

MAYOR'S COMMISSION

LISTEN

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LEAD



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# Quarterly Update

**August 2021**

*(\*July 2021 report delayed to August 2021 to include FY 21-22 Budget)*



## 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: Complete**  
**ASSIGNED: City Manager**

### **Status as of August 2021**

#### **Updated Information:**

- The City's Training Coordinator position was reclassified to the Training & Equity Manager on June 9, 2021.
- 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
  4. To continue the work of the Community Inclusion Task Force.
- A Human Resources Specialist has been added to assist with the development and administration of the program. This position will directly coordinate the CITE, Chin outreach efforts and other parts of the overall equity program.

#### **Previous Information:**

- An advisory committee will assist with the planning of public engagement and outreach. 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.
- Reports related to development and implementation of the program will be provided separately.



## 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 August 2021**

#### **Updated Information:**

- All job postings sent to NAACP and LULAC.
- Created Diversity and Inclusion interview questions. Those interview questions are now required for all selection processes.
- Diverse representation in job marketing materials (*see below*).
- A job fair was held at Thrive on June 8, 2021.
- Working with NCTC and Collin College to post jobs on their career sites.
- Worked with 14 universities through Handshake to post job openings.
- Continuing to utilize intake sessions with hiring managers for recruitment strategy.



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## 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.

**STATUS AT PLAN ADOPTION: In Progress**  
**ASSIGNED: Human Resources Director, Training Coordinator**

### **Status as of August 2021**

#### Updated Information:

- FY '21-22 budget includes \$38,600 for training and development, diversity organization memberships and conferences, internal employee resource group, outside speaker fees, consultant to assist internal DEI team, and community outreach. Employee mandatory Bias Awareness training is planned for Fall 2021.

#### Previous Information:

- 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 & Equity Manager, 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, presented at the Diversity & Racial Equity Team meeting on May 26. Millicent is the lead of all employee resource groups at American Airlines. She shared 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 August 2021**

#### **Updated Information:**

- This recommendation is complete. City continues to follow the new process implemented that requires written approval from the City Manager prior to posting in-house only jobs. To date, internal job postings have been approved for Public Safety Dispatch Supervisor, Police Sergeant, Property and Evidence Technician, Fire Captain, Driver-Engineer Investigations, Technical Support Coordinator and Chief Construction Inspector.

#### **Previous Information:**

- 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.
- Internal job postings have been approved for (3) 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 August 2021**

#### **Updated Information:**

- The internal diversity team has continued to meet on a bi-monthly basis to develop an employee focused DEI plan. They have also coordinated monthly DEI activities to recognize and celebrate cultural events. Examples of this include Black History Month and Asian/Pacific American Heritage Month. A display was also created at the Lewisville Library to help with recognition and education.
- The Training and Equity Manager leads this team of employees under the oversight of the Director of Human Resources.





## 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 August 2021**

#### **Updated Information:**

- The Training and Equity Manager is working with a local consultant to review the Leadership Development Series and identify potential changes to the program and the selection process as a way to improve diversity and inclusion.

#### **Previous Information:**

- 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.)



## 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 August 2021**

#### Updated Information:

- The revised hiring process has been implemented and outlined in the Hiring Process Guide. This recommendation is complete and no future report will be included.

#### Previous Information:

- 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 August 2021**

#### **Updated Information:**

- Total Workforce data is posted to the City website each quarter. ([Hiring Demographics](#))  
The report shows increased diversity with new hires.

#### **Previous Information:**

- 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, March 30, 2021 and July 31, 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 August 2021**

#### **Updated Information:**

- This recommendation is complete.

#### **Previous Information:**

- 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 report that will be distributed to all department directors. It will quantify the progress made toward workforce demographics that better reflect the community.



## 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 August 2021**

#### **Updated Information:**

- The Police Department received confirmation from LISD that the student training will begin in the 21/22 school year.
- The Police Department will be heavily involved in this training with LISD.
- An annual report will be created that documents the number of students that receive this training.

#### **Previous Information:**

- 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 August 2021**

#### Updated Information:

- The Police Department is in the implementation phase of the new contract with Axon that will offer enhancements in tracking use of force and setting the alerts. The new software will allow supervisors to “live stream” incidents that could be confrontational. The Axon Standards module is a comprehensive tool to evaluate use of force incidents that can be provided on the transparency page in real time. An additional module, Signal Sidearm, activates the body-worn camera any time the officer’s service weapon is drawn from the holster. Axon will provide increased accountability as we strive to provide the best service to our community.

#### Previous Information:

- 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 August 2021

#### Updated Information:

- The FY 21-22 budget includes funding to purchase an online training program. This program will offer briefing training on various topics including de-escalation, use of force, and biases. The software will be purchased after the start of the fiscal year in October 2021.



## 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 August 2021

#### Updated Information:

- The CoCare team is partially operational. Three of the officers/paramedics have completed Mental Health training. Two of the officers are on regular patrol. The officer/paramedic is completing field training and will join the other officers upon completion. Three additional paramedics are in the basic police academy. Once completed, they will go through the field training program and then join the CoCare team.





## 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 August 2021**

#### **Updated Information:**

- Planning has started for the first Achievement Fair, to be held in February 2022 at Lewisville Grand Theater. Staff has formed an advisory committee of Mayor's Commission members and began meeting with them in August. The event will invite students to create presentations/displays telling the story of their selected person of color who has made noteworthy contributions in a wide range of fields (government, industry, social awareness, science, art, etc.). The public will be invited to visit the Achievement Fair and entries will be judged and prizes awarded. This event meets the Commission's recommendation to develop a special event that celebrates contributions made by Black and other under-represented populations, past and present.



