

S. Lamb, Chair
K. Plomin, Vice Chair
S. Kay
R. Moloney
J. Brown
H. LeGris
L. Sheehan
F. Brown
W. Baxter
J. Reynolds



A G E N D A

General Government & Social Services Committee

June 15, 2021

1:00 P.M.

- | | |
|---|----------------|
| I. Approval of April 13, 2021 Committee Summary | (2-5) |
| II. CivicLex Public Comment Proposal – Preliminary Findings Update
(Lamb / Richard Young, CivicLex) | (6-31) |
| III. Diversifying, Hiring, and Promotional Opportunities within LFUCG
(Lamb / Maxwell) | (32-50) |
| IV. LFUCG Diversity, Equity and Inclusion Statement
(Lamb / Lucas) | (51-60) |
| V. Items Referred to Committee | (61) |

"Social services, community development and general government committee, to which shall be referred matters relating to the department of social services and its divisions, and any related partner agencies; the division of community development, related partner agencies, and other matters relating to community development; and matters relating to the general administration of government, the department of law, the department of general services, each department's respective divisions, and any related partner agencies." Council Rules & Procedures, Section 2.102 (2) Effective January 1, 2015. Adopted by Urban County Council September 25, 2014

2021 Meeting Schedule

January 12	August 17
February 9	September 14
March 9	October 12
April 13	November 9
June 15	



General Government & Social Services Committee

April 13, 2021

Summary and Motions

Committee chair, Council Member Susan Lamb, called the meeting to order at 1:05 p.m. Committee members Vice Mayor Steve Kay and Council Members Richard Moloney, James Brown, Hannah LeGris, Liz Sheehan, Fred Brown, Whitney Baxter, Jennifer Reynolds, and Kathy Plomin attended the meeting. Council Member Chuck Ellinger attended as a non-voting member.

Lamb read the following statement: “Due to the COVID-19 pandemic and State of Emergency, this meeting is being held via live video teleconference pursuant to 2020 Senate Bill 150, and in accordance with KRS 61.826, because it is not feasible to offer a primary physical location for the meeting.”

I. Approval of March 9, 2021 Committee Summary

Motion by LeGris to approve the March 9, 2021, General Government & Social Services Committee summary; seconded by Plomin. The motion passed without dissent.

II. Bluegrass Area Development District – Annual Update

David Duttlinger, Executive Director of the BGADD, first provided background information about area development districts. Their federal cognizant agency is the U.S. Economic Development Administration, which BGADD provides a comprehensive economic development strategy for, as well as other plans and reports. He highlighted various components of their workforce development efforts, including assisting Fayette County with unemployment calls due to the pandemic. The reopening of the Kentucky Career Center, which moved to Fortune Drive in April, will expand workforce services in the area. BGADD has an ongoing partnership with the Bluegrass Community Technical College and the University of Kentucky to provide ophthalmology technician internships. Their assistance for youth focuses on ages 16-24 and includes many facets, such as coordinating with the juvenile detention center and the public schools' family resources officers. They partner with the Fayette County Detention Center to provide life and professional skills classes for inmates. Duttlinger mentioned a program to help new business owners through a partnership with the Julietta Market. The Transitions to Transformations program assists folks at a variety of facilities with employment and career opportunities.

Duttlinger explained how broadband remains a top priority for their board. Their recent efforts include the submission to a request for information (RFI) for broadband for the area, researched private sector options to bring broadband to the region, completed a feasibility study, acquired a grant for six counties to complete a speed test, worked with the federal delegation staff on the reverse auction, and advocated for House Bill 320 in the 2021 General Assembly, which will provide \$300M for broadband services throughout Kentucky. The Aging and Independent Living department includes the Homecare Program, a resource center, and several other programs. About half of their aging work is dedicated to the Participant Directed Options program, a Medicaid program that allows folks to stay in their home. Community Planning services they provide in Fayette County include their work with the Metropolitan Policy Organization (MPO) and other traffic-related initiatives such as provide supporting information for the Hamburg and I-75 connector project. Duttlinger explained the important role of the advisory committees for Community Planning that guide the executive committee.

Plomin expressed excitement for the wet fiber initiatives. She and Duttlinger discuss how these projects are mostly happening on the west coast and overseas. Specifically, Crazy Fiber has done projects in Portland and Los Angeles. Cynthiana and Harrison Counties weren't awarded the grant but they may decide to move forward on their own. Plomin said the money coming from the federal and state governments for broadband will change the landscape.

Lamb spoke about workforce funds utilized in Fayette County, with 614 residents enrolled since 2017. Amy Glasscock, Director of Workforce for BGADD, said she would follow up with a breakdown of the types of training those individuals received, which ranges from internships to work experience opportunities and more. They discussed the inmate program offered at the detention center, which has completed three classes in total, with six participants per class. The classes were halted because of COVID-19 and will resume as soon as possible. BGADD continues to work with folks when they leave jail. No action was taken on this item.

III. Lexington History Museum

Plomin placed this item into committee because she feels strongly that Lexington should have a history museum. Foster Ockerman, Jr., Executive Director of the Lexington History Museum, first spoke about the Adam Rankin House, the oldest surviving house in Lexington, built in 1784, and the new location of LHM. They hope to open the new location by July 4th. Initial exhibits will feature the house and the historic South Hill District. The information provided in the packet outline a new draft strategic plan that LHM is developing. LHM is preparing to do more exhibits and build a virtual museum in the cloud. Last year in March they begin the Lexington Pandemic History Project, which solicits letters, social media posts, etc. from individuals to capture what life has been like. The project speaks to the museum's mission to collect Lexington's history and provides access to first-person, individual stories from this time. In deference to the significant needs of our community LHM did not request funds in the FY2022 budget. They have individual contributions to fill the financial gap currently but plan to return with a funding request in the future.

Plomin asked about the 250th anniversary of the city of Lexington in 2025. Ockerman mentioned the Lexington Public Library and developing programming for the anniversary. He would like the museum to take the lead in organizing the historic community to prepare for the celebration. He recalled Lexington's bicentennial, which included horse racing on Main Street. Lamb said the mayor intends to appoint a commission to prepare for this event and she is aware of the importance of involving Ockerman.

F. Brown established the Adam Rankin House is located at 317 South Mill St. The other house museums in Lexington (Ashland, Mary Todd, Hope Mont (i.e. Hunt Morgan House), and Waveland) are more specific to a person or organization. LHM is the only museum that serves the community as a whole; their long-term plans include opening a large exhibiting museum. Ockerman mentioned the Lexington History Press project designed to promote local, small-scale, history writing projects. The first book will come out this fall featuring a photographic history of local firefighters and fire departments. They discussed how the merged government is approaching 50 years old. LHM also recently received a donation of 125 years of Herald-Leader newspapers on microfilm.

LeGris confirmed people can access the museum's video and audio series on LHM's website, lexhistory.org, which provides access to the video history and 600 Lexington Wikipedia entries. The audio history and the donated collection of 400 fire-related photos will be available through the website

once they are completed. LHM is planning a lawn party on July 4th as their soft opening for their new location. In regards to funding from LFUCG, LHM received \$60,000 three years ago, which was their annual allocation, two years ago they received \$50,000, and they were not funded last year (FY21 budget). J. Brown mentioned how the city is expecting additional federal funding due to the pandemic, making the argument that preserving our city's history is a worthy cause. He thinks the council should discuss what they can do to help LHM continue its work.

Lamb spoke about the opportunities a new facility and strategic plan could bring. For example, a microfilm reader to be able to view the donated newspaper films, which LHM already has but Lamb referred to as the kind of investment the city might help with. Baxter mentioned transitioning the microfilm to a format that wouldn't become obsolete. There are over 1,000 reels of film and there are companies that can do that. Lamb mentioned possible grant opportunities through the Kentucky Department of Libraries and Archives. Ockerman mentioned two old books of surveys of early Fayette County, a 1907 manuscript describing Town Branch before it was paved over, and two master theses that describe free Black Lexington pre-civil war. No action was taken on this item.

IV. LFUCG Diversity, Equity, and Inclusion Statement

This item was referred to the committee by Lamb on behalf of the administration, which is tied to the recommendations made by the Mayor's Commission on Racial Justice and Equality. Arthur Lucas, LFUCG's Diversity and Inclusion Officer, read the proposed diversity, equity, and inclusion statement, which speaks to work environment, serving the community, representation, and achieving equity. Lucas then read several statements that will support LFUCG's respective efforts including recruiting employees from diverse backgrounds; strengthening an inclusive and equitable work environment; outreach of diverse businesses in the procurement process; and serve as a model for equity for all citizens in our community.

Sheehan spoke about the word "citizenry" (and citizen), which can be seen as not inclusive to the immigrant community or those who aren't U.S. citizens. It was used to describe the community as a whole but Sheehan suggested using something more neutral, such as "resident." Throughout the discussion, Reynolds, Kay, J. Brown, and Moloney all supported the idea to adjust the use of "citizenry/citizen." Reynolds asked how the city will accomplish the outlined objectives while mentioning how the applicant pool for the city's boards and commissions remains mostly white and upper class. Lucas recalled the implementation of the boards' and commissions' diversity statement and other work to improve their diversity. Reynolds would like to see measurements put in place that define the position of where this work is starting from to be able to measure improvement over time.

Glenn Brown, Deputy Chief Administrative Officer, said the statement would get approved through a resolution after the suggested revisions are made; he also mentioned including a guide to measure how we are doing. Kay agreed with establishing information of where we are and setting up a system for monitoring progress, which could be included in the resolution. J. Brown described this proposal as an overarching statement for city government and mentioned the need for consistency among these statements. He spoke about the intentional effort to diversify the city's boards and commissions but said there are other areas that we need to improve in. The council's statement of inclusion can be found in Section 1.100 of the council's rules and procedures (Code of Ordinances, Appendix A).

Moloney said there used to be more minorities in upper management within LFUCG than there are now. He mentioned the city's hiring process and passing over qualified people. He hopes the proposed

language will fix this issue. Lucas thinks the language commits LFUCG to be more intentional with its recruiting efforts; he said this statement puts words to our commitment. LeGris spoke about recruitment and retention, how it is addressed in the main statement, and suggested also integrating the practice of retention as a supporting statement. She emphasized the importance of retaining people, so people can thrive within their careers and move throughout the organization with ease, mentorship, and support.

