

MAYOR'S COMMISSION

LISTEN

LEARN

LEAD



Final Report

August 20, 2020



PURPOSE STATEMENT

In the wake of the violent and needless death of George Floyd in Minneapolis, Mayor Rudy Durham directed city staff to reach out to Black community members in Lewisville and seek their input on ways to build on the city's rich diversity. This led to the formation of the Mayor's Commission – Listen Learn Lead in June 2020.

The group consisted of nearly 30 Contributors with a wide range of backgrounds – business owners, church leaders, board and commission members, political activists, and students. They met weekly for seven weeks with a team of six Listeners representing City leadership (including one spot filled by different City Council members on rotation). Sessions were held from June 9 through August 20, with both in-person and online participation. The schedule was structured according to George Washington's leadership model of first listening, then learning, and then leading.

The first two sessions were a chance for the Listeners to hear directly from the Contributors about their own personal experiences as Black men and women in the United States and specifically in Lewisville. It also was an opportunity for Contributors to share their thoughts about what resources are lacking in the Lewisville community.

The next three sessions were a time to Learn. City representatives presented detailed information on Human Resources directives and processes, Police Department general orders and processes, and general city operations. Contributors then offered their feedback on existing processes that might need change, or new processes that might be considered.

The final two sessions were an opportunity to Lead. Input from the Contributors was fashioned into a set of proposals for changes to city operations. Commission members discussed each proposal and reached consensus on a final set of recommendations to be submitted to Lewisville City Council. It was the shared intent of all Commission members that these recommendations might be used to build on Lewisville's rich cultural diversity to build a stronger city that offers equity and dignity to all persons.

This document, which was finalized on August 20, 2020, formally presents those recommendations.



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LIST OF RECOMMENDATIONS

It is important to note that these recommendations are not listed in order of priority; they are listed in the order they were developed by the Mayor's Commission. All of these recommendations are deemed important and it is expected that all of them will be pursued in a timely and responsible manner.

1. Prioritize creation and hiring of a full-time position dedicated to championing diversity, inclusion, and transparency within the city organization and in public engagement. **Page 7**
2. Prioritize employee recruitment efforts focused on minority candidates through an intentional program of advertising, site visits, use of professional consultants, and word-of-mouth. **Page 8**
3. Implement a regular schedule of mandatory diversity and bias awareness training for all City employees, with special emphasis on mandatory training for supervisors involved in the hiring process. **Page 9**
4. Regularly review internal promotion practices to ensure diversity objectives are considered before deciding to post a job for only internal applicants. **Page 10**
5. Create an internal racial equity and diversity team that includes members from various City departments and charge the group with providing open feedback about diversity efforts and promoting diversity within the organization through special events and educational programming. **Page 11**
6. Actively identify minority employees for inclusion in the Leadership Development Series, and encourage their professional growth through training, mentoring, and networking. **Page 12**
7. Revise the current hiring process to minimize the influence of hidden biases by removing applicant names from information sent to hiring managers by Human Resources, and by requiring that preliminary interviews be conducted by telephone. **Page 13**
8. Prepare and publicly disseminate an annual report on the demographic data related to new hires, promotions, and total workforce. The City Council may appoint a multicultural task force to further analyze underutilized areas. **Page 14**
9. Review each department's hiring process and create a more centralized process that utilizes the Human Resources Department and members of the internal diversity team during the interview and selection process. **Page 15**
10. Provide wider public awareness of and access to the "police encounters" educational video required for incoming ninth-graders under the Sandra Bland Act. **Page 16**
11. Develop and implement a method for using actual body camera videos of officer interactions as part of a follow-up training opportunity for identifying hidden biases. **Page 17**
12. Implement ongoing training sessions during regularly scheduled officer briefings as refresher training on racial equity and hidden biases. **Page 18**
13. As part of the annual budget process, review emerging trends and explore options for alternative response to certain types of police calls through civilian personnel trained in mental



health specializations, specially trained police personnel, or partnerships with community service agencies. **Page 19**

