

# City of Santa Fe Women's Commission Strategic Action Plan 2021 - 2026

## ADVANCING GENDER EQUITY



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Prepared by Valeria Alarcón, Founder and CEO of VIA Consulting LLC.

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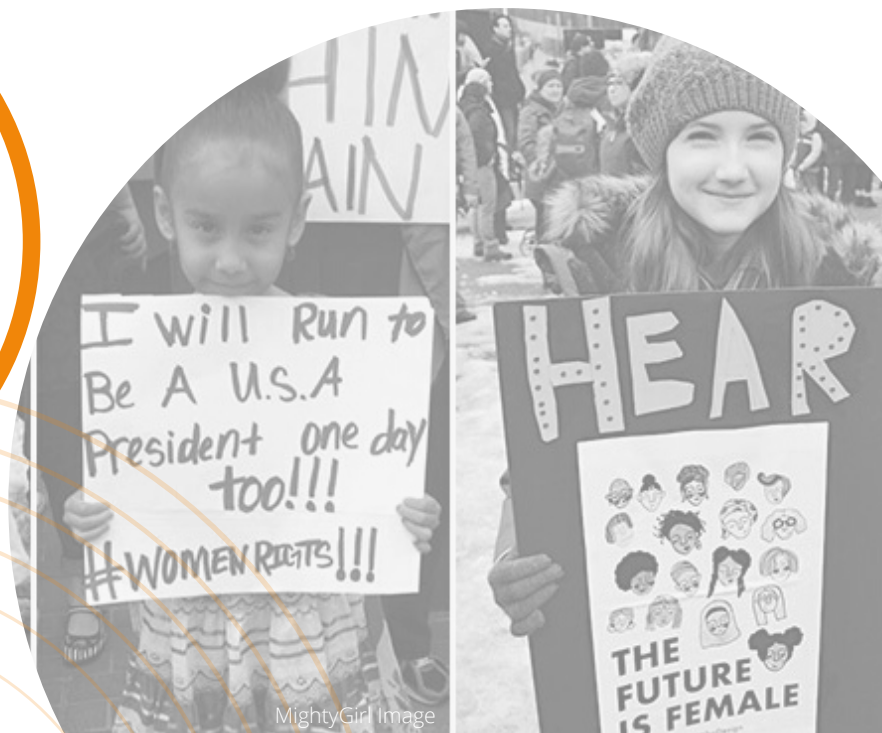
# EXECUTIVE SUMMARY

The City of Santa Fe is deeply committed to acknowledging and celebrating the significant contributions women have made to the cultural, spiritual, economic, and social fabric of our communities and families, and still do today. Hence, concerned with the gender inequities women and girls face in the City of Santa Fe, both within the city and in the community, Mayor Alan M. Webber and the Santa Fe City Council created the Women’s Commission by resolution #2019-24.

**The purpose of the Women’s Commission is to advance gender equity, identify opportunities to improve the City of Santa Fe programs and policies, and to strengthen the quality of life of women and girls in Santa Fe so they can thrive, personally and professionally.**

The newly formed Women’s Commission has defined its Strategic Action Plan, which highlights the Commission’s overarching goals and strategies to advance gender equity for women and girls in the City of Santa Fe. The Women’s Commission will work through a gender equity and intersectional lens to assess and make recommendations for improving the City’s programs, policies, services, budget, ordinances, and practices as they relate to and affect women and girls.

**Please note that the definition of “women” or “women and girls” as it relates to the resolution shall consistently include and refer to women and girls, transgender women and girls, self-identifying women and girls, and gender non-conforming individuals**



# VISION

The vision of the Women’s Commission is to ensure that women and girls in the City of Santa Fe, regardless of gender identity or expression, are empowered and leveraged to achieve their full potential, one that celebrates and values the rich diversity and intersectionality of our community.

# MISSION

The mission of the Women’s Commission is to advance gender equity in social, health, environmental, economic, and political systems in the City of Santa Fe, in order for women and girls to thrive personally and professionally. The Commission’s work will use an intersectional lens that centers historical injustices, diverse voices, and the lived experiences of women and girls to guide its work. The Commission will identify opportunities to improve the City of Santa Fe’s policies and programs, and will work in collaboration with community advocates and organizations to identify community needs and inform its work.











# CORE VALUES





# GUIDING PRINCIPLES

The Women's Commission will be guided by these principles as they work on behalf of women and girls in advancing gender equity, both within the City of Santa Fe as a municipality and the community at large.

