

An isometric illustration of a city street scene. A blue recycling truck with a red cab is driving on a grey road. On the sidewalk, there are several people: some are walking, some are sitting on a bench, and one is riding a bicycle. There are also some trees and a building in the background.

Building the Future Together

How an Entrepreneurial Mindset Leads to Engagement & Innovation in Government

Presented in partnership with the



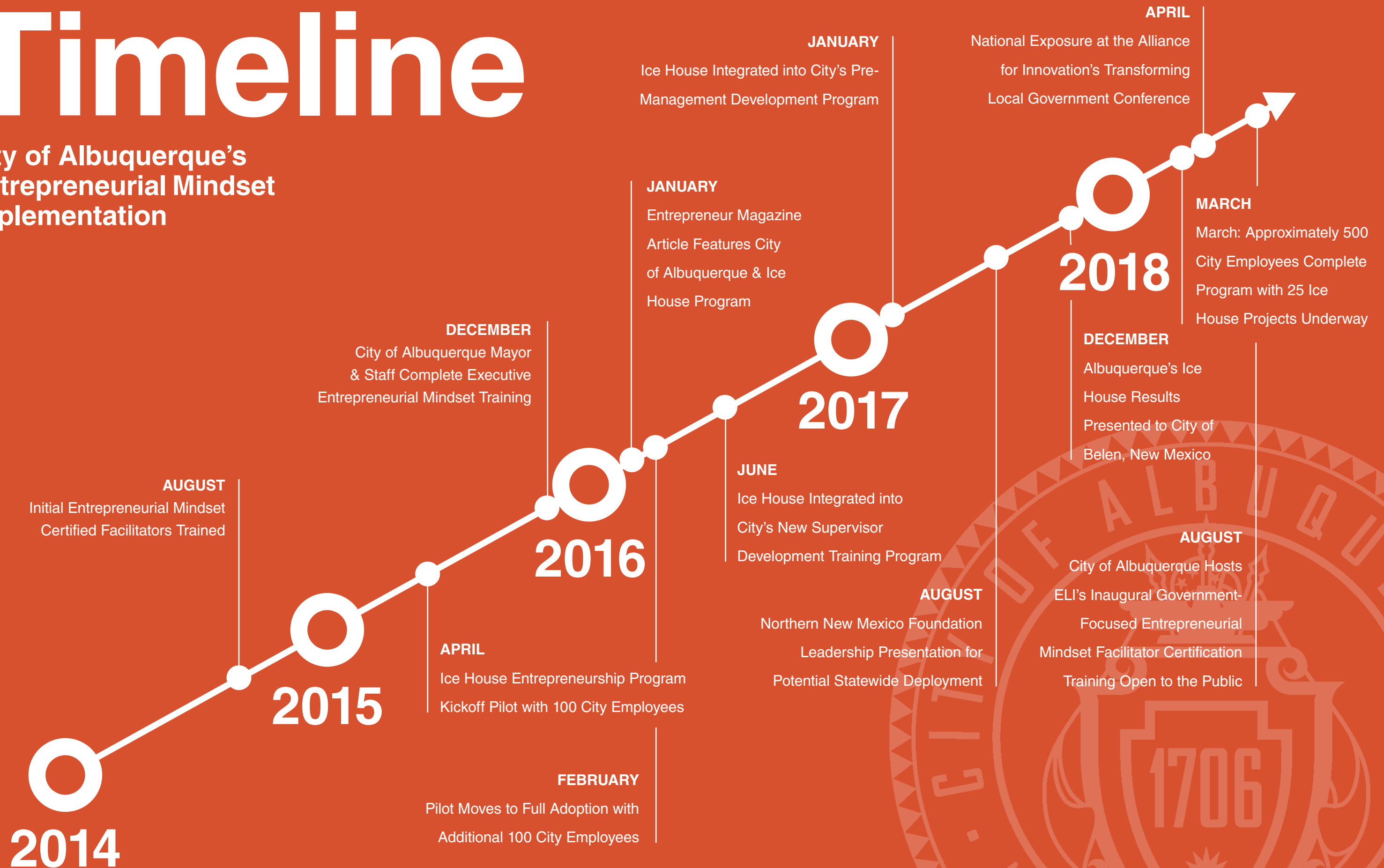
CITY OF
ALBUQUERQUE



the
entrepreneurial
learning initiative

Timeline

City of Albuquerque's Entrepreneurial Mindset Implementation





Tom Darling

Division Manager
City of Albuquerque, Public Service University

“Employees are becoming fully engaged in their work, solving problems they used to expect their supervisors to solve.”

