



# Culture Change Initiative Progress Report

2021

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Culture Change Leader (August 2019 - April 2022)

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**Above:** Michelle Melendez, Director, the Office of Equity and Inclusion. **Top:** Timothy M. Keller, Mayor, City of Albuquerque.

# From the Mayor

## Working toward a multicultural democracy.

As Mayor of one of the nation's most diverse cities, I am proud to share our progress toward making Albuquerque city government a leader in equity and inclusion. From Day One of our administration, we knew that inequity was growing and that we would have to change the culture of City Hall to focus more of our resources toward residents and neighborhoods that have been historically disadvantaged in order to achieve our universal goals of a safe, inclusive and innovative city.

One of our most important strategies to achieve this culture change has been to invest in developing our employees' knowledge and understanding of our nation's and our state's history and of how systems of local government continue to create differential outcomes unless we do things differently. We believe that talking honestly about inequality, while not easy, inspires and equips us to work toward the true multicultural democracy that this country deserves.

Our Culture Change Initiative is finding creative ways to teach about gender equality, LGBTQ rights, the concepts of race and the reality of racism—lessons that don't stop at the Civil Rights Movement. The Office of Equity and Inclusion creates a supportive environment to have these discussions without shutting down topics that may cause some discomfort. We ask ourselves, "When has learning and growing ever been comfortable?" I'm encouraged to see how this growth among staff can change and improve the services our city provides.



# About This Year's Report

## Creating new narratives.

*By Michelle Melendez, Director, Office of Equity and Inclusion*

Before the Office of Equity and Inclusion set out in 2018 to change the culture of municipal government, city employees were reluctant to talk openly about race, racism, gender inequality, issues impacting LGBTQ populations and the disability community. The assumption was that being color blind, and acting in what was seen as a race-neutral manner was the most effective way of serving the public. By examining data, we see that the outcomes of race-neutral approaches are disparate along racial lines. If this disparity wasn't crystal clear before, it certainly became crystal clear during the tragic events of 2020. The COVID-19 pandemic revealed deep structural inequalities, and the murder of George Floyd revealed the fault lines in our nation that call for a national racial reckoning. The Culture Change Initiative helped city employees understand these dual pandemics of racism and COVID, and how government holds a responsibility to act in the public health interest.

Two years later, we see a change beginning to happen in city government and a willingness to address institutional racism issues. We also see a small but vocal resistance to addressing racism.

The culture change shows up in the kinds of conversations we are having, in the

data we are examining, and in the programs and policies we are implementing as a city. For most city employees, it is a welcome change, because they became public servants to make our city better for all of its residents, and they now have more of the tools they need to plan for more equitable outcomes and to evaluate their efforts.

Within these pages, we will share examples of some of the ways city employees are taking what they have learned through Culture Change trainings and applying it to their work on behalf of the residents of Albuquerque. Our work is not done.

Mayor Keller's focus on inclusion of all people in Albuquerque in the civic life of our city and his administration's commitment to equity is based on a deeply held value that we all belong and a belief that our City's progress is dependent on our ability to build an economy that works for everybody. Systemic racism is one of the root causes of some of our most serious challenges, and addressing it within municipal government will make our city better for the long-term. That's culture change.

### **Vision**

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

### **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.

### **Goal**

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



**Top (from left to right):** Giovanna Burrell. Eden Tolsea.

**Bottom (from left to right):** Zamil Salhab. Kendra Toth.



gender, intersectionality, and other social justice topics.

Her passion lies in supporting Black and Indigenous folx and communities of color to reach their greatest potential through education, embodiment, and healing. Giovannianna was joined in many trainings this year by her colleagues from the Office of Equity and Inclusion. The Office of Native American Affairs, Office of Black Community Engagement, Office of Immigrant & Refugee Affairs, and the Race & Equity Data Analyst contributed key training workshops that enhanced the Culture Change Initiative Curriculum.

**Eden Tolsea (She/Her)**

Eden Tolsea is a senior at UNM studying International studies and Political Science with a concentration in Conflict, Peace and Diplomacy. She has been involved in anti-racism and anti-oppression work in the Albuquerque community.

**Zamil Salhab (They/Them)**

Zamil Salhab is a first-generation, post-911 veteran, disabled transqueer of Black, Latinx and Middle Eastern heritage.

