

CITY of ALBUQUERQUE

TWENTY THIRD COUNCIL

COUNCIL BILL NO. R-19-148 ENACTMENT NO. _____

SPONSORED BY: Klarissa J. Peña, by request

1 RESOLUTION

2 APPROVING AND AUTHORIZING THE ACCEPTANCE OF GRANT FUNDS
3 FROM THE W.K. KELLOGG FOUNDATION AND PROVIDING AN
4 APPROPRIATION TO THE LEGAL DEPARTMENT FOR FISCAL YEARS 2019
5 THROUGH 2021

6 WHEREAS, the Albuquerque Office of Equity and Inclusion in the Legal
7 Department is responsible for growing equity both inside the City structure
8 and within the broader Albuquerque community as a whole; and

9 WHEREAS, the City of Albuquerque has long struggled against sustained
10 poverty and its impacts on the community, especially after the Great
11 Recession and among people of color; and

12 WHEREAS, the Equity Profile of Albuquerque, released jointly with the W.K.
13 Kellogg Foundation and the City of Albuquerque in June 2018, revealed
14 working poverty to be on the rise with disproportionately high rates among the
15 City's Native American/American Indian, Asian, Latino, and African
16 American/Black full-time working adults; and

17 WHEREAS, the City of Albuquerque has long been one of the City's
18 employment anchors; and

19 WHEREAS, some employment inequities among people of color that
20 plague the nation are also evident in the City employment structure; and

21 WHEREAS, the Office of Immigrant and Refugee Affairs is part of the
22 Albuquerque Office of Equity and Inclusion in the Legal Department and in
23 2017 produced a W.K. Kellogg Foundation funded Community Engagement
24 Report that found a number of non-status-based barriers to immigrant and
25 refugee employment, such as language access and foreign credential
26 transferability; and

[Bracketed/Underscored Material] - New
[Bracketed/Strikethrough Material] - Deletion

1 WHEREAS, the City of Albuquerque has reaffirmed its standing as an
2 immigrant friendly city; and

3 WHEREAS, the City of Albuquerque has the reputation and capability to
4 serve as an exemplary training ground, pipeline, and stabilizing force for the
5 City's youth, people of color, and single parents; and

6 WHEREAS, such an effort will benefit the City's children living in poverty
7 and advance the ongoing efforts to raise the future economic prospects of
8 such children; and

9 WHEREAS, the Albuquerque Office of Equity and Inclusion in the Legal
10 Department will work with the Human Resources Department and the
11 Albuquerque community to implement and further this vision; and

12 WHEREAS, the Albuquerque Office of Equity and Inclusion in the Legal
13 Department will gather and analyze data to track progress and lessons learned
14 to serve as a city, state, and national example; and

15 WHEREAS, the W.K. Kellogg Foundation has awarded a grant to the
16 Albuquerque Office of Equity and Inclusion in the Legal Department to
17 implement such a vision; and

18 WHEREAS, the Albuquerque Office of Equity and Inclusion in the Legal
19 Department is committed to using the grant funds to carry out such purposes;
20 and

21 WHEREAS, the grant funds would be dispersed immediately.

22 BE IT RESOLVED BY THE COUNCIL, THE GOVERNING BODY OF THE CITY OF
23 ALBUQUERQUE:

24 Section 1. That the agreement for the grant funds from the W.K. Kellogg
25 Foundation in the amount of \$1,320,046.00 is hereby approved, and its
26 acceptance and filing with appropriate official or office is an in all respects
27 approved.

28 Section 2. That funds in the amount of \$1,320,046.00 are hereby
29 appropriated to the City of Albuquerque Legal Department's Office of Equity
30 and Inclusion in the Operating Grants Fund (265) for Fiscal Years 2019
31 through 2021.

32

33



City of Albuquerque

Legal Department

Timothy M. Keller, Mayor

Interoffice Memorandum

April 30, 2019

To: Klarissa Peña, President, City Council


From: Timothy M. Keller, Mayor *R*

Subject: Resolution Approving and Authorizing the Acceptance of Grant Funds from the W.K. Kellogg Foundation and Providing an Appropriation to the Legal Department for Fiscal Years 2019 through 2021

Attached is a resolution authorizing appropriation of grant funds from the W.K. Kellogg Foundation in the amount of \$1,320,046 to the Legal Department's Office of Equity and Inclusion. This grant is to support initiation of a comprehensive City approach to equity both in Albuquerque and in City of Albuquerque employment as means of addressing of both poverty and equity. This grant is consistent with the mission of the Legal Department's Office of Equity and Inclusion to foster inclusion of all people, including those of different backgrounds, into the civic and economic life of Albuquerque. The W.K. Kellogg Foundation works with cities who are interested in supporting efforts to address equity and the longstanding effects of racism.

