

MAYOR'S COMMISSION

LISTEN

LEARN

LEAD



Quarterly Update

January 2021



PURPOSE STATEMENT

In June 2020, 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.

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.

The Mayor's Commission completed its report on August 20, 2020, presenting 30 recommendations to the Lewisville City Council. City staff was directed to pursue all 30 recommendations. This document gives a quarterly status report on all 30 recommendations as of January 31, 2021.



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 AT PLAN ADOPTION: Planned
ASSIGNED: City Manager

Status as of January 2021:

- Mid-year budget considerations are presented to the City Council in May after staff developed a mid-year budget report that analyzes revenue collected through the first six months of the fiscal year. Adding a new equity-focused program and position will be presented to the City Council at that time, although it is not yet known whether revenue will exist at that time to fund the program.
- The vacant Recruiting and Onboarding Specialist position that has been frozen due to pandemic-related budget cuts in early 2020 was posted and filed in late 2020. This position first was created during the 2018-19 fiscal year and focuses on diversity and inclusion as integral parts of the recruitment and hiring process. The new hire is a Hispanic female from outside the City organization.



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 AT PLAN ADOPTION: In Progress

ASSIGNED: Human Resources Director, Recruiting and Onboarding Specialist

Status as of January 2021:

- A new intake process and form have been adopted, allowing the Recruiting and Onboarding Specialist to work with the hiring supervisors prior to posting job openings to ensure a successful recruitment process.
- The Recruiting and Onboarding Specialist is working with NAACP and LULAC local chapter leaders to help with advertising and recruitment.
- We are continuing to advertise jobs and recruit from historically black colleges and universities.
- HR is actively participating in virtual job fairs including the Goodwill job fair on Jan. 28, 2021.



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 AT PLAN ADOPTION: In Progress

ASSIGNED: Human Resources Director, Training Coordinator

Status as of January 2021:

- \$36,000 was added to the FY 2020-21 budget for this purpose.
- A contract is in place and staff is working with a local consultant to assist in reviewing the current training program and to assist with the City's internal Diversity and Racial Equity Team.
- Training Coordinator has enrolled in Cornell University's Diversity and Inclusion certification program. Classes include Fostering an Inclusive Climate, Counteracting Unconscious Bias, Improving Engagement, and Diversity and Inclusion at Work.
- Currently looking at different outside speakers to help with employee engagement.
- A team of employees focused on internal diversity and racial equity has been created (detailed as part of recommendation 5). In addition to other tasks, this group has been asked to assist with design and rollout of the diversity and bias awareness training.



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 AT PLAN ADOPTION: Complete
ASSIGNED: Human Resources Director

Status as of January 2021:

- New process implemented that requires written approval from the City Manager prior to posting in-house only jobs. This step has been added to the Hiring Process Guide supplied to all hiring managers and updated in New Supervisor Training.
- To date, internal job postings have been approved for Police Recruit, Public Safety Dispatcher II, and Detention Supervisor.
 - Police Recruit was posted internally first to encourage current employees who might be looking to change fields. It subsequently was posted externally to complete the field of applicants. The resulting list of applicants is used until all positions are filled or the list is completed. All applicants have to meet the same standards and complete the same testing and training. The city has averaged 14 police officer hires per year during the past five years.
 - Dispatcher II is a trainer position, so the person entering that job needs to possess a high level of familiarity with Lewisville's processes and customized software in order to be effective. Dispatch and communications centers from various jurisdictions operate differently and knowledge of one does not necessarily translate into another.
 - Detention Supervisor requires a high level of familiarity with processes and procedures specific to Lewisville's jail facility in order to provide direction to other detention officers. Bringing in someone from the outside can result in a lengthy training period, which would leave the jail facility short-handed for a period of time, so an internal hire is preferable.



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 AT PLAN ADOPTION: In Progress

ASSIGNED: Human Resources Director, Training Coordinator

Status as of January 2021:

- The City's Training Coordinator developed an internal Diversity and Racial Equity Team made up of 17 employees of color from various departments.
- In January, an internal pulse survey regarding diversity and inclusion in the workplace was sent to all City employees. The internal Diversity and Racial Equity Team will host a panel discussion in February giving employees an opportunity to discuss the results of the survey.
- Contracted with a local consultant to assist with this internal diversity team. The consultant will assist by moderating February's panel discussion and will also help to develop training and education for employees and their managers. The intent is to have an ongoing program that includes monthly activities and education.



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.

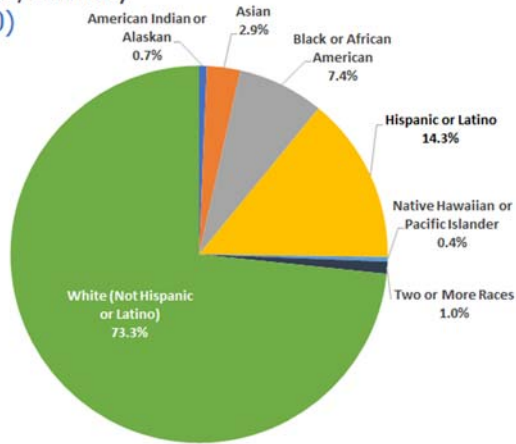
STATUS AT PLAN ADOPTION: In Progress

ASSIGNED: Human Resources Director, Training Coordinator

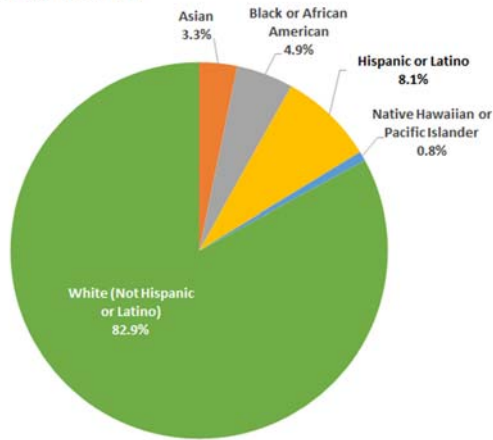
Status as of January 2021:

- Reviewed the demographics of those currently enrolled in the City's Leadership Development Series. Results showed a disparity in representation that slightly exceeds that of the overall City workforce. This points to a need to review the participant selection process. (See charts on the next page.)
- The Training Coordinator is working with a local consultant to review the current program and participant selection process in an effort to improve diversity and inclusion.