They became politicized after military service, resulting from witnessing and participating in the deep-rooted layers of white supremacy/patriarchy exerted via the militarized industrial complex. They candidly speak about the lifelong process of “re-humanizing oneself” from the effects of violence and the dehumanizing tactics of white supremacy.

Zamil is committed to working toward an active practice of abolition and offers community trainings on Safety and Community Defense, De-escalation, Non-Violent De-escalation, and more. Zamil is a Social Justice Consultant and co-founder of RACED Consulting—a

# About the Team

City and community trainers working together.

**Giovanna Burrell (She/Her)**

Giovanna Burrell was the City’s Culture Change Leader from August 2019 to April 2022. She came to the City committed to the work of education and its ability to create authentic change. She worked in the field of education for more than 10 years before becoming a racial equity training facilitator for the City. She holds a Bachelor Degree in Family and Child Studies with a Minor in Dance and a Master of Art degree in Educational Leadership with honors from the University of New Mexico. Giovannianna’s work is rooted in developing and managing educational programming for youth, teens, young adults, and adult learners. Burrell is known for creating and facilitating impactful workshops to critically dialogue about race,



multi-racial, cis-transqueer facilitation team established in Albuquerque.

They are dedicated to harnessing the power of varying levels of privilege to support personal skill building in the area of inclusive practices.

**Kendra Toth (she/her)**

Kendra Toth is a co-founder of RACED—a cross-race, cisgendered-queer facilitation team that harnesses the strengths of the founder’s identity to actively and directly confront white supremacy structure. She help individuals and companies actively deconstruct personal behavior and practices through provocative techniques, meeting constructs head-on, and fostering healthy conflict

in a nurturing environment, supporting dozens of teachers, administrators, students, and community members in shifting their place within white supremacy culture and behavior.

Kendra’s work focuses on interrogating whiteness, cultivating cross-race collaboration, facilitating difficult conversations, and helping leaders align organizational goals with building and fostering diverse groups of decision-makers.

Kendra earned a Bachelor of Arts in Education and holds certification in Mindful Facilitation and Conflict Mediation.



*Culture change is an arduous yet beautiful journey of unveiling by learning about the history of systemic injustices and prompting people to understand/act towards dismantling racism and social injustices.”*

—GIOVIANNA BURRELL, CULTURE CHANGE LEADER

# 2021 Snapshot

The Office of Equity and Inclusion contracted with RACED Consulting LLC and with the following community trainers:

- UNM LGBTQ Resource Center
- Marsha K. Hardeman
- Val Day Sanchez
- National Asian Pacific American Women's Forum
- Office of Native American Affairs
- Office of Civil Rights
- Transgender Resource Center of New Mexico
- Valley Community Interpreters
- Office of Immigrant and Refugee Affairs
- Office of Black Community Engagement
- Professor Vinay Harpalani of UNM Law School
- Enrique Cardiel
- Vanessa Apodaca
- Sasha Pellerin
- Sylvia Ledesma
- Michelle Otero
- The People's Institute for Survival and Beyond (PISAB)
- Racial Equity Institute (REI), LLC

## Learning Opportunities Offered (some offered more than once):

- Implicit Bias Learning Lab Part I
- Implicit Bias Learning Lab Part II
- Introduction to Racial Equity 101
- Introduction to Disability Justice
- Lunch & Learn Series
  - What is Critical Race Theory?
  - Intercultural Communication
  - Deep Impacts of Housing Discrimination
- University of New Mexico LGBTQ Resource Center Safe Zone Training
- Understanding Language Access (Working with Interpreters)
- CABQ OEI-Native American Affairs Training Series
  - Understanding Community Resources-Case Management 101
  - Housing Justice for Native Americans
  - Hate Crimes 101 Seminar
  - What is Tribal Sovereignty?
- Working with Tribal Nations
- Politics of Identity: Construction of the American Indian/Alaskan Native Race
- Anti-Racism & Social Justice Reading Circle
- People's Institute for Survival-Beyond Undoing Racism Workshop©
- Racial Equity Institute LLC Racial Equity Phase I Workshop
- Cultural Awareness Training for APD Cadets & Ambassadors, City Employees, and Community Members
- Transgender Cultural Fluency by Transgender Resource Center of NM
- Working with Diverse Communities Series
  - African American Communities
  - Asian Pacific Islander Communities
  - Mexican & Hispanic Communities

## WORKSHOP PARTICIPATION

# 450

Total City Employees Participated  
(7% of City Employees)