-  We believe in **gratitude** and are thankful for the strengths and diversity of our community.
-  We believe in **connection** and will listen to and integrate feedback in our work.
-  We believe in **compassion** and will respect differences, listen to each other, and hold the people we serve in our hearts and minds.
-  We believe in **gender equity** and will work to eliminate barriers to opportunities and ensure inclusive representation.
-  We believe in **honoring our elders and embracing the voices of our youth.**
-  We believe in the power of **diversity** and **honoring the wisdom of lived experiences.**
-  We believe in **intersectionality** and will honor the compounding layers of identity, and how these intersect and affect oppression.
-  We believe in **innovation** and will seek transformational solutions to advance gender equity.
-  We believe in **accountability** and will work with **transparency.**
-  We believe in **integrity** and our work will reflect our values.



# ACKNOWLEDGEMENTS


The City of Santa Fe Women’s Commission wishes to thank **Valeria Alarcón, Founder and CEO of VIA Consulting LLC., Julie Sanchez, MSW, Youth and Family Services Division Director, City of Santa Fe, and Anna Cale Pendas, Project Administrator** for City of Santa Fe Youth and Family Services Division for their leadership and support in formulating this strategic action plan.

# COMMISSION MEMBERS


**Dr. Candice Flint Ed.D., Chair**, has been an educator for 24 years. She has worked mostly at Title I elementary schools, serving as a principal, vice principal, and teacher. She holds a Doctorate of Education in Organizational Leadership. Currently, she works for New Mexico Public Education Department (NMPED) in the Literacy and Humanities Bureau. She is also a member of the NMPED’s Equity Team.



**Sascha Anderson**, Women’s Commission Member



**Carla Bachechi** is currently serving as Director for the Kevin S. Settlement Agreement for the State of New Mexico’s Children, Youth and Families Department (CYFD) and Human Services Department (HSD). Carla is a New Mexico native, but has spent most of her professional career abroad. Prior to returning to New Mexico, Carla worked as the director of a pan-African youth employment program and with Girl Rising’s Engage program - a USAID public-private partnership promoting the transformative power of educating girls in the DRC, India and Nigeria. As Foreign Service officer with the U.S. State Department she served in El Salvador, Chile and Nepal. She holds an MBA from the University of New Mexico, a J.D. from Tulane Law School and a B.S. in Foreign Service from Georgetown University.




**Kate Cleaver** is the Continuum of Care Program Officer at the New Mexico Coalition to End Homelessness, supporting agencies receiving federal homelessness funds across the state. She received her Bachelor of Social Work degree from New Mexico Highlands University and her Master of Social Work degree from Columbia University. Having direct practice experience with women and families as well as policy and program administration experience, Kate is proud to be of service to the Santa Fe community—including as an alternate member of the Santa Fe Women’s Commission.




# COMMISSION MEMBERS


**Ms. Vickie Gabin** has worked with St. Elizabeth Shelters and Supportive Housing Programs in various roles since 2014, and is currently the Special Projects Coordinator. Previously, she was a water rights attorney in the Office of the New Mexico State Engineer, and served as a special master for the United States District Court, District of New Mexico, for six northern New Mexico water rights adjudications.



**Fatima van Hattum** was born in Española and raised in Abiquiu, NM. She works as Program Co-Director at NewMexicoWomen.Org, the statewide women's foundation. Fatima is also a PhD candidate in Educational Thought and Sociocultural Studies, and has completed the Graduate Certificate in Women, Gender, and Sexuality Studies at University of New Mexico. She holds an MSc in Globalization and Development Studies from the University of London. She is a writer with work published in CALYX Journal, Intersections, Chicana/Latina Studies, and New Moons: Contemporary Writing by North American Muslims. She serves on the NM Health Equity Partnership Steering Committee.



**Olivia Sloan, RN, MPH**, is Navajo, Tohono O'odham and Irish and was born and raised in Santa Fe. She currently manages an early-phase cancer research program in Santa Fe. Prior to this, Olivia worked at the Johns Hopkins Center for American Indian Health in Baltimore where she worked with American Indian/Alaska Native (AI/AN) training programs, and behavioral health and infectious disease research. In addition to research, Olivia has extensive experience in AI/AN health policy. She received her BA from the University of Arizona, her MPH from the Johns Hopkins Bloomberg School of Public Health, and her ASN from the Santa Fe Community College.