14. Create a new citywide special event that celebrates Black heritage, culture, and innovation. **Page 20**
15. Enforce a standard that any City-conducted special event with more than three musical performances booked shall include at least one minority-fronted performance group. **Page 21**
16. Create a plan for presenting a recurring schedule of culturally inclusive art exhibits at MCL Grand. **Page 22**
17. Implement software that tracks diversity among City board appointments, and use data to establish and pursue inclusion goals. **Page 23**
18. Ensure inclusiveness in the small business workshops conducted by the Lewisville Area Chamber of Commerce under the existing City agreement. **Page 24**
19. Develop a Housing Strategy Plan and continue to perform an Impediments to Fair Housing study on a regular schedule. **Page 25**
20. Collect and maintain statistics on racial, ethnic, and age breakdown for neighborhood grant recipients, and use this data to determine strategies for reaching under-represented segments of the community. **Page 26**
21. Streamline the current housing rehab grant program to make it more accessible to all members of the community, and increase marketing of the program. **Page 27**
22. Develop and implement a process that considers equity as a factor when deciding future public investment strategies, including an updated designation of targeted neighborhoods. **Page 28**
23. Make needed changes to purchasing processes and software to enable tracking of inclusivity among City vendors. **Page 29**
24. Create and conduct a vendor fair to introduce local businesses to City operations and City vendor opportunities. **Page 30**
25. Amend the evaluation standards for construction bids to award points to bidders who submit a written plan for inclusive practices when selecting subcontractors. **Page 31**
26. Research options for conducting an Availability and Disparity Study. **Page 32**
27. Research options for creating and implementing a Business Mentorship Program. **Page 33**
28. Increase efforts to publicly post available bids and contracts and to simplify the process for potential vendors to find those listings. **Page 34**
29. Increase marketing efforts related to local elections as a means to increase voter awareness and turnout. **Page 35**
30. Create and implement a new public speaker series at MCL Grand addressing issues related to cultural history, inclusion, diversity, and racial equity. **Page 36**



RECOMMENDATION ACTIONS

Each recommendation from the Mayor's Commission is detailed individually on the following pages. These descriptions include a statement of the goal or purpose behind the recommendation, any steps that have been identified as necessary to accomplish the recommendation, and additional subsequent actions that might be needed.

At the end of each description is a box containing the following information:

Status.

There are four action stages that can be shown here.

- **Completed** means this recommendation was fully implemented before publication of this report.
- **In Progress** means some actions have been taken, but not all.
- **Scheduled** means a timetable has been set but work has not yet started.
- **Planned** means no timetable has been set. This recommendation will be addressed at a future time based on conditions, including the results of other recommendations in this report.

Assigned.

This is the department, division, or position that has been assigned primary responsibility for ensuring this recommendation progresses in a timely manner. This does not imply assignment of sole responsibility, as many of the recommendations will require input and action from multiple areas of the City organization.



RECOMMENDATION #1

Prioritize creation and hiring of a full-time position dedicated to championing diversity, inclusion, and transparency within the city organization and in public engagement.

The City Manager has included an Inclusion and Transparency Coordinator position for City Council's consideration for funding mid-year FY20-21.

STATUS: Planned
ASSIGNED: City Manager



RECOMMENDATION #2

Prioritize employee recruitment efforts focused on minority candidates through an intentional program of advertising, site visits, use of professional consultants, and word-of-mouth.

Several steps have been identified.

- The Recruiting and Onboarding Specialist will work with hiring managers to best determine places to advertise job openings including historically black colleges and universities.
- The Human Resources staff will increase their attendance at job fairs and increase recruitment efforts at local community events, at historically black colleges and universities, and through programs at Lewisville ISD.
- The City will consider hiring a consultant to assist with minority recruitment as funding allows.

STATUS: In Progress

ASSIGNED: Human Resources Director, Recruiting and Onboarding Specialist



RECOMMENDATION #3

Implement a regular schedule of mandatory diversity and bias awareness training for all City employees, with special emphasis on mandatory training for supervisors involved in the hiring process.