Number of City Employee Attendees that Attended more than one Workshop  
(18% of Unique Participants Attended Multiple Learning Opportunities)

## THE WORKSHOPS BY THE NUMBERS

# 93

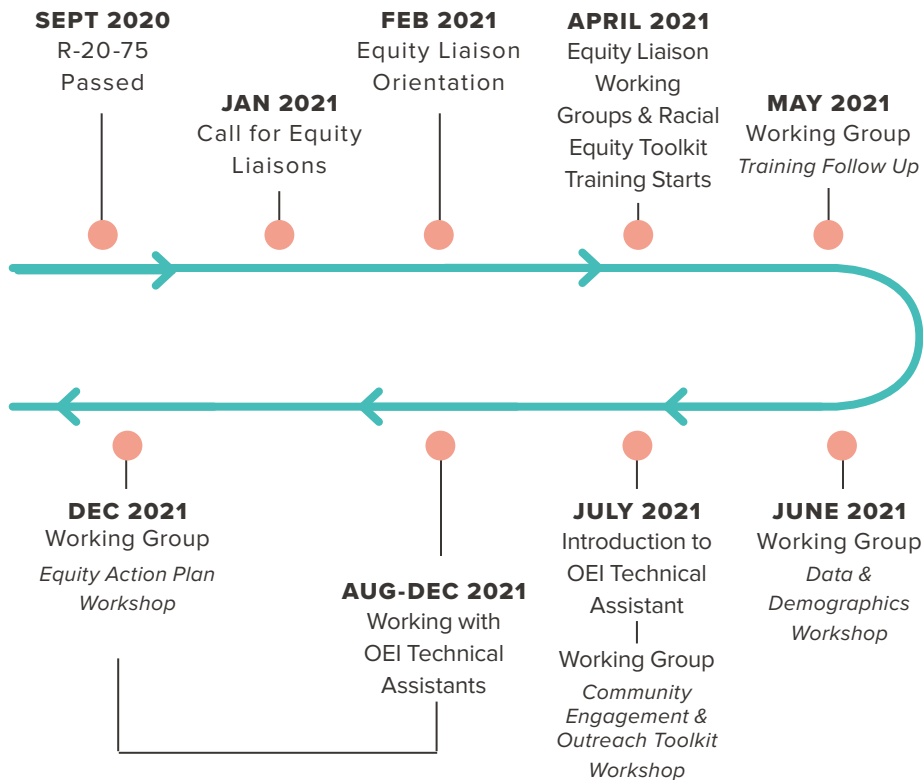
Community Members Attended

# 48

Workshops

# 13

Equity Presentations



**KEY SECTIONS OF THE R-20-75 LEGISLATION**

- Each Department shall identify an equity liaison who shall report directly to the head of the Department and who will be responsible for managing and reporting on that Department’s equity assessment program.
- Section 8: With the assistance of the Office of Equity and Inclusion, each Department shall conduct a racial equity assessment and develop a racial equity action plan of that Department’s practices, policies, expenditures, and distribution of resources which will be included in the budget process.
- Section 9: During the City’s annual budget review process each agency shall include in its report to City Council an equity note for internal review, and City Council may ask questions as needed.

# Department Equity Liaisons

**Going Deeper: Department Equity Liaisons**

On September 30, 2020, City Council unanimously passed R-20-75, landmark legislation that strengthens and re-affirms the City of Albuquerque’s commitment to addressing racial and social inequity.

The Culture Change Initiative was instrumental in building the City’s capacity to work toward equitable outcomes. OEI began to implement R-20-75 by taking the first cohort of equity liaisons through a 10-month training and technical assistance process.

Liaisons in the cohort were able to see how their colleagues were approaching the work and learn from their peers. Each was responsible for working with their department leadership to identify a policy, program or practice where equity was needed. The Office of Equity and Inclusion staff served as technical assistants to each of the department equity liaisons as they worked on an equity objective during the year-long process.

During this first year of implementation, we worked with the following departments: Animal Welfare, Legal, Mayor’s Office, Planning, Environmental Health, Office of Inspector General, Economic Development, Albuquerque Police Department, Transit,

and Emergency Management. Here are some examples of what the equity liaisons are working on in their departments.

