

MAYOR'S COMMISSION

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Quarterly Update

May 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 May 20, 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: In Progress
ASSIGNED: City Manager

Status as of May 2021:

- Mid-year budget considerations were presented to the City Council on May 17, 2021. During that meeting, the City Council unanimously voted to create the position of Inclusion & Equity Manager and allocate funding for that position immediately.
- Our current Training Coordinator, Tamara Miller, has been approached about taking on this opportunity and she has expressed a great deal of excitement. We would expect for her to make the transition within the next 30 days.
- The current position of Community Outreach Specialist is currently vacant. It will be moved into the Human Resources Department and will become a position that works in support of the Inclusion & Equity Manager.
- An advisory committee will assist. The group will include the City Manager, Assistant City Manager, Human Resources Director, Community Relations Director, and co-chairs of the internal Diversity & Racial Equity Team.
- A full work plan is being developed. The primary objectives of the new office will be:
 1. To normalize the concept of equity and inclusion within city government
 2. To guide and support City staff in a shared pursuit of social equity
 3. To educate the public about the value and importance of equity initiatives



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 May 2021:

- A new intake process has 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, UNT, TWU, UTD, Collin Community College and NCTC.
- Participated in Career Day out with Lewisville ISD.
- Community Inclusion Task Force grant funding received that will help to strengthen our recruitment efforts with the Latino community. Plans to host two Latino open houses to talk about job opportunities and benefits and attend a Latin X job fair. Funding is also available to offer translated benefit brochures for distribution.



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 May 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 Tamara Miller has completed 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. Millicent Rone, Senior Analyst for American Airlines, will be presenting at the Diversity & Racial Equity Team meeting on May 26. Millicent is the lead of all employee resource groups at American Airlines. She will share information with the team about American Airlines' current programs and their effectiveness.
- 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 May 2021:

- No change since January 2021 quarterly report
- 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 three positions - Police Recruit, Public Safety Dispatcher II, and Detention Supervisor.



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 May 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 hosted a panel discussion in February giving employees an opportunity to discuss the results of the survey. This team continues to meet twice per month providing employee feedback to the group for discussion and creates educational content for distribution to all employees.
- Contracted with a local consultant to assist with this internal diversity team. The consultant is helping to develop training and education for employees and their managers. The intent is to have an ongoing program that includes monthly activities and education. Funding will be requested in the FY 2021-22 budget.



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 May 2021:

- No change since January 2021 quarterly report
- 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.



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 May 2021:

- No change since January 2021 quarterly report
- 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 May 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 and March 30, 2021 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.
- Staff presented a report to the City Council in January detailing demographic data related to new hires, promotions, terminations, and total workforce. This will become an annual report to the City Council.



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 May 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.
- Human Resources staff is working on a new quarterly report that will be distributed to all department directors. It will quantify the progress made toward workforce demographics that better reflect the community, The first quarterly report is scheduled for September 2021 by the new Inclusion & Equity Manager.



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 May 2021:

- LPD staff has reached out to LISD and offered assistance in ensuring the training occurs according to State mandates. LISD stated that they will not be able to incorporate the training into the current school year. LISD said they will offer the training during the 2021-22 school year. The district said they will be in compliance with the law because it will provide the training to those that were freshmen when the law was passed.
- LPD will continue to post the video on social media outlets and promote the video at public events. Public events are gradually being opened with the drop of COVID-19 cases.
- Planning has begun on development of an “officer interaction” training course, with a goal to implement the training by December 2021.



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: Complete
ASSIGNED: Chief of Police

Status as of May 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.
- City Council approved Body Worn Camera and Dash Camera enhancements on May 3, 2021. One major enhancement will allow the department to better track when force is used by a police officer, and publish data to the public in different categories (e.g. by race, by force type used, time of day). Another component generates random reviews of digital video from Body Worn and Dash cameras. This component also will send alerts to Administration when "key words" are spoken on video.



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 May 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.
- Police Chief Kevin Deaver plans to submit a funding request as part of the FY 2021-22 budget cycle. The request would be for subscription costs to the company that is selected to provide this video training service.



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 May 2021:

- A program called Co-Care was presented to the City Council during the annual planning retreat in March. This program would use specially trained police officers and firefighters to respond to calls involving mental health concerns. The Council was very supportive of the plan and requested the program be implemented no later than the start of the 2021-22 fiscal year.
- Mid-year budget considerations were presented to the City Council on May 17, 2021. During that meeting, the City Council unanimously voted to fund the Co-Care program.
- The Police and Fire departments have selected personnel in each department for the Co-Care program and the needed training has been scheduled. Implementation of the program will begin on a modified schedule starting June 21 after three of the employees have completed the training. The program will be fully staffed and operational in late September after the remaining two employees complete the training.



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 May 2021:

- No change since January 2021 quarterly report
- Pandemic conditions prevent fully moving on this item. Event staff continues to develop concepts for a new springtime cultural event starting in 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 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 AT PLAN ADOPTION: In Progress

ASSIGNED: Special Events Coordinator and Arts Center Manager

Status as of May 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.
- This standard has successfully been applied to ColorPalooza, Sounds of Lewisville summer series, and the Lewisville Grand Presents concert series.



