Values and Realities

- All men are created equal
- With liberty and justice for all
- Government of the people, by the people, for the people, shall not perish from the earth

History of Government and Race

- Government began by being **INITIALLY EXPLICIT** – creating and maintaining racially inequity.
- Then became **IMPLICIT –** creating laws making discrimination illegal; real policies and practices to perpetuate inequity.
- Now government for **RACIAL EQUITY –** procative policies and practices and procedures that advance racial equity.

Racial Equity Means:

"Closing the gaps" so that race does not predict one's success, while also **improving outcomes for all**

- To do so, we have to:
  - Target strategies to focus improvements for those worse off
  - Move beyond services and focus on changing policies, institutions, and structures

FORWARD CITIES

CEOs for Cities:
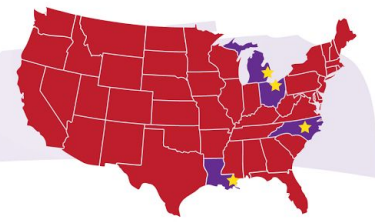
- Launched 20 years ago by Mayor Daley & Paul Grogan
- Network of 27 cities
- National convening platform
- City Vitals Index
- Talent Dividend Competition
- www.ceosforcities.org

Forward Cities:

- National learning collaborative focused on inclusive innovation
- Convening & Site Visits
- State-wide collaborative in NC
- Toolkit, case studies, story-telling
- www.forwardcities.org

Two non-profits now **merging** to **expand reach** & **deepen impact**

FORWARD CITIES

Member Cities

Arlington, TX

Houston, TX

Irving, TX

Waco, TX

Indianapolis, IN

Hamilton County, IN

Columbus, IN

Cincinnati, OH

Cleveland, OH

Columbus, OH

Dayton, OH

Toledo, OH

Knoxville, TN

Memphis, TN

Quad Cities, IA

Des Moines, IA

Grand Rapids, MI

Detroit, MI

Milwaukee, WI

Topeka, KS

St. Louis, MO

Tulsa, OK

Boston, MA

Greensboro/High Point, NC

Wilmington, NC

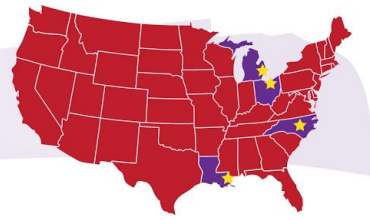Pembroke, NC

Wilson, NC

Asheville, NC

Richmond, VA

Greenville/Greer, SC

Miami, FL

Phoenix, AZ

New Orleans, LA

FORWARD CITIES

Forward Cities is a network of 33 cities committed to:

✓ Accelerating inclusive innovation **within** cities through

   cross-sector participation

✓ Fostering collaboration and learning **between**

   cities

✓ Expanding the network's impact **nationally**

FORWARD CITIES
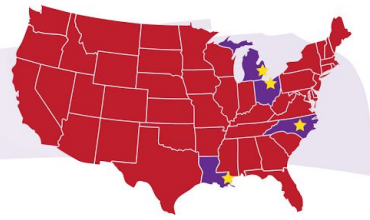
Given our rapidly changing economy, **inclusive innovation** is necessary to foster new business growth, new sector creation, 21st century jobs, and shared prosperity yielding:

- economic growth

- economic inclusion

- racial equity

FORWARD CITIES
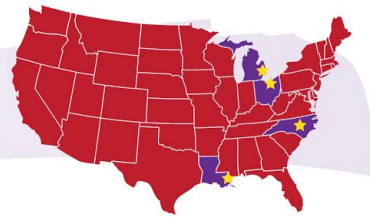
Our nation is in an uncertain time:

➢ Significant economic disruption and job loss

➢ Growing economic inequities

➢ Misaligned talent readiness with workforce needs

➢ Partisan divides and policy gridlock

➢ Urban-rural conflict

FORWARD CITIES
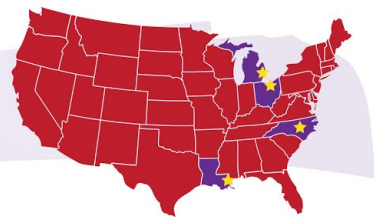
Within this context, our nation's mid-sized cities and micropolitans can offer a hopeful antidote by:

- Creating laboratories for innovation
- Driving intentional strategies for inclusive growth
- Fostering cross-sector/cross-city collaboration
- Investing in workforce readiness
- Bridging partisan divides w/ practical policy
- Connecting urban-rural communities
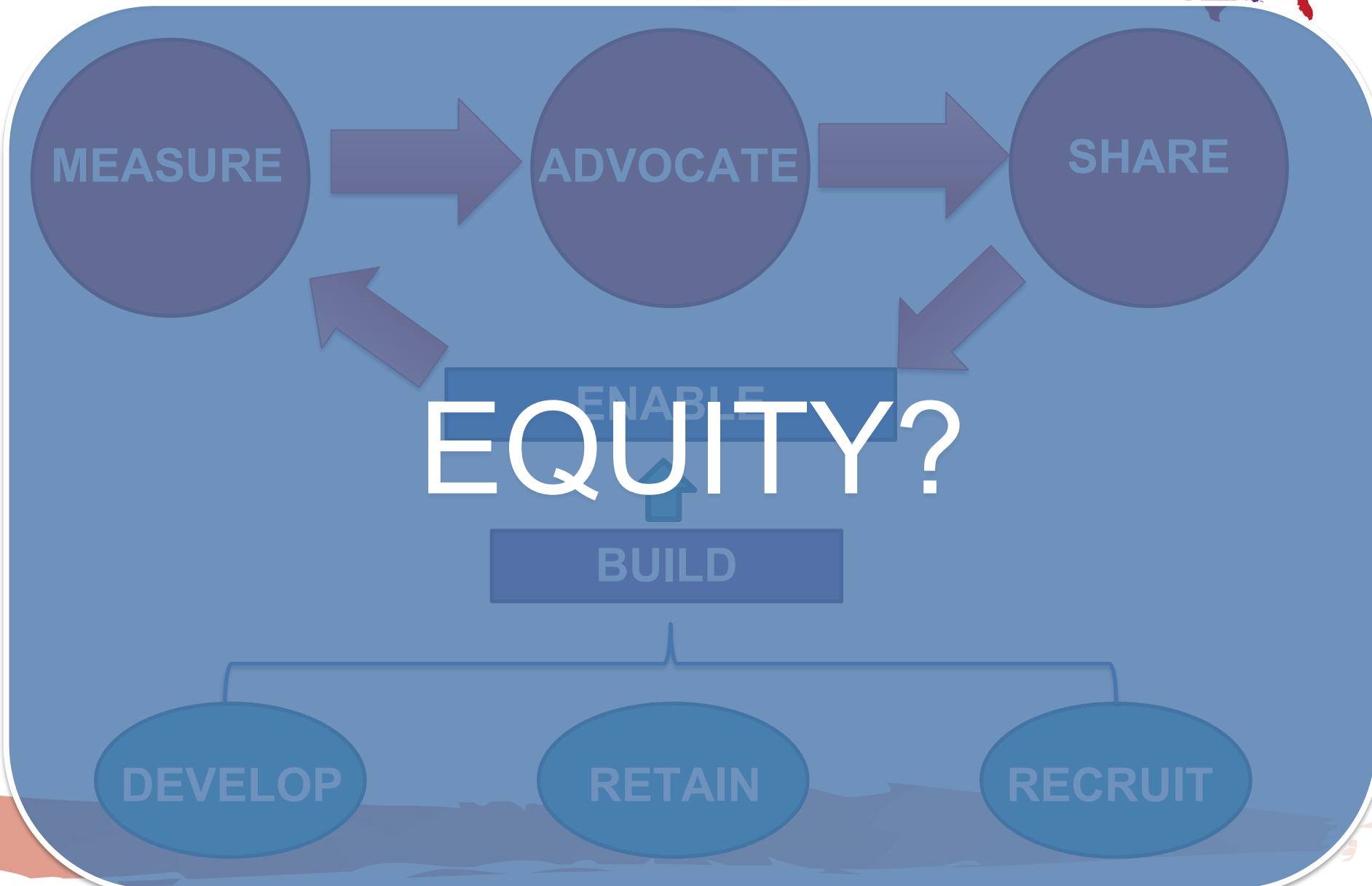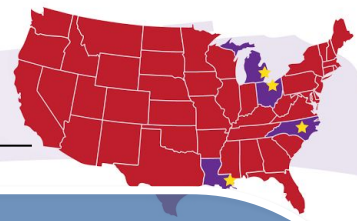
FORWARD CITIES

The Developmental Path

...ected & Disengaged

Connected & Coordinated
- Cross-sector leadership
- National learning network
- Benchmarked data