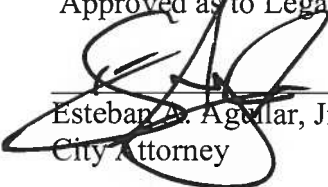
Subject: Resolution Approving and Authorizing the Acceptance of Grant Funds from the W.K. Kellogg Foundation and Providing an Appropriation to the Legal Department for Fiscal Years 2019 through 2021

Approved:

 5/11/19

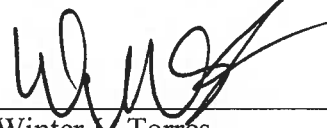
Sarita Nair Date
Chief Administrative Officer

Approved as to Legal Form:

 4.30-19

Esteban A. Aguilar, Jr. Date
City Attorney

Recommended:

 4/30/19

Winter L. Torres Date
Deputy City Attorney for Policy

Cover Analysis

1. What is it?

Legislation to approve Resolution Approving and Authorizing the Acceptance of Grant Funds from the W.K. Kellogg Foundation and Providing an Appropriation to the Legal Department for Fiscal Years 2019 through 2021

2. What will this piece of legislation do?

Approves Resolution Authorizing Grant from W.K. Kellogg Foundation for Legal Department's Office of Equity and Inclusion to support equity initiatives in city workforce

3. Why is this project needed?

To appropriate \$1,320, 046.00 to the Legal Department's Office of Equity and Inclusion in the Operating Grants Fund (265) for Fiscal Year 2019, 2020, 2021 for the grant duration

4. How much will it cost and what is the funding source?

\$1,320, 046.00 from Operating Grants Fund (265)

5. Is there a revenue source associated with this plan? If so, what level of income is projected?

No.

FISCAL IMPACT ANALYSIS

TITLE: Resolution Approving and Authorizing the acceptance of grant funds from W.K. Kellogg Foundation to the Legal Department

R: XX

FUND: 265

DEPT: Legal

- ☐ No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.
- ☒ (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

		Fiscal Years			Total
		2019	2020	2021	
Base Salary/Wages		273,943	126,203		400,146
Fringe Benefits at	0.0000%	136,971	63,101		200,072
Subtotal Personnel		410,914	189,304	-	600,218
Operating Expenses		441,502	278,326		719,828
Property		-	-	-	-
Indirect Costs	0.00%	-	-	-	-
Total Expenses		\$ 852,416	\$ 467,630	\$ -	\$ 1,320,046
<input type="checkbox"/> Estimated revenues not affected					
<input checked="" type="checkbox"/> Estimated revenue impact					
Amount of Grant		852,416	467,630	-	1,320,046
City Cash Match					
City Inkind Match					
City IDOH		-	-	-	-
Total Revenue		\$ 852,416	\$ 467,630	\$ -	\$ 1,320,046

These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions created 4

COMMENTS: A grant from W.K.Kellogg Foundation for \$1,320,046 for the Legal Department Office of Equity and Inclusion. This grant does not require a City Cash Match nor IDOH. This grant provides funding to support efforts to accelerate systems change within the City's government to promote greater diversity and equity in the workforce, by supporting the Office of Equity and Inclusion. The Grant period is April 1, 2019 through September 30, 2021.

COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:

PREPARED BY:

FISCAL ANALYST

4/30/19

APPROVED:

DIRECTOR

(date)

4-30-19

REVIEWED BY:

EXECUTIVE BUDGET ANALYST

BUDGET OFFICER

(date)

CITY ECONOMIST

4/30/19

Sylvia Manzanarez for CB



W.K.
KELLOGG
FOUNDATION*

A Partner With Communities Where Children Come First

One Michigan Avenue East
Battle Creek, MI 49017-4012

MAIN 269.968.1611
FAX 269.968.0413

wkkf.org

April 3, 2019

Ms. Sarita Nair
Chief Administrative Officer
City of Albuquerque
P.O. Box 1293
Albuquerque, NM 87103

RE: P0131712 (Please refer to this P number in ALL correspondence/reports)

Dear Ms. Nair:

The W.K. Kellogg Foundation ("Foundation") is pleased to award the City of Albuquerque ("Grantee") a grant in the amount of \$1,320,046 for the Grant Period of April 1, 2019, through September 30, 2021, to accelerate systems change within the city's government to promote greater diversity and equity in the workforce, by supporting the Office of Equity and Inclusion. Grant funds shall be used solely as specified in the proposal submitted on March 20, 2019, which is incorporated herein by reference (the "Project") and in accordance with the following terms and conditions of this Grant Agreement ("Agreement").