**How We Shift Institutional Culture**

We all realized in our first year of working with equity liaisons that shifting the culture of institutions is extremely challenging. Each of us starts from the place we are at in our own learning journey. All of us recognized the strategic importance of collaborating with other departments. It is by working





together that we can make small actions part of a larger movement, and make racial equity work less daunting. The liaisons were able to see the importance of collaboration with other departments. Supporting city employees who have committed to being the equity liaison for their department reminded us that racial and social justice work in organizations takes time and various layers of commitment.

Each of the liaisons who were able to complete the 10 months of training and technical assistance was able to introduce and move forward equity work in their respective departments. In 2022, we will continue to work with the departments from the first cohort. Below are some examples of what the equity liaisons were able to begin and move forward in their departments.

- **Animal Welfare:** Started bringing what they were learning and an equity topic to regular staff meetings with their department leadership.

Animal Welfare program manager and Director participated in a two-day anti-racism training, and made a budgetary commitment to continue and

expand the department's equity work in 2022.

- **Environmental Health:** Started a cumulative impact assessment rule-making process and hired a community organizer to help with meaningful community engagement.
- **Transit:** Started implementing a Zero Fares pilot program and identifying indicators to track the impact the pilot is having on transit equity.
- **Albuquerque Police Department:** OEI technical assistants hosted and facilitated a retreat for APD Ambassadors to revisit the learning they had from the Culture Awareness Workshops and People's Institute Undoing Racism Workshop they previously attended. OEI provided extensive technical assistance to the ambassadors on how to use the racial equity toolkit developed by our office, as well as how to meaningfully engage the community.

The equity toolkit gave them a starting point for understanding data and the importance of inclusive community outreach and engagement in the communities they serve to achieve equitable outcomes.

# Racial Equity Facilitators Gathering

## Connecting in this work.

### Racial Equity Facilitators Gathering

In June 2021, the Office of Equity & Inclusion and RACED Consulting LLC co-hosted a community gathering of people from across the state who are racial equity, DEI, anti-racism, and social justice educators, facilitators, and healers.

Our goal was to connect and celebrate each other through collective healing.

We asked participants to reflect on what it looks like to be in a true relationship with each other doing this work in the state of New Mexico.

It was important for us to convene this gathering because we recognized that none of us can do this work alone.

This gathering was an opportunity to build a coalition of the many folks doing this work to connect and create a safe space and supportive community for people working to shift the narratives in their respective organizations.

Over the two days, we had 17 racial equity facilitators join us from various organizations in New Mexico and as individuals.



UNSPASH / NAASSAM AZEVEDO



# The Impact

What happens when city employees engage in learning opportunities.

## Case Studies

### FAMILY AND COMMUNITY SERVICES DEPARTMENT

Before the Culture Change Initiative, the Family and Community Services Department's summer youth programs hadn't given much thought to what they would do to make transgender youth feel welcome and supported in the programs. By bringing the Transgender Resource Center of New Mexico in to provide a Transgender Cultural Fluency training, OEI was able to provide the department with tools to be inclusive. As well, OEI provided technical assistance to FCS to develop its department Language Access Plan. As a result, the staff feels much more prepared to make all children and their families feel safe and included. The department has also begun to provide outreach information in multiple languages. Many more youth of color are applying for the City's summer youth employment opportunities and to serve on the Mayor's Youth Advisory Board.

### ANIMAL WELFARE DEPARTMENT

Before attending culture change workshops, the Animal Welfare Department didn't know how people from different backgrounds could be included in their awareness campaigns around responsible pet ownership. The staff of mostly white employees and volunteers were not as familiar with different cultural backgrounds and languages, how to communicate with people who don't speak or read English

about how to get their pets spayed or neutered, and other programs offered by the department. By attending a series of trainings, the department leadership came to learn about many ways their department can approach equity and inclusion in terms of diversifying their workforce and making their outreach and awareness campaigns more inclusive.

### METRO SECURITY DIVISION

Before being introduced to concepts such as implicit bias, the Metro Security Division's approach to security was largely based on gut instinct. After seeing the monthly Culture Change Initiative Offering emails, their division leadership attended an implicit bias session where they learned about how deeply ingrained implicit biases are and how these unconscious biases may be influencing their perceptions. The division continued their learning and proactively reached out to the Culture Change Leader to learn more about gender identity and the use of gender pronouns. They were able to create a self-directed learning opportunity for their staff by sharing the "What are pronouns?" resource video that is shared in OEI email signatures. Check out the video, [here](#).