- Aligned & Acting
  - Target outcomes
  - Aligned strategies
  - Public/Private investment

- Realizing Results
  - Measurable progress
  - Sustained economic return
  - Scalable initiatives
  - National contribution

FORWARD CITIES
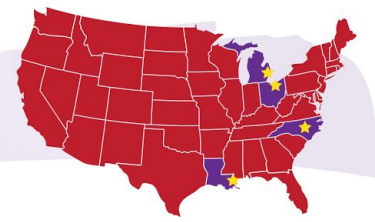
Support for Cities

- Communications

- Convening

- Capacity Building

FORWARD CITIES

- Communications
- Convening
- Capacity Building

National learning platform:

- ForwardCities.org
- Published toolkit & case studies
- Bi-weekly newsletter
- Social media outreach
- PR amplification for cities

FORWARD CITIES
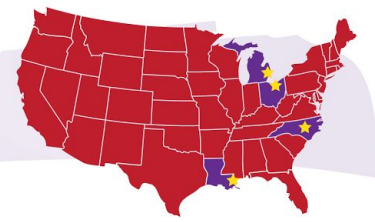
- Communications

- Convening

- Capacity Building

Convening & Collaboration:

- Spring/fall national meetings

- Regional convenings

- City workshops

- City visits

- Kauffman Mayoral Meeting

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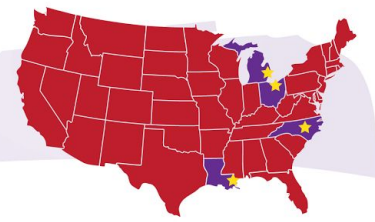
• Communications

• Convening

•Capacity Building

Community Innovation Accelerators:

- Two-year Inclusive Innovation Fellow
- Cross-Sector Innovation Council
- Systems mapping/ data gather
- Strategic alignment
- Implementation grants
- Scale-up and replication

FORWARD CITIES

CITY ENGAGEMENT MODEL

A W A K E N
National learning platform, newsletter, stories, tools

C O N N E C T
National Convening; Consulting/ Speaking

I M M E R S E*
Capacity Building; Benchmarking

I N V E S T*
Implementation Grants

SCALE*
Impact investment, Scale-up

Stories & Case Studies
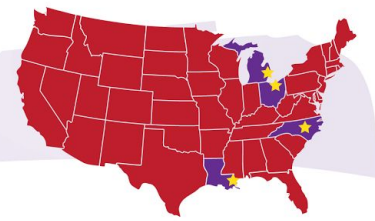
* For Member Cities Only
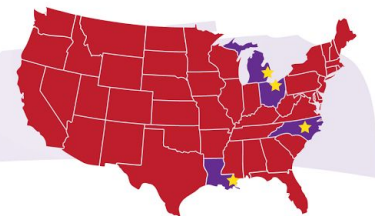
FORWARD CITIES

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1a.Procurement/Contracting: LMG will identify and remove racial equity barriers in the procurement/contracting process to make it easier for minority businesses to do business with LMG so that procurement and contracting resources benefit the communities it serves proportionate to the community demographics.

Outcomes and Actions

1. Began in October 2017 by creating the Subcommittee within Cross-Functional Team of Racial Equity Here, which meets monthly.

Outcomes and Actions

2. Began in October 2017.
Identify and Remove Equity Barriers using Racial Equity Tool Kit- work to increase and/or exceed the number of minority businesses doing with LMG by identifying and removing racial equity barriers within the procurement and contracting process.

Outcomes and Actions

2.i.Collect and analyze Data-analysis of current data within Bonifire, LEAP,and B2GNow; solve for other data gaps among the systems for more accurate reporting and efficient use of staff time.

Outcomes and Actions

2.ii. Engagement of the Community- Survey minority businesses to ask how frequently they have done business with LMG; and if not why.

Performance Measures- # certified and/or registered businesses; # of certified and/or registered attended focus groups

Outcomes and Actions

2.iii. Strategies- LMG will review/update purchasing policies and procedures; solve for problems identifies in survey of minority businesses; webinars/informationals to information sharing to LMG Small Business Coordinators; increase pre-bid meetings to explain good faith efforts for minority business efforts; enhanced compliance monitoring; unbundling of contracts; reduce use cooperative contracts.

Performance Measures- # of LMG expenditures paid to minority businesses to be proportional to demographics;increase % minority businesses for targeted goods/services; increase % contracts awarded to minority businesses from unbundled contracts; increase % of minority service providers awarded contracts; increase % of minority businesses who feel adequately prepared to do informed to do business with LMG.