Thinking like an entrepreneur is not common for public service employees who typically see their jobs as static and reactive. Division Manager Tom Darling was trained as a facilitator in the Ice House Entrepreneurship Program in 2014 and introduced the entrepreneurial mindset to the City of Albuquerque’s Employee Training Division. With a vision to transform the culture of the City of Albuquerque’s workforce, the program inspires and empowers employees to fully engage and take ownership of their work. The City is seeing incredible results as employees realize their power and responsibility to solve problems on the front line of their work. City employees are taking action and not waiting for permission to solve real problems that they encounter. They are fulfilling the vision of transforming the culture of city government. Having trained over 500 employees in the program from 22 departments, the City is now committed to training all employees through their Public Service University.

500 Employees Trained





Rob Vigil

Supervisor
City of Albuquerque, Solid Waste Department

“With an entrepreneurial mindset, our department has greatly improved customer service to the citizens of Albuquerque as well as saved significant tax dollars with our innovative efforts.”

Rob Vigil has served the City of Albuquerque for nearly twenty years. After many years of not receiving promotions or other opportunities, Rob completed the Ice House Entrepreneurship Program and realized that he had been suffering from a victim mindset and a sense of learned helplessness over his situation. The program opened his eyes to taking ownership of his work and running his department like his own small business. Rob became empowered to take calculated risks without the fear of failing in order to improve his department’s services. After completing the Ice House Opportunity Discovery Process, Rob built departmental support to redesign trash and recycling pick-ups in his division, an effort that resulted in significant savings to the city. And, as the current supervisor of the City of Albuquerque’s Solid Waste Department, Rob now coaches his employees in the entrepreneurial mindset and as a result, the department is significantly improved customer service to the citizens of Albuquerque. Rob and his team have transformed the “government” attitude into an entrepreneurial mindset earning the trust and respect of the City of Albuquerque’s citizens.



Kelly Price

Safety Compliance Specialist
City of Albuquerque, Risk Management Division

“With an entrepreneurial mindset, we are solving problems that ultimately improve productivity and save money.”

As the Safety Compliance Specialist in the Risk Management Division, Kelly Price is responsible for mitigating risk related to operator safety. The Ice House Entrepreneurship Program opened Kelly’s eyes to having a vision that helps her goal set. The program also helped her learn how to identify and evaluate opportunities. One opportunity Kelly identified related to the City’s Defensive Driving Safety Training Program. With nearly 2,000 trainees a year, the program trains participants to obtain their Certified Operators Permit. With the great number of participants, Kelly identified an opportunity to move the program online. As a result, the department’s loss of productivity is projected to be reduced by half and will provide a cost savings of at least \$70,000 annually to the city from instructors and material cost savings typically required to deliver the course.

\$70k Cost Savings



Sara Mancini

Manager
City of Albuquerque, Office of Neighborhood Coordination

“An entrepreneurial mindset empowers us to be resourceful with the assets, skills, and ideas that exist within our own communities.”

As the manager of the Office of Neighborhood Coordination, Sara Mancini took the Ice House Entrepreneurship Program to develop her entrepreneurial mindset. Sara learned that the power to choose empowers us to respond, rather than react, to our circumstances. She also learned that rather than accepting a victim mindset, a growth mindset provides the opportunity to learn and grow from challenging situations. Sara now encourages neighborhoods to be resourceful with the assets, skills, and ideas that exist within their own community to address challenges they face. She uses the Ice House Opportunity Discovery Canvas to identify and solve problems in the City’s neighborhoods. She used the Canvas to solve a significant problem created with using acronyms that the general public does not understand. The project ultimately provided a better service to the citizens of Albuquerque who can now locate resources more quickly. As a next step, the Office will be incorporating entrepreneurial mindset training in their Leadership Academy for Neighborhood Association presidents to develop their entrepreneurial mindset leadership skills.





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