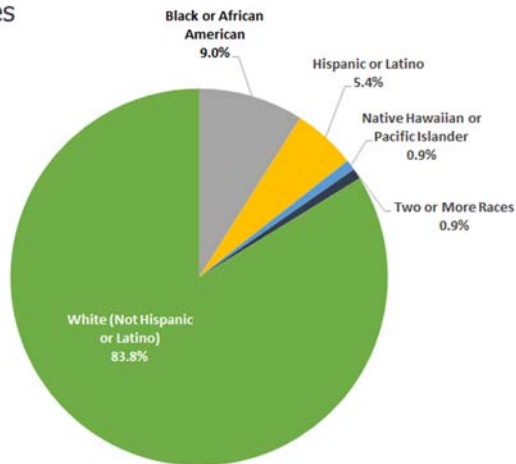
Employee Race/Ethnicity
 COL (10/2020)



Currently Enrolled in LDS



LDS Graduates





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 AT PLAN ADOPTION: Complete
ASSIGNED: Human Resources Director

Status as of January 2021:

- The Human Resources Department has programmed the applicant tracking software to hide applicant names during the screening process to minimize the influence of hidden bias.
- Phone interviews have been added as part of the screening process prior to in-person interviews.
- Diverse interview panels are required for hiring professional, supervisory, and managerial positions and for any promotional opportunities. Interview panels must include a person of color. The internal Diversity and Racial Equity Team members have been provided with additional training pertaining to hiring and interviewing. These individuals are available to participate on interview panels for any department.
- The revised hiring process and supporting documents are attached as an appendix to this report.



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 AT PLAN ADOPTION: In Progress

ASSIGNED: Human Resources Director

Status as of January 2021:

- Employee demographic data is being reported to City Management on a quarterly basis. Baseline data was pulled October 1, 2020. Information was pulled again for December 31, 2020 to include data related to the total workforce, new hires, and promotions. Total Workforce data is posted to the City website each quarter under About Us/Human Resources/Hiring Demographics.



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 AT PLAN ADOPTION: Complete

ASSIGNED: Human Resources Director, Recruitment and Onboarding Specialist

Status as of January 2021:

- A new recruitment plan has been created by the Human Resources Department. This recruitment plan, along with the updated hiring process guide,
- illustrates the process from beginning to end. Part of the recruitment plan includes the new intake process to ensure the appropriate steps are taken in recruiting, sourcing, and marketing of jobs to help in building a diverse pool of candidates. This strategy also includes diverse partnerships in the community to promote open jobs.
- The recruitment plan and supporting documents are attached as an appendix to this report.



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 AT PLAN ADOPTION: In-Progress

ASSIGNED: Chief of Police

Status as of January 2021:

- LPD staff has reached out to LISD and offered assistance in ensuring the training occurs according to State mandates. LISD accepted our request and we are in the planning stages. LISD is looking at dates to ensure the training takes place this school calendar year.
- LPD will continue to post the video on social media outlets and promote the video at public events. Public events are currently not allowed due to COVID-19.



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 AT PLAN ADOPTION: Completed

ASSIGNED: Chief of Police

Status as of January 2021:

- The above-mentioned practice continues.
- In December, the committee that reviews all uses of force also began evaluating whether the officers' de-escalation attempts were sufficient. This conveys to officers an increased emphasis on the importance of employing de-escalation techniques. The committee prepares a summary on each incident and forwards it to the Chief of Police for review.



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 AT PLAN ADOPTION: In-Progress
ASSIGNED: Chief of Police

Status as of January 2021:

The department is evaluating two companies that provide online training for police officers on various topics, including biases in policing and de-escalation. Both companies have a library of training videos of various lengths. The intent is to incorporate these training videos into current training and during shift briefings. The department will determine if current funding is available to contract with one of the companies.



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 cities 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 AT PLAN ADOPTION: In-Progress
ASSIGNED: Chief of Police

Status as of January 2021:

- In January, a concept for a Community Caretaking Unit was presented to the City Manager. The department will begin evaluating data from the calls for service to assist in the planning for the program. If additional personnel are needed for the program, they will be included as a budget package for the 2021-2022 fiscal year.
- This item is tentatively scheduled for a staff presentation to the City Council during the annual planning retreat in March.



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 AT PLAN ADOPTION: Planned
ASSIGNED: Special Events Coordinator

Status as of January 2021:

- Pandemic conditions prevent fully moving on the proposed indoor event. Staff will pursue this item for February 2022.
- Pandemic conditions prevent fully moving on this item. Event staff continues to develop concepts for a new springtime cultural event starting in 2022. Staff plans to add spoken-word performances to ColorPalooza in April when that event is able to return to the schedule, in 2021 or 2022.
- Staff is researching the group called Cowboys Of Color to add a rodeo event in May 2022. It would be Friday and Saturday of Memorial Day weekend, with Fiesta Charra taking place on Sunday.



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 country 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 AT PLAN ADOPTION: In Progress

ASSIGNED: Special Events Coordinator and Arts Center Manager

Status as of January 2021:

- This practice was implemented in time for the virtual Western Days event held in September 2020 and is on the checklist for all multi-performer events scheduled for 2021, assuming pandemic conditions allow those events to be held.
- The 2021 season of Lewisville Grand Presents -- including Texas Tunes, Black Box Songwriter Series, and other special programs -- has not been completely finalized yet due to pandemic complications. Of the eight concerts confirmed at this time, three are fronted by a minority leader (two Black, one LatinX).



