

City of Lee's Summit, Missouri
MULTI-YEAR STRATEGIC PLAN FOR DIVERSITY AND INCLUSION

PREPARED BY

CITY OF LEE'S SUMMIT COMMISSION ON DIVERSITY AND INCLUSION



FOR THE
CITY OF LEE'S SUMMIT, MISSOURI'S CITY COUNCIL
AND THE
CITIZENS of LEE'S SUMMIT, MISSOURI

City Hall
220 SE Green
Lee's Summit, Missouri 64063

PLAN ADOPTED BY CITY OF LEE'S SUMMIT, MISSOURI
CITY COUNCIL BY RESOLUTION ON _____

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FOREWORD

Lee's Summit, Missouri has enjoyed tremendous growth and progress over the last twenty to twenty-five years. Our city is the fastest growing city in the State of Missouri. Our community is attracting industries large and small as great base or place of expansion due to our stable if not upward property values; high-performing school district; cultural happenings; sought after amenities (i.e., shopping, restaurants, and entertainment); and well-maintained municipal facilities.



Lee's Summit's leadership recognizes in order to continue to be on various growth industries' radar there are several key factors companies are seeking to include, but not limited to a community that celebrates diversity and practices inclusion. The Commission tapped into resources previously identified by the City as a guide for its 2019 Strategic Plan including the C4 Model (Citizens; City Council; Community Partners and City Staff). Recognizing the City's 2019 Strategic Plan had diversity and inclusion specifically stated, but also indirectly embedded in its goals and plans. The 2019 Strategic Plan provides a road map for how and where diversity and inclusion is being implemented and where the City can include and deepen diversity and inclusion in its goals for the City.



The history of Lee's Summit reveals that it is an evolving community. A City that wants every citizen to have a sense of belonging because we focus on our common goals which lead to our personal and collective success. Join the City of Lee's Summit as we put into action initiatives that will create a stronger sense of belonging for everyone who calls Lee's Summit home.



RESOLUTION CREATING THE COMMISSION

RESOLUTION NO. 21-01

A RESOLUTION CREATING THE CITY OF LEE'S SUMMIT COMMISSION FOR DIVERSITY AND INCLUSION, ESTABLISHING THE SCOPE OF DUTIES, TERM OF SERVICE AND THE MEMBERSHIP THEREOF.

WHEREAS, a diverse and inclusive community where all individuals are welcome and valued, regardless of (including, but not limited to) race, sex, sexual identification or lack thereof, preference or orientation, familial status, disability, religion, age, color, national origin or ancestry; and,

WHEREAS, the understanding brought by different perspectives and diversity of thought is critical to the future success of the City of Lee's Summit and the community; and,

WHEREAS, in order to fully benefit from our differences, we must strive to create a culture of inclusion and openness throughout the City of Lee's Summit so that all participants who have a desire may contribute their energy and ideas to our community; and,

WHEREAS, assessing the current state of diversity and inclusion, both actual and perceptions thereof, throughout the City and the community will assist in creating such a culture; and,

WHEREAS, to improve upon that the state of diversity and inclusion in the City, a planning framework should be developed that encourages achievable, measurable actions that are within the scope of the City's powers and authority; and,

WHEREAS, it is the desire of the Mayor and City Council of the City of Lee's Summit to better understand the state of diversity and inclusion within the city government organization and within the community and the Mayor and City Council are willing to take such steps as are reasonably necessary to create an atmosphere that is welcoming to the diversity that makes us stronger.

NOW THEREFORE BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LEE'S SUMMIT AS FOLLOWS:

SECTION 1. That there is hereby created the Lee's Summit Commission for Diversity and Inclusion, hereinafter the "Commission".

SECTION 2. That the purpose of the Commission shall be to assess the current state of diversity and inclusion as described above, within the community and to provide a Vision Statement to allow the City of Lee's Summit and the Community to fully realize the promise of equality provided by the principles espoused in our nation's founding documents. Members should bring their individual perspectives and life experiences and should be interested in listening and learning about differing viewpoints regarding life and interactions in the community and in the City of Lee's Summit, our state and country. Members of the Commission should desire to improve the quality of life for the diverse citizenry that make us a stronger municipality.

RESOLUTION NO. 21-01

SECTION 3. That the Commission shall continue to and until a date eighteen (18) months after (Date: 18 months after adoption) and shall consist of fifteen (15) members. The initial membership shall be:

1. Dale Beasley
2. Rachel Courtney
3. Allan Gray
4. Fred Grogan
5. Melanie Harding
6. Lorenzo Harrison
7. Barb Henson
8. Levi Holland
9. Sharon Ivy
10. Saadia Mahmood
11. Ben Martin
12. Claudia Meyer
13. Bryce Presley
14. Karen Schuler
15. Susan Wilson

In the event that a member resigns or is otherwise unable to serve, the Mayor, with the advice and consent of the Council shall appoint a new member to serve for the remainder of the term of the Commission.

SECTION 4. That the Commission's scope of duties and mission shall include (1) carrying out a needs assessment of the community and City that shall address any biases or barriers to success within the community and City, (2) drafting a statement of findings based upon their assessment that the Commission believes to exist in the community and City of Lee's Summit, and (3) the drafting of a vision statement including best practices and with a proposed action plan for encouraging Diversity and Inclusion within the City and the community

SECTION 5. The Commission shall engage community stakeholders including citizens, businesses, representatives of the education community, City Administration, and other entities working to improve diversity and inclusion in the community.

SECTION 6. Not more than six (6) months after the first meeting of the Commission, it shall report a summary of activities to date. Within twelve (12) months after the first meeting of the Commission, it shall prepare and present a needs assessment to the City Council identifying the key issues found within the Community (Issue Identification Report) and shall provide an outline for the process for creating a vision statement and action plan as described above, that may include an educational component for citizens, city staff, and elected officials.

RESOLUTION NO. 21-01

SECTION 7. That following the presentation of the Issue Identification Report, the Commission, through engagement with stakeholders, shall draft a vision statement and action plan for the City and the community for Council consideration. This vision statement shall include, at a minimum, the issues identified in the Issue Identification Report along with a proposed action plan including best practices for encouraging diversity and inclusion within the City and the community. The vision statement and action plan shall include:

1. A guiding statement that reflects the vision of diversity and inclusion the City of Lee's Summit will seek to uphold and promote.
2. Goals and objectives consistent with the vision statement and action plan that may be achieved within five (5) years.
3. Specific actions that may be taken to implement the vision statement.
4. Where appropriate, annual performance measures for actions including the mechanisms for measurement and tracking success.
5. Recommendations as to the necessary resources that may be committed by the City for the success of the vision statement and action plan.

The vision statement and action plan shall be presented to the City Council not later than sixty days prior to the end of the Commission.

SECTION 8. Prior to the adoption of the proposed vision statement and action plan by the City Council, the City Manager shall provide a report to the Council outlining the staff and resources that are reasonably necessary to support the recommendations of the vision statement and action plan. The City Manager shall provide a fiscal impact statement so that the Council may consider the goals, steps and resources recommended to be committed by the City to the success of the vision statement and action plan.

PASSED and ADOPTED by the City Council for the City of Lee's Summit, Missouri, this 19th day of January, 2021.