The Human Resources Training Coordinator will launch an Internal Diversity and Inclusion Committee similar to the Mayor's Commission. Panel style talks discussing diversity and inclusion for all employees will be held.

The Human Resources staff will conduct an Internal Diversity Pulse Survey to measure current employee impressions about the City's diversity and inclusion efforts. This also will be used to identify areas where additional resources are needed.

The City Manager is requesting funding in the FY 20-21 budget for the following:

- To contract with an outside consultant to lead Department Directors and Training Coordinator to evaluate and update City's current training program.
- To contract with an outside diversity consultant/speaker to engage employees.
- To provide the Human Resources Training Coordinator funds for the development and purchase of a toolkit and a Train the Trainer program through the Society for Diversity.

STATUS: Planned

ASSIGNED: Human Resources Director, Training Coordinator



RECOMMENDATION #4

Regularly review internal promotion practices to ensure diversity objectives are considered before deciding to post a job for only internal applicants.

Promoting from within provides more opportunity for job growth when backfilling positions. This objective will be balanced with the goal of minority representation reflecting the demographics of the community.

When the nature of a position or of the available internal candidates appears to warrant an internal posting, the department director shall submit a written justification for City Manager approval prior to posting. The City Manager may approve jobs for internal posting only when the knowledge and skill sets required for the vacant position are unique to Lewisville and are possessed by employees in lower level positions in the department.

STATUS: In Progress

ASSIGNED: Human Resources Director



RECOMMENDATION #5

Create an internal racial equity and diversity team that includes members from various City departments and charge the group with providing open feedback about diversity efforts and promoting diversity within the organization through special events and educational programming.

The Training Coordinator will immediately begin work on creation of an internal diversity team. Employees of color from various departments will be invited to participate. The team will have four main functions:

- Support diversity and inclusion in the various departments and create diversity-focused employee engagement training and events.
- Assist with diversity in employee recruitment by attending job fairs and outreach programs.
- Provide feedback to city management regarding the effectiveness of diversity and inclusion efforts.
- Generate and implement ideas for maintaining a culture that embraces racial equity both internally and in the provision of services to the public.

STATUS: Scheduled

ASSIGNED: Human Resources Director, Training Coordinator



RECOMMENDATION #6

Actively identify minority employees for inclusion in the Leadership Development Series, and encourage their professional growth through training, mentoring, and networking.

- The Human Resources Training Coordinator will work closely with Department Directors in selecting a diverse group of employees who have an interest in growing their careers with Lewisville.
- This aligns with Recommendation #4 in preparing employees for promotion. Training participation must be diverse in order to have a diverse applicant pool prepared and ready for promotions and career advancement.

STATUS: Scheduled

ASSIGNED: Human Resources Director, Training Coordinator



RECOMMENDATION #7

Revise the current hiring process to minimize the influence of hidden biases by removing applicant names from information sent to hiring managers by Human Resources, and by requiring that preliminary interviews be conducted by telephone.

Several immediate steps have been identified:

- The Human Resources Department will program the applicant tracking software to hide applicant names during the screening process to minimize the influence of hidden biases.
- The Human Resources Department will research applicant tracking software's ability to remove names of colleges and universities during the initial pre-interview screening.
- The City hiring managers will conduct phone interviews for positions when feasible. Final interviews will be in person.

STATUS: In Progress

ASSIGNED: Human Resources Director



RECOMMENDATION #8

Prepare and publicly disseminate an annual report on the demographic data related to new hires, promotions, and total workforce. The City Council may appoint a multicultural task force to further analyze underutilized areas.

The Human Resources Department will provide a quarterly report to City Management analyzing demographic data related to new hires, promotions, and total workforce. The report will be posted on the City's website for transparency and accountability.

The Human Resources will provide an annual report to City Council analyzing demographic data related to new hires, promotions, and total workforce.

The City Council may appoint a multicultural task force when deemed beneficial to achieving targets.

