



**THE CULTURE
CHANGE PROGRESS
REPORT**

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UNSPLASH / NAASSOM AZEVEDO, COVER: UNSPLASH / EYE FOR EBONY

MESSAGE FROM MAYOR KELLER AND DIRECTOR MELENDEZ



TIMOTHY M. KELLER
MAYOR, CITY OF ALBUQUERQUE

We are proud to share this progress report on the City’s efforts to foster a culture of diversity, equity and inclusion within City government. 2020 thrust the Office of Equity and Inclusion (OEI) into high gear. The need has never been greater for an equity analysis and approach to serve our city. Our team began to meet the moment on the first day of the shutdown. The OEI training team had its first Culture Change Community Conversation planned for that day, and they pivoted to make it virtual and changed the focus to anti-Asian bias and hate incidents, which had occurred that week. Soon after, the team raised our awareness that people who speak languages other than English would need information and resources to get through the pandemic, so the team quickly added ASL interpreters and trained-up 311, Senior Affairs and Family and Community Services to use over-the-phone interpretation and get documents translated and online. As the pandemic wore on, we knew data showing the most vulnerable populations would be important for departments to use so they could focus their assistance efforts, so OEI began to train staff on using data and maps to inform their targeted outreach efforts.



MICHELLE MELENDEZ
DIRECTOR, OFFICE OF EQUITY AND
INCLUSION, CITY OF ALBUQUERQUE

Then, the movement for Black lives erupted, and the demand for anti-racism training skyrocketed. OEI worked hard to meet our City government’s internal training needs, focusing on the police department and leadership. The backlash against anti-racism training nationally and locally was swift, but we did not back down—working with City Council we doubled down, signing a resolution that City Council passed unanimously that strengthened our City’s commitment to racial equity and made equity training mandatory. We funded equity training properly and that funding is allowing OEI to build its internal capacity. By December, all City Council, Council staff and the Mayor’s office had participated in training to Advance Racial Equity in Local Government. With that foundation, we aim to continuing changing the culture of City Hall as part of a larger strategy to dismantle systems of oppression, so that we can get better outcomes for all people in our beloved Albuquerque.

Sincerely,

A handwritten signature in black ink that reads "Timothy Keller". The signature is written in a cursive, flowing style.

TIMOTHY M. KELLER, MAYOR,
THE CITY OF ALBUQUERQUE

A handwritten signature in black ink that reads "Michelle Melendez". The signature is written in a cursive, flowing style.

MICHELLE MELENDEZ, DIRECTOR,
THE CITY OF ALBUQUERQUE
OFFICE OF EQUITY AND INCLUSION

ABOUT THE REPORT



Background

Mayor Tim Keller established the Office of Equity & Inclusion (OEI) in March 2018 with the mission of inspiring and equipping City government to become a role model of racial equity and social justice. The City joined the Government Alliance on Race and Equity (GARE) and began providing introduction to equity training in May 2018. Mayor Keller mandated Cultural Sensitivity Training for all Albuquerque Police Department (APD) cadets. The Office of Equity and Inclusion organized community partners to provide the cadet training beginning in Fall 2018.

In 2019, City employees began to participate in Undoing Racism workshops offered by the Anti-Racism Training Institute of the Southwest, and in Phase I Anti-Racism and Groundwater Training offered by the Racial Equity Institute. We provided Anti-Implicit Bias training to 250 new employees in 2019.

In September 2019, the Mayor appointed Giovianna Burrell as OEI's Culture Change Leader to further develop and implement a cohesive anti-racism, equity, and inclusion training program for City employees. Giovianna began changing the culture of city government through workshops, reading circles, and community dialogues by normalizing conversations about race and racism among City employees.

The Culture Change Initiative officially launched in January 2020 with targeted trainings organized at the request of the Planning, Environmental Health and Human Resources departments. The initiative expanded its reach in March 2020 by opening monthly sessions to all City employees. Due to the pandemic, all learning opportunities shifted

to Zoom webinars to follow social distancing guidelines. While the richness of in-person sessions was missed by all, the Zoom platform proved to be effective at building a sense of community among City employees, allowing space for knowledge sharing and reflection at a time of national anti-racism movement building and reflection. Self-study resources also proved to be valuable offerings. Altogether, more than 1,500 City employees and community members received training from 2018–2020.

Culture Change Vision

A culture in City of Albuquerque municipal government where discussions of anti-racism, equity, cultural appreciation, history, and intersectionality are no longer taboo or exclusive.

Culture Change Mission

Through learning opportunities and culture change we help City departments and employees identify and implement equitable and inclusive practices and behaviors that aim to dismantle oppressive systems.