- Budget, Reporting Period(s) and Expenditures:** Grant funds shall be used solely for the purpose of the Project and only as indicated in the approved line-item budget submitted by Grantee as specified below. Grantee must obtain advance written approval from the Foundation program officer for disbursements substantially deviating from this budget. Expenses directly tracked to the grant are allowed. The Personnel budget category should include only salaries, benefits and payroll taxes for individuals working directly on the Project. Expenses charged to the Personnel budget category must be based on actual time spent working directly on the Project and shall be tracked through the use of time sheets or time studies. Indirect costs are not permitted. Indirect costs are expenditures for activities or services that are not directly tracked to the Project, but rather are an allocation or percentage of organization-wide expenses. Expenses must be incurred against the budget and during the approved timeline of reporting [hereinafter incorporated by reference as "Reporting Period(s)"] as follows:

	4/1/19-9/30/20	10/1/20-9/30/21	Total
Personnel			
--Office of Immigrant & Refugee Affairs Coordinator	\$101,475	\$ 0	\$ 101,475
--Race & Equity Data Analyst	\$ 76,405	\$ 57,877	\$ 134,282
--Communication/Culture Change Leader	\$ 96,063	\$ 68,326	\$ 164,389
--Fringe Benefits calculated at 50%	\$136,971	\$ 63,101	\$ 200,072
Contractual Services			
--Tribal Affairs Liaison	\$101,475	\$ 68,326	\$ 169,801
--Professional Services Contract: Marketing	\$ 65,000	\$ 30,000	\$ 95,000

--Professional Services Contract: Training	\$ 75,000	\$ 40,000	\$ 115,000
--Professional Service Contract: Language access	\$ 65,000	\$ 30,000	\$ 95,000
Project Supplies/outreach	\$ 5,027	\$ 5,000	\$ 10,027
Meetings & Conferences	\$ 15,000	\$ 15,000	\$ 30,000
Travel	\$ 15,000	\$ 15,000	\$ 30,000
Sub-granting to community organizations	\$100,000	\$ 75,000	\$ 175,000
Grand Total	\$852,416	\$467,630	\$1,320,046

2. **Payment:** Upon receipt of Grantee's signed acceptance of this Agreement, payment of \$852,416 will be made to Grantee. Successive payments are contingent upon receipt and approval of reports, as defined in the Reporting section, which demonstrate to the Foundation satisfactory progress of the stated objectives of the Project. The Foundation reserves the right to change or adjust the payment schedule of the grant at any time and will inform Grantee of such change.
3. **No Earmarking:** Beyond the rights and obligations specifically stated in this Agreement, the Foundation disclaims any right to control or otherwise influence Grantee's use of these funds. Accordingly, the Foundation will not engage in earmarking any funds under this Agreement.
4. **Subgranting:** Subgranting occurs when Grantee provides Foundation funds in the form of a grant to one or more organizations that are selected by the Grantee. The Foundation retains no rights to select or veto ultimate recipients. Financial reporting on subgrants must be done on a cash basis.
5. **Accounting and Audit:** Grantee must maintain a separate accounting for this grant. This should be accomplished through the establishment of a separate general ledger account, fund or cost center. Grantee is encouraged to use all interest earned on grant funds to further the Project; however, a formal accounting of such income is not required. Grantee shall (i) maintain complete and accurate separate accounting, detailing receipts and expenditures made under the grant, and (ii) retain these records during the Grant Period and continuing at least four (4) years after receipt and acceptance of the final report. During this time, Grantee shall make such records available to the Foundation (or its designated representatives) for inspection or audit at the Foundation's expense and on reasonable notice to Grantee. The Foundation may also, at its expense and on reasonable notice to Grantee, monitor and evaluate operations under this grant, including on-site visits to observe Grantee's procedures and talk with Grantee's personnel.
6. **Reporting:** Within 45 days following the end of each Reporting Period, the Grantee will furnish to the Foundation program officer a report. The report will contain (i) a narrative report of what was accomplished by expenditure of the grant funds, (ii) an evaluation report and (iii) a financial statement reporting expenditures according to the approved grant budget. This reporting should be done using consistent accounting practices (cash or accrual) and should be certified only by an agent of the Grantee authorized to submit financial accounting on behalf of the Grantee. Failure to submit timely reports will result in delay in processing any subsequent payments to Grantee. A final report (which includes a narrative report and a financial statement of expenditures) is to be provided to the Foundation no later than three (3) months after the close of the final Reporting Period. Any unexpended funds remaining at the end of the final Reporting Period must be immediately returned to the Foundation, unless an extension has been approved in writing by the Foundation. Grantee agrees to provide the Foundation, upon request, a copy of all information relating to the results, findings or methods developed under the grant.