STATUS: In Progress

ASSIGNED: Human Resources Director



RECOMMENDATION #9

Review each department's hiring process and create a more centralized process that utilizes the Human Resources Department and members of the internal diversity team during the interview and selection process.

The Human Resources Recruiting and Onboarding Specialist will work with all departments to review the current screening and hiring process. Recommendations will be made to update and implement new procedures that include a focus on diversity throughout the entire hiring process.

Interview panels for professional, supervisory, and managerial positions and promotional opportunities will include a person of color. Human Resources will review each selection process prior to a job offer being made.

STATUS: Scheduled

ASSIGNED: Human Resources Director, Recruitment and Onboarding Specialist



RECOMMENDATION #10

Provide wider public awareness of and access to the “police encounters” educational video required for incoming ninth graders under the Sandra Bland Act.

A link to the video has been added to the Police Transparency page on the city’s website. The Police Department will conduct a public awareness campaign via social media and the website.

Explore a partnership with Lewisville ISD to expose all incoming ninth-graders to educate them on how to interact with the police using the state-mandated video along with an officer discussion and question-and-answer session.

The Mayor’s Commission recommends that all Lewisville High School students be included during the first year in order to reach students in higher grades who did not see the mandated video previously.

STATUS: Scheduled

ASSIGNED: Chief of Police



RECOMMENDATION #11

Develop and implement a method for using actual body camera videos of officer interactions as part of a follow-up training program for identifying hidden biases.

This practice has been in place since January 2018.

Currently, supervisors review a minimum of six random videos of traffic stops for each officer annually, and all use-of-force and pursuit videos are reviewed to check for bias-based police action. In addition, all body camera videos are reviewed for incidents in which a complaint has been filed.

Deficiencies are addressed through both training and disciplinary actions.

STATUS: Completed

ASSIGNED: Chief of Police



RECOMMENDATION #12

Implement ongoing training sessions during regularly scheduled officer briefings as refresher training on racial equity and hidden biases.

Develop videos and other materials on racial equity and hidden biases. Provide regular training during division meetings and daily briefing sessions for all sworn personnel.

STATUS: Planned

ASSIGNED: Chief of Police



RECOMMENDATION #13

As part of the annual budget process, review emerging trends and explore options for alternative response to certain types of police calls through civilian personnel trained in mental health specializations, specially trained police personnel, or partnerships with community service agencies.

The Police Department will gather and evaluate data from comparable city on the use of civilian response personnel for certain calls for service involving individuals in mental health crisis and those with substance abuse issues. If suitable effective options are found, the department will prepare a funding recommendation for FY 21-22.

This review process will repeat every year during the budget process.

STATUS: Planned

ASSIGNED: Chief of Police



RECOMMENDATION #14

Create a new citywide special event that celebrates Black heritage, culture, and innovation.

Special Events staff has developed a proposal for an annual Juneteenth event. After receiving feedback from Mayor's Commission members that showed a strong preference for an annual event not tied to Juneteenth and slave traditions, staff will rework the details but maintain a similar concept.

There are three options based on Commission input:

1. Create a new indoor event held in February that focuses on history and innovation of Black Americans by using public exhibits, student competitions, and other activities to highlight these elements. It likely would overlap with the current Committee to Commemorate MLK Jr. Day art exhibit.
2. Create a new outdoor event in the fall, or add major elements to an existing outdoor event in the spring. Event staff recommends the latter option in order to conserve manpower and budget, and to take advantage of established audiences. The new event would include music, spoken-word performances, student compilations, dance, food, and charitable functions.
3. A Juneteenth Rodeo remains a possibility, but not until calendar year 2022 because of planned renovations at the Lewisville Rodeo Arena. This could be a stand-alone activity or could include carnival-type activities in the adjacent green space.

A volunteer committee will be formed in the second half of 2020 to help select and develop these event options.