**Gabriela Schwenker**, is of Guatemalan descent, raised by her adoptive mother in the United States. She has a B.A. in Sociology and Anthropology with an emphasis on gender relations. Her senior college thesis was on the subject of sexual assault in the military. She also has an Associate's degree in Accounting and Business from SFCC. She has worked in public and private accounting in Santa Fe. Gabriela's goal on the Women's Commission is to help ensure that women and girls (and all non-conforming citizens) of Santa Fe have a more accessible and equitable future in the community.



## COMMISSION MEMBERS


**Araseli Varela** is a passionate Santafean who celebrates our cultural diversity and confronts the challenges we face as a community. She is the Executive Assistant at Girls Inc. of Santa Fe and joined the team in 2010. She holds a B.S. in Elementary Education and a M.S. in Special Education from the University of New Mexico College of Education. She critically examines the multilayered challenges facing children and their wellbeing in NM utilizing an equity and inclusion lens. She combines her skills of organization, adaptive flexibility, and hands-on experience to affect structural change and ensure effective organizational management. She shares her life with Chris Sauter and their two beautiful sons.

## STAFF LIAISON + CONSULTANT

**Julie J. Sanchez**, Director at Santa Fe Youth and Family Division. Julie has 12 years of social work experience working both directly and indirectly with youth and families. She started her career working with homeless youth, to a CASA advocate for youth in foster care, to a tribal child welfare worker fighting for tribal children in state custody, and later a program developer and policy maker. She has worn many hats but is most passionate about program development, systems change and grassroots community collaboration. She is the proud mother of a daughter and an Auntie to many.



**Anna X. Cale**, Project Administrator for City of Santa Fe Youth and Family Services Division.



**Founder and CEO of VIA Consulting, Valeria Alarcón**, is a 20 year career executive and social entrepreneur with combined experience in both the private and public sector. She has a strong track-record in managing multi-million dollar companies, leading transformational and systemic change, high-level and tactical organizational management, and advancing Diversity, Equity and Inclusion (DEI). Valeria accomplished her B.S. in Organizational Psychology from the College of Santa Fe, and is certified in Diversity and Inclusion training by Cornell University. She is also AADP certified in Integrative Nutrition and Wellness Coaching.





# STRATEGIC PLAN

**Strategic Approach:** The Women’s Commission has identified several key overarching goals which have been informed by the Resolution. The Women’s Commission will work through a gender equity and intersectional lens to assess the barriers women and girls face, and to make evidence-based and data-informed recommendations for improving the City’s programs, policies, services, budget, ordinances, and practices as they relate to and affect women and girls.

## MAIN OBJECTIVE

The Women’s Commission will **address barriers and gender inequities both within City government and within the community** by assessing and making evidence-based and data-informed recommendations on the following:

1. **The impact of existing or proposed ordinances and/or City policies** or practices on women and girls in the City and surrounding communities;
2. **The impact of the structure, HR policies,** and/or practices of City departments on women and girls working for the City;
3. **The impact of the City’s public statements,** advertising, messaging, and/or marketing on women and girls;
4. Ways the City can **use evidence-based and data-driven decision-making methodologies to align its programs, policies and practices with larger aims of social justice and human rights,** including issues of equity and opportunity; and
5. **Ensuring that diverse voices of women in the community at large are being represented and heard.**

# FACTS

Facts and statistics regarding gender inequities for raising awareness and driving change.

- Native American, traditional Hispana women, and women of color have contributed and continue to contribute a disproportionate share of benefits to our community while at the same time bearing a disproportionate share of the hardships in our community.
- Women in Santa Fe, throughout history and today, have often been unrecognized leaders and contributors in our community, whether as homemakers, workers, professionals, educators, public officials, activists, entrepreneurs, or students.
- The opportunities of local women, their successes and contributions, are offset by alarming statistics in New Mexico of substantially higher rates of domestic and sexual violence than the National rate.
- The persistent pay gap and inequities between men and women throughout the country and New Mexico prevent many women from achieving their true earning potential, including purchasing power and quality-of-life potential.
- According to the Women's Law Center, over the course of 40 years, based on today's wages, women will lose \$430,480.00 in pay. The pay loss is greater for women of color and Latinas - on average they will lose a total of \$1,007,080.00 and African American women will lose \$877,480.00.
- Access to capital remains one of the greatest barriers for women who are trying to launch, scale and grow their businesses. According to a March 2018 report from the National Women's Business Council, men tend to start their businesses with nearly twice as much capital as women.

# FACTS

Facts and statistics regarding gender inequities for raising awareness and driving change.