Related to Moloney's comments, J. Brown said he has asked the administration to work on a report that provides information about LFUCG's hiring process, which will come to the council with a potential plan of action to address opportunities for improvement based on the information the report provides. He believes this statement is the natural next step of progression and agreed with LeGris' suggestion about retention.

Kay said the word "continue" suggests that what we have been doing is adequate. He asked the drafters of the statement to consider language that suggests we have to do more and recognize what we have done has not been good enough. Lamb suggested "more intentional." She requested a draft resolution be included in the materials when this item returns to the committee, likely in June. No action was taken on this item.

V. Items Referred to Committee

Motion by J. Brown to remove the *complete assessment of the ESR program and recommendations for the future* from committee; seconded by LeGris. The motion passed without dissent.

Motion by Baxter to remove the *Lexington Nonprofit Coalition and critical community needs* from committee; seconded by Sheehan. The motion passed without dissent.

Motion by J. Brown to remove the *ESR Program Subcommittee* from committee; seconded by Plomin. The motion passed without dissent.

Motion by J. Brown to adjourn (at 2:31 p.m.); seconded by Baxter. The motion passed without dissent.

Meeting materials: <https://lexington.legistar.com/MeetingDetail.aspx?ID=845897&GUID=26CFFBB4-A8A8-410F-8F5A-8791682EA1A1&Options=info|&Search>

Recording of the meeting: http://lfucg.granicus.com/MediaPlayer.php?view_id=4&clip_id=5329

HBA 4/29/21



**Public
Comment**



CivicLex

Interim Presentation to GGSS Committee



Overview

CivicLex is working pro bono with the Lexington–Fayette Urban County Government to conduct a comprehensive evaluation of the current public comment system and generate suggestions for procedures that could make public engagement more effective and efficient.

This is focusing on the public comment process *after* COVID restrictions are lifted.



Public
Comment



CivicLex

The issue as we see it

LFUCG's primary system for public comment on issues before the Council centers around in-person feedback during public meetings – and it's not great!

BAD FOR RESIDENTS

Inopportune timing; confusing and underwhelming process; timing in legislative process leads to mistrust and disempowerment.

BAD FOR COUNCIL

Bad for your constituents; derails work at last minute after lengthy process; demoralizing for city staff; cost inefficient due to excess labor.

Engagement tiers



Very engaged

Somewhat engaged

Likely to engage

Not likely to engage

Background

- Began conversation with several councilmembers in Fall 2020.
- Was referred to and reviewed proposal with CIO Aldona Valicenti.
- Was referred to and reviewed proposal with broader Admin. Spoke with CAO Hamilton, CIO Aldona Valicenti, Tyler Scott, Glenn Brown, & Jenifer Wuorenmaa.
- Project approved unanimously by GGSS Committee & Urban County Council



Progress to date

- Created survey protocol with Drs. Cory Curl and Iuliia Shybalkina of Martin School of Public Policy, Dr. Alan Bartley of Transylvania University Department of Economics, and their students.
- Released survey protocol on April 22nd
- Field scan of public input methodologies in process
- Survey closes on Friday, June 18th



How we're reaching people

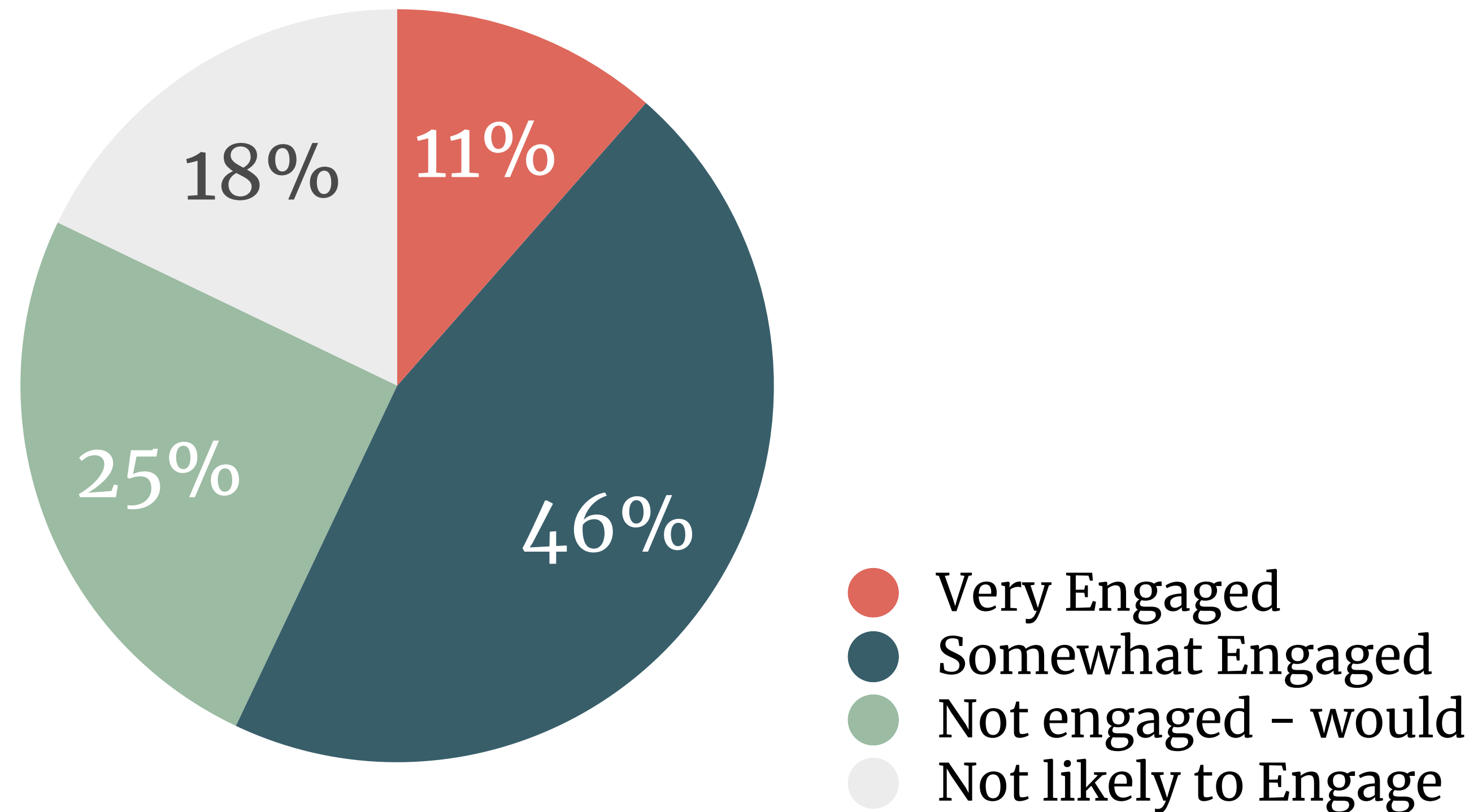
- 200+ direct contacts
- CivicLex's media channels
- 100+ poster locations – bus stops, laundromats, plasma donation centers, markets, etc.
- 4 grocery store/market parking lot flyerings & tablings
- \$200 in social media advertisements
- Incentives from Kroger, Ramsey's, Wilson's and Starbucks
- Council Member newsletters & community media