Mayor William A. Baird

ATTEST:

Stacy Lombardo
for City Clerk *Trisha Fowler Arcuri*



APPROVED AS TO FORM:



City Attorney *Brian W. Head*

COMMISSION'S VISION AND MISSION STATEMENTS

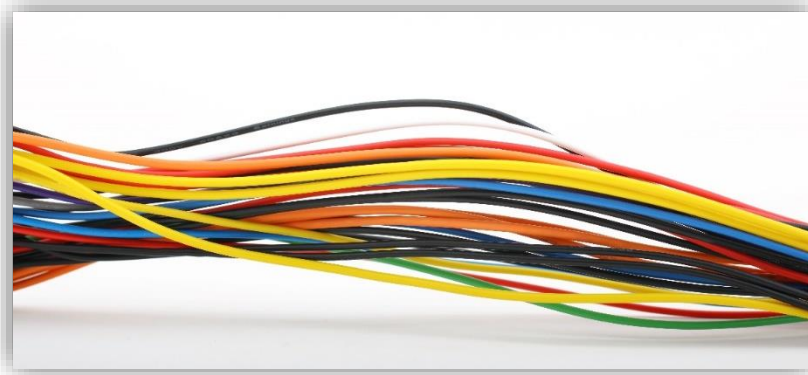
MISSION STATEMENT

Lee's Summit creates harmony in our commonalities and differences!
We are intentionally creating a community where belonging is a way of life and thriving is an imperative. Belonging and thriving in Lee's Summit is discovering our commonalities and embracing differences to ensure our collective and individual growth and success.



VISION STATEMENT¹

Lee's Summit embraces the differences in our community.
We value each individual's culture, background, and identity; and strive to promote mutual respect, understanding and representation to all.
We are committed to eliminating barriers, improving access to resources and creating growth opportunities throughout the community.



¹ Resolution No. 21-01 – Section 2 “...provide a Vision Statement to allow the City of Lee’s Summit and the Community to fully realize the promise of equality...” Section 4 – “That the Commission’s scope of duties shall include...(3) the drafting of a vision statement....”

EXECUTIVE SUMMARY

The Leadership for the City of Lee's Summit recognized that the continued positive growth and success of the City requires a meaningful effort to address issues of diversity and inclusion within the community. That includes understanding the changing dynamics within the City; ensuring access to basic amenities like affordable housing and quality job opportunities; and reducing, if not eradicating health/wellness disparities.

The Lee's Summit Diversity & Inclusion Commission (hereinafter "Commission") was tasked with creating a Strategic Plan centered on growth areas the City government could address directly or enlist key partners and stakeholders to assist in addressing increasing diversity and inclusion across the community.

Before advancing a plan, the Commission selected Hicks-Carter-Hicks ("HCH") to complete a Community Assessment Study to identify the Community's strengths, challenges, barriers, opportunities and areas for development related to diversity and inclusion.² To accomplish this various data collection methods were used throughout the assessment process—Community Surveys, Community Interviews and Community Focus Groups. The results of these tools provided demographic categories and groups to share their perspectives. The data was analyzed and provided the basis for the strategic plan.

The strategic plan focuses on four pillars: Arts & Culture; Business; Youth and Education; and Health & Wellness. Each Pillar hereinbelow has multiple objectives and each objective has a strategy to meet the objective. Included are the responsible party(s) or community partners who should be included in each strategy. A critical part of the Diversity & Inclusion Commission's plan is the inclusion of other City Commissions'/Committees' strategic plans, specifically the 2007 Cultural Arts Plan and the 2019 Strategic Plan for the City of Lee's Summit.

The key components of the action ideas/plans³ under the Pillars are as follows:

- The City needs to invest in a *Belonging Strategist* who will primarily be responsible for the Commission's strategic plan and for executing the action plans, as developed, proposed and approved by the City Council. The Belonging Strategist will also serve as a liaison between City Hall and its community partners. Advancing Belonging Strategies internally in City Hall and out into the City of Lee's Summit.
- The City needs to develop and maintain an electronic resource hub for citizens to access regarding *belonging* and the Cultural & Arts; Business opportunities; Youth & Education; and Health & Wellness resources.
- The City needs to take the lead in creating spaces for dialogue regarding belonging in all its facets.
- The City needs to leverage its partnerships with other entities to facilitate and elevate diversity and *belonging* efforts in which its partners are engaged.

² Resolution No. 21-01 Section 4 – "That the Commission's scope of duties and mission shall include (1) carrying out a needs assessment of the community and City that shall address any biases or barriers to success within the community and the City."

³ Resolution No. 21-01 Section 4 – "That the Commission's scope of duties and mission shall include...(3) the drafting of a vision statement including best practices and with a proposed action plan..."

Detailed information is captured below under the sections titled The Pillars and The Action Ideas/Plans. During the development of the action ideas/plans for each pillar, it became clear that there were a number of barriers that were outside the scope of the Commission but would either need to be addressed by the City’s leadership through another avenue or might be the topics of another Commission in the future. These topics are outlined and discussed in the “Topics to Explore When Assessing Outcomes” section.

The Pillars

The City of Lee’s Summit, Missouri’s Strategic Plan for Diversity and Inclusion was prepared by the City’s Commission on Diversity and Inclusion. The Strategic Plan’s goals include helping to generate a foundation for constructive diversity and inclusion throughout the community—where we live, work and play. The City of Lee’s Summit developed a progressive Strategic Plan for the City in 2019 (hereinafter “SP-2019”). SP-2019 serves as a guide for ideas contained within, but also explores how diversity and inclusion can be further embedded in the existing strategic plan for LSMO. The D&I Strategic Plan is rooted in SP-2019’s focus on partnering with Citizens and Community organizations, with the added element, who desire and value diverse and inclusive engagement.

Based on the use of best practice studies of other municipalities and other related research and the goals of the City’s SP-2019, the D&I Commission’s framework⁴ rests on four Pillars of Engagement:

1. Cultural and Arts
2. Youth and Education
3. Business
4. Health and Wellness

This Summary will provide an overview of the key elements of the Strategic Plan for each of the Pillars.

PREFACE

It is useful to consider that people have lived collectively since the beginning of history not only for mutual protection but also for economic and cultural sharing. The stories in all religions include the importance of relating humanely and fairly with “strangers.” Today, through our development as a nation and as a planet, we realize that “strangers” can mean persons with differences in terms of gender, age, race, color, sexual orientation and identification, mental or physical functioning, and education as well as religion, culture, geographical orientation, nationality, economic status, family status, attitudes, values, political persuasion, experience as a veteran, diet, technology, etc. Constructive relationships with “strangers” are important to cities and communities. **Census data projections indicate that by 2050 there will be no “strangers” because there will not be any pronounced racial or ethnic majority in the nation.** Consequently, communities across the country are changing rapidly in terms of population diversity. Thus, it is not surprising the City of Lee’s Summit is experiencing an ever-increasing diversity in its citizenry and its work-force both governmentally and in the businesses based in LSMO. In order for the City of Lee’s Summit to continue to grow economically and educationally, it will be important for the city to continue to attract people and resources. Those people and resources will likely have had communal experiences

⁴ Resolution 21-01 “[T]o improve upon the state of diversity and inclusion in the City, a planning framework should be developed that encourages achievable, measurable actions that are within the scope of the City’s powers and authority...”

that are diverse and multicultural and will expect to continue to enjoy the same here. Accordingly, the City must continue to grow in its ability to integrate new and diverse citizenry. Being an inclusive city is an important element in having Lee’s Summit grow with the times and to continue to be considered “a good place to live, work and play.”

According to noted urbanist Richard Florida, “cities with greater diversity are more innovative, creative and dynamic, and have a better quality of life. The pursuit of diversity should not be a politically correct strategy or a public relations gimmick, but rather a strategy to maintain profitability and sustainability.”⁵ These observations relate to city government, as well as, to the communities these governments serve. Group thought, or “herd” thinking, can be a continuation of confining tradition. On the other hand, one good idea can mean revitalizing success for everyone. The goal of this Strategic Plan is to provide several “good ideas” to continue success individually for our citizens and collectively for community.