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 AT PLAN ADOPTION: Planned
ASSIGNED: Arts Center Manager

Status as of January 2021:

- In addition to the annual MLK student exhibit, the gallery at Lewisville Grand Theater has been reserved Aug. 21- Sept. 18 for a culturally inclusive exhibition. Artists have not been identified.
- The Call for Artists is active at this time for an Interactive sculpture at Central Park celebrating Chin culture as the primary project in the 2021 public Art Work Plan. The call has a deadline of Sunday, Feb. 28, for artists submissions.



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 the City Council once the data is collected.

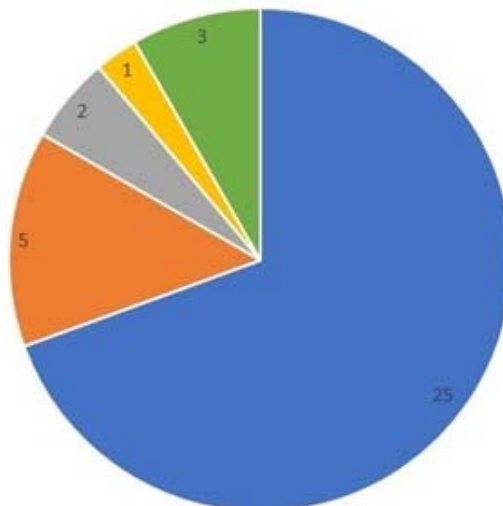
STATUS AT PLAN ADOPTION: Scheduled
ASSIGNED: City Secretary

Status as of January 2021:

- The new software has been installed.
- Staff asked all current Board and Commission members to submit new applications through the new software. While it was not mandatory that any of the members submit a new application, many did and we have some incomplete data available as a starting point (see chart below).
- The Board and Commission appointment process will begin within the next few months and interested applicants (and board members with expiring terms) will be required to submit applications at that time. With a few exceptions, board and commission terms are for two years. Therefore, by the summer of 2022 we will be able to have accurate data on applications and appointments through two full appointment cycles.

Current Board and Commission Members

White/Caucasian	25	69.4%	■
Hispanic/Latinx	0	0.0%	■
Black/African-American	5	13.9%	■
Asian or Pacific Islander	2	5.5%	■
American/Alaskan Native	1	2.8%	■
Other/No response	3	8.3%	■





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 AT PLAN ADOPTION: Planned

ASSIGNED: Economic Development Director, Community Relations & Tourism Department

Status as of January 2021:

- Senior city staff met with the chamber president in late 2020 to discuss needs raised by members of the Mayor's commission.
- Economic Development staff has revised the previous agreement with the chamber to include surveying minority- and woman-owned businesses in the Lewisville area to better understand what programs and workshops should be offered, and how those should be marketed, to meet their company's needs for training and development.
- Once programs are developed, Economic Development staff will work with the city's Community Relations & Tourism Department to develop an inclusive marketing and outreach effort for soliciting attendees to each event.
- A contract is anticipated to be executed in February 2021 between the city and chamber.



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 AT PLAN ADOPTION: Scheduled

ASSIGNED: Neighborhood & Inspection Services Director

Status as of January 2021:

- Staff will work on a budget request as part of the FY 2021/2022 budget package to hire a consultant to conduct the city's Housing Strategy Plan. This plan will also include an Impediments to Fair Housing analysis.



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 AT PLAN ADOPTION: Planned

ASSIGNED: Neighborhood & Inspection Services Director

Status as of January 2021:

- Staff has worked with the city's legal department to add optional questions related to race and ethnicity to the Property Enhancement Program (PEP) and For the Love of Lewisville applications.
- Due to budget constraints, these grant programs have been put on hold and staff has been unable to collect data. However, both programs will be considered for restored funding as part of the mid-year budget report to the City Council in May.



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 AT PLAN ADOPTION: Planned

ASSIGNED: Neighborhood & Inspection Services Director

Status as of January 2021:

- Staff presented to City Council the proposed revised Housing Rehab program on November 2, 2020. Council supported all proposed changes, in concept. Staff is currently developing the guidelines to bring back to Council for approval.



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 AT PLAN ADOPTION: Planned

ASSIGNED: City Manager's Office

Status as of January 2021:

- Staff has discussed this project with Denton County to determine what data could be pulled from county health statistics and whether county data can be broken down on a census block basis. A multi-departmental team will be formed in Spring 2021 to discuss methodology for weighing different data to identify targeted neighborhoods.



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 AT PLAN ADOPTION: Scheduled
ASSIGNED: Finance Department, ITS Department

Status as of January 2021:

- Purchasing staff is working with the City Attorney's Office on updating new vendor forms in order to allow the identification of minority- and woman-owned businesses.
- Purchasing staff is working with ITS to develop a Laserfiche process that will facilitate the collection of vendor information.



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 AT PLAN ADOPTION: Planned

ASSIGNED: Finance Department, Community Relations & Tourism Department

Status as of January 2021:

- Pandemic conditions prevent fully moving on this item.
- Staff is researching virtual conference software options that might be used to facilitate an online vendor fair until we are able to meet in person. If this proves to be a viable option, associated costs will be submitted for consideration as part of the mid-year budget report to the City Council in May.



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 AT PLAN ADOPTION: Planned
ASSIGNED: City Manager, Finance Director

Status as of January 2021:

- An Availability and Disparity Study must be conducted before the City can include additional points on bid evaluations based on inclusive practices. This recommendation is dependent on recommendation 26 (below).



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 AT PLAN ADOPTION: Planned
ASSIGNED: City Manager, Finance Director

Status as of January 2021:

- Due to the high cost of this type of study, Finance Department staff has been looking into opportunities to work with other entities on a collaborative study with some shared costs. Once potential partners are identified, a budget package will be prepared and submitted for funding consideration.