Outcomes and Actions

2.i.v. Implementation of the Plan- Work with the Office of Performance Improvement to create enterprise-wide key performance measures for LouieStat. Begin by benchmarking current state, and setting appropriate goals based upon strategies to reach higher status.

Outcomes and Actions

2.v. Communications and Accountability- Using the Mayor's Strategic Plan Report Method and LouieStat, each department will be held accountable when appropriate goals have been established. Chief Equity Officer will communicate the importance of goal and provide updates on progress.

1b. **Procurement/contracting Equity Plan: Increase the number of certifed minority businesses so that LMG can meet or exceed its spend goal with minority owned businesses as defined LMCO 37.67, which states, in part, that at least 15% of LMG expenditures be with certified minority owned businesses.**

Outcomes and Actions

1. Attend business association meetings with Economic Development Coordinators to discuss certification.
Performance Measures- Increase # minority businesses certifed, increase # outreach sessions attended.

Outcomes and Actions

2. Human Relations Commission will conduct monthly informational sessions on certification and how to do business with Louisville Metro Government.

3. Human Relations Commission staff will actively recruit reciprocal certification opportunities for businesses certified within Kentucky, and other national certifying entities.

4. Human Relations Commission staff will attend networking sessions.

Outcomes and Actions

5.Human Relations Commission staff will attend department staff meetings to discuss the certified vendor list, doing business with minority owned businesses, and the performance measures.

Performance Measures- # of department staff meetings attended in a month

A. Maintain all federal, state, and local employer requirements.

1. Trainings on discrimination, harassment- HR Training Division will continue to train employees on discriminatory and harassment policies and practices, after a review of policies and curriculum.

   Performance Measures- % of management and supervisors trained every 2 years on sexual harassment, and anti-harassment; % of management and supervisors trained every 2 years on race discrimination.

Outcomes and Actions

2. Creating and implementing the Affirmative Action Plan-the plan will include legally required sections of the LMG workforce by total and department in EEO category, analysis of the categories compared within the community by EEO category and population, corrective action to address any underutilization, and hiring goals. Analysis should also include promotions, transfers, and disciplinary action by demographics and department, including corrective action plans to address inequalities.

Acknowledging that any data gaps will have to be addressed accordingly.

Performance Measures- % of persons of color promoted; % of persons of color in leadership positions; % of persons of color in hired; % of persons of color with disciplinary actions; % of persons of color separated from LMG; % of persons of color transfers; % persons of color newly hired; % of persons of color interviewed.

Outcomes and Actions

3. Creating and Implementing the Title VI Plan- The Plan will include all the legally required sections. The plan will include review of existing plans and implementations; and creating new plans for departments that are in need; the review will include training, updates of policies and procedures, contracts for language access, and development of performance measures.

Performance Measures- % of departments that use language translation within Title VI Plan;

Outcomes and Actions

B. Review of Personnel Policy and procedures through Racial Equity Tool.

1. HR began this process in Decemeber 2017, with legal assistance of the updating the Personnel Policy. The Personnel Policy will next be reviewed with an racial equity lens.
i.   Collect and analyze policies;

Performance Measure- % of Personnel policies reviewed monthly until all are revised to remove barriers to racial equity.

Outcomes and Actions

ii. Engage HR representatives, managers/supervisors, directors, union representatives through focus groups regarding draft policy changes.

Performance Measures- # of focus groups created and completed bi-monthly; # of departmental union-labor management meetings discusses revised personnel policies;

Outcomes and Actions

iii. Strategies- based upon focus groups revise the policies for implementation

iv. Implementation- present revised policies to Mayor Leadership team, Racial Equity Cross-Functional Team, Departmental Leadership

Performance Measure- % of completed revised Personnel Policy presented to Mayor's Leadership team within 6 month time frame.

v. Communications and Accountability- Send notices and policies to LMG employees; policies that have required trainings will be done in coordination with HR Training Division.

Outcomes and Actions

C. Review LMG Hiring and Screening Process to ensure equitable hiring practices that will eliminate racial and gender biases by de-identifying applicants to the extent possible.

Performance Measure- % of hiring managers trained in implicit bias prior to serving on interview panels; % persons of color interviewed for vacancies;

D. Review LMG job descriptions, salary distributions by race and gender for each department, including performance evaluations, career paths, and professional initiatives.