*I have recommended this training to everyone I know—it has impacted me deeply and I can say for a fact that I will apply what I have learned to my work. I have broadened my understanding of what it means to be an agent of change and I feel more confident than ever in my ability as a woman of color to make those changes happen."*

— A PARTICIPANT WHO ATTENDED THE RACIAL EQUITY INSTITUTE PHASE I WORKSHOP

# Participation & Identity Demographics

We bring in community partners who have lived experiences to provide many of the workshops, in an effort to connect public servants with the many community-based organizations and individuals that share the goal of increasing public safety and access to city resources for the populations we all serve.

We also collect the demographics of the attendees of the workshops to get an understanding of who is participating, and from what departments.

We allow participants to self-identify their race, ethnicity, and gender as part of the workshops, which in itself is a learning experience showing how diverse our population is, compared to the categories that we are often forced to choose from in the US Census. Even the act of asking people to self-identify their race, ethnicity and gender can be triggering to some because it challenges the taboo.

These conversations can activate emotions of people who are racialized and those who have little understanding of how racism impacts society to this day.

## WORKSHOP OPPORTUNITIES AND ATTENDANCE

Total Attendance = 705\*

\*Includes repeat attendance

LEARNING OPPORTUNITIES	NUMBER OF CITY EMPLOYEES	NUMBER OF COMMUNITY MEMBERS
Cultural Awareness Full Day Workshop	117	15
Understanding Language Access	101	--
Implicit Bias Learning Lab Part I & Part II	90	--
Office of Native American Affairs Training Series	74	17
Anti-Racism & Social Justice Article Reading Circle	61	20
Lunch & Learn Series	45	4
Transgender Cultural Fluency Training	35	--
Working with Communities Populations Series	26	1
Introduction to Racial Equity 101	18	--
Racial Equity Institute Phase 1 Workshop Intensive	18	11
People's Institute-Undoing Racism Workshop Intensive	15	13
UNM LGBTQ Safe Zone Training	13	--
Introduction to Disability Justice	11	--
Community Gathering with Racial Equity Facilitators	--	17

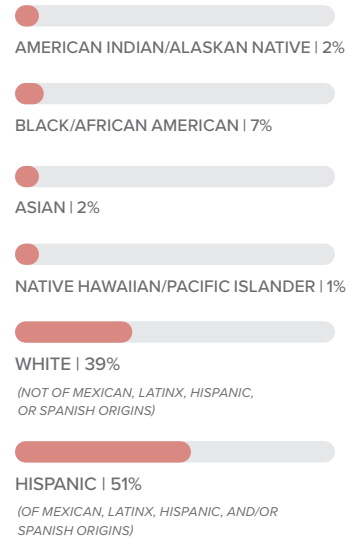
**ATTENDEES BY DEPARTMENT**

DEPARTMENT	TOTAL VOLUNTARY ATTENDEES	TOTAL MANDATORY ATTENDEES
Albuquerque Police Department (APD)	41	135
Arts & Culture Department	36	--
Family Community Services	35	34
Legal Department-includes Office of Civil Rights & Office of Equity & Inclusion	27	--
Environmental Health Department (EHD)	16	--
Department of Senior Affairs	16	--
Parks & Recreation	14	--
Department Technology & Innovation (DTI)	12	--
Transit Department	11	--
Department of Finance & Administrative Services	8	--
Office of Internal Audit & Inspector General	8	--
Albuquerque Community Safety (ACS)	8	--
Planning Department	8	--
Office of Civic Engagement	7	--
Department of Municipal Development (DMD)	6	--
Albuquerque Fire Rescue (AFR)	6	--
Mayor's Office	4	--
City Council	4	--
Economic Development Department	3	--
Aviation Department	3	--
Animal Welfare Department	3	--
Solid Waste Department	2	--
Human Resources	1	--
City Clerk	1	--
Other	1	--

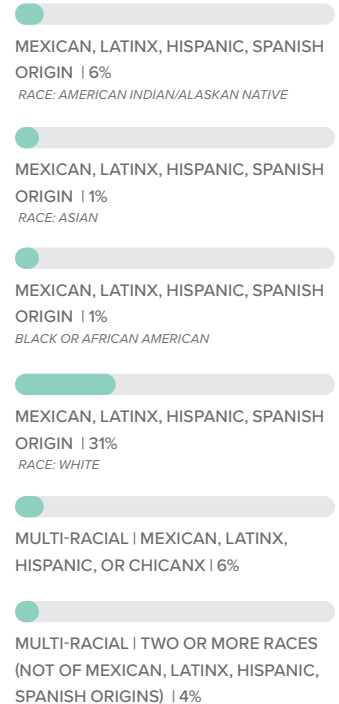
\*Numbers do not include repeat attendees