## 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: Complete**

**ASSIGNED: Special Events Coordinator and Arts Center Manager**

### **Status as of August 2021**

#### **Updated Information:**

- This standard has successfully been applied to Western Days, ColorPalooza, Sounds of Lewisville summer series, and the Lewisville Grand Presents concert series. This is an ongoing effort.
- Of the 18 bands booked during the 2021 Sounds of Lewisville concert series, 6 were fronted by a Black performer and 3 were fronted by a Latinx performer (total 9 out of 18, or 50%). In addition, 11 of the 18 were fronted by a female performer. Total attendance of 6,938 was the second-highest we have recorded for a summer 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: Complete**

**ASSIGNED: Arts Center Manager**

### **Status as of August 2021**

#### **Updated Information:**

- This standard has successfully been applied to exhibitions at Lewisville Grand Theater, the Poet Laureate initiative, and the Public Art Program. This is an ongoing effort.



## 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 August 2021

#### Updated Information:

- The City Secretary provides an updated report on board demographics annually to the City Council in June, when City Council appoints boards.

#### Previous Information:

- 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 August 2021

#### Updated Information:

- The Economic Development department and the Chamber of Commerce continues to host quarterly business planning workshops to connect businesses with community leaders and resources for starting a business.
- The economic development department was awarded a CITF Mini Grant to produce marketing videos. This program will produce two to four 60-90 second marketing videos that inspire and educate local entrepreneurs. The videos will be testimonials from local minority and women small business owners in Lewisville. The video interviews will be filmed in both English and Spanish and will be distributed through public social media channels.



## 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 August 2021**

#### **Updated Information:**

- Funding is included in the FY 21-22 budget to hire a consultant to develop a Housing Strategy Plan. The consultant will be hired in the first quarter of the FY 21-22 fiscal year.



## 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 August 2021**

#### **Updated Information:**

- PEP began accepting applications on June 1st. Staff has received 13 complete applications.
  - 1 project has been completed
  - 8 applications have received Commencement of Work Letters
  - Ethnicity
    - 10 Non-Hispanic
    - 1 Hispanic
    - 2 Preferred not to respond
  - Race
    - 8 White
    - 2 Black/ African American
    - 3 Preferred not to respond



## 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 August 2021**

#### **Updated Information:**

- Neighborhood and Inspection Services has developed the guidelines for the Minor Housing Repair Program to focus on the replacement of heating and air conditioning systems for Low to Moderate Income (LMI) families in Lewisville. Prior to the legal review of these guidelines, the department must secure a third party to assist with the administration of the grant to identify the scope of work for these types of projects. We have currently reached out to three potential partners and are currently awaiting a response.

#### **Previous Information:**

- 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 August 2021**

#### **Updated Information:**

- Pending hiring of consultant for Housing Strategy Plan and plan development.

#### **Previous Information:**

- 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 August 2021**

#### **Updated Information:**

- The Director of Finance will supply an annual report in Fall 2021 to City Management related to HUB vendor awards.

#### **Previous Information:**

- 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 August 2021**

Updated Information:

- Vendor fair with Lewisville Chamber of Commerce has been postponed until September 2021. Purchasing wanted to make sure the new electronic bidding software “Bonfire” is up and running for the vendor fair. The Purchasing Manager is scheduled to meet with the Lewisville Chamber in August to determine the date of the vendor fair in September.



## 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 Department**

### Status as of August 2021

#### Updated Information:

- An Availability and Disparity Study must be conducted before the City can include additional points on bid evaluations based on inclusive practices. Information about the Availability and Disparity study is outlined in Recommendation #26.



## 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 Department**

### **Status as of August 2021**

#### **Updated Information:**

- Finance Department staff have been looking into opportunities to work with other entities on a collaborative study with some shared costs. The Purchasing Manager has checked with surrounding DFW entities about this opportunity for a joint collaboration on this project. Once potential partners are identified, a budget package will be prepared and submitted for funding consideration.
- The Purchasing Manager 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.



## 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 August 2021

#### Updated Information:

- Turnover in the Director of Economic Development position has put this on hold. Will be a goal of the new director who will be hired in September - October 2021 timeframe.

#### Previous Information:

- Lewisville Business Connection Series most recently met on August 18 - "Workforce Development" with Chamber of Commerce and SBDC.
- The goal of the Lewisville Business Connection Series is to build relationships that will eventually lead into the business mentorship 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 August 2021**

#### **Updated Information:**

- Purchasing is posting solicitation announcements on LinkedIn, Facebook and Twitter.
- The website homepage now has a direct link to the Purchasing "New Bid Opportunities" page.
- We will continue to look for opportunities to share bid announcements with vendors.
- Transitioning to a new electronic bid platform, Bonfire. Expect to complete the rollout by October 1.



## 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 August 2021**

#### **Updated Information:**

- Digital billboards and online videos were considered to be effective in encouraging voter participation. Turnout in the May 2021 election was 4,442 voters, the highest number of ballots ever cast in a Lewisville mayoral election. That represented 8.1 percent of registered voters in Lewisville, which has been surpassed only six times since 1980 in local-only elections and just twice in City Council elections. The same communication tools will be used for future local elections, and additional communication outlets will be researched.





## 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 August 2021**

#### **Updated Information:**

- The FY 21-22 budget includes funding for 2 Lewisville Talk Series. The tentative plan is to work with local colleges to identify suitable speakers, one on an environmental topic and one on an equity topic. Events will be scheduled for early 2022.



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