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 AT PLAN ADOPTION: Planned

ASSIGNED: Finance Department, Economic Development Department

Status as of January 2021:

- City staff is working with Midwestern State University and Lewisville ISD to develop and implement this program. A preliminary program was launched in December 2020.



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 AT PLAN ADOPTION: Planned

ASSIGNED: Finance Department, Community Relations & Tourism Department

Status as of January 2021:

- Purchasing staff is preparing a request for city management to consider creating a social media presence for Lewisville bids and proposals which could include using Facebook, Twitter, and LinkedIn to advertise bid solicitations and to share information about how vendors can use the BidSync platform.



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 AT PLAN ADOPTION: Scheduled
ASSIGNED: Community Relations & Tourism Department

Status as of January 2021:

- Digital billboards will be used to promote voting in local elections on all 12 available billboard faces at the start of early voting, and will continue in the rotation through May 1.
- Community Relations staff is drafting a script for a short online video in which local leaders would encourage people to prioritize voting in local elections. The video will be released at the start of early voting on April 19 and continue circulating through election day.
- Members of the Mayor's Commission approached city staff in January about creating a second polling place for the May 1 municipal election, specifically targeting the southern half of the city, in an effort to increase voter turnout. A second polling place has been secured at Victorious Life Assembly of God, 2671 MacArthur Blvd., for Election Day voting. Turnout will be monitored to determine whether this location is viable as a long-term polling site for city elections.



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 AT PLAN ADOPTION: Planned

ASSIGNED: Community Relations & Tourism Department

Status as of January 2021:

- Pandemic conditions prevent fully moving on this item. The entire Lewisville Talks series is currently on hold.
- A proposal for a revamped speaker series, including those addressing topics described in this recommendation, will be submitted during development of the 2021-2022 budget. A funding source would have to be identified, or community partners identified that can provide quality speakers for little or no cost.



City of Lewisville, Texas
151 W. Church Street
Lewisville, TX 75057
cityoflewisville.com



Quarterly Update

January 2021

Appendices

1 – Hiring Process Guide

1a – Diversity and Inclusion Interview Questions

2 – Recruitment Plan

2a – Recruitment Strategy Intake Form



LEWISVILLE

Deep Roots. Broad Wings. Bright Future.

HIRING PROCESS

This is a hiring manager's guide to the hiring process.

GENERAL INFORMATION

This guide contains information on the process for hiring related to using the applicant tracking system, NeoGov and specifically the Online Hiring Center (OHC).

Items to keep in mind:

- **Phone Interviews** **NEW**
 - Incorporate **a phone screen / phone interview** into your hiring process. Positions that require testing prior to interviews such as Sworn Police and Fire are excluded from this requirement. Any other exclusions must be approved by the Human Resources Director.

- **Diverse Panel** **NEW**
 - Interview panels are required for hiring professional, supervisory, and managerial positions and promotional opportunities. Interview panel must include a person of color. Contact Human Resources if you need help identifying members for your panel.

- **Removal of Personally Identifiable Information (PII)** **NEW**
 - The Human Resources Department will program the applicant tracking software to hide applicant names during the screening process to minimize the influence of hidden bias. At the step applications are referred to you, personal identifiable information will be 'unshared.'

- **Internal Job Postings** **NEW**
 - 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.

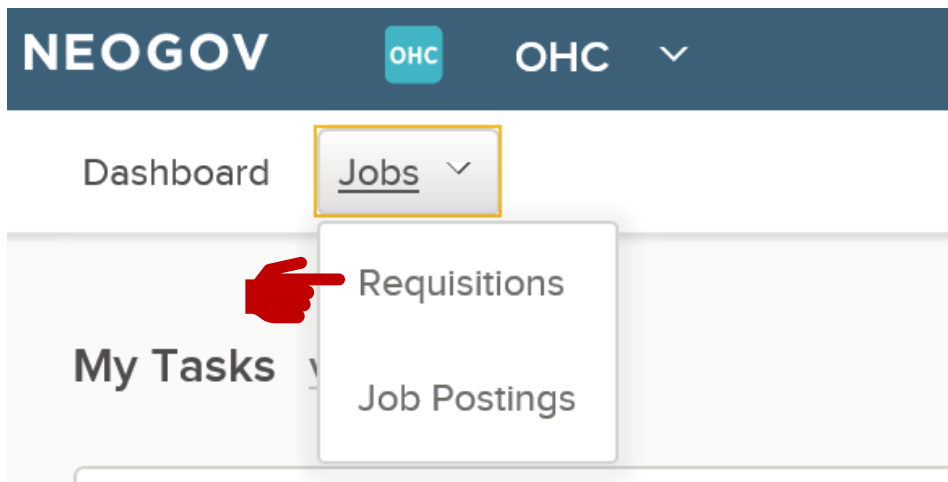
SUBMIT A POSITION REQUISITION

Prior to submitting a position requisition, contact Human Resources (HR) to review the open position's job description. If changes are required, HR will update the job description and NEOGOV prior to you submitting the requisition.

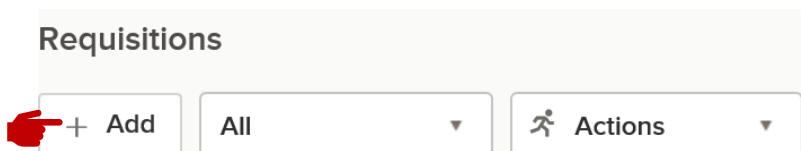
If the job description does not need to be updated (i.e. position which is posted often), you may proceed without contacting HR.

Go to: NEOGOV.COM

If you cannot login, contact HR and you will be sent an email from to reset your password on NEOGOV.