**PARTICIPANT IDENTITY DEMOGRAPHICS**

**RACE**



**ETHNICITY**



**GENDER & PRONOUNS**

SHE/HER HE/HIM THEY/THEM

**56% 25% 6%**



# Participant Experience

## What the community and employees thought about our trainings.

Our learning spaces offer an opportunity for participants to feel courageous, curious, and safe to ask questions about topics they aren't familiar or comfortable with. Examples of this are questions about the difference between Native American and American Indian, or what is meant by transgender man, transgender woman or non-binary. We encourage participants to lean into their potential discomfort because it is an indication that they are learning something new to them. The Office of Equity & Inclusion does not mandate trainings for city employees, and asks that department directors and supervisors not mandate participation. However, some employees come to trainings because they have been told to do so, and the results vary based on this factor.

### Suggestions for Improvement from Participants

- More breakout rooms (small groups)
- Extend length of training
- Incorporate case studies and experiences from the city
- Downloadable Exercises/Worksheets
- Gauge readiness of city employees to attend trainings
- Do not make trainings mandatory not everyone is ready

### PARTICIPANT SATISFACTION

**90%**

Felt that the presentation and activities were fitting for the training

**88%**

Felt they could apply content from the Culture Change Initiative (CCI) to their personal/professional lives

**87%**

Would recommend CCI Learning Opportunity to their colleagues

**86%**

Felt training facilitators' knowledge of the content was above average to excellent.

**82%**

Felt they've learned something new from the CCI Learning Opportunities

**77%**

Felt the quality of training was above average to excellent

# Post-Workshop Survey Results

## How Department Based (mandatory) vs. Voluntary Participation affected attitudes.

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 2021-December 2021*

	MANDATORY PARTICIPANTS	VOLUNTARY PARTICIPANTS
<b>Did you learn anything new?</b> Percentage of participants felt that they learned something new from the Culture Change Initiative (CCI?).	<b>73%</b>	<b>85%</b>
<b>Was the content applicable personally or professionally?</b> Percentage of participants felt training was applicable in their lives personally & professionally.	<b>85%</b>	<b>89%</b>
<b>Would you recommend the training to colleagues?</b> Percentage of participants would recommend CCI to their colleagues.	<b>77%</b>	<b>90%</b>
<b>Was the mix of presentations and activities fitting?</b> Percentage of participants felt that the presentation and activities were fitting for the training.	<b>85%</b>	<b>92%</b>
<b>How would you rate the instructor's knowledge of the material?</b> Percentage of participants felt that training facilitators knowledge of the content was above average to excellent.	<b>65%</b>	<b>93%</b>
<b>How would you rate the quality of the training?</b> Percentage of participants felt that the quality of training was above average/excellent.	<b>65%</b>	<b>81%</b>



# Reflections

## What happens when city employees engage in learning opportunities.

Three years into the Culture Change Initiative we are still learning about how this work changes, evolves and the challenges show up. Below are the reflections from this year from the Culture Change Team.

### General Reflections & Recommendations

BY GIOVIANNA BURRELL (CULTURE CHANGE LEADER) AUGUST 2019-APRIL 2022

This year the Culture Change Initiative continued to reach many people who either work for the City or are community members. With it being a year since the urgency and demand of anti-racism/DEI workshops there is still a demand for this learning.

Also there is a challenge in engaging in this work due to the national backlash of anti-racism/social justice education and as people begin to go back to their work and social lives in person.

- Culture Change trainings continue to offer a space for employees to dive deep into understanding institutional/structural/systemic racism within government.
- Culture change within the City is complex due to the deep-rooted white-dominant organizational culture that is prevalent within all government institutions.
- BIPOC employees have a space to feel seen and heard in the Culture Change trainings with the facilitators.

- Each of the City's 24 departments has a different culture, set of values, and readiness to embark on the City's equity journey.
- The work schedule, priorities, and/or lack of supervisor support are barriers for some employees to engage in the learning opportunities we offer.
- There is a better understanding and openness to conversations about anti-racism and social justice topics.
- Some departments and employees are embracing learnings from culture change and applying them organizationally, personally, and professionally.