7. **Evaluation:** Evaluation is an essential integrated part of the Foundation's grantmaking, as we view evaluation as an important tool to track impact and to generate learning. For that, the Foundation supports Grantee's evaluation efforts to strengthen and/or build its internal organizational capacity to produce and use data and knowledge in advancing its work. The Foundation recommends that Grantee consider developing an evaluation plan as a best practice so the evaluation activities and the reports will be guided by the plan. The evaluation reports created regarding the Project are to be submitted by the Grantee, in electronic format, along with Grantee's narrative and financial reports at the end of each Reporting Period.
8. **Legal and Tax Requirements:** Grantee represents and warrants to the Foundation that:
 - A. Grantee is an organization in good standing, is either a governmental unit or an organization described in Section 501(c)(3) of the U.S. Internal Revenue Code ("Code"), and is not a "private foundation" within the meaning of Section 509(a) of the Code. Grantee will notify the Foundation immediately of any change in its tax status.
 - B. Grant funds may be expended only for charitable, educational, literary or scientific purposes. In no event will Grantee use grant funds or any income earned thereon:
 - a) To carry on propaganda or otherwise to attempt to influence legislation (within the meaning of Section 4945(d)(1) of the Code).
 - b) To influence the outcome of any specific public election or to carry on, directly or indirectly, any voter registration drive (within the meaning of Section 4945(d)(2) of the Code).
 - c) To make grants to individuals or to other organizations for travel, study or similar purpose that do not comply with the requirements of Section 4945(d)(3) or (4) of the Code.
 - d) To undertake any activity other than for a charitable, educational, literary or scientific purpose specified in Section 170(c)(2)(B) of the Code.
 - C. Grantee agrees that any subgrant utilizing funds from this grant must only be made to a governmental unit or an organization described in Section 501(c)(3) of the Code and which is not a "private foundation" within the meaning of Section 509(a) of the Code.
 - D. No part of the grant can inure to the benefit of any private person or entity in violation of Section 501(c)(3) and 4941 of the Code, including, but not limited to, any Foundation trustee, officer, employee, or his/her spouse, children, grandchildren, and great grandchildren or their respective spouses for any purpose.
 - E. Any payments made to or on behalf of any United States government official (federal, state, or local) in connection with this grant shall be limited to actual transportation costs solely within the United States plus an amount for related expenses (hotel, meals, etc.) at a rate not exceeding the standard per diem rate established by the U.S. General Services Administration.
 - F. Grantee is permitted under all applicable laws, ordinances, rules, and policies, including those concerning government ethics, to conduct the Project under the terms and conditions of this Agreement and to accept and use resources from the Foundation for such purposes.
 - G. Grantee agrees to conduct the Project in a manner that complies with all applicable laws, ordinances, rules and policies.