Diversity and inclusion by the Numbers: Lee’s Summit has enjoyed significant population growth over the past 20+ years, with consistent proportions demographically. The most significant demographic change in the City was regarding race or ethnicity and what constitutes a family or household. The tables below present a profile of Lee’s Summit’s 2010 and 2020 U.S. Censuses regarding these issues. While Census data does not always profile all of the significant personal differences in a community, it is an important starting point. What it shows is how the City of Lee’s Summit is changing. The U.S. Census data together with the Assessment data collected by the Commission, underscore the importance of a D&I Strategic plan if Lee’s Summit plans to continue to enjoy positive growth. For a broader and more in depth historical perspective on demographic changes in LSMO see Appendix A.

<u>Racial Demographic</u> <u>Total Population: 91,364</u>	2010 CENSUS DATA
Black or African American alone	7,508
American Indian and Alaska Native alone	248
Asian alone	1,521
Native Hawaiian and Other Pacific Islander alone	109
Two or More Races	1,809
Hispanic or Latino	3,529
White alone, not Hispanic or Latino	76,502
Some other Race	138
TOTAL	91,364

<u>Racial Demographic</u> <u>Total Population: 101,108</u> <u>(04/01/2020)</u>	2020 CENSUS DATA
Black or African American alone	8,886
American Indian and Alaska Native alone	232
Asian alone	2,372
Native Hawaiian and Other Pacific Islander alone	142
Two or More Races	5,696
Hispanic or Latino	5,398
White alone, not Hispanic or Latino,	78,003
Some Other Race	379
TOTAL	101,108

⁵ B. Nelson Santiago, Tiffany Jordan and Kenrick Pierre *Why Diversity has a Strong Impact on Organizational Success or Failure? Consider Cultural Proficiency as One of the Growing Workplace Advantages of the 21st Century*, (Abstract – May 27, 2010). Intellectbase International Consortium Academic Conferences, Available at SSRN: <https://ssrn.com/abstract=1707441> citing *Cities and the Creative Class* by Richard Florida(2005)

	GENDER	<u>2010</u>	<u>2020</u>
	MALE	44,317	44,464
	FEMALE	46,697	51,496
AGE DEMOGRAPHICS (BY PERCENTAGE OF POPULATION)			
		<u>2010</u>	<u>2020</u>
Under 5 years		6.8	6.2
5 to 9 years		7.9	6.9
10 to 14 years		6.9	8.2
15 to 19 years		7.1	7.0
20 to 24 years		5.2	4.4
25 to 29 years		6.6	5.3
30 to 34 years		5.0	6.3
35 to 39 years		7.3	7.8
40 to 44 years		7.3	6.8
45 to 49 years		8.6	6.4
50 to 54 years		7.1	6.4
55 to 59 years		6.0	7.4
60 to 64 years		5.4	5.5
65 to 69 years		4.2	4.8
70 to 74 years		2.4	3.7
75 to 79 years		2.1	2.8
80 to 84 years		2.2	2.0
85 years and over		2.0	2.1

INDIVIDUAL INCOME	<u>2010</u>	<u>2020</u>
\$1 to \$9,999 or loss	1.4%	8205
\$10,000 to \$14,999	1.6%	5191
\$15,000 to \$24,999	8.6%	7901
\$25,000 to \$34,999	13.3%	6875
\$35,000 to \$49,999	18.9%	9947
\$50,000 to \$64,999	17.5%	8893
\$65,000 to \$74,999	9.6%	4425
\$75,000 or more	29.2%	19571
Median income (dollars)	N/A	45967

Differently-Abled Population Data	2010		2020
Total civilian noninstitutionalized population	90226	With a hearing difficulty	(X)
Population under 5 years	6242	Population under 18 years	26002
With a hearing difficulty	(X)	Population 18 to 64 years	57410
With a vision difficulty	(X)	Population 65 years & over	14701
Population 5 to 17 years	17613	With a vision difficulty	(X)
With a hearing difficulty	(X)	Population under 18 years	26002
With a vision difficulty	(X)	Population 18 to 64 years	57410
With a cognitive difficulty	(X)	Population 65 years & over	14701
With an ambulatory difficulty	(X)	With a cognitive difficulty	(X)
With a self-care difficulty	(X)	Population under 18 years	19849
Population 18 to 64 years	55645	Population 18 to 64 years	57410
With a hearing difficulty	(X)	Population 65 years & over	14701
With a vision difficulty	(X)	With an ambulatory difficulty	(X)
With a cognitive difficulty	(X)	Population under 18 years	19849
With an ambulatory difficulty	(X)	Population 18 to 64 years	57410
With a self-care difficulty	(X)	Population 65 years & over	14701
With an independent living difficulty	(X)	With a self-care difficulty	(X)
Population 65 years and over	10726	Population under 18 years	19849
With a hearing difficulty	(X)	Population 18 to 64 years	57410
With a vision difficulty	(X)	Population 65 years & over	14701
With a cognitive difficulty	(X)	With an independent living difficulty	(X)
With an ambulatory difficulty	(X)	Population 18 to 64 years	57410
With a self-care difficulty	(X)	Population 65 years & over	14701
With an independent living difficulty	(X)	With a hearing difficulty	(X)
Total civilian non-institutionalized population	90226	Population under 18 years	26002
Population under 5 years	6242	Population 18 to 64 years	57410
With a hearing difficulty	(X)	Population 65 years & over	14701
With a vision difficulty	(X)	With a vision difficulty	(X)
Population 5 to 17 years	17613	Population under 18 years	26002
With a hearing difficulty	(X)	Population 18 to 64 years	57410
With a vision difficulty	(X)	Population 65 years and over	14701

THE DATA⁶

An Assessment Study Committee was created by the Lee's Summit Diversity & Inclusion Commission to partner with the City to help assess its strengths, challenges, barriers, opportunities and areas for development related to diversity and inclusion. The City and Assessment Study Committee chose Hicks-Carter-Hicks (HCH) to collect data from a representative sample of Lee's Summit citizens regarding diversity and inclusion. To accomplish this task, various data collection methods were used with oversight from the Assessment Study Committee to ensure the data collection met the Commission's goal to include a broad swath of Lee's Summit citizenry.

The process began with a community survey. The survey sought out the opinions and insights on diversity and inclusion from community members representative of the 2020 U.S. Census demographics. The survey results are broken out by various demographic categories to allow various groups within the City to share their perspectives, i.e., women or older adults. Looking at the data by the various demographic groups provided insight into the differing viewpoints based on age; gender; and race. There was even data to be gathered from those participants who did not respond to the demographic portions of the survey—they tended to be the most critical of the City's diversity and inclusion efforts.

A high-level review of the surveyed items included citizens:

- feeling they could be their authentic selves in Lee's Summit
- communicating support for and encouragement toward Lee's Summit creating an environment that embraces the diversity within the community and for City employees
- indicating that increased diversity and inclusion is good for the community.

Participants had a wide range of responses on survey items asking if:

- all people felt valued, included and treated with respect in Lee's Summit
- the City is currently diverse
- diversity and inclusion matter to this community
- all people could openly and honestly discuss diversity and inclusion in Lee's Summit

Survey responses were more neutral when responding if:

- Lee's Summit had clear priorities and values around diversity and inclusion
- the City is taking active steps towards diversity and inclusion in the community

⁶ Resolution 21-01 Section 4 "That the Commission's scope of duties and mission shall include (1) carrying out a needs assessment of the community and City that shall address any biases or barriers to success within the community and City...."