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: In Progress

ASSIGNED: Arts Center Manager

Status as of May 2021:

- Korean-born poet/painter Yoonsoo Nam has been named the city's new Poet Laureate. She also is scheduled for an exhibition in the main gallery Aug. 21-Sept. 18.
- Missy Burton, a local Black artist, will have a solo North Corridor exhibit July 17-Aug. 14.
- More than 40 artist proposals were received for the Chin sculpture project at Central Park. The Art Advisory Board has selected three finalists who will be interviewed May 18 and May 25.



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: In Progress

ASSIGNED: City Secretary

Status as of May 2021:

- The new software has been installed and is fully operational.
- 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 in May 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.



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: In Progress
ASSIGNED: Economic Development Director, Community Relations & Tourism Department

Status as of May 2021:

- The economic development department, the city's purchasing manager, the chamber of commerce, the small business development center, and Point Bank staff hosted a small business planning workshop to connect businesses with community leaders and resources for starting a business.
- City and chamber staff send invitations out using our social media sites, emails, and community inclusion task force list-serve to ensure the greatest reach of awareness. The meeting was recorded and will be placed on our city website.



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 May 2021:

- Staff recently met with Ramel Company, a Fort Worth firm that focuses on development of affordable housing, and discussed assistance with several potential workforce housing opportunities. Staff expects to receive a proposal within the next several weeks.



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: In Progress

ASSIGNED: Neighborhood & Inspection Services Director

Status as of May 2021:

- Optional questions related to race and ethnicity have been added to application forms for the Property Enhancement Program (PEP) and For the Love of Lewisville programs.
- Due to budget constraints, these grant programs were put on hold and staff was unable to collect data. The City Council restored funding for the PEP program during the mid-year budget appropriation on May 16 and applications will be accepted starting around June 1.



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 May 2021:

- City Council supported focusing this program on HVAC systems. Final guidelines are being developed now for implementation in the FY 2021-22 budget when funding is available for this project. Staff currently is in discussion with Lewisville ISD HVAC Program about a possible partnership where students would help develop the HVAC repair scope of work for bids.



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 May 2021:

- Implementation of this program depends upon results of the Fair Housing Study described in Recommendation #19. Staff is working to develop the process that will be used, but cannot complete that work without results of the study.
- 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 group was formed to identify key capital projects in existing targeted neighborhoods (Old Town North, Southwest Lewisville, and the Triangle area). All of these areas include LMI communities. This existing team will be used to research different methodologies for identifying future targeted neighborhoods and will plan expenditures of CDGB funding for these 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: Complete
ASSIGNED: Finance Department, ITS Department

Status as of May 2021:

- Purchasing staff worked with the City Attorney's Office to update the new vendor form to allow for the identification of minority- and women-owned businesses.
- Purchasing staff worked with ITS to develop a Laserfiche process that now facilitates the collection of vendor information.
- The newly captured vendor information is now being collected in a Google sheet and counts can be provided as needed for review and analysis.



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: In Progress

ASSIGNED: Finance Department, Community Relations & Tourism Department

Status as of May 2021:

- Attended a vendor fair hosted by the Lewisville ISD and joint chambers of Flower Mound, The Colony, and Lewisville to learn more about holding our own event.
- Purchasing staff is working with the Lewisville Chamber of Commerce on a City vendor fair planned for July 2021.



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 May 2021:

- No change since January 2021 quarterly report
- 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 May 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.
- Purchasing staff is reviewing RFQ materials obtained from the City of Austin used in selecting a firm to perform a disparity study. Information gathered from the review will be used to further understand the process and how best to proceed with accomplishing a study for the City of Lewisville.
- Purchasing staff will conduct a study of members of the DFW - NIGP Institute for Public Procurement to gather interest in conducting a collaborative study.



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: In Progress

ASSIGNED: Finance Department, Economic Development Department

Status as of May 2021:

- Two meetings were held in February and March among city staff, Lewisville ISD, and Midwestern State University to discuss the creation of a business mentorship program. “Lunch and Learn” events with the Small Business Development Center were selected as being one of the greatest opportunities for kicking this program off to the public. City staff and SBDC will plan for the first event to be held in June 2021. These efforts will be incorporated into the Economic Development Department’s existing business retention program.



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: In Progress

ASSIGNED: Finance Department, Community Relations & Tourism Department

Status as of May 2021:

- Purchasing staff has worked with CRT to determine the best approach to making City bids more accessible to interested parties. Adjustments have been made to the Purchasing website improving visibility of current bid information. Solicitation announcements will be going out on the City's Facebook page and a link provided in the "News" section on the homepage of the City website.
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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: In Progress
ASSIGNED: Community Relations & Tourism Department

Status as of May 2021:

- Digital billboards were used to promote voting in local elections on all 12 available billboard faces throughout the voting period for the May 1 election. A total of 4,442 ballots were cast in the election, the most ever for a Lewisville mayoral race. Staff plans to use this tool for all future municipal elections.
- A short online video was produced in which local leaders encouraged people to prioritize voting in local elections. The video was circulated throughout the voting period for the May 1 election. Staff plans to use this tool for all future municipal elections.
- 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 was secured at Victorious Life Assembly of God, 2671 MacArthur Blvd., for Election Day voting.



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 May 2021:

- No change since January 2021 quarterly report
- 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