STATUS: Planned

ASSIGNED: Special Events Coordinator



RECOMMENDATION #15

Enforce a standard that any City-conducted special event with more than three musical performances booked shall include at least one minority-fronted performance group.

Because the City's largest annual event is Western Days, which focuses heavily on county music, there is a perception that all City events present primarily country performances. Event staff has attempted to remedy this by adding a fourth stage at Western Days that books non-country performances, by increasing the number of Latino bands at the Western Days festival, by adding a Latino-focused event (Fiesta Charra) to the annual schedule, and by having a broad mix of musical genres at all other events during the year.

This effort has been somewhat successful. While 22 percent of all musical and dance groups booked during 2019 were country-themed (28 out of 125), only 10 percent of performances outside of Western Days were country-themed (8 out of 80). The percentage of Latino performers has increased significantly (9.6 percent overall, 12.5 percent outside of Western Days).

Event plans for 2020 included a new standard that any event at which more than three groups were booked would have at least one minority-fronted group. Those annual events include Western Days, Sounds of Lewisville, and Rocktober. Unfortunately, the pandemic response cancelled all of those events in 2020.

This same standard will be in effect permanently moving forward, with two revisions:

1. The same ratio will be applied to the entire slate of bookings for the three listed events, meaning at least 25 percent of all bookings at each event will be minority-fronted groups.
2. This standard will be extended to Presenting Series performances at MCL Grand.

STATUS: In Progress

ASSIGNED: Special Events Coordinator and Arts Center Manager



RECOMMENDATION #16

Create a plan for presenting a recurring schedule of culturally inclusive art exhibits at MCL Grand.

MCL Grand is able to accommodate multi-work art exhibits in three spaces – the main Art Gallery, the North Corridor Gallery, and display cases in the lobby. Each of those spaces is scheduled year-round with Visual Arts League shows, local artists, LISD student art shows, and special exhibits. One of those special exhibits is the Committee to Commemorate MLK Jr. Day show held each January.

Current scheduling in those three spaces allow up to two recurring exhibitions focused on culturally inclusive art, with at least one of these shows being held in the main Art Gallery most years.

Gallery shows are generally on view to the public for about four calendar weeks, with several days for installation before opening and two days for removal and gallery reset before the next show loads in. The gallery is scheduled for four LISD student shows each spring (February-May) and the VAL Fresh Ideas show each June.

MCL Grand staff will seek community input on scheduling and selection of additional exhibits featuring culturally inclusive art. This process will start with the Arts Advisory Board before the end of the 2020 calendar year. The proposed 2020-21 budget does not include funding for additional art exhibits presented by the City, so new exhibitions either will have to incur minimal costs or be deferred until the 2021-22 budget year.

Staff also will monitor artists selected for the chalk art walks in the MCL Grand lobby to ensure that cultural diversity is observed in these quarterly works.

The Arts Advisory Board will be encouraged to make inclusivity a grading criterion in awarding art grants, and to consider inclusivity when setting the annual Public Art Master Plan (which does call for a Chin-focused sculpture next fiscal year).

STATUS: Planned

ASSIGNED: Arts Center Manager



RECOMMENDATION #17

Implement software that tracks diversity among City board appointments, and use data to establish and pursue inclusion goals.

The City recently purchased a software system to streamline the Boards and Commission process. This system was very attractive to the City in part because it will add the ability to track demographics and diversity of all Board members, Youth Action Council members, and Citizens University participants. Staff is currently working to implement the software in November 2020.

Inclusion goals can be developed by City Council once the data is collected.

STATUS: Scheduled

ASSIGNED: City Secretary



RECOMMENDATION #18

Ensure inclusiveness in the small business workshops conducted by the Lewisville Area Chamber of Commerce under the existing City agreement.

Staff will work with the Lewisville Area Chamber of Commerce to identify opportunities to better market small business workshops, focusing marketing also on minority and women-owned businesses.

STATUS: Planned

ASSIGNED: Economic Development Director, Community Relations & Tourism Department



RECOMMENDATION #19

Develop a Housing Strategy Plan and continue to perform an Impediments to Fair Housing study on a regular schedule.