E. Create Employee Resource Groups to reinforce LMG equitable workforce vision as well as assist with mentoring, professional development, workforce retention and recruitment.

Performance Measures- % of persons of color interviewed for vacancies; % of persons of color promoted; % of persons of color in leadership positions; % of persons of color of salary distributions leadership positions.

2b. LMG will advance racial equity by creating a culture of equitable engagement and establishing internal goverance structure that will sustain the racial equity work.

A.   **Advance racial equity by continuing to train LMG employees and community partners of implict bias and the need to advance racial equity.**

i. Design and implement a curriculum based method to conduct and offer racial equity training; use a continuing education units approach, including the Racial Equity Tool kit.

Performance Measure- # of employees trained; # of continuing education unit earned; # courses developed.

ii. Departments receive a Racial Equity score based upon employee's collective credits.

B. Each LMG department will name a Racial Equity Liaison who assists the department along with the Chief Equity Officer with the creation of each department Racial Equity Plan, will involve an analysis the department policies and practices through an equity lens by using the Racial Equity Tool kit.

Performance Measure- # of scheduled meetings with departments per quarter; # of department of equity plans created.

C. Ensure that Board and Commissions reflect the demographics of the community. And that the Boards and Commissions policies and practices are equitable**.**

Performance Measure- % of persons of color on each board or commission compared to % of persons of color in the community.

3. LMG will engage, train and grow leadership of youth; and partner with agencies or organizations that support youth of color to advance racial equity-so all Louisville's youth can reach their full potential.

3a. Create Racial Equity Youth Council to support and improve outcomes for, and grow leadership in youth of color.

1. Create an approved budget which includes paid positions Program Coordinator and 10 youth participants;
2. Identify meeting space for 3 sessions per month for 12 months;
3. Indentify sustainable funding stream;
4. Hire Program Coordinator;
5. Develop Curriculum
6. Hire youth participants
7. Train LMG employees who work youth councils to effectively support and lead all the youth in the council

Performance Measures

Sustainable budget for 1 year;
Youth Action Plan finalized and released;
Sociopolitical development pre and post survey;
At least 30% of youth participants will have experience with criminal justice, school discipline, or foster system; or be disconnected from school and work;
10 youth employed;
% of youth of color employed through the program advance in employment within LMG ;
% of youth who enter the program with experience in criminal justice, school discipline or foster system; or be disconnected from school or work – advance in employment with LMG;
% of disconnected youth complete high school;
% of disconnected youth complete college degree;
% of disconnected youth engage in other leadership positons and/or programs

Conduct Youth Action Plan Research

1. Submit research plan for IRB/evaluate outcomes.
2. Identify external partners.

Finalize Youth Action Plan

1. Hire youth council participants.
2. Finalize research proposals (submitted by summer 2017) youth council participants).
3. Divide council into 2 subcommittees to develop research strategy and action plan.

Build Partnership and Grow Capacity- Racial Equity Training

1. Edit Metro-specific Advancing Racial Equity training to be tangible for youth serving organizations.
2. Identify audience.
3. Conduct Racial Equity trainings for youth serving organizations.
4. Create a train-the-trainer program to build capacity.

Performance Measures- # of youth serving organizations trained; # of individuals trained by train-the-trainer program; increase # organizations completed racial equity training; increase # organizations partnering with LMG to advance racial equity for youth of color/disconnected youth; increase # of youth disconnected youth into progressive positions (education or work).
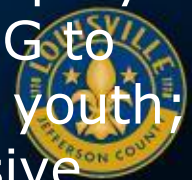
Build Partnership and Grow Capacity- Data Sharing

1. Partner with agencies that impact disconnected youth to increase and improve systems for youth identified data collection, data sharing and data analysis for youth of color.
2. Identify data points using Health Equity Report and CSYA.
3. Execute Memorandum of Understanding for Data Sharing with youth serving organizations, including JCPS and LMG.
4. Create shared database among youth serving organizations.

Performance Measures- Formal and signed MOU; accessible database of youth-related data; influx of the number of youth served stays the same or increases; % of disconnected youth progress successfully in school and/or work.

Create and Implement Youth Voice Policy

1. Develop policy recommendation for youth voice to be included in policy making.
2. Advocate to Metro Council to authorize policy recommendation.

Performance Measure- LMG incorporated the expertise of the Youth Council in all major policy and program decisions; youth of color, especially those who have experience living with challenges, gain leadership skills and understand their ability to influence government decisions.

Next Steps

You'll find more information in these two videos:

Redlining