CLICK ON + ADD



COMPLETE ALL THE INFORMATION:

1. CREATE
2. APPROVALS
3. ATTACHMENTS

* required fields are marked with asterisk

Requisition #

Department/Division *

Class Spec * ⓘ

Working Title

Desired Start Date

Hiring Manager *

Job Type

List Type

ENTER THE NAMES OF ANYONE WHO WILL REVIEW THE APPLICATIONS AND THE PERSON WHO WILL SUBMIT THE EAN AT THE END OF THE PROCESS

Position ⓘ

Number of Vacancies

POSITION NUMBER SHOULD MATCH CLASS SPEC

Please list work hours/schedule *

Please list the names of the employees who will serve on your interview panel. (If you do not yet know, you can indicate 'unknown' and return through the OHC and update prior to the interviews.)

NEW: If in-house only is selected, you must send justification to the HR Director.

Type of recruitment (choose only one) *

In-house

Outside

NEW If IN-HOUSE was selected, please check this box to confirm that you have provided the HR Director with justification to open this position to in-house candidates only that will be sent for City Manager approval.

 NEW

List Number of Business Days to Post (Recommended: 3 for in-house, 5 for admin/clerical, 10 for others) *

Advertising-jobs are posted to GovernmentJobs.com, Indeed & TML

Other

Handshake (website for local universities; recommended for internships and seasonal positions)

If other option was selected, please list advertising here. HR will post it and your department will be charged any associated fees.

ONCE FILLED OUT; Click



Save & Continue to Next Step

Be sure to indicate the approvals. You will select your Department Director and the HR Director.

Your Director & HR Director should already be setup in this area.

Click



Save & Continue to Next Step

No attachments are required.

Click



SUBMITT

Once your position has been approved by both Directors, the position will be posted. HR typically posts jobs on TUESDAYS AND/OR THURSDAYS.

Follow instructions to the next 4 steps. These steps will be sent to you when hiring through e-mail.

AFTER THE POSITION HAS CLOSED

HR will review the applications within two (2) business days of the job closing. The applications referred will ONLY include those meeting the minimum requirements.

NEW > **NOTE:** You will not be able to see any applicant names or contact information at this time. At this point in the process, these Personally Identifiable Information (PII) items will be unshared.

Step 1- Review applications, select your candidate(s), schedule interviews.

- Review your applications
- Select who you are going to interview
 - ❖ After you have selected the candidate(s) to interview, you can request Candidate PII by following these steps:

NEW

- ❖ Select candidate(s)
- ❖ **Actions**
- ❖ Request Candidate PII
 - HR will receive a message and give you access to your request.

The screenshot displays the 'Candidates' interface. At the top, a donut chart shows the status of 21 total candidates: Referred (12), Hired (3), Interview (2), Exam (1), Review (1), Other (1), and Offered (1). Below the chart, a table lists candidate records. The 'Actions' menu is open, highlighting 'Request Candidate PII Access'. A red arrow points to the 'Request Candidate PII Access' option in the menu. A red hand icon points to the left side of the interface.

Phone	Email Notify	Exam #	Action Date	Print PA	Notices	Verified - Promo Priority	Verified - BIF Priority	Verified - Veteran's Pref
	Yes	32726	09/04/2019		--			
	Yes	32726	09/04/2019		--			
39113442	Unshared	Yes	32726	09/04/2019	--			
39156989	Unshared	Yes	32726	09/04/2019	--			

- Schedule interviews
- **Phone Interviews** **NEW**
 - ❖ Hiring managers will conduct phone interviews for all openings with the exception of Sworn Police and Fire positions and any

position that requires testing prior to the in-person interview. Any exceptions must be approved by the Human Resources Director.

- **Diverse Panel** **NEW**
 - ❖ Diverse interview panels are required for hiring all professional, supervisory, and managerial positions and promotional opportunities. The interview panel must include a person of color. Contact Human Resources if you need help identifying members for your panel.

Once you are done with interviews:

- **Select** your final candidate(s). You can only do one criminal check per vacancy. **Send HR an e-mail** with his/her name and position title to request the Criminal (always), MVR (*if applicable*), Education (*if applicable*) and credit (*if applicable*) check.
 - ❖ **NEW HIRE: Criminal Check -Always**
 - Motor Vehicle (MVR) > (If **driving** a city vehicle)
 - Education verification > (If position **requires** a degree)
 - Credit check > (If **handling cash and listed in the JD**)
 - ❖ **TRANSFER/LATERAL: (Non-Supervisor)** If the employee is on the same **pay plan scale**, and **not** driving a city vehicle
NO criminal check
 - ❖ **PROMOTION: In-House** (Non-Supervisory)
Always a Criminal Check and MVR (if driving a vehicle)
 - ❖ **PROMOTION SUPERVISORY: In-House**
 - Criminal Check - **Always**
 - MVR** check (if **driving** a city vehicle)
 - ❖ **NO** criminal check on minors 16 & 17 years of age. If you are hiring minors make sure you ask their age. You will need to give them a consent form for drug testing that their parent completes.

- HR will send an e-mail to your candidate with a link to a background authorization release form that they must complete and submit within five (5) days.
- Once they submit their information, HR will process the background check.
- When HR receives the results, you will receive an e-mail back with an **ELIGIBLE or NOT ELIGIBLE status** with the next step.



Step 2 - Conditional job offer

FIND FORMS at: <S:/City of Lewisville/Forms/Concentra & Pre-Employment Info>

You will need: Conditional job offer letter (*always*) and the Authorization for Treatment Form (*if applicable*). **NOTE:** Any amount above the minimum salary will need to be approved by the HR director before you offer this to the candidate.

- Call candidate back for a 2nd interview (**DO NOT mention the drug test**)
- Have conditional job **offer letter** ready
- Have the **Authorization for Treatment form** for Concentra (*if applicable*) to do physical, Human Performance Examination (HPE), vision, audio and drug test.