- diversity and inclusion feedback opportunities were available for citizens and if feedback regarding diversity and inclusion were heard

Finally, there was not a consensus on whether Lee’s Summit is communicating what steps it is taking around diversity and inclusion.

The next step in the assessment process was interviewing key stakeholders in the City. Interviews were conducted with elected officials, business owners, religious leaders, as well as, with individuals in healthcare, not-for-profit organizations, community organizations, and the arts. These interviews generated additional themes—the top one being that the City should have a strategic approach to fostering diversity and inclusion, noting that a general understanding of diversity and inclusion efforts exists, but specific priorities are unclear. An additional theme was that affordable housing is necessary to promote diversity and inclusion, and that while it is important to have housing available for Lee’s Summit’s workforce, affordable housing is also a point of contention in the community, as well.

Following the interviews, focus groups were conducted. Focus group questions were focused on understanding the current state of diversity and inclusion in Lee’s Summit and to follow up on themes from the survey and the interview processes. Individuals were recruited via community organizations, the Diversity and Inclusion Commission and City officials. The detailed results and analysis of the entire assessment process are included in Appendix A.

The results of the assessment process are the foundation for the Diversity and Inclusion Commission’s Strategic Plan. The community’s responses and the themes that arose from their responses informed and infused every single proposed action item contained in each Pillar set out herein. The goal was to attempt to address the themes raised, while remaining within the confines set by the Lee’s Summit City Council. As you review the Strategic Plan against the data, the hope is you will also notice the attention to detail based on the assessment study results. In addition, you will also note where the themes developed, i.e., affordable housing, while a concern was clearly beyond the scope of the Commission’s mission.

The Diversity and Inclusion Commission encourages you to review the details provided in Hicks-Carter-Hicks’ report. It will provide additional insight into the underpinnings of the Strategic Plan.

THE PROPOSED ROLL OUT⁷

There are several essential foundational elements required to ensure the success of the Diversity and Inclusion Strategy—to wit: (1) to hire a Belonging Strategist; (2) to develop the diversity and inclusion digital Hub; (3) to create a process for maintaining the digital Hub; (4) to create a plan of execution based on the City Council’s Strategic Plan priorities; 5) to liaise with stakeholders, community partners, the community, as a whole, and internally within City Hall; (6) to develop criteria for any diversity training opportunities provided by the City of Lee’s Summit; and (7) to establish a process for periodic review of the status quo of diversity in the City of Lee’s Summit. These foundational elements require hiring a point person—the Belonging Strategist to be responsible for the City’s Strategic Plan.

	Timeline	Anticipated Cost
Hiring Belonging Strategist	By June 2024	\$125,000 (salary + benefits)
Building Digital D&I Hub	By December 2024	\$20,000 to build* (includes staff hours)
Revamping Human Relations Commission	By March 2024	n/a

*There will be on-going costs/staff hours to maintain and keep hub current.

The Commission’s Strategic Plan has numerous, creative opportunities to help LSMO deepen its support of *belonging*. The foundational piece for these opportunities is the creation of a digital Hub on *belonging*. However, given the depth and breadth involved it is not a piece that can be divided amongst current staff. This effort requires hiring someone to successfully navigate the currents.

The digital Hub is the centerpiece to LSMO’s diversity and inclusion efforts, and an unsuccessful launch will erode community confidence in the Strategic Plan. A point person will provide clarity, direction and most importantly, accountability. The City Council and citizens in general should be able to identify with whom the proverbial “buck stops.” This task could become completely overwhelming without a point person providing guidance and direction. To realize the goals anticipated from the efforts of the Commission and out of the Strategic Plan, while avoiding unnecessary frustrations and setbacks, makes a Belonging Strategist a key investment.

⁷ Resolution 21-01 “WHEREAS, to improve upon that the state of diversity and inclusion in the City, a planning framework should be developed that encourages achievable, measurable actions that are within the scope of the City’s powers and authority.”

Topics to Explore When Assessing Outcomes⁸

As the Committees within the Diversity and Inclusion Commission set about their tasks several issues became apparent. First, there were, in many instances, so many topics that could fall under their purview, but appeared to be outside the scope of the Commission's tasks. Second, there were matters that touched and impacted every committee, but were, again, outside the Commission's scope. Third, there are a number of concerns that could be taken up in a Diversity and Inclusion Commission 2.0, if you will, that could not be addressed by the current body.

It is important to the Commission that the citizens of LSMO be made aware of these issues and their potential impact on the success of the strategies contained herein. Thus, the decision was made to include this narrative in the Strategic Plan for consideration for future endeavors and to understand how addressing these matters in arenas outside of Diversity and Inclusion would likely increase the success of this strategic plan.

I. Community Support for Diversity & Inclusion Strategies

- a. Significant data was collected by the Commission through the consulting firm HCH regarding support for and thoughts about the Commission's assignment. The data reveals there may be barriers to success that must be considered and addressed to increase the likelihood of the Strategic Plan being proposed. These issues include, but are not limited to the following:
 - i. Providing venues and opportunities for community members to dialogue openly about diversity and inclusion.
 - ii. Creating an environment where citizens and community partners believe the City is listening to the feedback that is being provided regarding diversity and inclusion.
 - iii. Recognizing there is a segment of the populace that did not respond to the demographic portions of the HCH survey, and those individuals were found to be the most critical about efforts around diversity and inclusion and who had the lowest scores regarding how much diversity and inclusion mattered to them.
 1. Diversity issues were seen as problematic because it is
 - a. Outside the scope of the City government's purview
 - b. Causes division and increases discrimination among residents
 - c. Seen as a particular "political agenda" being advanced versus a humanitarian effort
 - d. Seen as an "ineffective" use of the City's financial resources
 - e. Seen as potentially, negatively impacting safety and funding for the City

⁸ Resolution 21-01 Section 4 "That the Commission's scope of duties and mission shall include...that shall address any biases and barriers to success within the community and City..."

- f. Being done simply for appearance's sake and the City is not prepared to or willing to do the difficult work of addressing issues
- g. Perceived that there is significant opposition if not hostile opposition to diversity and inclusion
 - i. Issues of harassment and abuse for diverse groups in the community
 - ii. Use of "coded language" in the community and by leadership which denigrates diverse groups in the city
 - iii. Lack of "safe spaces" for marginalized or minoritized persons/groups
- h. Already covered by existing laws that prohibit discrimination no need for additional efforts
- i. No need for these efforts, most citizens are happy with the way things are now

These factors can negatively impact advancing the proposed strategic plan. An effective communications plan will help with some of the barriers. However, the Commission, City Leadership and the citizens of Lee's Summit must embrace and acknowledge that there is a segment of the city's populace that will not support these efforts and may actively pushback at the efforts outlined herein. It will be incumbent on the City's Leadership to be prepared for these efforts as it advances the strategies contained herein.