Others look to OEI to do the equity work. OEI's mission is to inspire and equip and does not have the capacity to do equity work for departments.

- The work of Culture Change is deeply relational and anchored in building trust which has expanded with the role of community partner RACED Consulting LLC and having an intern.
- Other institutions in Albuquerque, statewide, and nationwide who are starting racial equity training programs are learning from our work and seeking guidance from the city's Culture Change Leader and Initiative.
- Collaborating with the team in OEI was vital as each cultural office has its own lived experience and community outreach that they already do and can share with city employees





their first-hand experience. Office of Native American Affairs, Office of Black Community Engagement, Office of Immigrant & Refugee Affairs, and the Race & Equity Data Analyst contributed key training workshops that enhanced the Culture Change Initiative Curriculum.

- The Culture Change Initiative is widely unknown and is not well understood internally and externally. Launching a storytelling campaign about the journey so far to city employees and the ABQ community would be helpful in moving the work forward.

#### BY EDEN TOLESA (CULTURE CHANGE INTERN)

As an intern for OEI's Culture Change Initiative, I have been able to assist RACED Consulting LLC and Giovianna in creating curriculum, participating in training and helping to facilitate various training for city employees and community members.

Personally, as a black woman in these trainings, I have a personal stake in how these pieces of training are received by the attendees since they engage with the public and serve the very communities for whom we advocate. In these spaces, various things happen. Sometimes conversation flows well and folks are eager to learn and implement the material in their personal and professional lives. On the other hand, there are times when the content of our trainings is criticized and the idea that racism, bias, and intolerance exist are dismissed entirely.



Furthermore, I have observed different things that determine the success of these trainings:

- Those who attend our trainings voluntarily tend to be genuinely interested in our content, engage in asking and answering questions, and are willing to further their learning. Those who are mandated to show up for our trainings seem to be stand-offish and simply check off their attendance and leave with no change in their mindset.
- Those who have an open mind to learn retain material much more effectively.

#### BY RACED CONSULTING LLC (ZAMIL SALHAB & KENDRA TOTH)

The said process of deconstructing white supremacy behaviors is both external and internal. Visibly absent from the 2021 RACED sessions were department directors and city leadership.

How can city department directors and city leadership actively engage in, support, and encourage employees to attend Culture Change Initiative trainings, reading circles; conduct a departmental analysis of equity practices, attend a national training offered by the People's Institute for Survival and Beyond (PISAB) or Racial Equity Institute (REI) in order to leverage their positional power?

Investment into the Culture Change Initiative must manifest through all levels of Albuquerque city government and be more expansive than just monetary; it must consider the intangible costs and benefits of building true relationships throughout the city and the wider community to foster a deep and sustainable Culture Change.



The following are recommendations from the FY2021 partnership:

- Embark on cross-department education for the purpose of Culture Change Initiative. Cultivate a practice of fostering the “whole to the parts to the whole”.
- Create a policy/statement that reflects and supports an authentic learning space.
- Create specific training requirements for Directors and Deputy Directors to ensure a comprehensive understanding of how employees may apply content and practice skills acquired within Culture Change sessions.
- Provide a recommendation for departments to do their own internal capacity building.
- Create a Q & A style quarterly session (survey, lunch with a community “expert”) to foster curiosity in learning about race, racism, white supremacy culture, oppression, and privilege.
- Increase opportunities for guided practice with the toolkit and resources (Community Engagement practice guide) for not just one person in the department, but a collective large enough to transform power dynamics.
- Develop an application process for the liaison role (articulate a minimum knowledge/skill base), add a stipend to the role, build in accountability partners across the group of liaisons, and create a mechanism for dismissing/reassigning a liaison who isn’t aligned with the mission and vision.
- Develop online modules for people to go back, explore, or re-emphasize certain concepts or ideas. Develop peer learning partners to support skill development.
- Provide a monthly opportunity (maybe department based) to do a collective “check in” where employees can be provided further resources as needed.
- Provide a resource depository for city employees.
- Provide grief support.
- Provide education at the top about the concept and the impact of race-neutral policy, and practices.
- Provide equitable compensation that acknowledges the disproportionate impact of colorism.
- Provide a variety of methods to support employees of color navigating predominately white spaces; preferably methods would be informed by employees with this lived experience.





**CITY OF ALBUQUERQUE**

Culture Change Report  
*Office of Equity and Inclusion*

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**SPRING 2021**