In FY 2022, the City will hire consultants and work towards the development of a Housing Strategy Plan. The consultant's work will be broken into two phases. Phase I, will be focused on analysis and data collection using the most recent 2020 census information. In Phase I, the consultants will conduct a comprehensive analysis of Lewisville's housing market, identifying affordable housing inventory, conducting a demographic study, analyzing jobs and wages in our community, and studying economic growth patterns.

This study will also focus on identifying impediments to fair housing with a breakdown on housing issues related to different racial, ethnic, and age groups. This analysis will help city leaders, staff, and its partners gain insight into the city's current and future housing needs, particularly focusing on affordability. The information and any identified impediments will then be used to inform our Community Development Block Grant ("CDBG") comprehensive plan -- a plan filed with the Department of Housing and Urban Development every five years, identifying the City's CDBG investment priorities.

In Phase II, the consultants will develop Lewisville's Housing Strategy Plan. Development of this plan will be based on the data analysis from Phase I and will involve public outreach and input from City Council, the CDBG Board, and the 2025 Committee. The plan will provide a toolkit to help Lewisville maintain and promote affordable housing. It will be tailored specifically to Lewisville's local economy and demographics. The purpose of this Housing Strategy Plan will be to align resources, ensure a unified strategic direction, and facilitate community partnerships to achieve a shared vision of housing affordability. The Plan will recommend new funding mechanisms, proposed regulatory changes, and other creative approaches that the City of Lewisville and community partners can utilize to achieve both market rate and affordable housing goals.

The Housing Strategy Plan will be updated every 5 years in conjunction with the City's development of its CDBG Comprehensive Plan.

STATUS: Scheduled

ASSIGNED: Neighborhood & Inspection Services Director



RECOMMENDATION #20

Collect and maintain statistics on racial, ethnic, and age breakdown for neighborhood grant recipients, and use this data to determine strategies for reaching under-represented segments of the community.

Staff, working with the city's legal department, will incorporate optional survey questions related to race, ethnicity, and age in grant applications provided to individual homeowners. This will include the Property Enhancement Program, the Housing Rehab Program, and the Bold Neighborhood Initiative grant program. Note that continued offering of grant programs depends on budget constraints in FY 20-21. Reports on the demographic makeup of grant recipients and grant applicants will be provided in an annual report to City Council as well as published on the City's metrics dashboard. Any inequities identified will require staff to identify possible impediments for under-represented groups and develop a plan for the next year to improve outreach, marketing, and community partnerships to increase participation.

STATUS: Planned

ASSIGNED: Neighborhood & Inspection Services Director



RECOMMENDATION #21

Streamline the current housing rehab grant program to make it more accessible to all members of the community, and increase marketing of the program.

The City's Community Development Block Grant Housing Rehab program is meant to allow homeowners who might not otherwise be able to afford necessary repairs to maintain a safe and healthy living environment.

City staff plans to revise the Housing Rehab program to focus rehabilitation on providing new air conditioning systems, windows, and/or roofs for low to moderate income households. These programs will also require all improvements be energy-efficient so that homeowners not only will benefit from the installation but will also see lower electricity costs in the future. Once the program is revised, staff will develop a more robust marketing strategy. See Recommendation 30 for additional goals related to demographic information and marketing.

STATUS: Planned

ASSIGNED: Neighborhood & Inspection Services Director



RECOMMENDATION #22

Develop and implement a process that considers equity as a factor when deciding future public investment strategies, including an updated designation of targeted neighborhoods.

Staff will work to develop a framework to identify targeted neighborhoods for future engagement and reinvestment efforts. Targeted neighborhoods must have at least 50 percent of their population as low-to-moderate income households. The framework process to identify targeted neighborhoods will utilize current data and can consider poverty rates, crime rates, code enforcement rates, health indexes, neighborhood age, population density, and percent of historically underserved population living in neighborhoods. Proposed targeted neighborhoods will then be presented to City Council for adoption.