Preliminary Data Overview - Respondents

873

Responses*



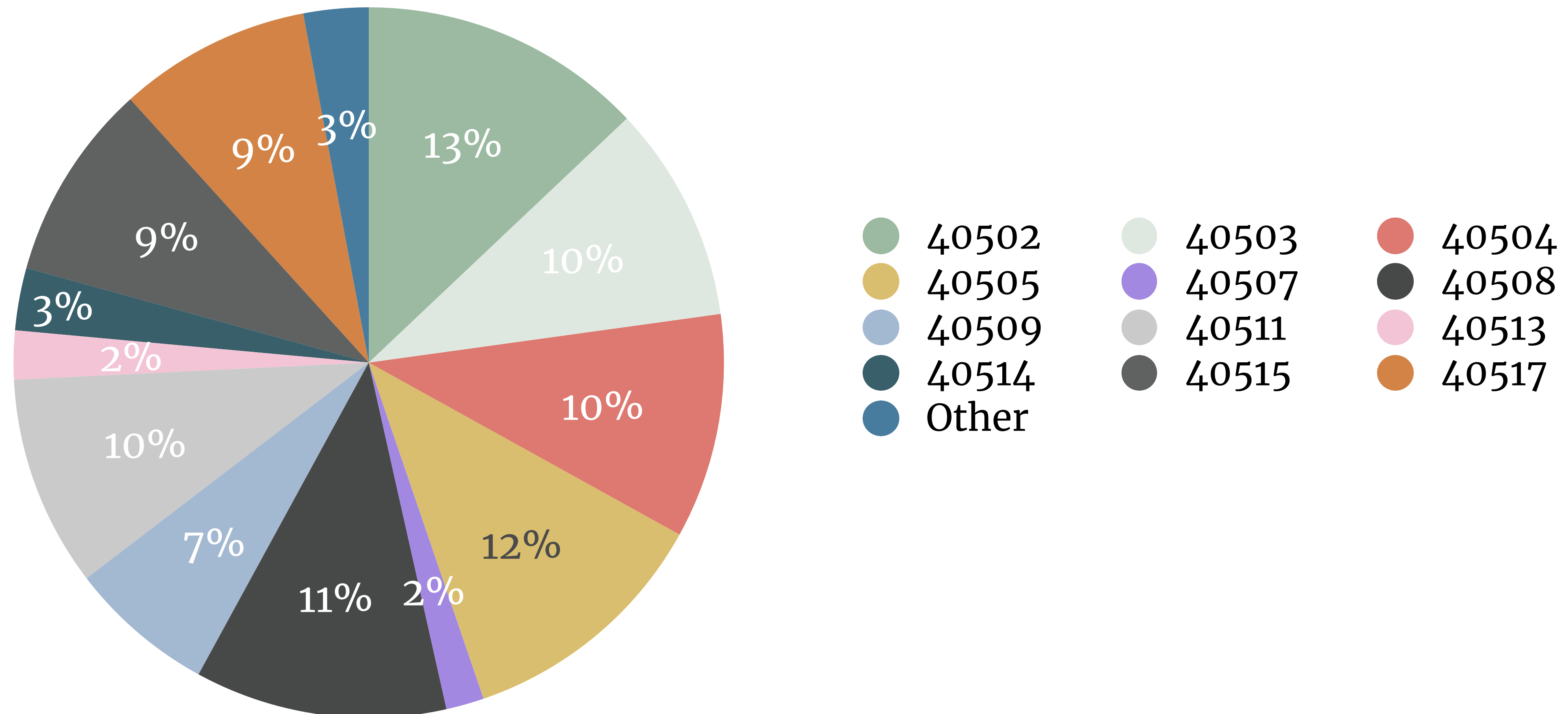
Public
Comment

*All following responses are as of 1:00pm - 06/08/21



CivicLex

Prelim. Data Overview - Responses by ZIP

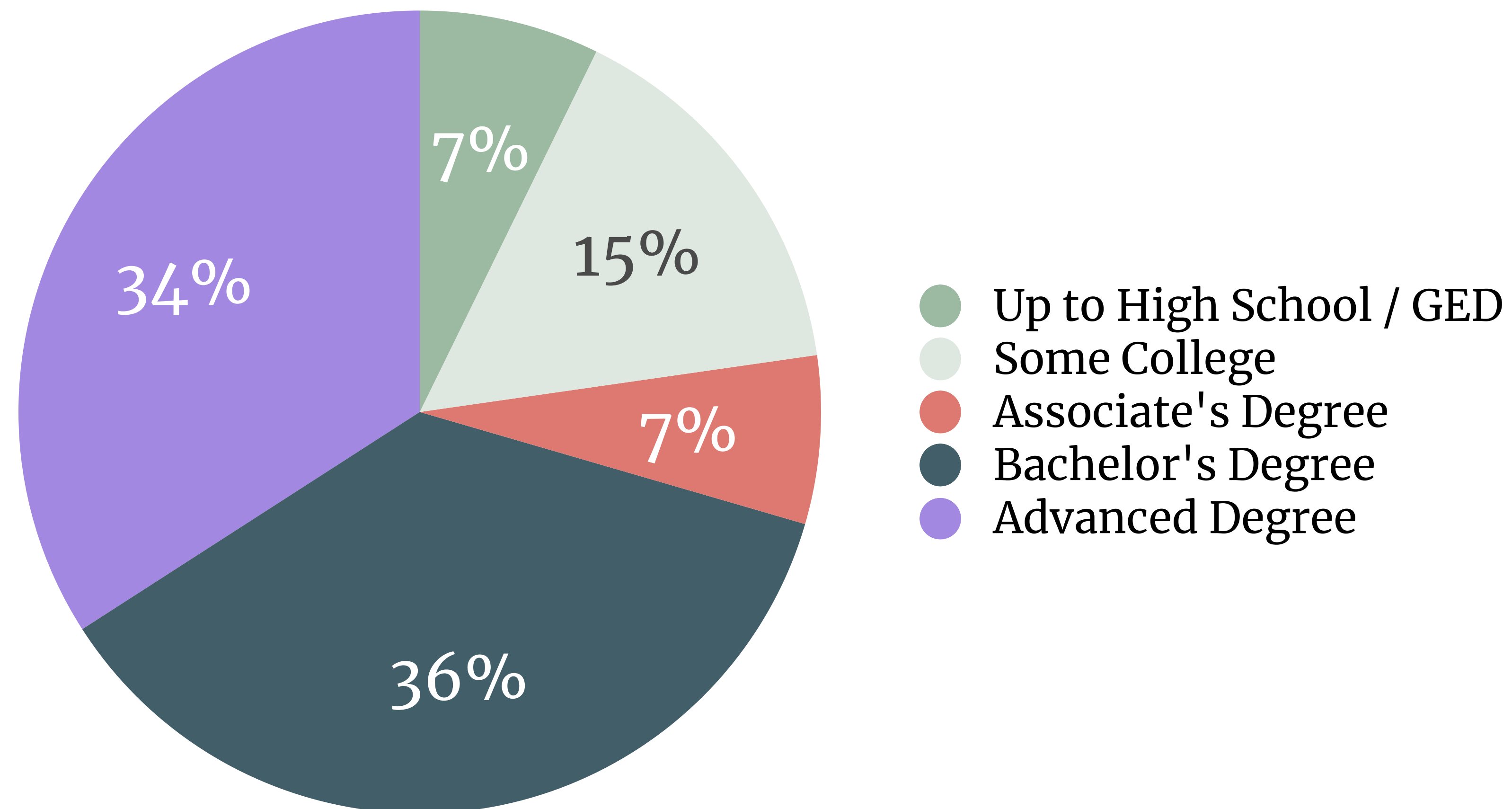


**Public
Comment**

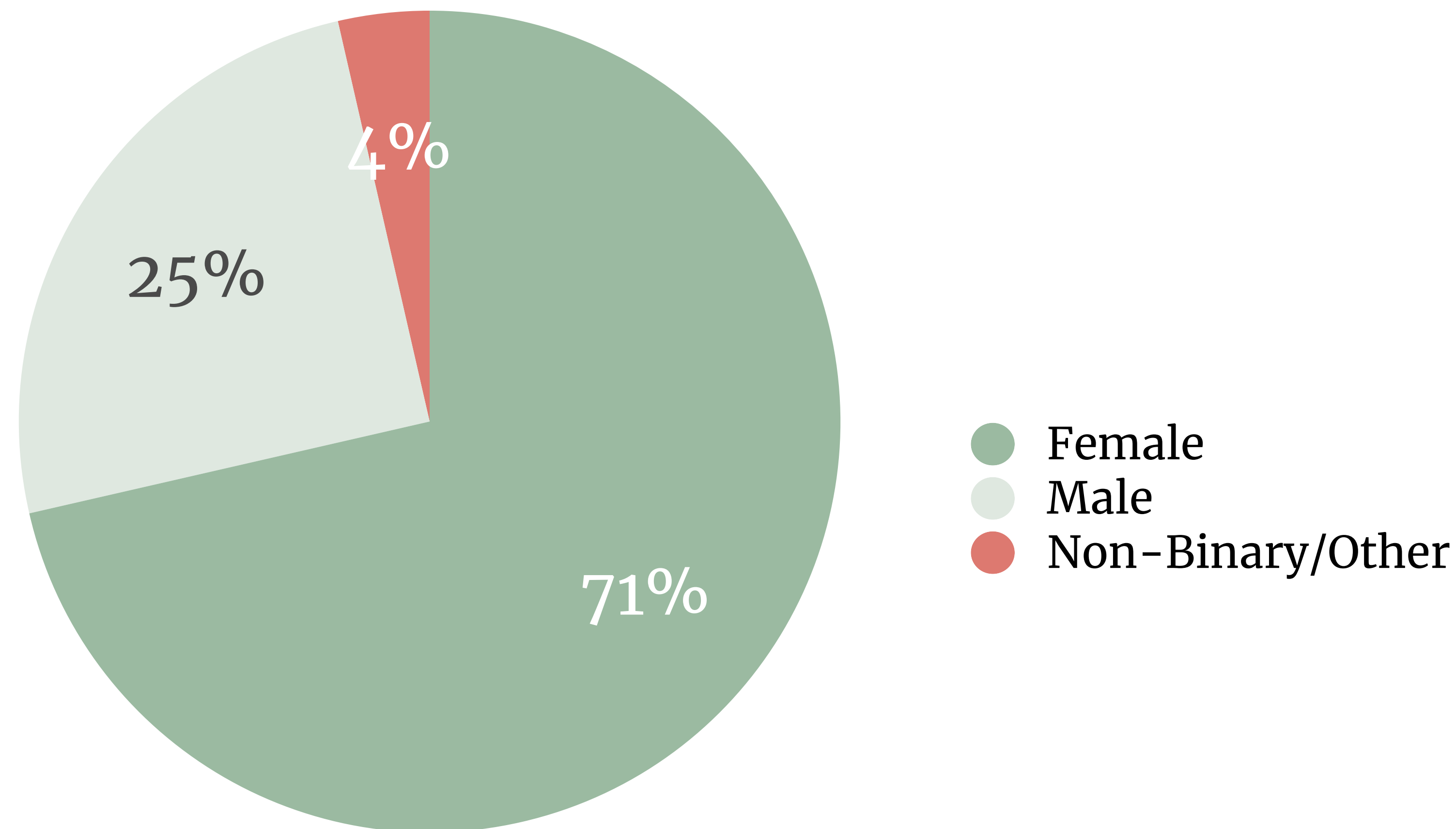


CivicLex

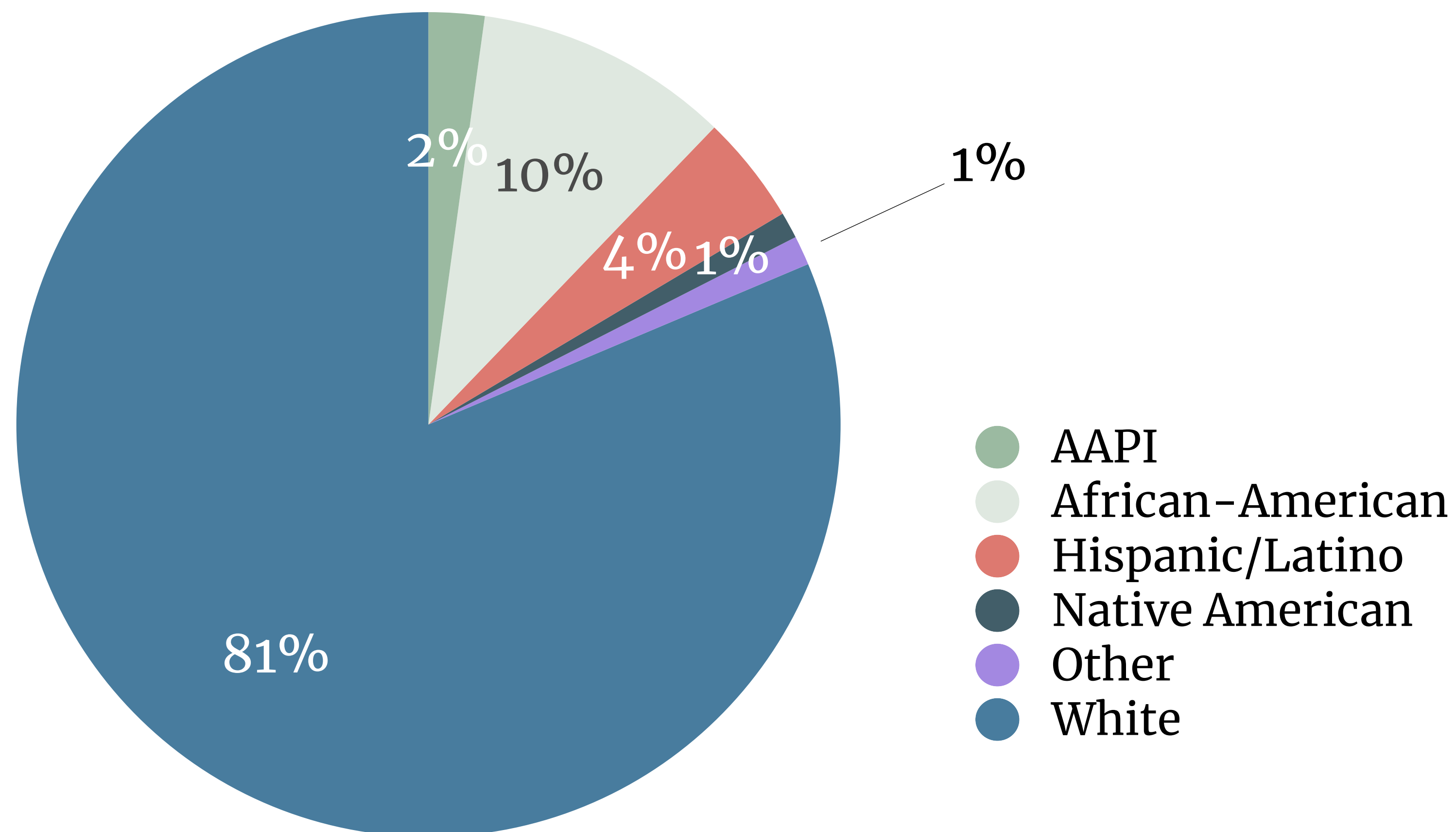
Prelim. Data Overview - Respondents by Education



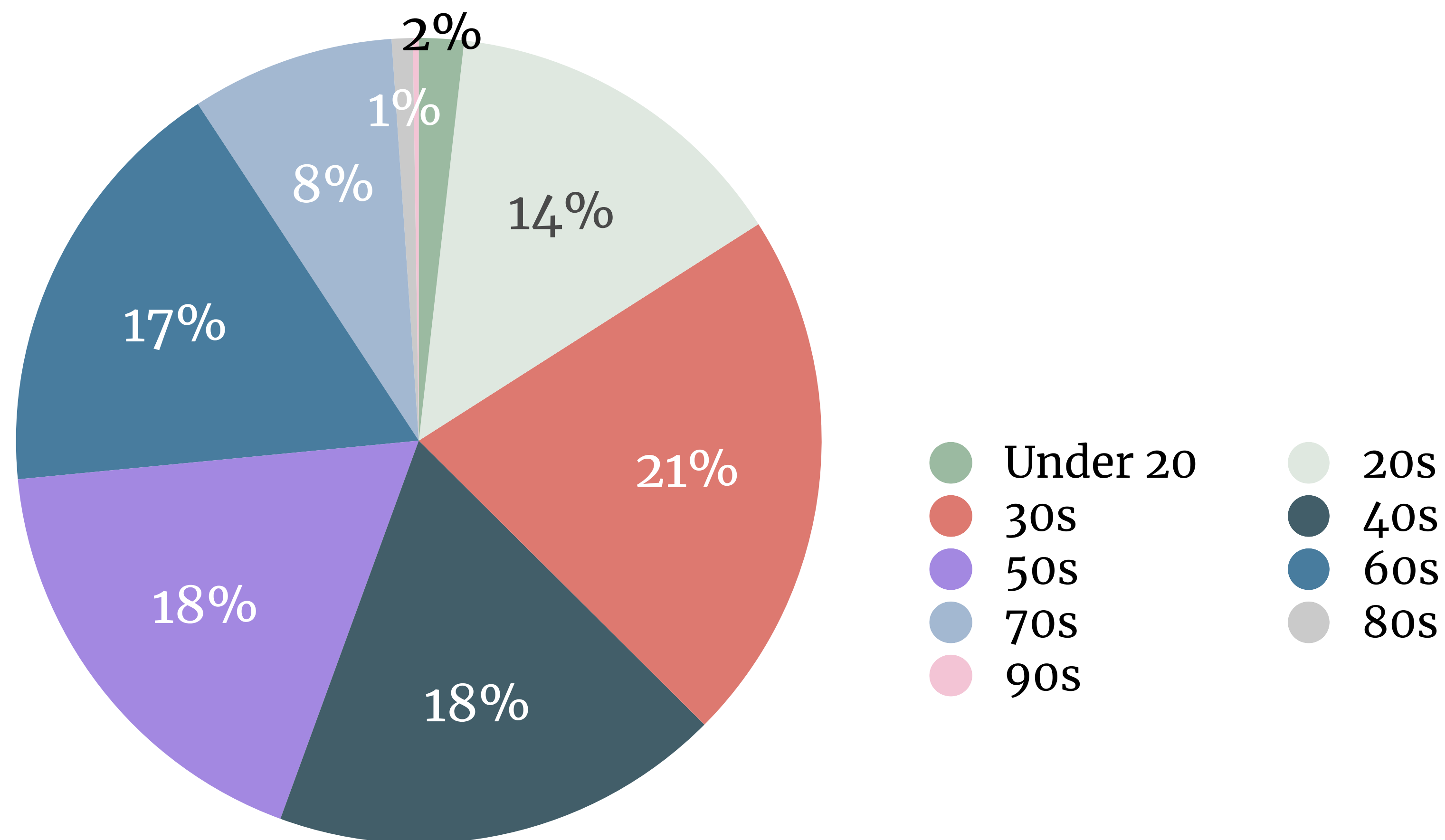
Prelim. Data Overview - Respondents by Gender ID



Prelim. Data Overview - Respondents by Race



Prelim. Data Overview - Respondents by Age



**Public
Comment**



CivicLex

Prelim. Opinion Overview - Already engaged

The primary motivator for those already engaged is to “*get involved in issues that impact my community*” (77%), followed closely by “*get involved issues I think are important*” (69%).

OF INTEREST:

Only 52% of residents respond that they get involved in city government because of “issues that impact them personally”

Prelim. Opinion Overview - Already engaged

The main way that residents get involved in city government is to email councilmembers (80%).

This is followed distantly by emailing city staff (50%), signing petitions (49%), and engaging in protests (48%).

OF INTEREST:

Only 21% of these residents reported ever giving public comment.

Prelim. Opinion Overview - Already engaged

44% of those that have already engaged think their options for doing so are inadequate.

74% want to be more engaged with city government.

OF INTEREST:

While 44% think their options for engaging are inadequate, 56% think that the current options are adequate. With that said, almost all said that there need to be additional and more diverse options for engagement.

Prelim. Opinion Overview - Not engaged

45% of surveyed residents who have never engaged with city government don't even know what issues are possible to engage on. 41% are confused about how to participate. Over 30% don't think their input will matter.

OF INTEREST:

Many residents expressed that the time and location options of meetings made it impossible for them to ever participate.

Prelim. Opinion Overview - All respondents

73% of residents say that they can trust LFUCG to make decisions a fair way “some of the time”. 25% of residents say that they don’t trust LFUCG often or at all.

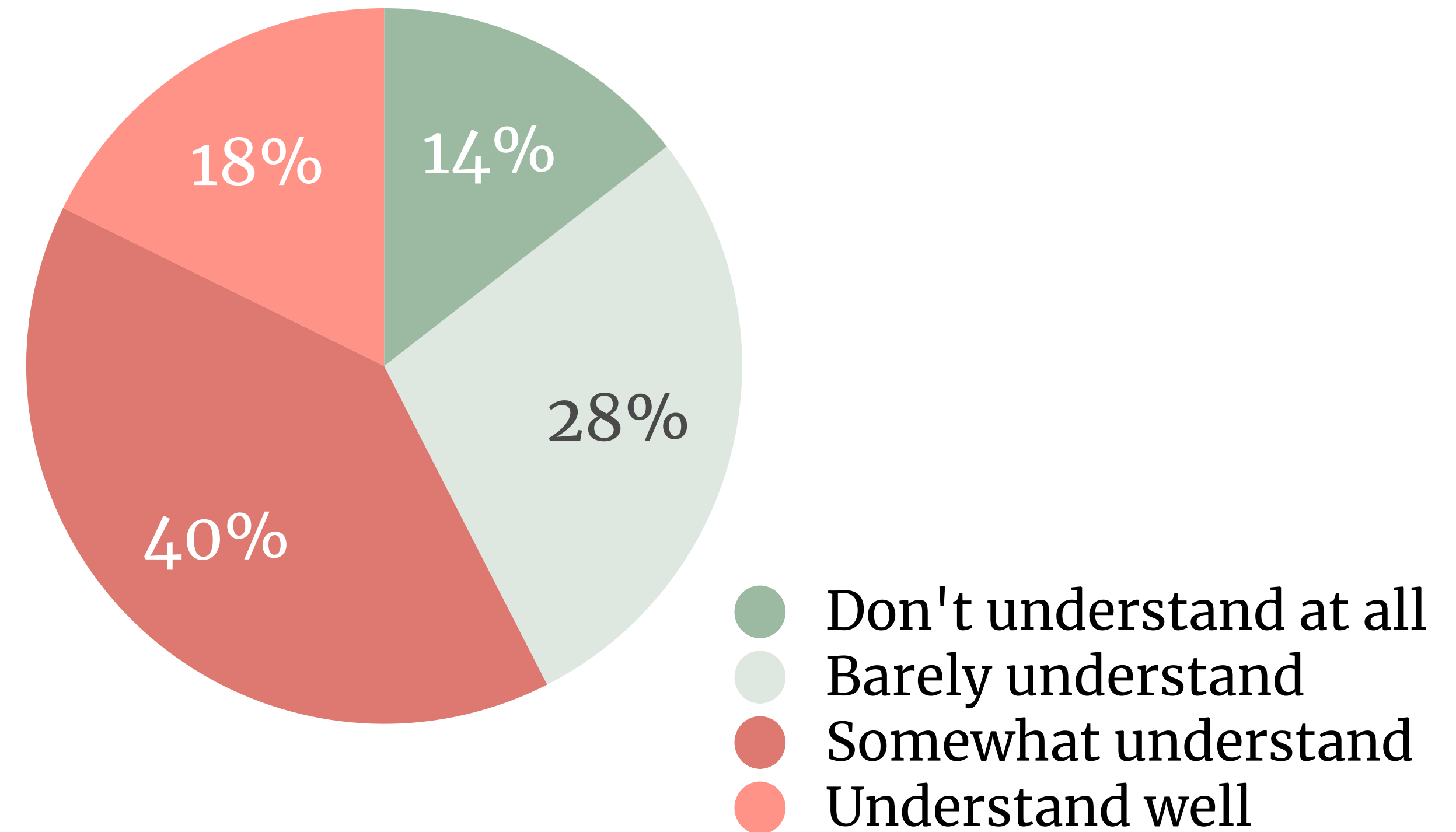
OF INTEREST:

20 residents said that they didn’t trust LFUCG to make decisions in a fair way, but said that those decisions were what was best for Lexington.