Culture Change Goal

Our goal is to provide City employees with monthly learning opportunities in a layered learning approach where each workshop builds upon the others.

2020 SNAPSHOT: WHO WE WORKED WITH AND WHAT WE OFFERED

Contracted with local educator Dr. Virginia Necochea, from Center for Social Sustainable Systems (CESOSS), who facilitated learning opportunities with multiple and various additional community trainers, including: Anti-Racist Youth Leadership Institute, New Mexico Asian Family Center, Islamic Center of New Mexico, Transgender Resource Center of New Mexico, Valley Community Interpreters, RACED Consulting, Dellsly Group, and Lorenzo Jim of First Nations Health Source, among other guest speakers and presenters.

Contracted with national organization The People’s Institute for Survival and Beyond (PISAB) to provide an intensive anti-racism training called Undoing Racism Workshop©.

Learning Opportunities Offered:

- Implicit Bias Learning Lab
- Introduction to Racial Equity 101
- Introduction to Americans with Disabilities Act 101
- Lunch Dialogue Series
 - What is Diversity, Equity, and Inclusion?
 - What is Power and Privilege?
 - What is Healing Racial Trauma
 - Racial History and Identity of the Southwest
- Community Conversation Series
 - Racial Equity and COVID-19
 - Immigrant and Refugee Justice and COVID-19
 - LGBTQIA+ and COVID-19
- Healing Racial Trauma-Restorative Justice
- Understanding White Fragility Seminar
- Language Access—Working with Interpreters
- Anti-Racism and Social Justice Reading Circle
- People’s Institute for Survival and Beyond Undoing Racism Workshop©
- Cultural Sensitivity for APD Cadets which included Transgender 101 Training
- Working with Diverse Populations Series
 - Native Populations
 - Immigrant Populations
 - Transgender Populations



COURTESY ABO FREE IMAGES

2020 WORKSHOP PARTICIPANTS

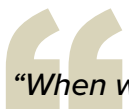


Race/Ethnicity and Gender

Demographics by ethnicity are not available given that this information was not asked of participants for every learning opportunity. Going forward all registrants will be asked to self-disclose race/ethnicity and gender.

Although demographics were not collected for every registration, overall, the following statements can be made based on facilitator observations:

- Strong participation of women throughout all learning opportunities
- Generally, each learning opportunity reflected some diversity with a higher number of white and Hispanic/Latinx individuals in attendance given their relatively high proportion of City workforce.



“When we understand and learn about the importance of diversity/equity/inclusion for ourselves first, we can inspire others and begin to work together to dismantle racial and social injustices, which is the essence of culture change.”

—Giovanna Burrell
Office of Equity & Inclusion,
Culture Change Leader

OVERALL PARTICIPATION

43

Culture Change Learning Opportunities for City Employees

7

Departments That Requested Culture Change Workshops

527

Total City Employees Participated

15%

of City Employees Attended more than One Training

118

Community Members Attended Trainings that were Open to the Public*

*Community members were invited to Community Conversation Series and Anti-Racism Social Justice Reading Circles

GRAPH 1.1.: ATTENDANCE BY DEPARTMENT HIGHEST TO LOWEST

DEPARTMENT	VOLUNTEER ATTENDEES	MANDATORY ATTENDEES
Planning Department	46	--
Cultural Services Department	43	--
Office of Equity & Inclusion	31	--
Family and Community Services Department	30	--
Parks and Recreation Department	30	--
Office of Civic Engagement	26	--
Finance and Administrative Services Department	23	--
Albuquerque Police Department	23	45
Office of Civil Rights	13	--
Albuquerque Fire Rescue	13	--
Legal Department	12	--
Economic Development Department	12	--
Environmental Health Department (EHD)	12	--
Aviation Department	12	28
Mayor’s Office	10	31
Department of Senior Affairs	10	--
Department of Municipal Development (DMD)	10	--
Department of Technology & Innovation (DTI)	10	--
Transit Department	6	--
Solid Waste Department	7	--
Office of Internal Audit	4	--
City Council	4	24
Human Resources Department	3	22
Animal Welfare	2	--

PARTICIPANT EXPERIENCE



Information from this next section was collected from the post-workshop evaluations.