STATUS: Planned

ASSIGNED: City Manager's Office



RECOMMENDATION #23

Make needed changes to purchasing processes and software to enable tracking of inclusivity among City vendors.

The purchase order form will be revised during the fourth quarter of calendar year 2020 in order to begin tracking response and award rates for registered HUB vendors. New fields will be added for capturing HUB vendor contacts and HUB vendor awards.

Finance Department staff will consult with the City Attorney's Office to determine the legality of changing the vendor registration form to begin identifying minority-owned businesses outside of the state's HUB registration.

STATUS: Scheduled

ASSIGNED: Finance Department, ITS Department



RECOMMENDATION #24

Create and conduct a vendor fair to introduce local businesses to City operations and City vendor opportunities.

Due to current pandemic restrictions, an in-person vendor fair is not an option at this time. However, planning will begin immediately with the Finance Department and Community Relations & Tourism Department related to the structure and marketing of a vendor fair.

The following steps will be taken as conditions allow:

- Establish an annual vendor fair targeting M/WBE businesses.
- Identify service providers to participate in the event as a service to the vendors. This should include information about surety services.
- Partner with the Lewisville Area Chamber of Commerce and the Small Business Development Center, if possible.
- Invite participation by Lewisville ISD and Denton County.

Based on response to the first event, this could become a semi-annual program in the future.

STATUS: Planned

**ASSIGNED: Finance Department, Community Relations & Tourism
Department**



RECOMMENDATION #25

Amend the evaluation standards for construction bids to award points to bidders who submit a written plan for inclusive practices when selecting sub-contractors.

The following changes will be made during the fourth quarter of calendar year 2020, pending legal review.

- Modify evaluation criteria form used for sealed bidding on construction contracts to include weighted grading for businesses with inclusive practices.

STATUS: Planned

ASSIGNED: City Manager, Finance Director



RECOMMENDATION #26

Research options for conducting an Availability and Disparity Study.

An Availability and Disparity Study is used by some large cities and government agencies to assess their contracts and bid awards and ensure that minority-owned businesses are receiving equal opportunity and proportionate contracts in relation to community demographics. A 1989 ruling by the U.S. Supreme Court appears to restrict the ability of cities to establish proportionate contracting goals without first conducting this type of study.

Consideration for a study will be performed during fiscal year 2021.

- Contact local council of government for support/assistance.
- Contact surrounding communities to gauge interest in a joint study.
- Determine budgetary needs for conducting study.
- In light of the U.S. Supreme Court ruling in *Richmond, VA v. J.A. Croson* (1989), seek advice from the City Attorney as to what options are permitted without conducting an Availability and Disparity Study

STATUS: Planned

ASSIGNED: City Manager, Finance Director



RECOMMENDATION #27

Research options for creating and implementing a Business Mentorship Program.

Consideration for this program will be performed during fiscal year 2021.

- Further research programs currently in place with the Texas Department of Transportation and North Texas Tollway Authority.
- Determine viability of program and develop structure for program.
- Look for opportunities to partner with Small Business Development Center or the Lewisville Area Chamber of Commerce.

STATUS: Planned

ASSIGNED: Finance Department, Economic Development Department



RECOMMENDATION #28

Increase efforts to publicly post available bids and contracts and to simplify the process for potential vendors to find those listings.

City staff will study options for more widely publicizing bid opportunities. This could be implemented in the fourth quarter of calendar year 2020. Opportunities currently identified are:

- Post bid and contract announcements on Facebook and other relevant social media platforms.
- Provide a more visible link on the City's home page for bid and contract opportunities.
- Include information-sharing on BidSync electronic bidding platform as part of the new vendor fair described in recommendation #24.

STATUS: Planned

**ASSIGNED: Finance Department, Community Relations & Tourism
Department**



RECOMMENDATION #29

Increase marketing efforts related to local elections as a means to increase voter awareness and turnout.