- H. Grantee has obtained all necessary approvals from State and City attorneys, ethics bodies, and other authorities necessary to ensure that it may conduct the Project under the terms and conditions of this Agreement and accept and use resources from the Foundation for such purposes.
9. **Patriot Act Compliance:** Grantee certifies that Foundation funds will be used in compliance with all applicable anti-terrorist financing and asset control laws, regulations, rules and executive orders including, but not limited to, the USA Patriot Act of 2001 and Executive Order No. 13224. Furthermore, Grantee agrees to ensure that any Foundation funds, either directly or through a subgrant, will not be disbursed to any organization or individual listed on the United States Government's Terrorist Exclusion List or the Office of Foreign Assets Control (OFAC) Specially Designated Nationals & Blocked Persons List. In addition, Grantee takes reasonable steps to ensure that its board, staff and subgrantees have no dealings whatsoever with known terrorist organizations.
10. **Ownership and Royalties:** Grantee and/or its subgrantee(s) will own all right, title and interest in and to all intellectual property, inventions, work products and works of authorship, including but not limited to literary and artistic works, products, materials, information and computer software, created or developed as a result of this grant (the "Developed Materials"). Grantee hereby grants to the Foundation, and shall ensure that each subgrantee grants to the Foundation, a perpetual, irrevocable, worldwide, royalty-free, non-exclusive right and license, with the right to grant sublicenses, to use, publish, distribute, display, perform, reproduce, copy, modify and prepare derivative works based upon the Developed Materials for non-commercial purposes. Grantee shall provide and cause each subgrantee to provide to the Foundation such further instruments as the Foundation may request to evidence, establish, maintain, or protect the Foundation's license rights. Any moneys realized by the Grantee or any subgrantee from sales or licenses of the intellectual property created or developed from this grant must be utilized exclusively for educational and charitable purposes and shall not inure to the personal benefit of any individual or noncharitable entity.
11. **Termination/Repayment of Grant Funds:** The Foundation reserves the right to discontinue funding and terminate the grant at any time if the Foundation determines, in its sole discretion, that: (i) it is not satisfied with the progress of the grant or the content of any written report, (ii) grant funds are not being used by Grantee or any subgrantee in an effective and efficient manner to further the grant's purpose or (iii) Grantee or any subgrantee has otherwise failed to comply with the terms of this Agreement. In the event the Foundation makes any such determination, the Foundation shall have the right to (i) discontinue any further payments to Grantee (under this or any other agreement the Foundation may have with Grantee), (ii) direct Grantee to repay to the Foundation any grant funds not used in accordance with this agreement and (iii) set-off any funds owing to the Foundation by Grantee under this agreement against funds the Foundation may owe Grantee under any other agreement.
12. **Release and Indemnity:** To the fullest extent permitted by law, Grantee shall release, indemnify, defend and hold harmless the Foundation and its directors, officers, trustees, employees, representatives and agents from and against any and all claims, demands, suits, damages, liabilities, injuries (personal or bodily), property damage, causes of action, losses, judgments, costs, expenses and penalties, including, without limitation, court costs and attorney's fees, arising out of (directly or indirectly) or related in any way to the negligent or wrongful acts or omissions of Grantee or any Grantee director, officer, employee, subgrantee, contractor or agent in connection with this

grant or Project, except to the extent resulting from the negligent or wrongful acts or omissions of the Foundation.

13. **Equal Opportunity:** The Foundation gives high priority to the realization of equality of opportunity for all members of society and strongly encourages diversity by the Grantee in all aspects of the Project and throughout all levels of the organization.
14. **Assignment Clause:** This Agreement, or any of the rights, obligations or funds awarded under this Agreement, may not be assigned without the Foundation's prior written consent. An assignment includes (i) any transfer of the Project; (ii) an assignment by operation of law, including a merger or consolidation; or (iii) the sale or transfer of all or substantially all of Grantee's assets.
15. **Use of Logo/Letterhead/Copyright:** The name, logo, letterhead or any item copyrighted by the Foundation may not be used by Grantee or any subgrantee without the written permission from the Foundation's communications department.
16. **Governing Law and Compliance:** This Agreement will be governed by and construed in accordance with the laws of the state of Michigan, with jurisdiction in the State and Federal Courts of Michigan. Grantee and all subgrantees will comply with all applicable local, state and federal laws and regulations.
17. **Entire Agreement, Severability and Amendment:** This Agreement contains the entire agreement between the Foundation and the Grantee relating to the subject matter hereof and supersedes all prior and contemporaneous negotiations, correspondence, understandings and agreements between the parties relating to the subject matter hereof. This Agreement may be modified or amended only by mutual written consent of the parties. In the event of any conflicting terms between this Agreement and the Project, this Agreement will supersede and govern. The Foundation's waiver or failure to enforce the terms and conditions of this Agreement in one instance shall not constitute a waiver of its rights hereunder with respect to other violations of this Agreement.
18. **Grantee Contact Information:** Grantee has indicated the following individuals hold key roles for this Project. Grantee shall provide written notification to the Foundation of any changes:

Legal Designee: Sarita Nair, Chief Administrative Officer

Financial Designee: Marianne T. Kemp, Grant Administrator

Project Director: Michelle Melendez, Director of Office of Equity and Inclusion

19. **Foundation Contact Information:** Your Foundation contact information for this grant is as follows:

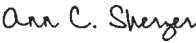
Program Officer: Robby E. Rodriguez, robbie.rodriguez@wkkf.org

Grant Support: Rachel P. Davis, rachel.davis@wkkf.org, (505) 433-6160

[Signature Page Follows]

If you have any questions about the terms or conditions of this Agreement, please contact Kristin Duffy directly at (269) 969-2095 or kristin.duffy@wkkf.org. On behalf of the Foundation, I extend every good wish for the success of this effort.