24 residents said that they trusted LFUCG to make decisions in a fair way but said those decisions were **not** what is best for Lexington.

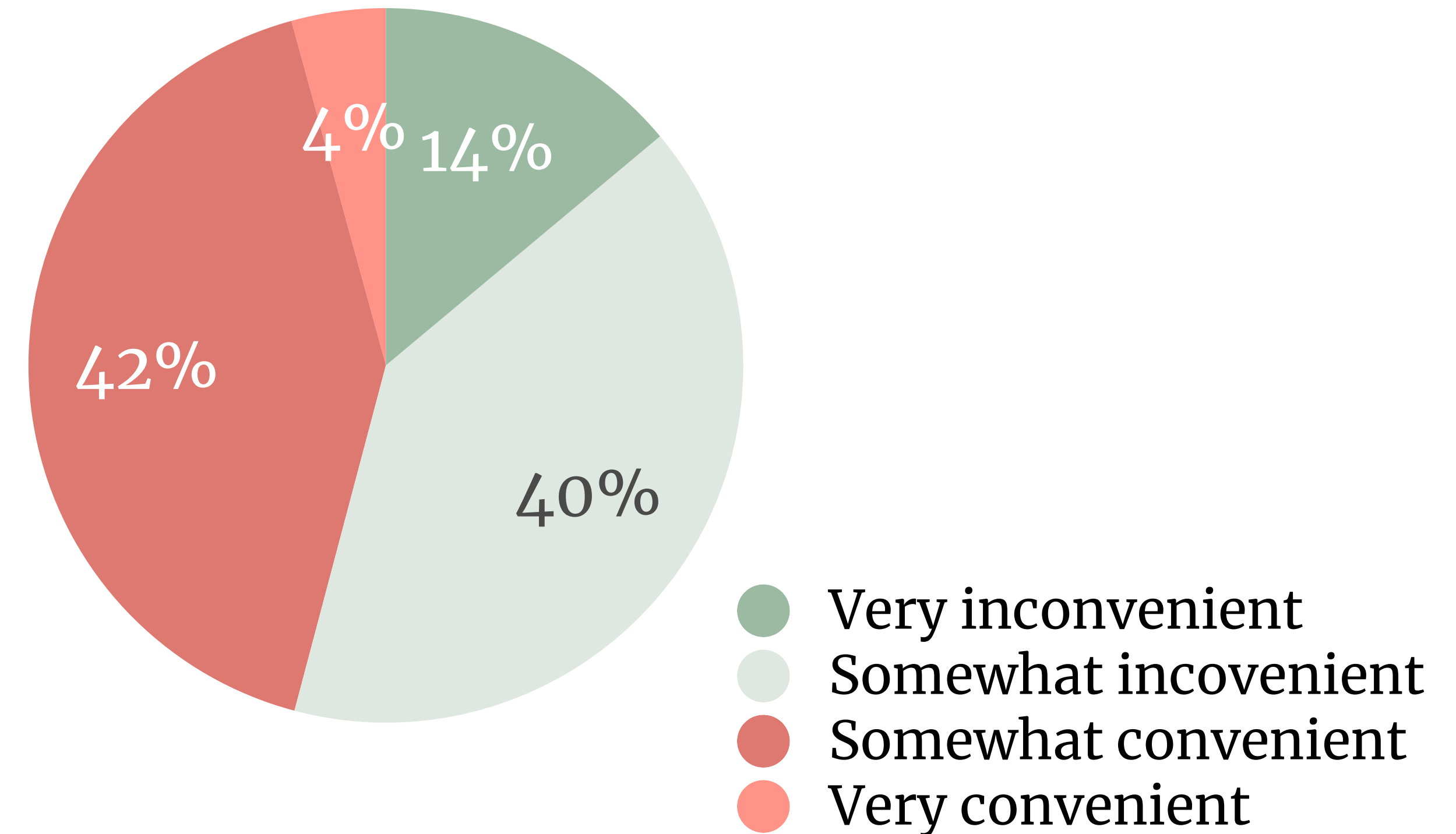
Prelim. Opinion Overview - All respondents

Only 18% of respondents said they understood how to engage with LFUCG well. 14% said they didn't know how to engage at all.



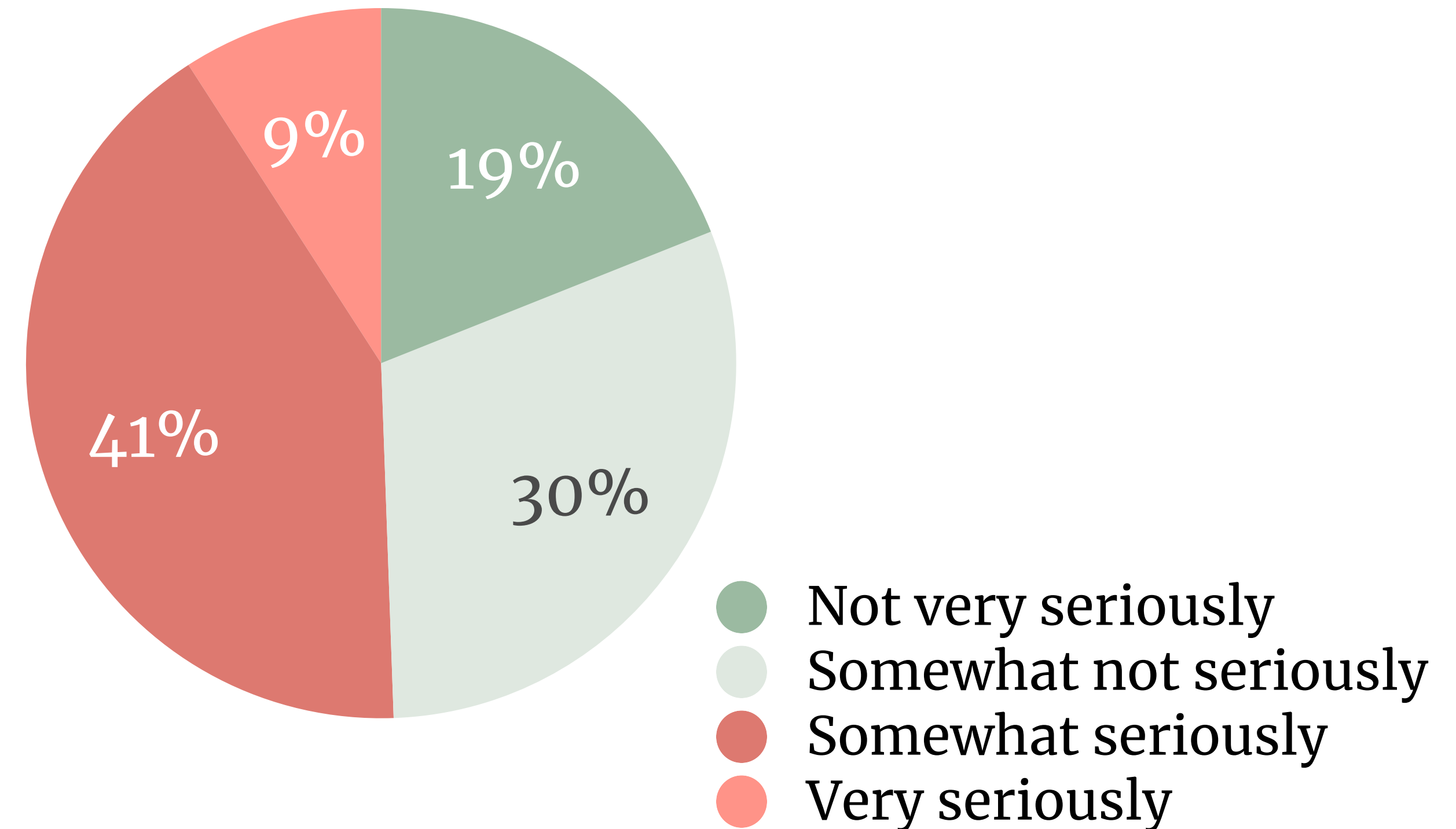
Prelim. Opinion Overview - All respondents

54% of residents expressed that city meeting times were either “somewhat inconvenient” or “very inconvenient”.



Prelim. Opinion Overview - All respondents

Surveyed Lexington residents are evenly split between whether or not LFUCG takes their input seriously.



Prelim. Overview - New Methods of Input

Of options presented, the most popular new method of input was a way to provide comments outside of meetings and have them entered into the record (64%), followed closely by a better way to track issues in city hall (58%).

OF INTEREST:

This was out of nine total options presented.

Some residents expressed that the city's language use – jargon, legalese, etc. – makes it much more difficult to engage. The rules and topics don't make sense to residents.

Prelim. Overview - New Methods of Input

However, when asked to choose **just one option**, it was very close between five methods:

- More options for virtual public input (zoom, etc.)
- Providing public input/comment outside of city meetings
- A better way to track issues through the entire legislative process
- More ways to communicate directly with government officials
- A dedicated, full-time person in city government to assist residents with providing input

From the “Other” section

Options for where and how we want our Taxes spent. give people the option and let them decide how to use it

[Public Comment should be...] Something more invigorating, attractive, and appealing than what we have now. More fun. More cafe like. Something that puts more power and control in the hands of real people.