❖ **NEW HIRE:** *HPE- Human performance Evaluation, Physical exam, Audio, Vision (If position **requires** it)
[See job description](#) under special requirements
 Drug test **Always**

❖ **Drug test for minors** - MUST have a consent form release signed by a parent and brought to HR

❖ **TRANSFER/LATERAL: (Non-Supervisor)** If the employee is on the same **pay plan scale**, and **not** driving a city vehicle
 *HPE Human Performance Evaluation (If applicable) see job description - under special requirements
NO drug test required

❖ **PROMOTION: In-House** (Non-Supervisory)

*HPE Human Performance Evaluation (If applicable) see job description - under special requirements
YES - drug test - only IF driving a city vehicle

❖ **PROMOTION SUPERVISORY: In-House**

*HPE - (if applicable) see job description
Drug Test **always**

❖ if position involves operation of a vehicle or equipment which could cause serious injury OR supervision of employees who operate a vehicle or equipment which could cause serious injury.

*HPE - Human Performance Evaluation – Click here to review the [JOB DESCRIPTION](#) to see if an HPE is required

- Candidate will need to have **48 hours** to complete the Drug test. **DO NOT** offer the job after 11:30 am on Wednesdays as you must give them a full 48 hours. City Hall is not open after 11:30 am on Fridays or during the weekend.
- **WHO goes to HR for the Drug test**
 - Professional
 - Broadband
 - Office Support
 - Technical (clerical, animal control, etc.)
 - Fire
 - Part Time employees
 - Seasonal - **Minors MUST have parental consent form completed to give to HR**
- **WHO goes to CONCENTRA for the Drug Test** – (Authorization for Treatment form is required)
 - Police Officers
 - Dispatchers
 - Detention Officers
 - **CDL** drivers (If the position requires a candidate to have a Commercial Driver License for work only.

Let the new employee know we don't participate in Social Security and that they will be receiving an email from NEOGOV to complete hiring forms.

Please **DO NOT** start a new employee on the last two days of the pay period.
We prefer the start date to be on a Wednesday.

Step 3 - ITS NOTICE

- The ITS Notice is needed to provide new employee(s) access to applicable systems such as e-mail, Laserfiche, department shared drive, computer username and ID badge access.
- The ITS Notice can be accessed through a link provided by Human Resources.
- This step is **only** for **Full-Time & Part-Time** (not Seasonal).

COMPLETE ALL INFORMATION AND SUBMIT



ITS Notice Form

ATTENTION:

It is very important that we send the ITS information for your new employee(s) or employee getting promoted. This will get them set up in our systems before they start working with the City (like ID cards, email, phone extension, ExecuTime, Laserfiche access...etc...).


REMEMBER:

Your new employee **HAS TO COME TO HR ON THEIR 1ST DAY OF HIRE**. They will need to bring 2 forms of identification to fill out the I-9. They also need to bring a voided check for direct deposit form. We will also be taking their picture for their employee ID.


IMPORTANT:


After sending this ITS notice, please complete an EAN on NEOGOV for new and employees getting promoted. There are no approvals for EAN's!


Thank you!


Submitter* 
(Type in your name)

Start Date*  


 **Name of Employee***
(Last Name, First Name Middle Initial) (Example: Doe, John L or Doe, John) (Refer to Employment Application for Middle Name)


Bilingual*  Yes No
If bilingual they need to schedule a bilingual test with HR


Hiring Manager* 
(Enter Name)

Position of New Employee* 
(Type in position of employee from NeoGov EAN)

Supervisor Level* Supervisor Manager None

Department* 

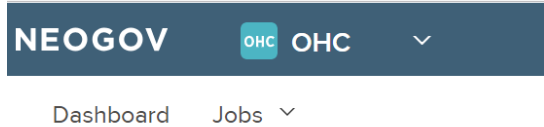
Division* 

Building Key Card*  (Select Location or Locations)

- Animal Shelter
- Annex
- City Hall
- Fire Range

Step 4 - Complete EAN in NEOGOV

Go to OHC:



Click on your Requisition Title

My Candidates

Req #	Requisition Title	Candidate
FY1617-00159	Project Search Clerk - Court	

Dashboard Jobs

Requisition Detail

Project Search Clerk - Court (FY1617-00159) [Open](#)

Requisition Information Approvals Hire Workflow **Candidates** History

Click on Candidates

Scroll down to all your candidates

Find your candidate

Click on the box to the left of your candidate

Click on Actions & select "Move to Hire"

Referred Actions

1 records are selected.

	Name	Action Date
<input checked="" type="checkbox"/>	Agbey, Beausole	09/08/2017

Reject

Move to Interview

Move to Offer

Move to Preboarding

Move to hire

Send Notices

Print Apps

Go to Hire Workflow

Requisition Detail

Project Search Intern - Library (FY1617-00014) [Open](#)



- Requisition Information
- Approvals
- Hire Workflow**
- Candidates
- History

kflow

1	Referred	0 Total
2	Interview	0 Total
3	Offered	0 Total
4	Hired	1 Authorized
		1 Total
X	Rejected	31 Rejected
		31 Total

Save & Continue to Next Step

Hire Form – Fill out the information >

Make sure you have the correct HIRE DATE!

Please **DO NOT** start a new employee on the last two days of the pay period. We prefer the start date to be on a Wednesday.

Hire Form Cancel Save & Close Save & Continue to next Step

Bustos, Nicholas B (Person ID : 10885525)

1. HIRE INFORMATION 2. APPROVALS 3. ATTACHMENTS

Hire Information
* Required fields are marked with asterisk

Position: No position attached Offer Date: 04/16/2019

Date Offer Accepted: MM/DD/YYYY Offer Amount: \$

Bonus Amount: \$ Start Date: MM/DD/YYYY

Orientation Date: MM/DD/YYYY Filled Date: MM/DD/YYYY

Hire Status: - Make a selection - Marital Status: Type in a search term

Budget Account Number: Supervisor's Name:

Please list Car Allowance Amount If applicable Employee Signature w/date

Supervisor Signature w/date Department Director Signature w/date

Human Resources Director Signature w/date

The Supervisor listed should be the person who will complete the employee's evaluation.