Sincerely,

DocuSigned by:

D7A099125542458...
Ann C. Sherzer

Grants & Contracts Sr. Manager/Staff Attorney

As an authorized representative of the City of Albuquerque, Sarita Nair, Chief Administrative Officer, agrees to the terms and conditions of this Agreement.

Signature of Grantee:

DocuSigned by:

27FC78F4A4E944D...
Sarita Nair

4/3/2019

Reference Number: PO131712

Request Information

***Project Name:**

Equity in Education, Employment and City Programs

***Amount Requested:**

\$1,320,046

***Project Start Date**

April 2019

***Project End Date**

September 2021

***The project purpose for which you are requesting Kellogg funding:**

The administration of Albuquerque Mayor Tim Keller is owning up to the fact that local, state and federal governments have played a role in maintaining racial inequity. We have an important role to play in dismantling structural inequities that lock children of color in poverty. The administration values inclusivity and has prioritized creating One Albuquerque, a racially, ethnically and culturally diverse, inclusive, safe, and innovative city with an economy that works for everyone. The Mayor established the Office of Equity and Inclusion (OEI) and charged it with catalyzing systems change throughout city government. While the OEI staff has grown from 2 to 4 in the first six months, the office's capacity is not yet sufficient to make a measurable difference as urgently as and to the scale necessary. OEI is seeking support from the W.K. Kellogg Foundation to accelerate systems change to make our government workforce more diverse and representative and increase employment equity.

***Project Overview:**

Numerous studies tell us that low-income people of color need better jobs. The Equity Profile of Albuquerque released jointly with Kellogg in June 2018 shows working poverty on the rise, with disproportionately high rates for Native American, Asian, Latino and Black working adults working full time and living below 200% of FPL. The OIRA Community Engagement Report funded by Kellogg in 2017 details barriers for immigrants and refugees including lack of steady, sufficient employment for skilled people, credentials that are not transferable, lack of job training and workforce development for less skilled workers, difficulty with the application process, and language and transportation barriers, to name a few. Recommendations include institutionalizing the OIRA office, partnering and providing employment opportunities.

The public sector is a critical source of decent-paying jobs for people in Albuquerque. Local government workforces have grown more diverse over time. However, in local governments across the country, representation across different racial and ethnic groups remains inequitable. People of color continue to face disproportionately high unemployment rates, driven in part by disadvantages in educational attainment. Lack of early work experience is a barrier to employment and limits wage growth potential over time. Employed people of color are consistently concentrated in low-wage occupations. A dominant driver of the wage differential is job segregation. Although discrimination on the basis of race has been illegal for a

half century, disparate treatment and disparate impact continue. Implicit bias plays a role, as does a system of mass incarceration that disproportionately targets African Americans and Latinos.

To ensure the City of Albuquerque workforce is representative of our population, we propose a comprehensive set of strategies with a strong focus on engaging target populations, training, implementation, evaluation and accountability. The City's commitment to employment equity is already evident.

Under the leadership of HR Director Mary Scott, a Black woman, the city "banned the box" and discontinued screening out applicants with felony histories at the earliest stage of application. Next, Scott removed the salary history question from applications. Many more strategies are being considered. However, culture eats strategy for breakfast. So a culture change campaign is needed to foster a workplace culture where racial equity is valued. In addition to creating internal systems and culture change, we aim to catalyze and strengthen internal and external pipeline development programs. We aim to see a city workforce that better reflects the diversity of our population and a summer youth employment program that prepares more young people of color for full-time work as adults. Our proactive approach to workforce equity will be transparent, well documented and leveraged to inspire other anchor institutions and jurisdictions.

***Project Goals and Objectives:**

Goal 1: Assist low-income and unemployed residents improve their readiness for economically stable employment with the City of Albuquerque

Strategy 1.1: Broaden recruitment by proactively sending out weekly job announcements, notices of job fairs and other recruitment tools to a diverse list of community-based organizations and leaders who are people of color and who are parents.

