students)
<b>5:00 PM-5:30 PM</b>	Travel	Walk 10 minutes to meet at The Shed (113 1/2 E Palace Ave)
<b>5:30 PM-7:00 PM</b>	The Shed	<b>DINNER</b>
<b>7:00 PM-7:10 PM</b>	Travel	Van Drivers: Pick up vans at the Roundhouse Others: Walk back to hotel to pick up luggage
<b>7:30 PM-8:30 PM</b>	Travel	Drive to Crowne Plaza Albuquerque (1901 University Blvd NE)

## Biographies

### **JAMES JIMINEZ**

James is the Executive Director of New Mexico Voices for Children and an adjunct professor in Public Administration. In both positions he draws from his experience in using the budget as a strategic tool while working in state and city government. James served as the Chief of Staff under Governor Bill Richardson from 2006 to 2008.

### **ALLAN OLIVER**

Allan Oliver is the Executive Director of the Thornburg Foundation. He oversees the Foundation's Strategic Initiatives in early childhood education, good government reforms and food and agriculture, as well as Community Funding grants for human services and civil rights, opportunities for children and youth, environmental protection and public policy.

### **MARCELA DIAZ**

Marcela Díaz is the Executive Director of Somos Un Pueblo Unido, a community-based, immigrant-led organization for worker and racial justice and human rights—respecting diversity and integrating newcomers. Somos Un Pueblo Unido is also a one-stop shop for low wage workers to get trained about their rights and resources available to them.

### **GLENN SCHIFFBAUER**

Glenn Schiffbauer is the Executive Director of the Santa Fe Green Chamber of Commerce. He has founded two small businesses and promotes a number of initiatives, including clean renewable energy, “buy local” campaigns, and methane mitigation. He is a founder of the Next Generation Water Summit.

### **JOHN BINGAMAN**

John Bingaman is the Chief of Staff to New Mexico Governor Lujan Grisham.

He oversees policy development and legislation as the Governor pursues reforms to public education and seeks to modernize the state's oil-dependent economy.

### **ERIK LITZENBERG**

Erik Litzenberg is the City Manager for the City of Santa Fe. He started his career in public service as a firefighter with the Santa Fe County Fire Department and has served in most positions in the City of Santa Fe Fire Department over the past 21 years, most recently as Fire Chief.



# ALBUQUERQUE

## **Albuquerque is known as Burque or the Duke City.**

Petroglyphs carved into rock are a testament to the city's earliest Native American inhabitants, and are still preserved at nearby Petroglyph National Monument. The Spanish colonized Albuquerque in the early 1700s, a time period reflected in the Spanish-style plaza of Old Town Albuquerque. The Sandia Mountains run to the east of the city, and the Rio Grande River runs through it, as does Route 66, featuring neon-lit signs and vintage hotels.

Albuquerque is the largest city in New Mexico, with over half a million residents living within city limits, and nearly a million residents spread across the broader metropolitan area. The city is diverse, with a population that is nearly 47% Hispanic and roughly 5% Native American. The city's economy is centered around major employers in technology, energy, military and defense contracting, and there are numerous efforts underway to invest and grow local small businesses.

Albuquerque has a mayor and a nine member city council. In 2017, Tim Keller was elected mayor in the city's nonpartisan mayoral election. Regionally, Albuquerque is located in Bernalillo County, which has five elected members of the board of commissioners and an appointed county manager. This past November, residents of the region made history when they elected Deb Haaland to represent New Mexico's 1st Congressional District. She is among the first Native American women to serve in Congress, and holds the seat once filled by now-Governor Lujan Grisham.

## Real Challenges, a Brighter Future

Albuquerque is the largest city in New Mexico, with over half a million residents living within city limits, and nearly a million residents spread across the broader metropolitan area. The city is diverse, with a population that is nearly 47% Hispanic and roughly 5% Native American. The city's economy is centered around major employers in technology, energy, military and defense contracting, and there are numerous efforts underway to invest and grow local small businesses. We'll be explore many challenges facing the city, such as child poverty, crime, and a stagnant economy.