Save & Continue to Next Step


NO Approvals needed for the EAN


Agbey, Beausoleil Ama (Person ID : 33696120)

1. HIRE INFORMATION ✓ **2. APPROVALS** 3. ATTACHMENTS

Approval Workflow

* required fields are marked with asterisk







Save & Continue to Next Step


NO Attachments needed for this section

1. HIRE INFORMATION ✓ 2. APPROVALS ✓ **3. ATTACHMENTS**

Add Attachments

Drag and drop your file here, or [browse](#)

 **SAVE & SUBMIT**

RETURN TO CANDIDATES TAB

Dashboard Jobs ▾



Requisition Detail

Project Search Clerk - Court (FY1617-00159) [Open](#)

Requisition Information

Approvals

Hire Workflow

Candidates

History

SCROLL DOWN to find your candidate: Click on “Hired”



👁 Hired ▾ ⚙ Actions ▾ [Filter Icon] Mo

<input type="checkbox"/>	🔒	Name	Action Date	Notices	Master Profile	Status
<input type="checkbox"/>		Agbey, Beausoleil Ama	03/20/2019	--		Hired Awaiting Authorization

⏪ ⏩ ⏴ ⏵ Showing 1 of 1

WHEN IT OPENS, CLICK PRINT

Hire Details ✕ Cancel ✎ Edit 🖨 Print

Beausoleil Agbey (Person ID : 33696120)

Hire Information Approvals History

Hire Information

Position Details Clerk Typist - Court (118)	Date Referred 09/08/2017	Offer Date 03/20/2019
Offer Accepted Date 03/20/2019	Start Date 03/20/2019	Orientation Date N/A
Offer Amount \$5.00	Bonus Amount N/A	Filled Date N/A

The EAN must be signed by your Department Director & the HR Director

Return original signed EAN to HR.

REMEMBER - It is very important that you complete the Personnel Action Form (EAN) on **NEOGOV** as soon as you receive the results of the drug test and the start date of your new employee.

Completing the hiring process in NEOGOV ensures your employee receives the link to the NEOGOV Onboard site to complete their new hire paperwork.

** Now that you have selected your new employee, please change the status of the other applicants referred to you to 'Rejected' with a reason why they were not selected. Select the reason from the drop-down menu.

** Call candidates you **interviewed** to let them know they were not selected for the position. Once that is completed, HR will send reject notices to everyone else with the 'rejected' status and close the job.

** **Please send all interview notes to Human Resources for placement in the Job File in Laserfiche. You are NOT to retain any interview notes in your department. You may bring them to HR OR you may scan them and send one pdf file to the HR Technician.**

NOTE:

- On their first day of employment, please have them report to HR with:
 - **I-9 verification document(s)- We don't take expired IDs.**
 - **Voided check OR direct deposit form from their bank.**
- Please have them report **to Human Resources first day of work** before you get them started on anything else. It is important that HR receives their documents before they start working. It is not necessary that they report to HR with a supervisor.
- We will take their picture for their ID badge at that time.

QUESTIONS?

DON'T HESITATE TO CALL HUMAN RESOURCES.

Elsa Wagner, HR Technician: 469.635.5252

Monica Cuenca, Recruiting & Onboarding Specialist: 469.635.5251

DIVERSITY AND INCLUSION INTERVIEW QUESTIONS

1. Please share with us what diversity, equity and inclusion mean to you and why they are important?
2. What is your approach to understanding the perspectives of colleagues from different backgrounds?
3. Can you give me an example of how you make your direct reports feel a sense of inclusion, belonging, and equity on a daily basis?
4. Describe what kinds of experiences you have had interacting with others that have a different background than your own
5. What have you done to enhance your knowledge/skills related to diversity? How have you demonstrated what you learned?
6. What are some examples of ways that you have incorporated diverse or underrepresented populations into your planning or decision-making?
7. Tell me about a time that you adapted your style in order to work effectively with those who were different from you
8. Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspectives
9. How has your background and experience prepared you to be effective in an environment that holds diversity as core to our mission and values?
10. What does it mean for you to have a commitment to diversity? How have you demonstrated that commitment, and how would you see yourself demonstrating it here?
11. Please share an example that demonstrates your respect for people and their differences; how have you worked to understand the perspectives of others?
12. Can you tell me of a time when you changed a process or procedure to make your department or organization more inclusive?
13. When it comes to inclusion, how do you foster an environment where people who come from different backgrounds know you value their ideas?
14. Can you tell me of a time when you had to manage an uncomfortable situation or controversy relating to race/ethnicity. How did you handle it?

RECRUITING OUTLINE

SECTION 1: STEPS IN RECRUITING PROCESS

Step 1: ITS Notice of change- Promotion or Termination

Step 2: Manager submits request for approval of requisition

❖ **Step 3: Intake session with Recruiting Specialist**

- Intake session to include: Information on background of position, job responsibilities and skills, sourcing strategy, timeline and next steps
- Sourcing strategy to include target companies, universities, social media platforms, job fairs, professional groups
- Sourcing strategy to include “Next Steps” with leaders
- Recruiting Strategy Intake Form: <..\RECRUITMENT\Intake Session\Recruiting Strategy Intake Form 2021.pdf>

Step 4: Position is approved by the Department Director and HR Director and proceeds to be posted

Step 5: Recruiting Technician to post position on City of Lewisville career webpage and Texas Municipal League (TML)

❖ **Step 6: Recruiting Specialist to proceed with targeted sourcing strategy for position: post on social media, job boards, recruiting platforms and send to professional groups for specific position.**

