

January 12, 2022

Response to Finance and Budget Committee Questions regarding the Hicks-Carter-Hicks Diversity and Inclusion Assessment Agreement:

- 1. When we conduct a “community assessment” what is the definition of “community”?**
 - a. Community refers to those individuals who live and/or work in Lee’s Summit and are therefore impacted by City policies, ordinances, and decision-making. Hicks-Carter-Hicks’ (H-C-H) goal is to ensure that we are gathering the thoughts and perspectives of a wide range of these individuals who represent a variety of demographics, backgrounds, and experiences within the community. It is vital to collect data not only from a broad demographic group.
This process includes interviews, focus groups, and more broadly a community survey for up to 1,000 people.
- 2. How could the City Council participate more in the assessment process?**
 - a. The City Council has a great deal of knowledge and insight regarding the City itself and for this project to be successful, H-C-H will be relying on the City Council to identify individuals and groups that should be a part of this assessment. Additionally, the City Council should be both formally (via written memos, newsletters, op-ed pieces) and informally (via conversations, social media posts, etc.) communicating about this assessment and its importance for the continued health and success of the City of Lee’s Summit. Support from senior leaders will be critical as it highlights that this project has an internal origin and is not something external that is being forced upon the City.
- 3. What is meant by the assessment firm’s reference in Exhibit B, Item 2 (d) Action: “What will be done to address the issue and change the current state.”?**
 - a. This specific item in the quotations above refers to the fact that after the assessment portion of the project is completed, that the results of the assessment will be broadly communicated to the City along with the recommendations from the D and I Commission as to what should be implemented to leverage strengths, address areas for development, and remove barriers. The assessment identifies the current state and acts as a starting point for the City to move toward its desired future state.

Any such DEI assessment or strategic planning initiative requires that an organization/city be cognizant of its current state. To do this data collection is necessary. Collecting data regarding an organization’s / city’s current state is a best practice process and is widely used for these types of projects.
 - b. When the assessment is completed, the City will receive the results of the assessment project (what the city’s “current state” is) and several recommendations based on the data collected that could be used to move the City forward on its DEI journey (e.g., recommendations to move towards the “future state”).
 - c. These recommendations will be generated in collaboration with Lee’s Summit’s D&I Commission – the recommendations will be based on the data collected from citizens and the workforce and DEI best practices. By collaborating with the D&I Commission, citizens will be able to provide additional input into what is obtainable and desirable within their own community – H-C-H may provide expertise in the areas of change

management and DEI, but the City and its citizens have expertise on the City of Lee's Summit what the best fit for their City is. The City will be the decision-maker on what recommendation(s) they would like to proceed with going forward.

Please know that H-C-H collaborates with its clients when developing recommendations for change; this is a partnership with the City. Ultimately, the City is responsible for how it moves forward and what it decides to implement. The consultant does not dictate recommendations to the City; we are your partners. This City is always the driver regarding the D and I assessment process.

4. How will the Assessment Process create an opportunity for input from community members who may not necessarily be an active voice in our city?

- a. H-C-H's approach involves partnering with the City to identify those community members who may not have had an active voice in the past. Additionally, these community members are also often highlighted during the course of other methods of data collection. Once these groups are identified, we work with community organizations or individuals who represent these groups to allow us the opportunity to gather feedback from these underrepresented groups.
- b. Previous examples include community partners identifying individuals for interviews and focus groups. Other times it has involved these partners posting links to a community-oriented survey on their social media accounts. In the event that internet accessibility or geographical accessibility are issues, community partners with access to public computers (e.g., libraries, colleges, etc.) or partners in various parts of the city (e.g., park districts, churches, etc.) may be asked to be involved in a more physical capacity to allow the public to have the opportunity to visit to take surveys or attend virtual or physical focus groups. Working with trusted partners allows access to minoritized groups in a more trusted way.
- c. We find that it is important to hear from community members with all different backgrounds, experiences, perceptions, and values. By collaborating with all different types of community partners, our data collection methods can gather data from a sample that represents the citizens of Lee's Summit.

5. Lee's Summit is unique in having a sizable resident workforce leave the community each day...how will these distinct individuals be represented in the assessment process?

- a. In the past, H-C-H has addressed this concern by conducting interviews and focus groups virtually and outside of working hours. Virtual interviews and focus groups—done via web conferencing or telephone—provide more flexibility to work with individual's schedules and prevent other concerns such as transportation, childcare, etc. However, virtual focus groups also require access to technology which may create adverse impact. Another option is to provide in-person interviews and focus groups in the evenings and on weekends. This opportunity allows those residents who work outside of the City an opportunity to participate regardless of access to technology. Finally, H-C-H marries these two approaches and can offer virtual interviews and focus groups outside of traditional work hours.
- b. An additional consideration is that of the community-wide survey. Surveys are extremely useful tools in that they are relatively short in terms of time commitment; can be accessed and completed at the individual's convenience; and can be taken on a computer, tablet, or smartphone. This tool will allow us to capture input from a large

number of community members. It also allows for the opportunity to ask a variety of demographic questions (e.g., race, gender, resident status, etc.) which will allow H-C-H to uncover trends that may exist within certain groups. Failure to capture this demographic data may obscure important findings.

6. Does the City know the organization's "diversity profile"? (Yes...we have an annual EEOC Report required by the Federal Government.)

We have been advised the City's Human Resource Department prepares an annual EEOC Profile report for Federal compliance. The City Manager has stated this report will be shared directly with the City Council. We would review the EEOC report to better understand the diversity profile of the workforce as part of the project. We also take into consideration the diversity profile / demographic of the community. Our goal is to better understand the community and workforce.