Strategy 1.2: Remove barriers, including expanding use of alternative credential assessments such as Work Keys

Strategy 1.3: Work with community-based organizations to provide better access to subsidized work experience through internships or temporary employment.

Strategy 1.4: Work with job training programs to increase enrollment of parents of young children and remove or mitigate barriers to participation in such programs by parents of young children.

Strategy 1.5: Recruit and retain employees who are parents into professional development programs within city government

Strategy 1.6: Expand professional development opportunities. Publicize trainings and tools that HR provides to help existing employees gain skills needed to compete for promotions.

Goal 2: Provide new paid internships

Strategy 2.1: Identify meaningful internship opportunities within City government. Work with internship coordinators to place students.

Strategy 2.2: Target communication about internship opportunities to communities of color.

Goal 3: Increase the number of low-income and unemployed residents who report that they understand the City's hiring process and feel that they have the ability to get a City job.

Strategy 3.1: Provide assistance with navigating the city's application process in places and modes that are accessible to target populations.

Goal 4: Increase the number of City employees who are committed to a diverse workforce and increase the proportion of City employees who understand racial equity goals, and who regularly look at data disaggregated by race from different stages of the hiring process

Strategy 4.1: Provide anti-racism, racial equity, implicit bias, cultural sensitivity and language access

training and assistance with reading and understanding data.

Strategy 4.2: Assist department to provide meaningful internships, subsidized work experience, and professional development programs.

Goal 5: Have departmental policies, procedures and programs that remove barriers to participation in the City's workforce for low-income and unemployed residents..

Strategy 5.1: Establish a hiring practices work group to examine hiring process

Strategy 5.2: Require a justification for internal-only job postings

Strategy 5.3: Review 50% of job descriptions

Strategy 5.4: Identify additional policies and programs that would mitigate barriers including childcare, paid leave, and transportation access.

***Project Activities:**

Within the first 30 days of accepting the grant, OEI will fill the coordinator position for the Office of Immigrant and Refugee Affairs; within 60 days, OEI will fill the communications position; within 90 days, OEI fill the racial equity data analyst position contemplated for this project. OEI will work closely with the Mayor's Office to identify a Tribal Liaison. The Tribal Liaison will be a part-time professional services contract.

The race equity data analyst will work closely with Deputy Director Ortiz to obtain and analyze city Human Resources data by demographics, department, job title, salary and length of employment. The analyst will clean data; segregate temp and seasonal employee data; and intersect race and gender to create a measure of intersectionality. The data team will analyze the data to determine the racial and gender composition of employees by department, job categories and pay tiers. They will repeat this analysis annually and compare the results to previous years to assess progress toward our goals. The Deputy Director and data analyst will work with HR to develop a set of strategies and recommendations to diversify the city workforce, including reviewing job descriptions, establishing a hiring practices work group, and identifying administrative changes. OEI will share department-level data analysis and equity strategies; monitor progress; and share best practices internally and with other jurisdictions and publish a dashboard on our website showing progress.

The coordinator of the Office of Immigrant and Refugee Affairs and the Tribal Affairs liaison will work closely with community-based organizations and workforce development partners to build awareness and capacity among target populations with regard to city job opportunities and qualification requirements, assist with alternative credentialing where appropriate, and coach applicants from diverse backgrounds for success. Staff will also participate in job fairs and other recruitment efforts, including proactively promoting city summer youth job opportunities, subsidized work experience programs, paid and unpaid internships, focusing on communities of color. Staff will also work closely with the city's HR department, with the city's temp agency and with job training programs to streamline the application process, remove barriers to participation including transportation, language and computer literacy. The Communications and Culture Change leader will be responsible for sharing internal and external narratives about equity and inclusion, oversee and convey OEI's public information campaigns, and grow and use social media and other methods for aligning equity messages and efforts. In addition to keeping the community informed about jobs, training, and programs available, in different languages, using many platforms, the communications and culture change leader will facilitate and coordinate training workshops, in collaboration with contracted professional services.

***Expected Project Outcomes:**

1. Increase in the number of parents who are people of color in city jobs. Related increase in the number of children in Albuquerque who have access to quality healthcare through their parent's employment. While

our initial analysis suggests that non-Hispanic men of color are underrepresented in the City's workforce, this potential gap appears even wider as it relates to women of color.

We know that 20% of households in Albuquerque are headed by single parents and many of those single parents are women of color. By removing or mitigating barriers to City jobs for these single moms who are people of color, we can have a significant impact on children who are at risk for poor economic, educational, and health outcomes. We will measure this outcome using data collected by the City's Human Resources department on the demographic and family status of new hires. We can count the overall number of parents who are people of color becoming new City employees as well as the percentage of total new hires who are parents of color.