- See SECTION 2 of document to reference targeted sourcing strategies
- See SECTION 3 of document to reference Marketing

Step 7: Position is live and posted

❖ **Step 8: Recruiting Specialist to attend job fairs if applicable, send information to diverse organizations in community**

- See SECTION 4 for diverse partnerships in community

Step 9: Position closes to public – applicants are referred to managers for review and to schedule interviews

❖ **Step 10: Recruiting Specialist to call managers to review phone interview guidelines and diverse panel interview guidelines**

- Recruiting specialist to go over guidelines for requesting PII with leader
- Recruiting Specialist to send over diversity and inclusion interview questions if needed for interview
- Diversity and inclusion interview questions: <..\RECRUITMENT\Interview Questions\Diversity and Inclusion Interview Questions- Managers Copy.pdf>



Step 11: Managers to request PII information, schedule and conduct phone interviews, panel interviews and proceed with top applicant

Step 12: Recruiting Technician to send Internal Applicant information to hiring managers when the PII information is shared

Step 13: Managers send email to Recruiting Technician and send forward request for background check

Step 14: Managers proceed with offer and start the hiring process

- ❖ **Step 15: Recruiting Specialist to connect with hiring manager and discuss top candidates in the process. Adds remaining top candidates to pipeline for future positions**
 - If applicable, Recruiting Specialist connects with local diverse organizations to continue partnership

SECTION 2: SOURCING STRATEGIES

- ❖ **Recruiting Specialist to create a targeted sourcing strategy based on the position and the qualifications needed to fill the role. This process is created in the Intake Session meeting with the hiring manager.**

POSITION CATEGORY:

Entry Level, PT Time and Seasonal Jobs:

Post on Indeed Jobs	Attend school job fairs, virtual or live
Post on Govt. Jobs	Post on Handshake, black colleges, and universities
Partner w/ local high schools and colleges-career development classes	Send job postings to Diverse Organizations-LULAC and NAACP

Broadband, Professional and IT Jobs:

Post on Govt. Jobs	Send job postings to Diverse Organizations-LULAC and NAACP
Post on Indeed Jobs	Post on diverse professional job boards
Post on LinkedIn Jobs and groups	Attend professional job group events and job fairs virtual or live



Public Safety Jobs:

Post on Govt. Jobs	Host open house- Fire and Police
Post on Indeed Jobs	Partner with local Veteran groups
Internal referral programs	Attend job fairs, attend community events and represent Fire and Police
Visit high schools and community colleges in diverse areas, partner with career development classes	Send job postings to Diverse Organizations- LULAC and NAACP

Technical Jobs:

Post on Govt. Jobs	Partner with technical schools in DFW Area
Post on Indeed Jobs	Promote internship opportunities
Send job postings to Diverse Organizations- LULAC and NAACP	Post on diverse technical organization Job boards

Trade Jobs:

Post on Indeed Jobs	Partner with local non- profit organizations to advertise jobs
Post on Govt. Jobs	Partner with local trade schools in DFW Area
Internal referral programs	Send job postings to Diverse Organizations- LULAC and NAACP

SECTION 3: MARKETING

- ❖ **Recruiting Specialist to create Marketing and recruiting tools created to capture a diverse applicant pool for all positions posted**
 - “Marketing Toolkit” to be created that includes:
 1. Brochure with City of Lewisville benefits
 2. Brochure with information on ways we are proactively driving Inclusion and Diversity in the workplace- this will be a step by step guide to highlight: phone interviews, diverse panels, highlight the race equity team, removal of personally identifiable (PII), internal job posting approvals
 - Advertising posted in social media webpages and career webpages to incorporate diverse candidates and employees
 - Marketing made will showcase “Employer Brand that focuses on Diversity”



SECTION 4: DIVERSE PARTNERSHIPS IN COMMUNITY

- ❖ **Recruiting Specialist to connect, share and create partnerships with diverse non-profit organizations in the DFW area to promote open jobs.**
 - Connect with NAACP and local chapters- send jobs and participate in events
 - Connect with DFW LULAC chapter- send jobs and participate in events
 - Connect with NORTH TEXAS LEAD- send jobs and participate in events
 - Connect with the Texas Diversity Council- send jobs and participate in events
 - Connect with local “Girls Inc” Chapter- send jobs and participate in events
 - Connect with Texas Veterans Commission- send jobs and participate in events

Recruiting Strategy Intake Form

Background

Job Title:	Department:	Level (Entry, Senior etc.)
Manager:	Target Start Date:	Location:
Reason for Hire (Replacement, New)	Considerations:	Schedule:
Compensation (Range, Bonus, Incentives):		

Job Responsibilities/Skills

Core Competencies:	Industry Experience Required (Certifications): Certs-
Required Skills:	"Want to Have" Skills (Preferred):
Top Drivers for success in this role:	
Career Trajectory/ Growth in role: Equipment operator, street operations worker	

Sourcing Strategy

Target Companies:	Universities:	Titles:
Any Internal Candidates to Consider:		



Recruiting Strategy Intake Form

LinkedIn / Facebook/ Indeed:	Job Fairs:	Professional Groups:
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Timeline

Key Milestones and Timing:	Check ins W/ Manager (Start, End):
Check ins W/ Applicants:	Remaining Applicants to Contact:

Next Steps

<input type="checkbox"/> Post Position
<input type="checkbox"/> Post position on social media outlets
<input type="checkbox"/> Attend Job Fairs if applicable
<input type="checkbox"/> Mid- Way Check in with Leader
<input type="checkbox"/> Position Closes
<input type="checkbox"/> Send qualified applicants for Interviews
<input type="checkbox"/> Final check in with Leader, review PII guidelines and diverse Interview guidelines
<input type="checkbox"/> Leader Makes offer to qualified candidate
<input type="checkbox"/> Connect and welcome new candidate to the City
<input type="checkbox"/> Connect with remaining qualified applicants