### THU 3.21

<b>8:30 AM</b>	Hotel lobby	Gather in hotel lobby for 10 minute drive to Range Cafe (1050 Rio Grande Blvd NW). Bring a change of clothes if participating in hike.				
<b>9:00 AM-10:00 AM</b>	Range Cafe	<b>BREAKFAST WITH MAYOR AND CAO</b> Mayor Tim Keller and Sarita Nair, Chief Administrative Officer, City of Albuquerque				
<b>10:00 AM-11:00 AM</b>		<b>ANTI-POVERTY NON-PROFIT</b> Susy Sarmiento, ABQ Director, Family Independence Initiative				
<b>11:00 AM-12:00 PM</b>	Travel	10 minute drive to the New Mexico Department of Workforce Solutions Office (401 Broadway Blvd NE)				
<b>12:00 PM-1:00 PM</b>	New Mexico Dept. of Workforce Solutions Office	<b>PANEL WITH NOTABLE NEW MEXICO ALUMNI</b> Bill McCamley, New Mexico Secretary of Workforce Solutions, and Alvin Warren, Program Officer, W.K. Kellogg Foundation				
<b>1:00 PM-2:00 PM</b>	Various	<b>LUNCH ON YOUR OWN</b> Walk to lunch on your own in EDo (East Downtown Albuquerque)  <table border="0"> <tr> <td>THE PRESS ROOM CAFE, fast casual with coffee, smoothies, salad and sandwiches (101 Broadway Blvd NE Suite 1170, ABQ) (One block away)</td> <td>HOLY BURGER, fast casual with burgers, sandwiches, salads (700 Central Ave SE, ABQ) (10 min. walk)</td> </tr> <tr> <td>STANDARD DINER, sit down menu with sandwiches, tacos, burgers, salads, breakfast menu also served until 3 p.m.. (320 Central Ave SE, ABQ) (7 min. walk)</td> <td>GROVE CAFE &amp; MARKET, fast casual with warm and cold sandwiches, salad, soups (600 Central Ave SE A, ABQ) (10 min. walk)</td> </tr> </table>	THE PRESS ROOM CAFE, fast casual with coffee, smoothies, salad and sandwiches (101 Broadway Blvd NE Suite 1170, ABQ) (One block away)	HOLY BURGER, fast casual with burgers, sandwiches, salads (700 Central Ave SE, ABQ) (10 min. walk)	STANDARD DINER, sit down menu with sandwiches, tacos, burgers, salads, breakfast menu also served until 3 p.m.. (320 Central Ave SE, ABQ) (7 min. walk)	GROVE CAFE & MARKET, fast casual with warm and cold sandwiches, salad, soups (600 Central Ave SE A, ABQ) (10 min. walk)
THE PRESS ROOM CAFE, fast casual with coffee, smoothies, salad and sandwiches (101 Broadway Blvd NE Suite 1170, ABQ) (One block away)	HOLY BURGER, fast casual with burgers, sandwiches, salads (700 Central Ave SE, ABQ) (10 min. walk)					
STANDARD DINER, sit down menu with sandwiches, tacos, burgers, salads, breakfast menu also served until 3 p.m.. (320 Central Ave SE, ABQ) (7 min. walk)	GROVE CAFE & MARKET, fast casual with warm and cold sandwiches, salad, soups (600 Central Ave SE A, ABQ) (10 min. walk)					
<b>2:00 PM-2:30 PM</b>	WESST Enterprise Center	<b>SMALL BUSINESS INCUBATOR</b> Arrive to WESST Enterprise Center (609 Broadway Blvd NE) Julianna Silva, Managing Director, WESST Enterprise Center				
<b>2:30 PM</b>	Travel	Meet at vans parked at Dept. of Workforce Solutions for 20 minute drive to HKS MC/MPA '19 Laura Tabor's house (13624 N Rim Rd NE)				
<b>3:00 PM-4:00 PM</b>	Home of Laura Tabor	<b>REPRESENTING ABQ IN THE NEW MEXICO LEGISLATURE</b> State Rep. Abbas Akhil (D-Albuquerque)				

## ALBUQUERQUE

### THU 3.21 (CONTINUED)

**4:00 PM** Sandia Foothills **WALK IN THE FOOTHILLS**  
Optional walk in the foothills of the Sandia Mountains near Laura's house  
(weather permitting), or return to hotel

**6:00 PM-7:30 PM** Nob Hill **DINNER**  
Dinner in Nob Hill Neighborhood (TBD)



## Biographies

### **TIM KELLER**

Tim Keller was first elected mayor in December 2017. He previously served as New Mexico State Auditor and in the New Mexico State Senate. As State Auditor, he created the state's first Government Accountability Office, and was responsible for the oversight of about 1,000 local governments across New Mexico. He is an Albuquerque native and a graduate of Harvard Business School. He is also an enthusiastic fan of heavy metal music.

### **SARITA NAIR**

Sarita Nair is the Chief Administrative Officer for the City of Albuquerque, where she is the City's top senior executive manager, overseeing all 19 departments of municipal government and nearly a billion dollar budget. Sarita previously served as the Office of the State Auditor's Chief Government Accountability Officer and General Counsel.

