

1. What do you think are the biggest problems in your district?

Gallup, like many communities across New Mexico, faces a collection of complex challenges that impact our daily lives. I conducted an informal survey with residents, and three primary concerns emerged: public safety, economic growth, and infrastructure. These issues are deeply interconnected. Public safety and strategies will be highlighted in another question. Our residents deserve to feel safe in their homes and neighborhoods. We need reliable roads, clean water, and modern infrastructure to support families and businesses. And we must foster sustainable economic development that creates jobs and opportunities for our people. So that future generations can build their lives here at home. Over the past year, I've also taken time to research and identify an additional challenge that affects our city's long-term progress, which is the water issue. Understanding the water issue will help us not only respond to immediate needs but also plan strategically for Gallup's future.

A. Strong infrastructure is the backbone of economic development and community progress. In Gallup, improving our infrastructure means not only repairing what we have, but also removing the barriers that slow down growth and innovation.

- First, we must cut the red tape and make it easier for residents and businesses to work with the city. I will champion the creation of a user-friendly, one-click online permitting system with a modern, accessible platform that streamlines approvals, reduces wait times, and encourages investment in our community.
- Second, we will simplify the process for easement waivers, allowing property owners to sign a clear acknowledgment of the city's right to access easements in the future. This transparency will protect both the city and property owners while ensuring essential maintenance and improvements can move forward efficiently.
- Finally, I want to give our local business owners more flexibility when it comes to landscaping requirements. Instead of rigid percentage mandates, businesses should be able to choose cost-effective, drought-resistant landscaping (xeriscaping) options that best fit their needs, sourced from local companies whenever possible.

By modernizing our infrastructure policies, we can make Gallup a place where development is easier, local businesses can thrive, and our community's growth is both sustainable and smart.

B. A well-maintained city starts with strong infrastructure and clean. Gallup deserves reliable roads, walkable neighborhoods, and a community we can all take pride in.

- For too long, Gallup has depended on the state and county for road materials and repairs. As mayor, I will prioritize investing in a city-owned batch plant so we can produce our own materials and maintain greater control over our roadwork schedule. This will save costs in the long term and increase efficiency. In the meantime, I ask for our community's patience as we do an audit on which road has the most impact. Paving roads within the limits of our current budget ensures that every dollar is spent wisely and transparently.
- Our sidewalks connect our community, but the current ordinance places too heavy a financial burden on homeowners. I will work to revise our sidewalk ordinance to

make improvements more affordable by taking a close look at the current necessity to use Certified II concrete standards. Most homeowners can do the job themselves, ensuring quality without excessive cost. Additionally, when the city undertakes sidewalk projects, it must adhere to be compliant with ADA regulations and more, which is five feet. We must figure out a plan without reducing private property space or impacting landscaping. We will ensure fair policies that protect homeowners from unnecessary expenses.

- A clean city reflects pride and respect for our community. Gallup has made progress through partnerships with local judges, organizations, and contractors that help keep our city clean. But we can do more. I believe our business community must lead by example by maintaining trash cans with secure lids and ensuring proper disposal. The city has led the way because it started by locking trash bins for businesses to reduce litter and improve neighborhood cleanliness.

Together, we can create a Gallup that looks as strong and welcoming as the people who call it home. Clean streets, safe sidewalks, and dependable roads aren't just city services, a promise of pride in our community.

2. How will you ensure you are representing the sometimes-conflicting needs and views of the whole city?

I hold a Bachelor's Degree in Organizational Communication from the University of New Mexico, where I developed a strong foundation in effective leadership and strategic collaboration. Over the years, I've gained extensive experience leading diverse teams and guiding groups toward shared goals. In my approach to mediation and decision-making, I focus on creating open dialogue until a common objective is reached by all parties. I also incorporate structured methods such as SWOT analysis to identify priorities and opportunities for growth. For process improvement, I rely on proven frameworks like Six Sigma and Lean principles to enhance efficiency and drive sustainable results. I believe in establishing a clear and transparent decision-making matrix that puts our citizens at the center of every choice we make. City employees should base their decisions on a balanced framework that prioritizes safety first, followed by budget responsibility, and considers who and how many citizens will be affected. This structured approach ensures that every policy and project reflects our community's values, promotes accountability, and serves the greater good.

3. How do you view the role of municipal police in assisting federal immigration enforcement?

In discussions with the local immigration office, I learned they are committed to helping immigrants pursue citizenship, a process that can be lengthy and challenging. It should be a goal to ensure that every immigrant in Gallup has the support they need to begin this journey, with our local offices ready and eager to assist. Regarding federal immigration enforcement, I expect all law enforcement agencies to collaborate effectively, provided that constitutional rights are respected and public safety is maintained. During a safety forum hosted by the Governor, I raised concerns about the State Police being redeployed to Albuquerque, which left local law

enforcement stretched thin. Following this, the Governor redirected the State Police back to our community.