II. Access to Affordable Housing (This issue impacts the entire strategic plan.)

- a. Increased access to affordable housing will attract not just a more diverse population and workforce, it will help organizations within communities retain talent and thrive. From shorter commutes to having a larger tax base contributing to society, greater access to affordable housing boosts amenities and opens up a range of opportunities for everyone. This will enrich lives and improve the economic situation for a larger portion of residents within your community.
- b. Affordable housing ***affects everyone***, including those who do not need to worry about having access to it. While those negatively impacted most by a lack of affordable housing are often people of color, its effects are widespread regardless of an individual's race, class and sex.
- c. Individuals and families who lack affordable housing may experience:
 - i. Reduced access to adequate health insurance
 - ii. Lower quality and more expensive medical care
 - iii. Difficulty paying bills in full or on time; putting them at risk of eviction or even homelessness
 - iv. Less money for basic necessities, like food and clothing
 - v. Lack of reliable transportation
 - vi. Reduced access to quality education opportunities
- d. Individual's challenges stemming from a lack of affordable housing impacts their community, the issues noted above can cause:
 - i. Increased homelessness

- ii. Lost tax revenue for counties, towns and cities
- iii. Greater burden on public services, like libraries and mass transit
- iv. Less diverse workforce
- v. Increased cost for healthcare

III. **Access to City-wide Public Transportation**ⁱⁱ

- a. Lack of access to public transportation disproportionately harms those who rely on it, including older adults, individuals with disabilities, and commuters. Among the latter group, women, younger adults, Black workers, and low-income workers are overrepresented to various degrees.
- b. New or expanded public transportation options can increase the use of public transit, reducing traffic crashes and air pollution.
- c. Expanded access to public transportation can also improve physical and mental health and health equity by increasing access to medical care, healthy food, vital services, employment, and social connections.

IV. **Access to Services for the Differently-Abled**

First, attitudinal barriersⁱⁱⁱ of the community could impact access for the differently-abled. Attitudinal barriers are the result of what people think and how they act based on those false assumptions. For example: receptionist talks to an individual's support person because she or he assumes the individual with a disability will not understand. Attitudinal Barriers include:

- Informational and communication barriers are created when information is offered in a form that suits some, but not all, of the population. Example: print that is too small for some people to read and public address systems that alert only people who can hear the message.
- Technological barriers occur when technology, or the way it is used, cannot be accessed by people with disabilities. Example: Websites not accessible to people who are blind and use screen reader software.
- Systemic barriers are policies, practices or procedures that result in some people receiving unequal access or being excluded.
- Physical and architectural barriers are physical obstacles that make it difficult for some to easily access a place. Example: a doorknob that cannot be turned by a person with limited mobility or strength, or a hallway or door that is too narrow to allow a person who uses a wheelchair to pass through safely.

Second, a community must examine how it defines the differently-abled. Most would include those with physically limiting traits or functions, i.e., visual impairment, auditory impairment, motor impairment (paralysis, missing limbs, cerebral palsy), cognitive impairment (learning or delayed development or brain injury), seizures or compromised mental health (depression, schizophrenia, et al.). A broader, more inclusive definition would define differently-abled as the decisions made by the greater community/society about what makes minds and bodies valuable. These societal decisions lead to what physical spaces; technologies; laws and policies should be in place or provided by that community.

LSMO should consider factors in its environment whether through their absence or presence is limiting function and thereby creating inaccessibility or disability. This includes physical environments that are not accessible; lack of relevant assistive technology or rehabilitative devices; attitudes (actual and implicit bias) of its leaders and citizens; and services, systems and policies that are either nonexistent or that hinder the involvement of all people who are differently-abled. These policies or lack thereof have long term impact^{iv}, to include:

- Inferior health outcomes
- Reduced educational opportunities
- Reduced economic participation
- Increased levels of poverty
- Increased dependency on governmental assistance and social support networks

Accordingly, how LSMO values the differently-abled impacts the decisions it makes in providing accessible housing and transportation; job training and opportunities; access to educational opportunities and amenities in the city.

V. Mental Health Services^v

The U.S. Surgeon General reports that 10 percent of children and adolescents in the United States suffer from serious emotional and mental disorders that cause significant functional impairment in their day-to-day lives at home, in school, and with peers.

Mental illness usually strikes individuals in the prime of their lives, often during adolescence and young adulthood. All ages are susceptible, but the young and the old are especially vulnerable. Without treatment, the consequences of mental illness for the individual and community are staggering. Untreated mental health conditions can result in unnecessary disability, unemployment, substance abuse, homelessness, inappropriate incarceration, and suicide, and poor quality of life. All of which has an economic cost to the communities in which those who are mentally ill and untreated estimated to be in the billions annually in this country.

VI. Family and Senior Supports

a. Family Support

LSMO has the opportunity to be an *avant garde* community regarding creating supports for families. Nationally young children and their parents in the U.S. suffer more than their counterparts in other high-income nations. Babies are more likely to die, and children are more likely to grow up in poverty. The U.S. is the only rich country in the world without national paid family leave. And while other wealthy countries spend an average of \$14,000 each year per child on early-childhood care, the U.S. spends a miserly \$500. Underlying each of these bleak truths appears to be the same, misguided belief: that government support for parents is at odds with parents being responsible for their kids. This purported dichotomy between public support for kids and

responsible parenting is an utterly false one: *Helping parents is different from parenting, and support does not replace real-life parents.*

In most other wealthy countries, paid family leave, subsidized childcare, and family cash allowances function not as crutches for specific parents but as early-childhood infrastructure available to all. That translates into fewer hungry kids and fewer frazzled workers. Free child-care programs have dramatically boosted mothers' workforce participation in countries such as Israel, Chile, and Germany. In Norway, paid parental leave has been linked with improved physical and mental health among mothers and higher rates of high-school graduation and better wages for their children, especially among workers who cannot afford to take unpaid time off.

In the United States, the void of government support has sprouted two parallel but separate worlds of early-childhood parenting where no family wins. In one, middle- and upper-class parents are expected to go it alone. For the former group especially, this can be stressful if not financially untenable. They might take unpaid leave to bond with newborns and heal from childbirth, and they might depend on a sink-or-swim child-care market where landing a spot in a day-care infant room feels like winning the lottery yet can cost more annually than in-state tuition at a public, four-year university.

If LSMO could create, develop or support programs that provided affordable childcare for its citizens or elevated employers that had generous parental leave policies the benefits to the entire community would be substantial not only from an economic viewpoint but on the overall health and well-being of its citizens.

b. Senior Support

- i. Problems of the elderly can be attributed to a number of factors. Everyday problems for the elderly include physical health, mental health, ageism, and financial insecurity.
- ii. The biggest challenge facing older adults is often their physical health which includes managing chronic health conditions such as heart disease; diabetes; loss or diminished hearing or sight; balance issues; malnutrition; diminishing cognitive health (dementia, Alzheimer's etc.)
- iii. Ageism elderly problems can result in feelings of loneliness and isolation, both of which can manifest as physical health symptoms. The best way to combat ageism is to speak up when needed and to not let your internalized shame about your age limit what you can accomplish. Types of ageism can range from general disrespect to systemic inequalities. These include:
- iv. Financial Problems of the Elderly^{vi} - Roughly 1 in 3 older adults over age 65 are economically insecure, with incomes below 200% of the Federal Poverty Level (FPL). On average, the 2.3 million older adults on Supplemental Security Income (SSI) receive just \$511 each month. 61% of households headed by those 65 or older had debt in 2016. The median debt of senior-led households was \$31,050.

In 2020, 5.2 million older Americans faced the threat of hunger, with Black, Hispanic, Native American, lower-income, and disabled populations being the most likely to experience hunger in the United States.

VII. Poverty^{vii}

Poverty can limit access to educational and employment opportunities, which further contributes to income inequality and perpetuates cyclical effects of poverty. Unmet social needs, environmental factors, and barriers to accessing health care contribute to worse health outcomes for people with lower incomes. For example, people with limited finances may have more difficulty obtaining health insurance or paying for expensive procedures and medications. In addition, neighborhood factors, such as limited access to healthy foods and higher instances of violence, can affect health by influencing health behaviors and stress.