- Limited access to maternity and parental leave, high quality childcare, and other factors limit the ability of women to have an equitable work-life balance, achieve their full potential, and contribute more fully to their families and community.
- According to a 2014 report from the Congressional Research Service, poverty places a higher burden on women and children, as two-thirds (66.7%) of all poor children live in families headed by women.
- A 2013 report from the National Women's Law Center notes that, nationally, more than half (56.9%) of Native American, female-headed families with children live in poverty. The same report states that half of African American (46.7%) and Hispanic (48.6%), female-headed families with children live in poverty. One-third of White Non-Hispanic (33.1%), foreign-born (30.0%) and more than one quarter of Asian American (26.3%), female-headed families with children live in poverty.
- According to 2017 data from Christus St. Vincent's Hospital, about 20% more women than men live in poverty in Santa Fe County.
- The profound and ongoing income and wealth gap for women is a result of generations of structural inequities and systemic denials of opportunities.
- Women face challenges to their health and wellbeing that are unjust and unacceptable, and these need to be addressed by and for the benefit of women who are most affected, as well as for the good of our entire community.

# KEY PRIORITIES

**THE WOMEN'S COMMISSION 2021 - 2026 STRATEGIC ACTION PLAN** FOR ADVANCING GENDER EQUITY FOR WOMEN AND GIRLS IN SANTA FE WAS INFORMED BY CITY OF SANTA FE'S RESOLUTION AND THE PRIORITIES HIGHLIGHTED THEREIN, WHICH INCLUDE BUT ARE NOT LIMITED TO:

- **EMPLOYMENT AND PAY**
- **PROFESSIONAL ADVANCEMENT**
- **EDUCATION**
- **HEALTH AND CHILD CARE**
- **AFFORDABLE HOUSING**
- **PARKS AND RECREATION**
- **PUBLIC TRANSPORTATION**
- **SEXUAL HARASSMENT AND ASSAULT**
- **IMMIGRATION STATUS**
- **CITY SERVICES**



The Conservation Image

# STRATEGIC FRAMEWORK

The Santa Fe Women’s Commission will carry out its work through the following actions and framework:

## RESEARCH, ANALYSIS, REPORTING AND RECOMMENDATIONS

The Commission will research and analyze issues relevant to the City’s key priorities and will make data-informed and data-driven recommendations for advancing gender equity.

## PUBLIC EDUCATION AND COMMUNITY ENGAGEMENT

The Commission will organize and lead community forums to engage and inform the larger Santa Fe community about defining and advancing gender equity. The Commission will engage with and solicit input from local community members, leaders, advocates, businesses, and organizations about ways to advance gender equity.

## INTER-DEPARTMENTAL AND CROSS-SECTOR COLLABORATIONS

The Commission will consult with race and gender equity experts, community members, philanthropic leaders, city agencies and divisions, and business leaders to solicit input on the City’s key priority areas. The Commission will engage in inter-departmental and cross-sector collaboration discussions to identify leveraging opportunities, innovative solutions, and cultivate partnerships.

## ADVOCACY FOR POLICY AND LEGISLATION

The Commission will work with the Mayor, City Council, and city departments to recommend policy changes that will result in appropriate ordinances and structural changes to advance gender equity.



# OVERARCHING GOALS ~ short-term

01

## Ensuring Engagement + Accessibility + Participation for Commission and Community Members.

To ensure that Commission members can participate fully in Commission work, and that women and girls may participate in advisory bodies and other civic activities, the Commission will recommend instituting participation stipends, and will include this recommendation in the operational budget proposal.

### Strategies:

- a. Research best practices regarding participation stipend models: The Commission will research organizations like Politisit in Oregon, that provide child care assistance for anyone involved in civic activities, and look at similar advisory commission models, policies, and processes.
- b. Research City of Santa Fe's policies for participation stipends that will ensure diverse representation and enable participation.
- c. Identify opportunities for the City to partner with other organizations, community members, and agencies to ensure women and girls have equal opportunity and representation in decision-making roles.

02

## Advancing Gender Equity for women and girls within its governmental structure and the community.

Address existing internal and external barriers which make it difficult for women and girls to thrive personally and professionally in Santa Fe.

### Strategies:

- a. City-wide surveys will be a critical tool for capturing the current, relevant, and most pressing information that helps the Commission understand the significant barriers women and girls face.
- b. Work with a research analyst to design and disseminate surveys (internal + external), and collect, analyze, and report survey findings.