There are about 50,000 registered voters living in Lewisville, but turnout in local elections is often less than 5 percent. Increased voter turnout would result in residents who are more engaged and who are more likely to support election results even if they disagree with the outcome. This, in turn, could reasonably be expected to increase public participation in other City decision-making processes and to encourage more candidates for local elected offices.

The City is prohibited from advocating for or against any specific candidate or ballot initiative. However, the City is able to notify the public about upcoming elections so long as it is done in a consistent and neutral manner.

Currently, the City uses digital billboards, social media and website posts, and newsletter articles to notify residents about upcoming local elections. There is no formal plan in place to coordinate this effort and ensure that it is used consistently in connection with each local election.

Community Relations staff will develop a plan to coordinate current and new communication outlets to increase voter awareness of local elections. The plan will be completed and implemented prior to the local election scheduled for May 2021.

City staff also will approach LISD to explore options for ensuring that new voters (high school seniors) understand the importance of participating in local elections.

STATUS: Scheduled

ASSIGNED: Community Relations & Tourism Department



RECOMMENDATION #30

Create and implement a new speaker series addressing issues related to cultural history, inclusion, diversity, and racial equity.

The City started a speaker series in 2019. The ticketed series, called Lewisville Talks, brings nationally known authors and presenters to the MCL Grand to speak on current events, trends, and ideas related to building and sustaining a thriving community.

Either as part of the Lewisville Talks series, or as a new companion series, national influencers could be brought to Lewisville to foster public conversation on such topics as cultural history, inclusion, diversity, and racial equity. City staff would pursue a partnership with a local university to identify and recruit speakers.

MCL Grand staff will create a proposal for consideration with the FY 21-22 budget that will fund a minimum of two speakers during that fiscal year.

STATUS: Planned

ASSIGNED: Community Relations & Tourism Department



OTHER SUGGESTIONS

City staff researched each suggestion received from any Mayor's Commission member to determine legality, feasibility, associated costs, and potential impacts (positive or negative). As a result of that research, staff does not recommend adopting some of those suggestions as recommendations to City Council. Those items are listed below to document their consideration as part of the Mayor's Commission process.

1. Require new police officers and firefighters to live in Lewisville, and give current police officers and firefighters a period of five years to move to Lewisville.
 - *Staff Findings: This is prohibited by state law. Texas Local Government Code Sec. 150.021 says "A municipality may not require residency within the municipal limits as a condition of employment with the municipality." It allows exceptions for Council-appointed department heads. It also allows a city to "prescribe reasonable standards with respect to the time within which municipal employees who reside outside the municipal limits must respond to a civil emergency." Lewisville does that for positions that are required to respond under those conditions. The City is not allowed to impose those standards retroactively on someone already working for the City at the time the standards are adopted.*
2. Limit or discontinue internal promotions, posting all positions for outside applicants and actively recruiting minority applicants for those positions.
 - *Staff Findings: Internal promotions are a key means for encouraging growth and development of employees, including minority employees. Growth opportunities are a key element in employee morale and retention. Recommended changes in the promotion process and training program will increase minority access to these opportunities without harming current workers. In addition, internal promotions create other job openings that will be filled using the same inclusive processes described in this report.*



REPORTING AND ACCOUNTABILITY

Each recommendation included in this report is assigned to specific departments or positions, as shown in the description pages. Ultimately, it is the City Manager's role to ensure the goals of this report are achieved. This will be aided by regular reporting, consistent accountability, and active transparency.

- This document, presenting all recommendations of the Mayor's Commission, will be added to the City website on a permanent page documenting the City's inclusivity and equity efforts
- A quarterly report about progress on the various recommendations will be provided to Mayor's Commission members and posted to the City website.
- An annual report about progress on the various recommendations, and an overview of the status of the City's inclusivity and equity efforts, will be provided to the City Council and posted to the City website.
- Community Relations staff will watch for other opportunities for public reporting and implement them when appropriate. This can include (but is not limited to) website, social media, electronic and printed newsletters, special printed materials, public presentations, and news media announcements.



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