Across the lifespan, residents of impoverished communities are at increased risk for mental illness, chronic disease, higher mortality, and lower life expectancy. Children make up the largest age group of those experiencing poverty. Childhood poverty is associated with developmental delays, toxic stress, chronic illness, and nutritional deficits. Individuals who experience childhood poverty are more likely to experience poverty into adulthood, which contributes to generational cycles of poverty. In addition to lasting effects of childhood poverty, adults living in poverty are at a higher risk of adverse health effects from obesity, smoking, substance use, and chronic stress. Finally, older adults with lower incomes experience higher rates of disability and mortality. One study found that men and women in the top 1 percent of income were expected to live 14.6 and 10.1 years longer respectively than adults in the bottom 1 percent.

Poverty, of course, is a multifaceted issue that will require multipronged approaches to create desired outcomes. Strategies that improve the economic mobility of families may help to alleviate the negative effects of poverty. LSMO's focus on broader issues outlined in this narrative regarding impediments to success could begin to address these multifaceted issues.

Pillar Objectives, Strategies & Action Ideas⁹

PILLAR ONE - CULTURE & ARTS

("Culture" refers to the way of life in LSMO or the City's vibe as it relates to the Arts and "Arts" refers to the Fine Arts - Theater, Dance, Literature, Visual, and Music)

Lee's Summit has enjoyed a thriving cultural and arts community for most of its history. Lee's Summit is home to its own History Museum of the City; Symphony; Theatre Group; Art Galleries; Art Installations throughout the Community. The Arts are an accessible avenue to elevate diversity and inclusion throughout the City and for all age groups. Highlights from the Strategic Plan for Culture and Arts.

OBJECTIVE	STRATEGY	Responsible Parties			2007 CAP	SP-2019
		CITY	COMMUNITY PARTNERS	CITIZENS		
City Hall Be a Primary Resource for Diversity and Inclusion in the Local Arts Community	<ul style="list-style-type: none"> ➤ Creating a communal hub to centralize the arts community and provide citizens with a one-stop resource for all things cultural and related to the arts in the City. 	X			X	X
Deepen relationships with community partners	<ul style="list-style-type: none"> ➤ Partner with Diverse Entities with Interest in the Arts ➤ Strengthen alliances with Chamber of Commerce LSMO; LS Creates; MCC-Longview; Downtown LS Mainstreet; Mid-Continent Library; Wellness Commission; LSR-7; Private Schools in LSMO; BSPS - RIV; and Ray-Pec RII 	X	X	X	X	X
Expand the Network of Potential Community Partners	<ul style="list-style-type: none"> ➤ Identify additional diverse community partners. ➤ Connect with Diverse Partners in Metro KC whose members live and work in LSMO 	X	X	X	X	X
Increase/Seek additional funding for the arts and cultural opportunities	<ul style="list-style-type: none"> ➤ Evaluate available funding streams and resources that are accessible to support the goals and objectives of the D&I Recommendations 	X	X	X	X	X
	<ul style="list-style-type: none"> ➤ Commitment to provide substantial and consistent financial support to the Arts from City Hall Identify tax resources that could benefit the Arts 	X	X	X	X	X
Institutionalize diversity in the cultural and arts communities in LSMO	<ul style="list-style-type: none"> ➤ Evaluate and review the status of suggested initiatives and activities from 2007 CAP and 2019 Strategic Plan 	X		X	X	X
	<ul style="list-style-type: none"> ➤ Encourage intentional and thoughtful diversity and inclusion in the cultural arts opportunities currently provided and seeking growth opportunities for cultural diversity and inclusion. 	X		X		
	<ul style="list-style-type: none"> ➤ Identify additional diverse cultural events to create or sponsor 					
	<ul style="list-style-type: none"> ➤ Expand cultural enrichment opportunities 					
	<ul style="list-style-type: none"> ➤ Coordinate diverse literary opportunities with our community partners 					
Increase Accessibility to Cultural events	<ul style="list-style-type: none"> ➤ Ensure Accessibility—cost; physical; transportation—to Cultural Events 	X				
Develop a meaningful evaluation process of D&I efforts	<ul style="list-style-type: none"> ➤ Develop and execute a robust evaluation process to assess the successes and additional growth opportunities in the Arts 	X	X	X		
Have an ethos of <i>belonging</i> in the arts and	<ul style="list-style-type: none"> ➤ Create an ethos in LSMO, amongst citizens (corporate and private), that seeks to incorporate 	X	X	X		

⁹ That the Commission's scope of duties and mission shall include...(3) the drafting of a....proposed action plan for encouraging Diversity and Inclusion within the City and community.

in cultural opportunities in LSMO	belonging in its leadership, strategies, activities and plans					
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Identified Potential Community

Partners:

Arts KC MCC-Longview	Organizations working in or promoting the Arts in LSMO
Blue Springs Public Schools	Private Schools in area
Downtown LS Mainstreet	Ray-Pec RII
Lee’s Summit-RVII	UCM
LS Creates	Wellness Commission
MCC Longview	
Mid-Continent Public Library	

ACTION IDEAS:

- ❖ Coordinate, Develop & Maintain Cultural Arts Calendar
- ❖ Coordinate, Develop & Maintain Social Media Presence for Electronic Hub
- ❖ Maintain a List of Diverse Citizens to Serve on Volunteer Boards in the Community
- ❖ Review City Hall’s Grant Process to Ensure Inclusivity and to Avoid Implicit Biases
- ❖ Identify Financial Resources to Benefit the Arts
- ❖ Require Diversity or Demonstration of Meaningful Diversity as a Criterion for City Hall Grants for the Arts
- ❖ Host a Multi-Ethnic Enrichment Festival
- ❖ Coordinate Diverse Literary Experiences/Opportunities
- ❖ Identify and Financially Support Arts/Cultural Entities Fostering Diversity
- ❖ Develop Marketing Strategies to Overcome “Attitudinal Barriers” to the Arts
- ❖ Identify and Include Opportunities in the Arts for Neurally Diverse Citizens
- ❖ Identify and Include Opportunities in the Arts for Differently-Abled Citizens
- ❖ Identify, Promote and Replicate Events Focusing on Diverse Attendees and Participants/Presenters
- ❖ Develop a Robust Evaluation Process for City Hall’s *Belonging* Efforts

PILLAR TWO - YOUTH & FAMILIES

The City of Lee's Summit future success depends on supporting families and specifically the children in our communities. A robust diversity and inclusion strategy must include resources for youth and youth support systems. These systems include parents, local school districts or private/parochial schools, community organizations such as Girl Scouts or Boy Scouts, and local churches, mosques and synagogues. LSMO R-VII is a nationally recognized educational program known for the quality of its programs and the community's commitment to educational success. It has been a draw for families moving into the metro area and for long-term citizens has been one of the primary reasons families have stayed in the community for generations. LSMO has a unique opportunity in participating in Lee's Summit R-VII's Belonging Initiative that is being instituted district-wide for students and staff. In addition, the Commission recognizes for the long-term success and positive growth of the City, a dynamic approach to diversity and inclusion is required that includes supporting and collaborating with other schools and school districts which are situated nearby.

Highlights from the Strategic Plan for Youth and Education are below.