# OVERARCHING GOALS ~ short-term

02

## Advancing Gender Equity for women and girls within its governmental structure and the community.

Continuation:

### Strategies:

- c. Surveys will include:
  - an internal city survey on the effects of city policies and practices on women and girls working for the City.
  - an external survey on the effects of city policies/ practices/ ordinances on women and girls in the community.
  - Analyzing other Women’s Commission’s work and capturing best practices.
- d. Research and identify a gender justice impact assessment tool that the City, across all departments, can use to assess progress in advancing gender equity. Review the City’s current racial justice impact assessment tool to capture learned lessons, best practices, measure impact, and identify resources. Recommend the best method for implementing a gender and racial justice impact assessment tool for the City and community.
- e. Engage with City Departments and Unions to research and identify issues, concerns, and trends from diverse representation. Access current City studies (i.e. Fire Dept. and Gender Imbalance Study, 2020) to identify current trends and challenges women are facing and develop recommendations.
- f. Research the impact of existing ordinances, policies, services, programs, and/or practices on women and girls in the City, and recommend needed changes for achieving gender equity. Develop and recommend a process for including the Commission in reviewing current and proposed ordinances before they are presented to the governing bodies.
- g. Research and assess how other municipalities have achieved gender equity, and identify best practices, strategies, and initiatives that can be adopted for the City of Santa Fe.
- h. Research and assess best practices for achieving gender equity in the City’s workplace, including but not limited to recruitment, interviewing and hiring practices, compensation, professional advancement, parental leave, family leave, and childcare and public breastfeeding. Research and assess best practices for ending gender-based violence, sexual harassment, discrimination, and misogyny.

# OVERARCHING GOALS ~ long-term

## 01

### Community Outreach + Engagement = Centering and Amplifying Diverse and Affected Voices.

Identify the most appropriate community outreach and engagement methodology to center and engage with diverse and affected voices. Host focus groups for community members and organizations to identify key priorities for women and girls, propose innovative solutions, share information, and create cross-sector collaborations for advancing gender equity.

#### Strategies:

- a. Identify effective and appropriate community engagement methods for conducting a needs assessment, identify learned lessons, learn from diverse and marginalized voices, capture community lived experiences, and identify and leverage cross-sector collaborations for advancing gender equity. Community engagement methods may include: Focus groups, city-wide community surveys, internal surveys, zoom learning circles, and website feedback portals. Identify organizations working through progressive gender equity models in alignment with the key priorities set by the Women’s Commission Resolution.
- b. Research and identify quantitative and qualitative data to inform recommendations for the City of Santa Fe to advance gender equity. [See data resource list here.](#)
- c. Capture and report findings, identify key factors for informing and framing recommendations for the City, and keep the community informed and engaged.

## 02

### Inter-Departmental and Cross-Sector Collaboration.

The Commission will identify leveraging inter-departmental and cross-sector collaborative opportunities, identify progressive solutions, and explore partnerships to address barriers and advance gender equity at a systemic level.



# OVERARCHING GOALS ~ long-term

## 03 The Commission will create sub-committees

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to focus on the following key priorities:

- Employment and Pay
- Professional Advancement
- Education
- Health and Childcare
- Affordable Housing
- Parks and Recreation
- Public Transportation
- Sexual Harassment and Assault
- Public Safety and Domestic Violence
- Immigration Status
- City Services

*These are proposed priorities for the long-term goals:*

- *Violence against Indigenous Women*
- *Human Trafficking*
- *Food Justice and Equity*
- *Safety: Gender and Race Based Violence*
- *Social, Economic, and Environmental Determinants on Health*

## 04 Pay Equity and Professional Advancement for Women and Girls.

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The Commission will work to ensure that all gender identities and expressions can live and thrive both personally and professionally, and enjoy economically secure lives.

### Strategies:

- Address pay and professional advancement for women and girls.  
Research methodologies and recommend solutions to address pay inequities and implement professional advancement opportunities for women and girls at all levels in the City. Recommend solutions to the private and non-profit sectors.
- Identify factors which contribute to the gender asset and wealth gaps.  
Research and identify best practices and opportunities to address the negative impact of paid and unpaid caregiving and other factors that contribute to gender-based asset and wealth inequities.

# OVERARCHING GOALS ~ long-term

## 05 Health and Reproductive Justice.

Ensure access to and affordability of comprehensive, culturally competent, and equitable reproductive health care services for women and girls regardless of their gender identity or expression.

### Strategies:

- a. Work with existing and local organizations to determine the current status of reproductive health care in Santa Fe and identify specific areas for improvement.
- b. Research and recommend sexual health educational best practices for the Santa Fe public school system, and in partnerships with local youth service organizations.