Suggestions for Improvement from Participants

Learning Opportunities Overall

- More breakout rooms (small groups)
- Extend length of training
- Training on how to use virtual learning space technology (Zoom)
- Something to provide supervisors as proof of attendance and completion
- Copies of Power Point Slides
- Role Play Activities
- Examples of City of Albuquerque Workforce Equity and Data
- Exercises/Worksheets

PARTICIPANT EXPERIENCE HIGHLIGHTS

93%

Participants Would Recommend to their Colleagues

93%

Can Apply Content to their Personal/Professional Lives

92%

Participants Felt that the Facilitator's Knowledge of the Training Content was Above Average/Excellent

90%

Participants Learned Something New

83%

Participants Felt that the Quality of Training was Above Average/Excellent

GRAPH 1.2.: LIST OF LEARNING OPPORTUNITY BY ATTENDANCE (HIGHEST TO LOWEST)

OPPORTUNITY/CLASS	ATTENDEES
Implicit Bias Learning Lab	191*
Introduction to Racial Equity 101	90*
Lunch Dialogue Series	63
Anti-Racism and Social Justice Article Reading Circle	41
Working with Diverse Populations Series	36
People’s Institute-Undoing Racism Workshop	28
Community Conversations	26
Understanding White Fragility Seminar	17
Introduction to Americans with Disabilities Act (ADA 101)	17
Healing Racial Trauma-Restorative Justice	14

**Includes mandatory attendance by HR, Aviation, and APD (Implicit Bias Training)*

**Includes mandatory attendance by City Council and Mayor’s Office (Racial Equity Training)*



UNSPASH / TACHINA LEE

POST-WORKSHOP SURVEY RESULTS

About Evaluation Surveys

We invite and encourage all Culture Change participants to complete post training evaluation surveys. Information from post-training evaluation surveys help Culture Change leaders and facilitators improve, maintain, and/or enhance the learning opportunities.

Participant feedback is valuable as Culture Change leaders continue to refine our offerings.

In addition to the questions listed on the following page, program participants are asked:

- Do you have any suggestions to improve this learning session?
- Did the learning session content meet your expectations?
- Did you read or review any of the pre-learning materials?
(Sent in the reminder email before the session.)

Survey Results

Overall, a majority of participants indicated a positive experience with the training.

Those who participated voluntarily indicated a higher satisfaction than those who participated as part of a mandatory training.

**Note: Survey results from January 2020-December 2020*



UNSPLASH / NICK MORRISON



UNSPLASH / OMAR LOPEZ

GRAPH 1.3.: POST EVALUATION SURVEY RESULTS: DEPARTMENT BASED (MANDATORY) VS. VOLUNTARY PARTICIPATION

<p>Did you learn anything new?</p>	<p>MANDATORY PARTICIPANT RESPONSE: 78% of participants felt that they learned something new from the Culture Change Initiative.</p> <p>VOLUNTARY PARTICIPANT RESPONSE: 96% of participants felt that they learned something new from the Culture Change Initiative.</p> <p>OVERALL PARTICIPANT RESPONSE: 87% of participants felt that they learned something new from the Culture Change Initiative.</p>
<p>Was the learning session content you can apply personally and/or professionally?</p>	<p>MANDATORY PARTICIPANT RESPONSE: 88% of participants felt that the training was practical to apply in their lives personally and professionally.</p> <p>VOLUNTARY PARTICIPANT RESPONSE: 97% of participants felt that the training was practical to apply in their lives personally and professionally.</p> <p>OVERALL PARTICIPANT RESPONSE: 93% of participants felt that the training was practical to apply in their lives personally and professionally.</p>
<p>Would participants recommend the training to colleagues?</p>	<p>MANDATORY PARTICIPANT RESPONSE: 82% of participants would recommend Culture Change Initiative to their colleagues.</p> <p>VOLUNTARY PARTICIPANT RESPONSE: 98% of participants would recommend Culture Change Initiative to their colleagues.</p> <p>OVERALL PARTICIPANT RESPONSE: 90% of participants would recommend Culture Change Initiative to their colleagues.</p>
<p>Was the mix of presentations and activities fitting for the training?</p>	<p>MANDATORY PARTICIPANT RESPONSE: 77% felt that the presentation and activities were fitting for the training.</p> <p>VOLUNTARY PARTICIPANT RESPONSE: 92% felt that the presentation and activities were fitting for the training.</p> <p>OVERALL PARTICIPANT RESPONSE: 85% felt that the presentation and activities were fitting for the training.</p>
<p>How would you rate the instructor’s knowledge of the material?</p>	<p>MANDATORY PARTICIPANT RESPONSE: 87% of participants feel that the facilitator’s knowledge of the training content was above average/excellent.</p> <p>VOLUNTARY PARTICIPANT RESPONSE: 96% of participants feel that the facilitator’s knowledge of the training content was above average/excellent.</p> <p>OVERALL PARTICIPANT RESPONSE: 92% of participants feel that the facilitator’s knowledge of the training content was above average/excellent.</p>
<p>How would you rate the quality of the training?</p>	<p>MANDATORY PARTICIPANT RESPONSE: 74% of participants felt that the quality of training was above average/excellent followed by 25% average rating.</p> <p>DEPARTMENT-BASED: 87% of participants felt that the quality of training was above average/excellent followed by 13% average rating.</p> <p>OVERALL PARTICIPANT RESPONSE: 81% of participants felt that the quality of training was above average/excellent followed by 17% average rating.</p>