Some real response that addresses an issue instead of a &\$^@ form letter.

When neighborhoods are going to be changed in their personality and character by new development going into them, the neighborhood needs to have an easy way to offer input.

Sometimes it seems like the city gathers public input just to say they have done so, like the decisions had been reached even before the collection of input.

My councilman is awesome! Seems like he cares about those that he serves. Give him a raise.

Moving forward

- Final report of survey responses
- City staff survey
- Presentation of full findings to administration & council
- Work with CIO Valicenti to understand and rank/rate potential services to address these issues



Questions?

CLASSIFIED CIVIL SERVICE WORKFORCE ANALYSIS AND PLAN

General Government & Social Services Committee

June 15th, 2021

Presented by Human Resources



LEXINGTON



Agenda

- Overview of our Analysis
- Composition of LFUCG Workforce v. Community Labor Availability Statistics
- Job Family Availability
- Wage Distribution Overall at LFUCG
- Education Requirements at LFUCG and Statistics
- Current Promotion Trends
- Recruitment, Retention, Development Strategy
- Summary
- Question and Answer



Overview of our Analysis

While this presentation focuses on diversity in terms of race and ethnicity, diversity is inclusive of many other areas such as disability, age, gender, sexual orientation, religion, as well as any other protected groups by law.

- The data illustrates that overall, diversity among our CCS workforce exceeds community available labor market comparative data.
- Ethnicity and racial representation in job families required to be reported to the Federal government generally exceeds available labor market goals established by the government.
- The data also illustrates that most of our ethnic/racial diversity in our workforce is within the lower paygrades.
- Our analysis indicates our focus should be on attracting and retaining talent and building both a larger applicant base and a pipeline for employee growth by enhancing opportunities for advancement.



Composition of Workforce

Labor Market: Lexington-Fayette, Kentucky			All CCS Employees		% Difference
Total	180,376	%	1,303	%	%
Ethnicity/Racial Group					
White	148,495	82.33%	916	70.30%	-12.03%
Hispanic or Latino	7,829	4.34%	8	0.61%	-3.73%
Black or African American	18,135	10.05%	352	27.01%	16.96%
American Indian/Alaskan Native	239	0.13%	1	0.08%	-0.06%
Asian	4,070	2.26%	13	1.00%	-1.26%
Native Hawaiian or Other Pacific Islander	125	0.07%	0	0.00%	-0.07%
Two or More Races	1,053	0.58%	10	0.77%	0.18%
Other	430	0.24%	3	0.23%	-0.01%

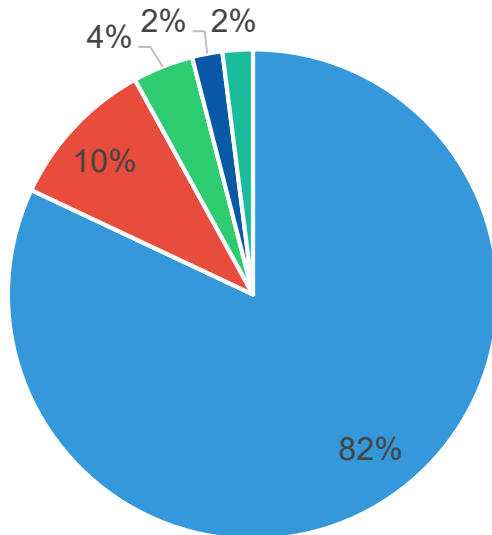
*Source: Employee data & US Census 2010 EEO Data Tool, Lexington, KY



Community vs. Classified Civil Service Employee Comparison

Community

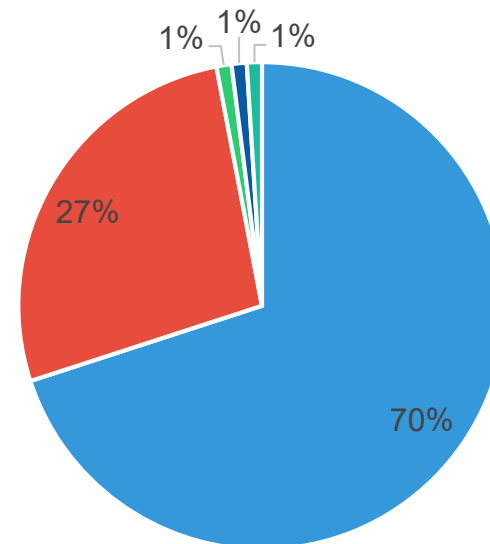
Percentage of Population*



■ White ■ Black ■ Hispanic ■ Asian ■ All other

LFUCG

Percentage of CCS**



■ White ■ Black ■ Hispanic ■ Asian ■ All other

*Source: US Census 2010 EEO Data Tool, Lexington, KY **Source: Employee data



Job Family Availability

Job Family Availability - All Classified Civil Service Employees

These goals are determined with an underutilization analysis of incumbency and relevant labor market data availability of qualified women or people of color (POC). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class.

	Total # of CSS Employees	# of CCS Employees who are POC	POC Incumbency	% of POC in the Labor Market (Goal)	Goal Met?	Difference to goal (+/-)
1 - Officials & Administrators	86	14	16.28%	8.34%	yes	7.94%
2 - Professionals	323	70	21.67%	14.43%	yes	7.24%
3 - Technicians	102	16	15.69%	13.24%	yes	2.45%
4 - Protective Service Workers: Sworn	n/a	n/a	n/a	n/a	n/a	n/a
5 - Protective Service Workers: Non-Sworn	26	4	15.38%	16.42%	no	-1.03%
6 - Administrative Support Workers	288	84	29.17%	14.37%	yes	14.80%
7 - Skilled Craft Workers	363	125	34.44%	15.60%	yes	18.84%
8 - Service and Maintenance Workers	115	74	64.35%	29.79%	yes	34.56%

*Source: Employee data & US Census 2010 EEO Data Tool, Lexington, KY



Job Family Classification Examples

- **Officials & Administrators**
 - Directors, Deputy Directors, Managing Attorneys, HR Managers, Some other Managers that are not included in other job families
- **Professionals**
 - Attorneys, Accountants, Early Child Care Teachers, Computer Analysts, Recreation Managers
- **Technicians**
 - Environmental Inspectors, Laboratory Technicians
- **Protective Service Workers: Non-Sworn**
 - Safety Officers, Security Officers
- **Administrative Support Workers**
 - Staff Assistants, Administrative Specialists
- **Skilled Craft Workers**
 - Maintenance Mechanics, Equipment Operators, Treatment Plant Operators
- **Service and Maintenance Workers**
 - Public Service Workers, Custodial Workers



Wage Distribution Overall

Most of LFUCG's CCS workforce self-identify as "White" (70%) or "Black or African American" (27%). A comparison of their distribution across CCS salary quartiles are highlighted in the table below – e.g. 19% of White employees and 40% of Black employees are in salary Q1.

Note: Percentage totals may not equal 100% due to rounding.

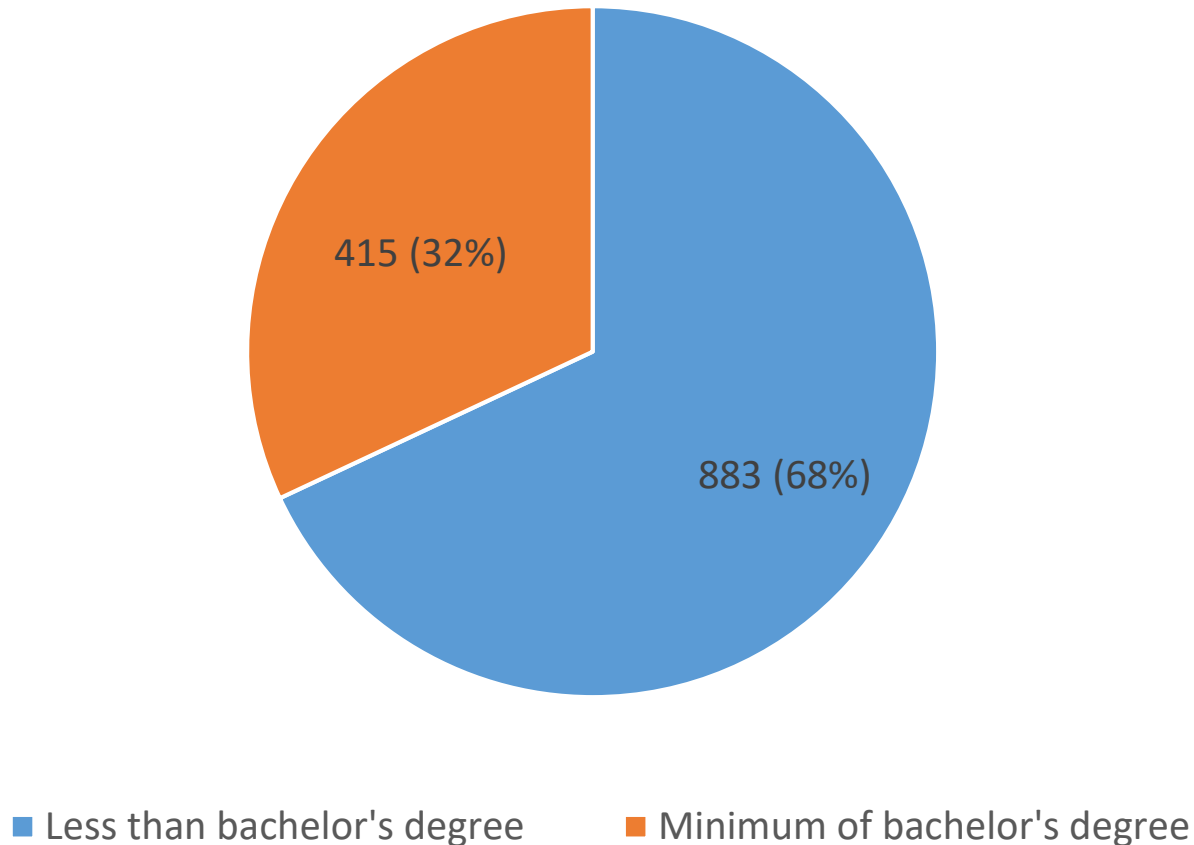
Earnings	Total	WHITE	BLACK	ASIAN	TWO OR MORE	HISPA	NSPEC	AMIND
Total Count of Race or Ethnicity and Salary Quartiles	1,298	913	350	13	10	8	3	1
Q1: 25,080.64 - 38,707.23	325	173	141	3	2	5	1	0
Q2: 38,707.24 - 45,945.11	323	217	100	2	2	1	0	1
Q3: 45,945.12 - 56,833.91	325	243	78	2	2	0	0	0
Q4: 56,833.92 - 125,195.20	325	280	31	6	4	2	2	0