OBJECTIVE	STRATEGY	Responsible Parties			2007 CAP	SP-2019
		CITY	COMMUNITY PARTNERS	CITIZENS		
City Hall Be a Primary Resource for Diversity and Inclusion for Families	<ul style="list-style-type: none"> ➤ Creating a communal hub to centralize information regarding local services for youth and for families with children of all ages (including activities and support) ➤ Provide links to genealogy resources 	X			X	X
Increase Youth Participation in City Government	<ul style="list-style-type: none"> ➤ Educate Youth on Public Service Opportunities ➤ Develop a diverse youth board to provide insight to their issues and to assist with evaluating the success of City Hall's youth initiatives. 	X X		X X		
Increasing youth and family wellness in the community	<ul style="list-style-type: none"> ➤ Highlight options for affordable mental health; educational supports; occupational and speech therapy resources for families ➤ Provide links to an array of choices to satisfy familial needs <ul style="list-style-type: none"> ○ Physical, Mental and Spiritual health ➤ Partner with the Wellness Commission regarding the health (mental and physical) of our Youth 	X X X	X	X X X		
Support educational entities (public and private schools) efforts.	<ul style="list-style-type: none"> ➤ Participate in Local Education Summits ➤ Support Educational Roundtables 	X X	X X	X X		
Institutionalize Notion that Healthy, Stable Families make for a successful and sustainable LSMO	<ul style="list-style-type: none"> ➤ Develop a Program around the theme - All Kids <i>Belong</i> in and to LSMO—You are Safe and Welcomed ➤ Include intentionality in D&I efforts for youth and families 	X X		X X		
Increase Accessibility to Cultural events	<ul style="list-style-type: none"> ➤ Ensure Accessibility—cost; physical; transportation—to Cultural Events 	X	X			
Develop a meaningful evaluation process of D&I efforts	<ul style="list-style-type: none"> ➤ Develop and execute a robust evaluation process to assess the successes and additional growth opportunities in the Arts 	X	X	X		
Have an ethos of <i>belonging</i> youth and families in LSMO	<ul style="list-style-type: none"> ➤ Create an ethos in LSMO, amongst citizens (corporate and private), that seeks to incorporate 	X	X	X		

	belonging in its leadership, strategies, activities and plans for youth and families					
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Identified Potential Community Partners:

Blue Springs School District	Mid-Continent Public Library
Downtown LS Mainstreet	Private Schools in area
LSMO Chamber of Commerce	Other Youth Service Programs/Orgs
Lee’s Summit-RVII	Ray-Pec RII
Lee’s Summit Parks & Rec	UCM
MCC-Longview	Wellness Commission

ACTION IDEAS:

- ❖ Promote Diversity in Recreational Activities
- ❖ Review Marketing and Application Process for Youth Opportunities with City Hall
- ❖ Review Protocols for Youth Participation to Eliminate Implicit Biases and Other Barriers to Participation or Inclusion
- ❖ Promote Youth-Related Programs to Diverse Youth in the Community
 - Youth Court
 - Explorers
 - SRO/Impact
 - Junior Police Academy
 - Student Internships
 - Public Service Opportunities
 - Other Job/Entrepreneurial Opportunities’
- ❖ Participate in and/or Host Educational Summits/Roundtables
- ❖ Host Trainings and Conversations around *Belonging*
 - in Town Hall settings (in-person and virtually)
 - for Home-Owners Associations
 - School Settings
- ❖ Create a Program Focused on Training and Certifying Businesses on Diversity Who Support *All Kids Belong in and to LSMO—You are Safe & Welcomed Here*
- ❖ Develop a Robust Evaluation Process for City Hall’s *Belonging* Efforts for Youth & Families

PILLAR THREE— BUSINESS

Lee’s Summit’s continued success rests, in part, on its ability to attract and retain businesses. The City’s ability to provide high-quality services and amenities are tied to the revenue from the businesses located in its city limits. Of course, the City is always seeking major corporations for the community, but its bread and butter is tied to the small businesses who call Lee’s Summit home. Whatever the size of the business—they provide employment; services; and revenue to the community all of which is needed for our collective communal success. Here are the highlights from the Strategic Plan for Business.

OBJECTIVE	STRATEGY	Responsible Parties			2007 CAP	SP-2019
		CITY	COMMUNITY PARTNERS	CITIZENS		
City Hall Be a Primary Resource for Diversity and Inclusion in the Local Business Community	➤ Creating a communal hub to centralize information regarding D&I for businesses and entrepreneurs in LSMO	X			X	X
Increase D&I engagement with businesses and business owners in LSMO	➤ Provide “space” for business community to discuss or engage in D&I training	X	X	X	X	X
	➤ Support D&I efforts of LSMO Chamber of Commerce and LS Economic Development Committee	X	X	X		
	➤ Encourage and support “seasoned citizens” internship programs	X	X	X		
	➤ Encourage and support internship programs that include diverse youth	X	X	X	X	X
	➤ Develop recommendations and strategies for potential pushback for business owners who are engaged in D&I	X	X	X		
	➤ Host an annual event or incorporate in a current with the business community to celebrate businesses demonstrating “Best Practices” in D&I	X	X		X	X
	➤ Insure D&I is embedded in LSMO Economic Development Council Opportunities and Decisions	X	X		X	X
	➤ Create an economic climate where diverse entrepreneurs or businesses are encouraged, supported and welcomed to build and grow in LSMO					

Identified Potential Community Partners:

- LSMO Chamber of Commerce
- LSMO Economic Development Council
- Local Affinity Chambers of Commerce (Hispanic, Pan-Asian, Black)
- Local Metro Chambers of Commerce (KC, BSMO, Independence)
- Mid-America LGBT Chamber of Commerce

ACTION IDEAS

- ❖ Review City Hall’s Vendor Processes to Remove Barriers and Unintended Biases
- ❖ Review City Hall’s Grant Processes to Remove Barriers and Unintended Biases
- ❖ Review City Hall’s Recruitment, Hiring, and Evaluation Processes to Remove Barriers and Unintended Biases
- ❖ Build a Marketing Strategy to Highlight and to Increase Diverse Businesses/Diverse Business Owners
- ❖ Publicizing Process for How Municipal Streets, Buildings and Parks are Named

- ❖ Hosting or Incorporating in an Event a Celebration of Businesses Demonstrating “Best Practices” in D&I
- ❖ Support and Develop Models to Support Diverse Employees and their Families

PILLAR FOUR—HEALTH & WELLNESS

Lee’s Summit recognizes communities that are attentive to the health and wellness of their citizens not only raises the standard of living overall but can even reduce inequality among their residents. Community health also helps to reduce health gaps caused by differences in race and ethnicity, location, social status, income and other factors that can affect health. Here are the highlights from the Strategic Plan for Health and Wellness

OBJECTIVE	STRATEGY	Responsible Parties			2007 CAP	SP-2019
		CITY	COMMUNITY PARTNERS	CITIZENS		
City Hall Be a Primary Resource related to health and wellness for LSMO’s whole community	<ul style="list-style-type: none"> ➤ Develop and maintain a user-friendly web Information resource available ➤ HUB should provide links to: <ul style="list-style-type: none"> -free or discounted health services -free or discounted transportation for health services -emotional and mental health resources -LSR7 Health and Wellness Guide -Partner with the Wellness Commission -Partner with Jackson County Public Health -Resources for the differently-abled, i.e., Autistic, ADHD, other neuro-diversity Blind, Deaf, Physical impairment that may impede or impact access 	X			X	X
Reduce Health Disparities in LSMO.	<ul style="list-style-type: none"> ➤ Identify accessible health/medical resources ➤ Support breaking down language barriers that can negatively impact access to health care ➤ Identify ethnic, religious or other customs which can impact access to health care ➤ Engage with educational and community partners focused on health and mental wellness ➤ Identify potential partners who can provide free or reduced-cost health/mental/dental care and services. 	X	X X	X X	X X	X X
Build bridges and spaces for gathering and sharing perspectives.	<ul style="list-style-type: none"> ➤ Connect community members by providing facilitated venues for citizens to gather and to share diverse perspectives in an inviting and safe space. 					