RECOMMENDATIONS AND REFLECTIONS



**Based on quantitative and qualitative findings as well as Culture Change Leader Burrell and Dr. Necochea 's observations about their implementation of the initiative.*

Reflections

Building relationships among City employees across different departments is impactful to culture change.

Diverse department participation helps create the opportunity for true culture change.

Creating a space for City employees to honestly talk about racism is vital.

Digital learning can be set up in a way that is interactive and meaningful. It takes time

and a heightened sense of awareness. Participants found our digital sessions to be engaging and would like more opportunities to engage in small group dialogue, via digital breakout rooms.

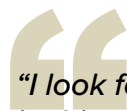
Creating learning opportunities for community members to participate is necessary and helps City employees relate to and learn from those outside of the institution.

Recommendations

General Recommendations by Giovianna Burrell (Culture Change Leader)

Trainings and Participation

There are meaningful ways to show appreciation and completion of trainings offered by OEI instead of a certificate. While we do not provide participants with Certificates of Completion, because of the tendency on the part of some to use such



“I look forward to future opportunities to further my education in this area in order to be more confident in how to apply concepts professionally.”

—Anonymous
Current City of Albuquerque Employee

certificates as proof of their anti-racism, we will endeavor to provide participants with some meaningful form of proof of their attendance and completion.

- To incentivize and reward those who participate in multiple workshops, we will endeavor to provide books and other self-study resources.
- Build OEI’s capacity to provide mandatory training for all City employees through train-the-trainer model of dissemination and by adding administrative support.
- Develop sustainable systems of accountability and assessment of City employees in Culture Change Initiative.
 - Such a system could include making mandatory implicit bias and racial equity workshops in 2021 for leadership in all City departments.
 - For all City employees, a measurable goal is completion of a certain number of diversity, equity, and inclusion workshops each year.
- Encourage City departments to budget for diversity, equity, and inclusion training opportunities and resources.
- Develop an assessment of readiness for City employees who wish to attend advanced trainings and a requirement that participants fulfill pre-requisites.
- Provide space for affinity groups/networks to foster a sense of support and belonging as a retention strategy.



CULTURE CHANGE COMMUNITY PARTNERS

Each year we contract with a local community partner to help lead and implement the culture change initiative.

- 2020: Dr. Virginia Necochea-CESOSS
- 2021: Zamil Salhab and Kendra Toth-RACED Consulting LLC



- Continue digital learning opportunities beyond the public health stay-at-home order and continue to develop City capacity for digital engagement of employees and the public.

Outreach

- Increase marketing and outreach to City employees about the Culture Change Initiative to increase attendance. This could be championed by the Mayor’s Office and department directors.

General Recommendations by Dr. Virginia Necochea

The City of Albuquerque should be recognized for the work it has accomplished and its commitment to integrating Diversity and Equity Inclusion (DEI) initiatives into its institution. The forming of OEI plays a fundamental role in helping the City to create greater institutional change that is sustainable and long-term.

The following provide general recommendations for OEI to consider as it continues its Culture Change Initiative:

Curriculum and Training Offerings

- Reorganize Implicit Bias into two parts: Implicit Bias 101 and 201.
 - Implicit Bias 101 focusing on a general overview of what implicit bias is (i.e. awareness training).
 - Implicit Bias 201 focusing on what can be done to combat and disrupt implicit bias in the workplace (i.e. implementation training).
- Create a Racial Equity 101 and 201 (this can be viewed as a continuation series once employees complete Implicit Bias 101/201, and/or can be a starting point for employees who already have experience/education in antiracist work); these trainings should focus on four levels of racism, helping employees to understand how all levels interact to maintain and perpetuate structural racism:
 - Racial Equity 101 focusing on four levels of racism (i.e. awareness training).
 - Racial Equity 201 focusing on what can be done to disrupt four levels of racism—from the individual to department, city, state, and beyond (i.e. implementation training).
- Implicit Bias 101/201 and Racial Equity 101/201 should be mandatory for all employees; the City can begin this requirement in phases.
 - Phase I: Mayor’s Office and all top-level administrators/directors
 - Phase II: Management and Supervisors

- Phase III: Open to all other employees.