Earnings	Total	WHITE	BLACK	ASIAN	TWO OR MORE	HISPA	NSPEC	AMIND
Total Percentage of Race or Ethnicity	100%	100%	100%	100%	100%	100%	100%	100%
Q1: 25,080.64 - 38,707.23	25%	19%	40%	23%	20%	63%	33%	0%
Q2: 38,707.24 - 45,945.11	25%	24%	29%	15%	20%	13%	0%	100%
Q3: 45,945.12 - 56,833.91	25%	27%	22%	15%	20%	0%	0%	0%
Q4: 56,833.92 - 125,195.20	25%	31%	8.9%	46%	40%	25%	67%	0%



Education Requirements for 1,298 Positions

32% of LFUCG's CSS positions require a bachelor's degree or higher



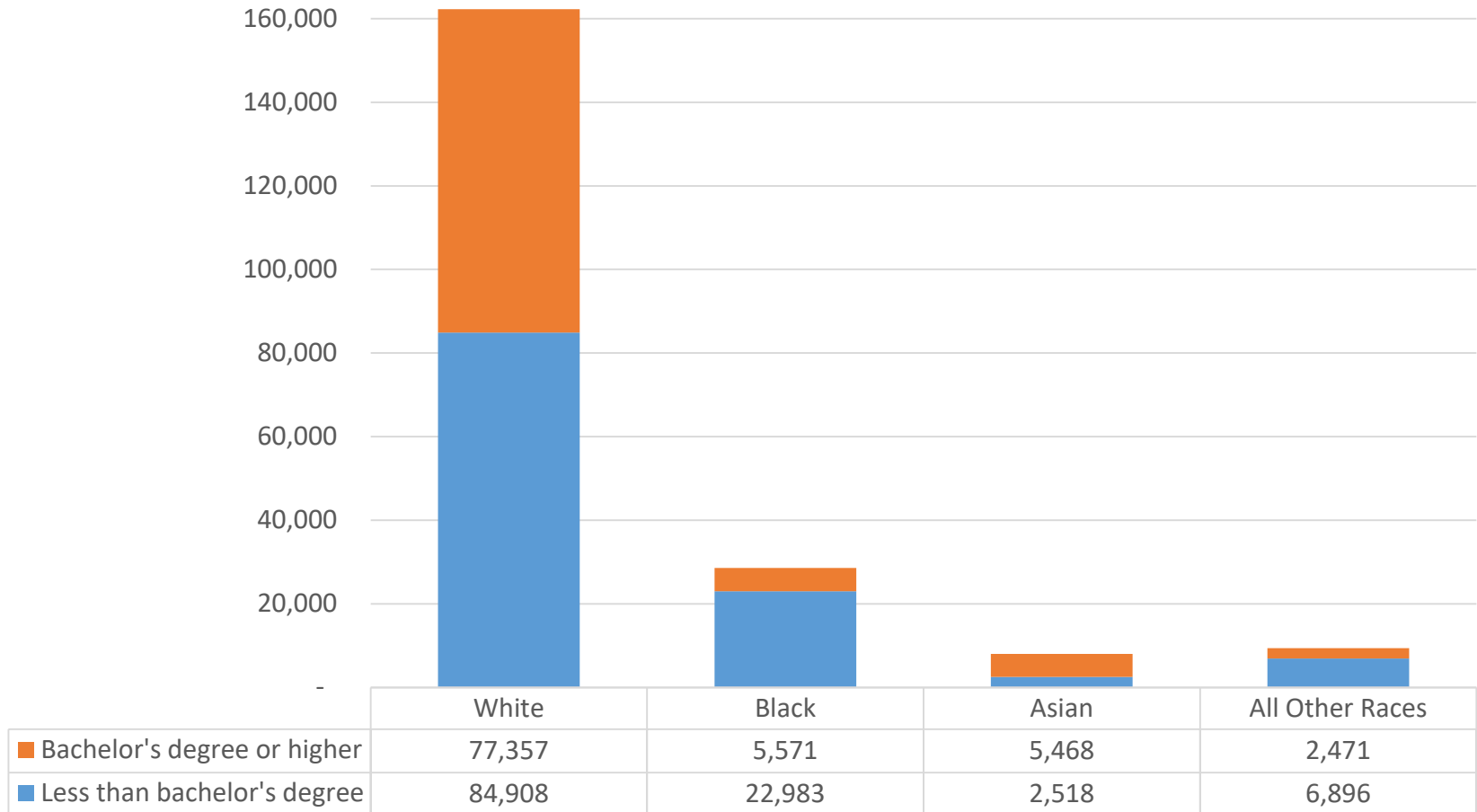


Community Labor Statistics—Education

Fayette County has **208,172** residents ages 25 years and over. **43.6%** have attained a bachelor's degree or higher. Most of them are either White (85.1%) or Black (6.1%), as shown in the following table.

<i>Source: 2019 ACS 5-yr average, US Census Bureau</i> https://data.census.gov/cedsci/table?q=educational%20attainment&g=0500000US21067&tid=ACSST5Y2019.S1501&hidePreview=true	Fayette County, Kentucky Population Ages 25+		Bachelor's Degree or Higher Compared to Total with Bachelor's Degree or Higher
	Total	Percent	Percent
TOTAL			
Population Ages 25 years and over	208,172	100.0%	
Bachelor's degree or higher	90,867	43.6%	
EDUCATIONAL ATTAINMENT BY HISPANIC OR LATINO ORIGIN			
Hispanic or Latino Origin, All Races	11,621	5.6%	
Bachelor's degree or higher	2,235	19.2%	2.5%
Not Hispanic or Latino Origin, All Races	196,551	94.4%	
Bachelor's degree or higher	88,632	45.1%	97.5%
EDUCATIONAL ATTAINMENT BY RACE			
White alone	162,265	77.9%	
Bachelor's degree or higher	77,357	47.7%	85.1%
Black alone	28,554	13.7%	
Bachelor's degree or higher	5,571	19.5%	6.1%
American Indian or Alaska Native alone	414	0.2%	
Bachelor's degree or higher	132	31.9%	0.1%
Asian alone	7,986	3.8%	
Bachelor's degree or higher	5,468	68.5%	6.0%
Native Hawaiian and Other Pacific Islander alone	78	0.0%	
Bachelor's degree or higher	-	0.0%	0.0%
Some other race alone	5,021	2.4%	
Bachelor's degree or higher	765	15.2%	0.8%
Two or more races	3,854	1.9%	
Bachelor's degree or higher	1,574	40.8%	1.7%

Highest Level of Education Completed - Fayette Co. Residents Ages 25 +



Source: 2019 ACS 5-yr average, US Census Bureau

<https://data.census.gov/cedsci/table?q=educational%20attainment&q=0500000US21067&tid=ACSST5Y2019.S1501&hidePreview=true>



Promotional Opportunities and Qualifications

- Between July 1, 2015 and June 30, 2020, LFUCG has processed 638 promotions. Of those,
 - ✓ 147 employees promoted are minorities – 23.04%
- Promotional pay increases are established by ordinance.
 - ✓ 1 pay grade promotion = 7%
 - ✓ 2 pay grade promotion = 10%
 - ✓ For each additional pay grade promotion add 2%
- Requirements for classified civil service positions are outlined in 21-6 of the Code of Ordinances. Minimum specifications are contained in the job descriptions.



Focus Needed to Address Diversity in Higher Paying Job Classifications

- External
 - Initiatives for attracting and retaining minority candidates
 - ✓ Effectively market competitive salary, benefits, growth opportunities, work/life balance, training
 - ✓ Target and expand advertising
- Internal
 - Ensure promotional opportunities are accessible to all employees
 - Initiatives to develop a “pipeline” for employees to promote
 - Safe and welcoming environment
 - Initiatives for increased training



Strategy for Improvement

Recruitment Strategy

- **How do we expand our reach to potential candidates?**
 - Expand approach to advertising job opportunities:
 - LinkedIn
 - Facebook
 - Form partnerships with publications e.g., Kentucky Latino Magazine, Litinex Kentucky, Lextropolis and Key News Journal
 - Utilize professional Facebook and other social media groups
 - Example: Not the Only One in the Room (NTOO)
 - Utilize the job board www.diversityworking.com
 - Ramp up recruitment efforts at HBCU's
 - Ramp up recruitment efforts with various organizations:
 - Consolidated Baptist Church, Urban League, Urban League Young Professionals, Commerce Lexington, Dept. of Veterans Affairs, Pride Community Service Organization, KSU, Midway University, Commission for People with Disabilities
 - Presence at Lexington's various festivals including Festival Latino de Lexington
 - Participate in the Minority Business Expo
 - Ensure diversity on our interview panels



Strategy for Improvement

Retention and Promotion

- Completion of *Diversity and Inclusion* workshop by LFUCG employees
- Expand offerings of *The Academy* to gain one (1) year supervisor experience
- Utilize equivalent combination to satisfy degree requirements/review job descriptions for minimums
- Launch *Navigating Your Next Job with LFUCG* guide
 - Provides help with tips on the interview process, goal setting for career advancement, and evaluation including work preference assessment.
- Expand our employee *WRAP* program

The objective is to cultivate a talent pool where required qualifications and competencies are developed to fill critical or key roles or specific job functions in anticipation of job vacancies. The Workforce Readiness Action Plan (WRAP) is a step-by-step program and toolkit designed to support department/division leadership by:

 - Identifying critical positions and highlighting potential vacancies that would cause business disruption if the incumbent left suddenly;
 - selecting key competencies and skills necessary for business continuity;
 - focusing development of individuals to meet future business needs; and,
 - safeguarding the departure of critical institutional knowledge.