Identified Potential Community Partners:

Blue Springs School District
 JACOMO Public Health
 LSMO Chamber of Commerce
 Lee’s Summit -RVII
 MCC-Longview
 Mid-Continent Public Library

Private Schools in area
 Ray-Pec RII
 Saint Luke’s Health System
 Swope Health Services
 UCM
 University Health
 Wellness Commission

ACTION IDEAS:

- ❖ Utilize UCM or MCC Campuses for a Health & Wellness Fair that includes Free Mental Health/Dental/Medical Screenings; Diapers; Formula; Haircuts; DMV Access, etc.
- ❖ Establish a Health Clinic with Reduced/Free Services
- ❖ Reduce Health Disparities by Ensuring Access to Health/Medical Resources
- ❖ Identify Barriers to Health/Medical Resources, i.e., socio-economic and educational factors; language barriers; access to transportation; ethnic, religious and cultural customs.
- ❖ Identify and Promote Resources for the Differently-Abled (persons on the spectrum; ADHD; neurally diverse; blind; deaf or physical impairment that can impede/impact access)

ACKNOWLEDGEMENTS

**2023
MAYOR
CITY COUNCIL
& CITY ADMINISTRATORS**

Mayor William Baird
Councilmember Mia Prier – District 1
Councilmember Hillary Shields – District 1
Councilmember Andrew S. Felker – District 2
Councilmember John Lovell – District 2
Mayor *Pro Tem* Beto Lopez – District 3
Councilmember Phyllis Q. Edson – District 3
Councilmember Fred DeMoro – District 4
Councilmember Faith Hodges – District 4

City Manager – Mark Dunning
City Clerk – Stacy Lombardo
Human Resources Director – Anita Dickey
City Attorney – Brian Head

**COMMISSIONING MAYOR
CITY COUNCIL &
CITY ADMINISTRATORS**

Mayor William Baird
Councilmember Diane Forte – District 1
Councilmember Hillary Shields – District 1
Councilmember Andrew S. Felker – District 2
Councilmember Trish Carlyle – District 2
Mayor *Pro Tem* Beto Lopez – District 3
Councilmember Phyllis Q. Edson – District 3
Councilmember Fred DeMoro – District 4
Councilmember Robert Johnson – District 4

City Manager – Steve Arbo
City Clerk – Stacy Lombardo
Human Resources Director – Anita Dickey
City Attorney – Brian Head

2023 DIVERSITY & INCLUSION COMMISSION

Allan Gray – Chair
Susan Wilson – Vice-Chair

Cheri Ball
Rachel Courtney
Fred Grogan
Lorenzo Harrison
Barb Henson
Levi Holland
Sharon Ivy
Saadia Mahmood
Ben Martin
Claudia Meyer
Karen Schuler
Dr. Roger Williams

**INITIAL DIVERSITY & INCLUSION
COMMISSION**

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Susan Wilson – Vice-Chair

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Rachel Courtney
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Melanie Harding
Lorenzo Harrison
Barb Henson
Levi Holland
Sharon Ivy
Saadia Mahmood
Ben Martin
Claudia Meyer
Bryce Presley
Karen Schuler

ⁱ <https://commonbond.org/whats-the-community-impact-when-theres-a-lack-of-affordable-housing/#:~:text=Reduced%20access%20to%20adequate%20health,of%20eviction%20or%20even%20homelessnes>

ⁱⁱ <https://www.healthaffairs.org/doi/10.1377/hpb20210630.810356/#:~:text=Inadequate%20public%20transportation%20can%20also,mortality%2C%20depression%2C%20and%20dementia>

ⁱⁱⁱ <https://accessibilitymb.ca/types-of-barriers.html#:~:text=Attitudinal%20barriers%20result%20when%20people,a%20disability%20will%20not%20understand>

^{iv} [https://www.accessibility.com/blog/lack-of-accessibility-can-create-long-term-impact-on-people-with-disabilities#:~:text=%22Factors%20in%20a%20person's%20environment,adaptive%2C%20and%20rehabilitative%20devices\)%3B](https://www.accessibility.com/blog/lack-of-accessibility-can-create-long-term-impact-on-people-with-disabilities#:~:text=%22Factors%20in%20a%20person's%20environment,adaptive%2C%20and%20rehabilitative%20devices)%3B)

^v <https://namica.org/what-is-mental-illness/>

^{vi} <https://ncoa.org/article/get-the-facts-on-economic-security-for-seniors>

^{vii} <https://health.gov/healthypeople/priority-areas/social-determinants-health/literature-summaries/poverty#:~:text=Childhood%20poverty%20is%20associated%20with,chronic%20illness%2C%20and%20nutritional%20deficits.&text=Individuals%20who%20experience%20childhood%20poverty,to%20generational%20cycles%20of%20poverty>

APPENDIX

VOCABULARY LIST

HICKS-CARTER-HICKS COMMUNITY ASSESSMENT REPORT INFORMATION

- Lee's Summit Diversity and Inclusion Community Assessment [Report](#)
- Lee's Summit Diversity and Inclusion Community Assessment [Supplemental Materials](#)
- Lee's Summit Diversity and Inclusion Community Assessment [Presentation](#)

VOCABULARY LIST

The central tenet for language that creates *Belonging* is for people to think about the impact their words and phrases have on others. *Belonging* language avoids terms, phrases, or expressions that could be biased, racist or sexist against any group of people.

Belonging is the state of being in a very personal or private relationship. Its synonyms include intimacy, friendship, affection, affinity, closeness, commitment, devotion, attachment, fidelity, mutuality, goodwill and cordiality.

Diversity is the practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations or identification.

Inclusion is the action or state of including or of being included within a group or structure and includes the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.

Bias is non-binary, more than one hundred different biases have been identified. We are all biased. Bias is shaped by our environment, family, life experience. Bias allows us to function. Bias is not all bad. Since we are all biased we have to be careful to make sure decisions are not influenced or controlled by our biases, but based on facts before us.

Differently-abled is often described in terms of lack of normal functioning of physical, mental or psychological processes. It is also defined as learning difficulties or difficulties in adjusting socially, which interfaces with a person's normal growth and development.

Neurally-Diverse is a word used to explain the unique ways people's brains work. While everyone's brain develops similarly, no two brains function just alike. Being neurodivergent means having a brain that works differently from the average or “neurotypical” person.

Racism is prejudice, discrimination, or antagonism by an individual, community, or institution against a person or people on the basis of their membership in a particular racial or ethnic group, typically one that is a minority or marginalized

Sexism prejudice, stereotyping, or discrimination, typically against women, on the basis of sex. "sexism in language is an offensive reminder of the way the culture sees women"

Homophobia is the fear, hatred, discomfort with, or mistrust of people who are lesbian, gay, or bisexual. Biphobia is fear, hatred, discomfort, or mistrust, specifically of people who are bisexual. Similarly, transphobia is fear, hatred, discomfort with, or mistrust of people who are transgender, genderqueer, or don't follow traditional gender norms. Although transphobia, biphobia, and homophobia are similar, they're not the same thing. Both gay and straight people can be transphobic and bi-phobic, and people can be transphobic without being homophobic or bi-phobic.