### **SUSY SARMIENTO**

Susy Sarmiento is the Albuquerque Site Director for the Family Independence Initiative, an anti-poverty non-profit that allows individuals and families in poverty to map out their own strategies for economic mobility, and offers small grants and social networking to individuals in pursuit of those plans. FII operates in 12 cities nationwide. Susy previously worked in education administration at the high school and college level in New Mexico, helping underrepresented students connect to resources and opportunities.

### **BILL MCCAMLEY**

Bill McCamley is the New Mexico Cabinet Secretary of Workforce Solutions, a position to which he was appointed by

Governor Lujan-Grisham in January 2019. He previously spent six years representing Las Cruces in the state House. Bill earned an MPP from HKS in 2003.

### **ALVIN WARREN**

Alvin Warren is a Program Officer for the W.K. Kellogg Foundation, one of the largest philanthropic foundations in the U.S., where he guides their efforts to reduce childhood poverty in New Mexico. He was the Cabinet Secretary of the New Mexico Indian Affairs Department from 2008 to 2010, and held various leadership positions as a member of the Santa Clara Pueblo tribe. Alvin was an MC/MPA student at HKS from 2012-2013 and helped found the City + Local PIC.

### **STATE REP. ABBAS AKHIL**

State Rep. Abbas Akhil is currently serving his first term in the legislature, where he represents part of Albuquerque. He is an engineer by training who spent his career in energy storage, renewable energy, and clean energy innovation. He retired from Sandia National Labs before forming his own energy consulting business, Renewable Energy Ventures, LLC, in 2012. Sandia National Laboratories is one of three National Nuclear Security Administration research and development laboratories. Originally from India, he has lived in New Mexico for over 40 years. Rep. Akhil is the first Muslim American ever elected to the New Mexico legislature.



# NAVAJO NATION

## **The Navajo Nation has the largest reservation in the country.**

The second-largest federally recognized tribe in the United States, the Navajo's reservation covers parts of three U.S. states. Beginning in 1846, its historical relationship with the United States is fraught with pain, suffering, and displacement. In the spring of 1864, around 9,000 Navajo were forced to walk over 300 miles, often in freezing temperatures, and without adequate food, water, and supplies. This episode is referred to as the “Long Walk,” and remains a prominent part of Navajo cultural consciousness. While Navajo were allowed to return to some ancestral lands upon the establishment of a reservation in 1868, Navajo children were forced to acclimatize to American society via required attendance of boarding schools, where they suffered from inadequate food, overcrowding, manual labor, and punishment for speaking Navajo.

Today, the Navajo Nation has an elected government with three branches (executive, legislative, and judicial), but remains under the purview of the United States and must submit all proposed laws to the Bureau of Indian Affairs. The Navajo people continue to struggle disproportionately with high rates of unemployment and health disparities. In 2019, the Land Buy-Back Program will return to the Navajo Nation. The program provides \$1.9 billion to tribal nations to rectify fractionation, or when allotments of land are owned by many inheritors.

## Sovereignty, Development, & Future Leaders

Our visit will intertwine Navajo past and future. As we explore where the Navajo government sees the state of sovereignty going forward, we'll also learn about the legacies of sovereignty with the US Federal government. Throughout, we will also discuss the importance of Navajo culture and values and their fight to preserve this. Finally, we will be speaking with the youth of Navajo Nation about their community, and the issues that they're passionate about. What is it like to grow up today in Navajo Nation? What are their plans for the future?

### FRI 3.22

<b>6:30 AM-7:30 AM</b>	Hotel	<b>BREAKFAST ON YOUR OWN</b> Head to StoneStreet restaurant in Albuquerque Crowne Plaza
<b>7:30 AM-10:30 AM</b>	Travel	Travel to Navajo Nation Administration (2nd Floor South, Window Rock) or Navajo Nation Museum (Hwy 264 & Postal Loop Road)
<b>10:30 AM-11:00 AM</b>	Navajo Nation Administration or Navajo Nation Museum	<b>WELCOME AND INTRODUCTIONS</b> Dr. Pearl Yellowman, Director, Division of Community Development, JT Willie, Director, Division of Economic Development, Jonathan Nez, Navajo Nation President, Seth Damon, Navajo Nation Speaker
<b>11:00 AM-12:30 PM</b>		<b>PRESENTATION AND Q&amp;A ON NAVAJO NATION</b> Exploring sovereignty, cultural integrity, and value systems
<b>12:30 PM-1:30 PM</b>	TBD	<b>LUNCH</b>
<b>1:30 PM-3:00 PM</b>	Navajo Nation Museum	<b>MUSEUM GUIDED TOUR</b>
<b>3:00 PM-5:00 PM</b>	Navajo Nation Administration or Navajo Nation Museum	<b>MEETING WITH YOUTH COUNCIL</b>
<b>5:00 PM-6:30 PM</b>	Navajo Nation Administration or Navajo Nation Museum	<b>NETWORKING WITH COMMUNITY LEADERS</b>
<b>6:30 PM-8:00 PM</b>	Location TBD	<b>TRADITIONAL NAVAJO DINNER</b> Location TBD