An alternative would be to focus on trainings directed toward entire departments.

For example, as was done at the beginning of this initiative with the mandatory participation of both Human Resources and Communications Team in Implicit Bias

- Implicit Bias 101/201 and Racial Equity 101/201 should become part of onboarding for any new and/or promoted City employee. (This can also be a way of phasing in mandatory trainings for the City.)

Participation, Feedback, and Implementation

- Regularly share data (e.g. attendance by department on a quarterly basis, ideal would be monthly) with all City employees. This can help to increase attendance by department and can be used by department directors and management as a way to keep track of attendance and encourage employee participation.
- Assist departments in creating equity teams that can help continue DEI work in their respective departments. Ideally, DEI work becomes a core part of every department.



“Racism and inequity are not relics of the past. We’re doing this work to make City Hall, the services we offer, and the Albuquerque community fairer, more equitable, and more inclusive.”

–Mayor Tim Keller
Mayor of the City of Albuquerque

- Create larger, city-wide Equity Council, that the department/division equity teams report to larger city-wide Equity Council. This ensures the work of OEI is spreading and has more potential to be sustainable and impactful.
- Create a possible certificate, or at least acknowledgement, for employees who are actively participating in Culture Change offerings. This provides some type of incentive for attendance and recognition of employees who have high return attendance rates.
- Think creatively of how to encourage greater diversity of attendees (e.g., given that there was more participation of women, how can the participation of men be increased?)
- Regularly send surveys to all City employees asking what topics they would like to see included and as a way to gauge their interest areas. Information on surveys can be used to create themes for lunch dialogues, community conversations, and/or other special events.
- As the City is continuing the Culture Change Initiative, it should consider special sessions based on affinity groups.
 - Affinity groups are part of antiracist education/training and focus on grouping based on identity and/or ethnicity.

Affinity groups can be a powerful addition because they allow trust-building and deeper conversations to take place. Facilitators are key and would be needed. City employees who have the background and interest could be designated as facilitators.

- Invite others to lead lunch dialogues, especially community members and/or employees who have

education and experience to provide workshops.

This can add to the offerings and also as a means to support the Culture Change Leader.

- Continue article/book club. This offering creates more space for attendees to discuss and interact with one another.

Continue to invite others to facilitate discussions, especially community members and/or employees who have education/experience to provide workshops.

This can add to the offerings and also supports the Culture Change Leader.

- Continue ongoing whiteness, white fragility trainings (e.g. at least schedule on a quarterly basis).
 - It is fundamental for whites and what we refer to as ‘honorary whites,’ to understand their role and responsibility in maintaining racial hierarchies.

Whites must understand that they play a main role in white dominance, while understanding that antiracism work is a life-long commitment.

- Create an educator/facilitator position whose work focuses on teaching and facilitating workshops.

This person would work closely with the Culture Change Leader.

- Continue Community Conversations events that focus on relevant and pressing themes impacting the City of Albuquerque, and state and nation at large.

It was evident that there was a high level of community engagement with this event and is a way for the City to welcome the larger community into the Culture Change Initiative.

ABOUT THE AUTHORS



Giovianna Burrell

Giovianna Burrell is committed to the work of education and its ability to create authentic change. She has worked in the field of education for over 10 years in various settings from public/community schools to non-profit. She holds a Bachelors Degree in Family and Child Studies with a Minor in Dance and a Masters of Art degree in Educational Leadership with honors both from the University of New Mexico. Her recent prior work was with Big Brothers Big Sisters of Central New Mexico developing and managing educational programming for teens and young adults.

Burrell has also created and facilitated many meaningful workshop spaces to critically dialogue about race, gender, intersectionality, and other social justice topics. Supporting Black, Indigenous folx and communities of color to reach their greatest potential through education, embodiment, and healing is where her passion lies in this work.



Dr. Virginia Necochea

Dr. Virginia Necochea is a long time educator, researcher, writer, and community advocate.

She is the former executive director and a founding board member of the Center for Social Sustainable Systems (CESOSS), a community-led nonprofit focused on protecting and preserving land and water resources in the Valle de Atrisco (South Valley, NM) and larger Middle Rio Grande region.

Dr. Necochea's connection and commitment to land and water emanates from her abuelitos—individuals who were deeply connected to Mother Earth and the importance of remaining connected to the land.

The foundation and drive for Dr. Necochea's work is rooted in ceremony, her Mexican Indigenous roots, and motherhood.

She strives to engage in work that places community and environmental justice at the forefront.



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OFFICE OF EQUITY
AND INCLUSION
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TIMOTHY M. KELLER
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