Strategy for Improvement

Retention and Promotion

- Development of New Mentorship Program
 - Mentoring is an important influence in professional development*
 - Skill development
 - Career development
 - Leadership and management development
 - Organizational development and cultural change
 - Staff retention
 - Knowledge transfer
 - This program, when completed, will credit an employee with one year of supervisory experience for purposes of qualifying for promotional opportunities and help sharpen an employee's skill set in preparation for a higher role.
 - The program is currently under development by the Division of Human Resources.
 - Target go live date: June, 2022.
- Competitive Wages/Benefits

*US Office of Personnel Management



Competitive Wages

- In the go-forward LFUCG has to work toward keeping CCS pay grades competitive to attract and retain talent.
- Increase number of candidates on eligibility lists.

Structure and Merit Increases

	World at Work		LFUCG	
	Structure	Merit	Structure	Merit
2014	1.9%	3.0%	2.0%	2.0%
<i>In Sept. 2014, LFUCG implemented new compensation system.</i>				
2015	1.9%	3.0%	2.0%	4.0%
2016	1.9%	3.0%	2.0%	3.5%
2017	2.0%	3.0%	0.0%	2.0%
2018	2.0%	3.1%	2.0%	2.0%
2019*	2.2%	3.2%	0.0%	0.0%
2020*	1.9%	2.9%	0.0%	0.0%
2021	1.9%	2.9%	TBD	TBD

***NOTES for LFUCG**

2019 – All eligible employees received one-time payment of 1% (min of \$500) in July and \$500 in September. And added 5% increase to base pay in September for employees who obtain and maintain CNG certification.

2020 – CDL supplemental pay increased from \$0.08 to \$1.08 per hour.



Summary

- We continue to analyze our data
 - Our departments and divisions will be made aware of their demographic data
 - *Note: 2020 Census data will be released in the fall with updated demographics*
- We are enhancing LFUCG's branding to promote career opportunities on platforms including social media and lexingtonky.gov
- We are broadening our recruitment efforts to reach underrepresented groups in various ways
- We are enhancing professional development opportunities with initiatives through the Division of Human Resources
 - *Navigating Your Next Job with LFUCG* Guide
 - WRAP Program
 - We are developing our Mentorship Program
- Competitive Salary/Benefits

Questions?



LEXINGTON

Diversity, Equity and Inclusion Statement

General Government & Social Services
Committee

June 15th, 2021

Presented by the Office of Diversity and Inclusion



LEXINGTON



Agenda

- Review of April 2021 Presentation
- Updated Statement
- Action Plan
 - *Work Plan Example*
- Timeline
- Question and Answer



Review of April 2021 Presentation

- **Committee Suggestions**
 - Revise wording – “citizens” to “residents”
 - Develop and present *action plans* for each commitment
 - Develop and demonstrate a *work plan*



Updated Statement

Diversity, Equity and Inclusion Statement

The Lexington-Fayette Urban County Government (“LFUCG”) continues to strengthen its work environment, its government and the ability to serve its residents by seeking employees and volunteers that represent the Lexington-Fayette County Community. We will commit to develop and sustain a work environment that supports diversity, equity and inclusion and that nurtures all employees and volunteers through its hiring, the development of ordinances, policies and procedures. All divisions of LFUCG are committed to equity within our workforce and the entire community. Equity is achieved when race, color, religion, national origin, age, disability, gender, gender identity, sexual orientation, ethnicity, or economic status are no longer a predictor of government services, health, well-being and quality of life.

In support of our efforts, LFUCG will:

- Actively seek to recruit employees and volunteers from diverse backgrounds by a variety of means;
- Actively seek to strengthen and maintain an inclusive and equitable work environment by offering workshops on diversity and inclusion (implicit bias, cultural competency);
- Actively seek to recruit and increase outreach of diverse businesses in the procurement process;
- Actively strive to serve as a local and national model for equity for all residents within our community.

LFUCG’s goal is to create a more inclusive and equitable work environment, increase government accessibility, and improve our ability to serve all residents.



Action Plan

- **Actively seek to recruit employees and volunteers from diverse backgrounds by a variety of means**
 - Partnership with Minority Business Enterprise Liaison (MBEL)
 - Use of various social media platforms to find and recruit talent
 - Enhanced web experience for job seekers on LFUCG jobs page
 - Recruitment through Historically Black Colleges and Universities
 - Enhanced distribution lists to share job and volunteer opportunities
 - Use of minority media outlets
 - Presence at various community events
 - Recruitment Fairs
 - Advertisement of job opportunities with Professional Minority Organizations



Action Plan

Work Plan Example

ACTION ITEM: Recruit from Historically Black Colleges & Universities (HBCU's) in Kentucky, Ohio, Tennessee and West Virginia. In the past LFUCG, has been afforded the opportunity to go into the classrooms at Central State University and Kentucky State University to speak with students about career opportunities.

PERSON(S) RESPONSIBLE: Arthur Lucas, Human Resources, other divisions (possibly)

START DATE: November 13, 2017

END DATE: Ongoing

RESOURCES and FUNDING REQUIRED (if applicable): HBCU Administration contacts, budget/cost to travel to the various HBCU's and names of individuals attending event.

DESIRED OUTCOME: Continue building working relationships and partnerships between HBCU's and LFUCG that will allow various divisions to come on campus, give presentations and speak with students in the classrooms throughout the semester and not just during career/job fairs.

EVALUATION PLAN: Compare job posting applicant pool to the current labor market. Start to track how applicants hear about employment opportunities. Monitor metrics and evaluate results.



Action Plan

- **Actively seek to strengthen and maintain an inclusive and equitable work environment by offering workshops on diversity and inclusion (implicit bias, cultural competency)**
 - *Diversity and Inclusion Workshops* for all employees to begin in summer 2021
- **Actively seek to recruit and increase outreach of diverse businesses in the procurement process**
 - 10% minority and women-owned business goal established for all formal competitive bids/RFPs.
 - Contractors/consultants are required to go through a good faith efforts process to ensure that at least 10% of a contract is spent with minority and/or women-owned businesses if they themselves are not a minority or women-owned business.
 - The same 10% goal is applicable for all small dollar purchases (items that don't go through the formal bid/RFP process) including pro-card spend.
 - Sherita Miller's position is entirely devoted to recruitment and outreach of diverse businesses. She organizes outreach events, participates in pre-bid /pre-proposal meetings to ensure we meet the 10% goal discussed above, coordinates/collaborates with other agencies (UK, FCPS, Commerce Lex, etc.), works with diverse vendors, etc.
 - *The Disparity and Availability Study* work began the first week of June



Action Plan

- **Actively strive to serve as a local and national model for equity for all residents within our community**
 - Acknowledge, recommend and advocate the systemic changes that will protect and promote minority opportunity, diversity, equity and inclusion.
 - Mayor's Commission for Racial Justice and Equality
 - Education & Economic Opportunity
 - Health Disparities
 - Housing & Gentrification
 - Law Enforcement, Justice and Accountability
 - Racial Equity
 - Partnership with the University of Kentucky
 - Lisa Higgins-Hord, Assistant VP for Community Engagement at the University of Kentucky
 - Permanent Commission
 - Mayor's Workgroup on Human Rights Campaign Municipal Equality Index Score
 - 2013 – 53
 - 2020 - 95
 - Sr. Equity Officer Position/Advisor to the Mayor (**pending approval**)



Timeline

- **Adoption of statement via Resolution**
 - Law prepares draft
 - General Government and Social Services Committee presentation
 - Full Council consideration
 - Resolution finalized
- **Communication of statement to LFUCG staff**
 - Via all-LFUCG email
 - LexLink post
- **Coordination with media**
 - Press release
 - Newsletters
 - Social media posts
- **Publishing of statement on LFUCG website**



QUESTIONS?

ITEMS REFERRED TO COMMITTEE

General Government & Social Services Committee

Referral Item	Referred By	Date Referred	Last Heard	Status	File ID
1 Internal Audit of HR to Ensure Women are Paid Equal to Men in LFUCG	Reynolds	April 17, 2018		(pending review)	
2 Public Arts Master Plan	J. Brown	November 1, 2016	August 14, 2018	(pending review)	0837-18
3 Planning Commissioner Office	Ellinger / FY20 Budget COW	May 28, 2019		(pending review)	
4 On-Call / Call-Back Policy	Moloney	June 11, 2019		(pending review)	
5 Explorium PSA; Requirements/Achievements for Additional Funding	Lamb / FY20 Budget COW	June 5, 2018 / May 28, 2019	September 10, 2019	(pending review)	0947-19
6 Summer Youth Job Training Program	J. Brown	January 29, 2019	February 11, 2020	(pending review)	0195-20
7 Creation of a Juvenile Treatment Court	Lamb	July 9, 2020	August 11, 2020	later in 2021	0762-20
8 Expand the Adult Mental Health Court with an Aftercare Program	Lamb	July 9, 2020	August 11, 2020	later in 2021	0763-20
9 Implicit Bias Training Proposal	Kay	December 1, 2020	December 1, 2020	first presentation heard in BFED (12/1/20)	0763-20
10 Reorganization of Parts of the Administration	Kay	January 12, 2021	February 9, 2021	(pending review)	0156-21
11 LGBTQ Youth Mental Health Protection Ordinance	Sheehan	February 23, 2021	March 9, 2021	remove	0259-21
12 Amendment to the Nuisance Ordinance - Naturalized Gardens	Kay	April 6, 2021		August	
13 Lexington History Museum	Plomin / FY20 Budget COW	March 21, 2017 / May 28, 2019	April 13, 2021		0379-21
14 Review of the LFUCG Charter	Kloiber	May 18, 2020		(pending review)	
15 Arts & Entertainment Authority	Moloney	June 8, 2021		(pending review)	
Annual/Period Updates					
16 Bluegrass Area Development District - annual update	Moloney	April 10, 2018	April 13, 2021		0415-19
17 Lexington Global Engagement Center (Global Lex)	Lamb	January 2015	November 10, 2020		1098-20
18 NAMI - Fayette Mental Health Court - annual update	Lamb	February 20, 2018	March 9, 2021		0257-21
Current Meeting Agenda					
19 CivicLex Public Comment Proposal	Lamb	January 19, 2021	March 9, 2021	June	0611-21
20 Diversifying, Hiring & Promotional Opportunities within LFUCG	Lamb	April 13, 2021		June	0612-21
21 LFUCG Diversity, Equity and Inclusion Statement	Lamb	March 9, 2021	April 13, 2021	June	0613-21

Updated 2021/06/10