2. Number of parents who are people of color advancing to a better city job

It is not enough to increase the number of parents who are people of color in the City's workforce; we must also ensure that these employees have the opportunity to advance to better jobs within the City. Through the activities outlined in the proposal, we expect to see parents who are people of color in higher-paying City jobs with room for advancement. Measurement of this outcome again relies on the City's HR data including average wages by racial/ethnic group and the percentage of racial/ethnic groups who are in job classifications with more advancement opportunities.

3. Number of people, especially youth of color, getting City work experience through paid and unpaid internships and programs such as WOIA (Work Opportunity Investment Act) placements.

By getting people of color, especially youth, into the pipeline for full-time City employment and providing them with work experience in the City, we are preparing future parents to attain quality full-time jobs either with the City or in another sector. We will use Human Resources data to measure the number of youth of color in newly-created paid City internships and which of those internships result in permanent positions in the City's workforce.

We have a merit-based employment environment and a unionized workforce, which add layers of complexity to the systems change work. We have the opportunity to experiment with numerous strategies, and must be very creative in this highly constrained environment. A definite outcome of this process will be a set of reflections and measurement of what we try.

Contact Information - Grantee Organization

***Legal Name:**

City of Albuquerque

***Other Name(s)/Acronyms:**

***Preferred Mailing Address:**

PO Box 1293

***City:**

Albuquerque

***State/Province:**

New Mexico

***Zip/Postal Code:**

87103

***Country:**

United States

***Phone Number:**

(505) 768-3000

Website:

www.cabq.gov

Employer Identification Number (EIN):

85-6000102

Additional Organizational Questions

***Is this organization/individual located outside the United States?**

No

***Does this organization program/work internationally or transfer funds to organizations or individuals outside the US?**

No

***Does this organization receive funds from organizations or individuals outside the US?**

No

Contact Information - Grantee Legal Designee

***Salutation:**

Ms.

***First Name:**

Sarita

Middle Initial:

***Last Name:**

Nair

***Title:**

Chief Administrative Officer

***Preferred Mailing Address:**

PO Box 1293

***City:**

Albuquerque

***State/Province:**

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***Zip/Postal Code:**

87103

***Country:**

United States

***Phone Number:**

(505) 768-3000

***Email Address:**

snair@cabq.gov

Contact Information - Grantee Financial Designee

***Salutation:**

Ms.

***First Name:**

Marianne

Middle Initial:

T.

***Last Name:**

Kemp

***Title:**

Grant Administrator

***Preferred Mailing Address:**

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***State/Province:**

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***Zip/Postal Code:**

87103

***Country:**

United States

***Phone Number:**

505-768-3134

***Email Address:**

mkemp@cabq.gov

Contact Information - Project Director or Coordinator

***Does the project director have a title/role with the grantee organization?**

Yes

If no, do you verify there is/will be a contractual agreement between your organization and the project director?

Not Selected

If the answer to question 1 is No, please answer question 2 and provide a short explanation of the PD role in the comments box below.

Comments:

***Salutation:**

Ms.

***First Name:**

Michelle

Middle Initial:

***Last Name:**

Melendez

***Title:**

Director, Office of Equity and Inclusion

***Preferred Mailing Address:**

PO Box 1293

***City:**

Albuquerque

***State/Province:**

New Mexico

***Zip/Postal Code:**

87103

***Country:**

United States

***Phone Number:**

(505) 768-4589

***Email Address:**

Michellemelendez@cabq.gov

Payee Information

Please verify or correct the following payee information we have for your organization's request:

***Legal Name:**

City of Albuquerque

***Preferred Mailing Address:**

PO Box 1293

***City:**

Albuquerque

***State/Province:**

New Mexico

***Zip/Postal Code:**

87103

***Country:**

United States

Confirmation of Support

As the legal designee of the organization, I certify that:

I have the authority to bind/contract on behalf of the organization.

If approved, I understand our role as grantee will be to administer and oversee the project activities.

If approved, I understand the payee's role would be to receive and disburse funds ensuring they are spent in accordance with the project purpose and budget.

I am aware of and support the project as detailed in the previous pages or with adjustments noted in the comments box.

Legal Designee Comments:

***Check the box to indicate your agreement with the bulleted items in order to proceed with the final review and submission of your confirmation.**

Yes