## 06 Overarching Goal: Advancing Racial and Gender Equity Across City government.

Research effective municipality models and recommend a “Racial and Gender Justice and Equity Office” to align the City of Santa Fe’s programs, policies and practices within the larger framework of social justice and human rights.

## EVALUATION + REPORTING

The Commission will conduct an annual evaluation and will submit an annual report capturing progress and accomplishments.

# OPERATIONS PROCEDURES

## 1. Membership

The Women's Commission shall consist of seven (7) members appointed by the Mayor with the approval of the Governing Body. Each district shall be represented by one (1) member, with the three (3) members selected at-large. In addition, the Mayor shall appoint two (2) alternates with the approval of the Governing Body. Alternates may only vote in the absence of a permanent member, and alternates shall rotate the order in which they fill in for permanent members. The Santa Fe Women's Commission shall be comprised solely of women as defined to include women, girls, transgender women and girls, self-identifying women and girls, and gender non-binary individuals. Special attention shall be made to ensure that women of color are represented to reflect our City's demographic makeup and ample consideration shall be given to assure the membership includes a range of ages and professional and community backgrounds. Members must reside within the municipal boundaries of the City. Additionally, advisory members from the community may be consulted as needed for local expertise on topics of equity, opportunity, and/or gender justice.

## 2. Officers

The Mayor shall name a chairperson from the membership, who shall serve for a period of one year. Following one (1) year of service, the Mayor shall appoint (or re-appoint) the Chair. The Commission members shall select the vice chair.

## 3. Terms

Of the initial appointments, the members appointed to represent the districts shall serve for a period of one (1) year. The at-large members shall serve for a period of two (2) years. Subsequent terms for members and alternates will retain staggered, two-year terms. After three (3) consecutive unexcused absences, a Commission member shall be automatically removed and notified thereof by the chairperson.

## 4. Vacancies

Vacancies on the Women's Commission shall be filled in the same manner as initial appointments and shall last the remainder of the unexpired term. Any member of the Commission may be removed by the Mayor with the approval of the Governing Body, with or without cause.

# OPERATIONS PROCEDURES

## 5. Meetings

A quorum shall be a majority of the whole membership. The Commission will meet monthly and shall report its recommendations to the Governing Body in accordance with the Open Meetings Act. The Governing Body shall review the work of the Women's Commission three years from adoption of the Resolution #2019-24.

## 6. Staff Liaison

The Community Services Department Director, or the Director's designee, shall serve as the primary liaison to the Women's Commission. The Director may appoint another staff member as necessary to assist with the functions and operation of the Women's Commission.

## 7. Operational Budget Proposal

\$20,000 for supporting the Women's Commission's work in advancing gender equity.

## 8. Meeting Calendar

The Women's Commission meets monthly on the second Tuesday, starting August 10th, 2021, from 5:30pm to 7:30pm.



Newsweek Image

# COMMUNICATION + MARKETING ACTION PLAN

01

## Women's Commission Webpage + Marketing

Design and launch Women's Commission web page in the City's website, including support with public relations and outreach for launching the web page.

### Strategies:

a.

The web page includes: Vision, mission, core values, guiding principles, overarching goals and bios. It also provides access to the meeting calendar with zoom links, agendas, previous meeting minutes, strategic plan, quarterly and/or annual reports, and comment and feedback submission forms and toll-free telephone number. Review other City Commission's web pages to identify the best way to present the Women's Commission's webpage.

b.

Public Relations, Communications and Marketing support for promoting the Women's Commission commencement of work, progress updates, and outreach.

c.

Develop and include a one-stop access City resource list available on the City website, including City services, programs, and community organizations which support women and girls.

02

## Impact of City's marketing and messaging on women and girls.

Research the impact of the City's public statements, advertising, messaging and marketing campaigns on women and girls. Recommend improvements for the City's best practices in this area.



# Glossary

The following terminology is central to the work in advancing gender equity.

## Intersectionality

The interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. Oxford Dictionary.

## Equity versus Equality

Equity involves trying to understand and give people what they need to enjoy full, healthy lives. Equality, in contrast, aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things. By the Annie. E. Casey Foundation.

## Centering Diverse Voices

Uplifting, trusting, and valuing the lived experiences of the people most impacted by the issue(s) and inequity(ies) you want to address. This includes working towards approaches where those that are most impacted are a part of leading, identifying solutions, setting priorities, creating policy agendas, and shifting narrative. By Centering Voices Workgroup.



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