## Biographies

### **DR. PEARL YELLOWMAN**

Dr. Pearl Yellowman is the Director of the Division of Community Development. She has a Bachelor's Degree in Social Work, a Master's Degree in Educational Leadership, a Master's Degree in Counseling Education and a Doctorate of Education in Educational Leadership from the University of Montana. Her experience includes: Community-based Development, Community-based Solution Planning, Program Implementation and Outcome-based services.

### **JT J WILLIE**

JT J Willie is Director of the Division of Economic Development. He holds an MPA from the University of New Mexico.

### **PRESIDENT JONATHAN NEZ**

President Jonathan Nez was born in Tuba City, Arizona and raised in Shonto, Arizona. Nez began his public service after being elected as Shonto Chapter Vice President. He was later elected to serve three terms as a Navajo Nation Council Delegate, representing the chapters of Shonto, Oljato, Tsah Bi Kin, and Navajo Mountain. He was also elected as a Navajo County Board of Supervisor for District 1 and served two terms. In 2015, Nez was elected Navajo Nation Vice President.

### **SPEAKER SETH DAMON**

Speaker Seth Damon is from the community of Bááháálí, N.M., previously served on the 23rd Navajo Nation Council and chaired the Budget and Finance Committee.

**SAT 3.23**

<b>7:00 AM-9:00 AM</b>	Denny's by hotel	<b>BREAKFAST</b>
<b>9:00 AM-11:30 AM</b>	Travel	All vans drive back to Albuquerque airport (2200 Sunport Blvd) to drop off people leaving on Saturday and return vans
<b>11:30 AM-12:30 PM</b>		<b>FREE TIME</b> Return Vans, Return from Albuquerque Airport, Check-In to Albuquerque Crowne Plaza (1901 University Blvd NE) begins at 3:00PM
<b>12:30 PM</b>	Various	<b>LUNCH</b> Recommendations below: MARY & TITO'S (2711 4th St NW, Albuquerque) EL PATIO, NOB HILL (142 Harvard Dr SE, Albuquerque) GARCIA'S (1736 Central Ave SW, Albuquerque)
<b>AFT / EVE</b>		<b>ACTIVITIES</b> <b>Take a ride on the Sandia Peak Tramway to the summit of Sandia Peak.</b> 30 Tramway Road NE, Albuquerque, NM 87122 (Tickets: \$25) Runs from 9 AM to 8 PM, every 20-30 minutes. There will likely still be snow on the ground at the summit and it will be cold at the top (30s or 40s).  <b>Explore Old Town Albuquerque &amp; visit the Albuquerque Museum</b> 2000 Mountain Rd NW, Albuquerque, NM (Tickets: \$6) Nearby restaurants: Garcia's, Vinagrette, Cocina Azul  <b>Visit the Indian Pueblo Cultural Center</b> 2401 12th St NW, Albuquerque, NM (Tickets: \$8.40) The museum is owned and operated by the 19 Indian Pueblos of New Mexico and dedicated to the preservation and perpetuation of Pueblo Indian Culture, History and Art.  <b>DINNER &amp; SATURDAY NIGHT FUN</b> TRACTOR BREWING, Nob Hill (118 Tulane SE Albuquerque) Beer only, no food; Live folk music from 5:00 to 7:00 PM on Saturday. MATANZA CRAFT BEER KITCHEN, Nob Hill (3225 Central Ave NE, Albuquerque) MARBLE BREWING, Downtown (111 Marble Ave NW, Albuquerque) Beer, lots of space for enjoying outside VINAIGRETTE, near Old Town Albuquerque, (828 Central Ave SW, Albuquerque) Craft-your-own-salad menu and wine bar COCINA AZUL, near Old Town Albuquerque, (1134 Mountain Rd NW, Albuquerque) New Mexican cuisine ROUTE 66 DINER, Nob Hill, (405 Central Ave NE Albuquerque) Old Philips sas station converted into a 50s & 60s themed diner in 1987. Iconic local spot