4. What safeguards would you support to balance community trust with public safety?

I have worked with all local enforcement agencies for many years. I host Shop with Our Heroes, regularly known as Shop with a Cop. This event includes all first responders, including firefighters, to give a child an opportunity to shop. I host Secret Santa Food Boxes, which first responders identify families that are not social services, to give them a box of food during Christmas time. We also host a mush ball tournament, where we shut down the park for the day and let the first responders and their children bond over food and mush ball. I know I have the respect of a lot of first responders, and I will make sure that trust between the city and all local law enforcement continues by supporting and communicating. I would like to use a program called Vital Partners, in which the Gallup Chief of Police, I, as Mayor, and our community members host a public forum to meet the needs of our community and establish trust among all. I believe that all customer-facing employees of the City of Gallup should have Mental Health First Aid. I believe in transparency and would like to use our city website to publish data about crime, unsheltered, and other important safety issues. I believe in establishing a civilian review board to oversee complaints. Most importantly, I believe in protecting our civil rights. That means continuous training to understand the Constitution and the diversity of our community.

5. What do you believe are the primary factors driving homelessness in our city, and what policy or policies would you implement to address those underlying causes?

We do not have a system in place for our youth. Prevention is the key to decreasing our unhoused children. We have over 500 students who have been identified as unsheltered by GMCS. Where will they go when they graduate? We have a system in place that continues to keep unsheltered in a cycle. Investing in our youth is the biggest key to changing our future. Public safety remains one of Gallup's most pressing challenges, closely tied to the realities of our growing unsheltered population. As mayor, I believe we must strike a balance between keeping our residents safe and treating our unsheltered neighbors with dignity and compassion.

- The first step is empowering our City Behavioral Health Department with the resources and tools they need to lead this effort. This department will serve as a central coordinator, bringing together local nonprofits and service providers to fill the gaps where the city cannot act alone. By strengthening collaboration, we can provide more effective support and reduce duplication of efforts.
- Next, we must take a data-driven approach by analyzing, identifying, and categorizing the specific needs of our unsheltered population to bridge gaps in housing, mental health, and addiction services.
- Gallup is home to an estimated 20,000 residents, and that number is declining. To reverse this trend, we must protect the safety and peace of mind of our families, residents, and business owners. That means establishing clear boundaries and working together to address rising crime in key commercial areas such as American Heritage Plaza and Zecca Plaza. We will also offer a designated safe zone for our

most vulnerable citizens by collaborating with businesses, clear policies that protect our citizens, and community education.

As mayor, I will partner with local businesses to implement layered deterrent strategies that are practical, community-based solutions that reduce disruptive behavior. But to truly break the cycle, we must look forward. Prevention is key. By investing in our youth through education, mentorship, and opportunity. We can reduce future homelessness, addiction, and involvement in the justice system. Public safety is not just about enforcement; it's about building a stronger, more compassionate Gallup—one where every person feels safe, valued, and supported.

6. What do you see as the most pressing threats to our city's long-term water security, and what specific policies or projects would you champion to mitigate those risks and ensure a reliable, safe water supply for all residents?

As many in our community say, "*Water is life.*" Before we can address any other issue, we must first ensure that we have a reliable and sustainable water supply. The city has worked hard to manage costs for the Navajo-Gallup Water Pipeline project, which will hopefully be capped at \$78 million. With the project nearing 90% completion, our community faces a major decision this January. We must carefully consider our options:

- Do we cease payments and risk default, which could jeopardize future funding and partnerships?
- Do we halt the project now and attempt to recover our investment? This may threaten long-term water access and stability.
- Do we leverage Gallup's strategic position as the intersection of regional waterlines serving communities around us and start charging neighboring communities?

This is a community issue that affects us all. I intend to host a citywide town hall for all districts to come together, share perspectives, and determine the best path forward. The future of our water and our community depends on it. We need a mayor who can facilitate this project, be advised, work with the different agencies, and trust the employees. When I find the money, I would like to hire a lawyer to help specifically with this issue, who can represent both the city and the county to gain our water rights, either with the Jicarilla Apache Water, and we need to team up with other communities that are affected, because one voice can become many voices.

7. Federal policy changes are impacting key quality-of-life services such as arts, libraries, public radio and parks. How would you ensure the city adapts and protects these essential resources for residents?

As a Nana, my grandchildren love the parks, museum, and libraries. I understand the need to protect these and many other community resources. I believe I found enough money for a grant writer specifically for the City of Gallup. I intend to have grant writers for every department because I do not want to raise taxes and institute bonds. We are already in debt for the water, and

some of our citizens are one paycheck away from being unhoused. Grant writing for our city, alongside having all the data necessary for the numerous nonprofits to use for their own grant writing.

8. Effective regional cooperation involves state and county bodies, the Navajo Nation, and the Zuni Pueblo. Can you outline the key steps you'd pursue to establish and sustain productive relationships with each of these entities?

First, let's acknowledge that the City of Gallup, the Navajo Nation, and the Zuni tribe rarely worked with the City of Gallup. I will ensure that the door is open for a healthy collaborative partnership. I will also have a communication pathway set up. When there is a need, we can help, and it benefits all involved. To start this, I would bypass the main headquarters and work with our neighboring communities. A lot of the community members are our workforce, and we should be catering to their needs that are within the limits of our city. We have to help with items like transportation, access to public restrooms, the ability to have an open pathway to our city workforce or to open a business in our community. This also includes supporting all of our local schools and the UNM Gallup Branch because many of the students come from our neighboring communities. Let's control our narrative by investing in relationship that builds mutual benefits. I would like to invest our time into building a stronger and more active relationship with our County, chapter houses that surround our community, COG, Conference of Mayors, and legislators by taking security off our city hall so we can welcome all! Let's control what we are in charge of.