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# **LEE'S SUMMIT**

## M I S S O U R I

### **Diversity & Inclusion Community Assessment Report**

September 2022

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The City of Lee's Summit and the Lee's Summit Diversity & Inclusion Commission's Assessment Study Committee selected Hicks-Carter-Hicks (H-C-H) to partner with the City to help assess its strengths, challenges, barriers, opportunities, and areas for development related to diversity and inclusion. H-C-H worked jointly with the City of Lee's Summit and the Diversity & Inclusion Commission's Assessment Study Committee to ensure that the data collection process reached a representative sample of Lee's Summit citizens. To accomplish this, various data collection methods were used throughout the assessment process.

The process started with a community survey to give all community members the opportunity to provide their insight and perspectives about diversity and inclusion within the City of Lee's Summit. The survey aimed to hear from a sample of Lee's Summit community members representative of the U.S. Census demographics collected in the most recent U.S. Census data; therefore, a variety of distribution methods were utilized to communicate with citizens about the survey. Details about the survey, exact distribution methods, analyses, and full results are in the subsequent sections.

High-level results of the survey indicated community perspectives across the spectrum within the survey sample. The most positively scored survey items (highest agreement) included citizens:

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

Community members 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 the City of Lee's Summit
- all people could openly and honestly discuss diversity and inclusion in Lee's Summit.

Community members answered more neutrally 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
- diversity and inclusion feedback opportunities were available for citizens and if feedback regarding diversity and inclusion is listened to

Finally, community members skewed towards disagreement in that Lee's Summit is communicating what steps it is taking around diversity and inclusion.

The survey results were also broken out by various demographic categories to allow individual demographic groups within Lee's Summit (e.g., older adults, women, etc.) to share their perspectives. This process revealed many group differences. Some of the high-level differences included responses from younger adults (ages 18-29) skewing more towards disagreement regarding if Lee's Summit is including, respecting, and valuing all people, if people can speak up about diversity and inclusion, and if diversity and inclusion feedback results in change. They also indicated more agreement than other age groups around Lee's Summit's role in creating a more diversity and inclusion environment. Some groups reported higher levels of diversity and inclusion mattering to them (e.g., those who identified as female or non-binary/agender; those who identified as African American, Asian American, Hispanic American, or multiracial/multiethnic). Other groups reported seeing less diversity within Lee's Summit (e.g., Asian American, Hispanic American). While many groups indicated more neutral scores around experience-based items, such as all people being treated with dignity and respect, feeling valued, or feeling included in Lee's Summit, some groups reported more disagreement on these items (e.g., those who identified as non-binary/agender; those who identified as African American). Finally, those who did not respond to demographic items tended to be the most critical of the City's diversity and inclusion efforts.

The survey also allowed community members to respond to Lee's Summit's current state of diversity and inclusion in their own words. Two open-ended items (strengths and areas for improvement) were included in the survey, and several themes were generated based on the data provided by community members. Top themes included a focus on diversity and inclusion was problematic; community member involvement in diversity and inclusion efforts are important; and the perceived lack of clarity and insufficiency of the City's diversity and inclusion efforts to date.

To further assess the City's current state, the next step in the assessment process was interviewing key stakeholders within Lee's Summit. Interviews were conducted with various individuals within Lee's Summit, including elected officials, business owners, religious leaders, as well as individuals in the healthcare industry, non-profits, community organizations, and the arts. Interviews with key stakeholders generated many themes. City officials and members of the Diversity & Inclusion Commission's Assessment Study Committee selected interview participants. The top theme from the interviews was 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. The next top theme noted that communications around diversity and inclusion should be improved, as actions that the City has engaged in to promote diversity and inclusion are unclear, and existing communication methods need to be reevaluated to reach the entire community. The final theme was that affordable housing is necessary to promote

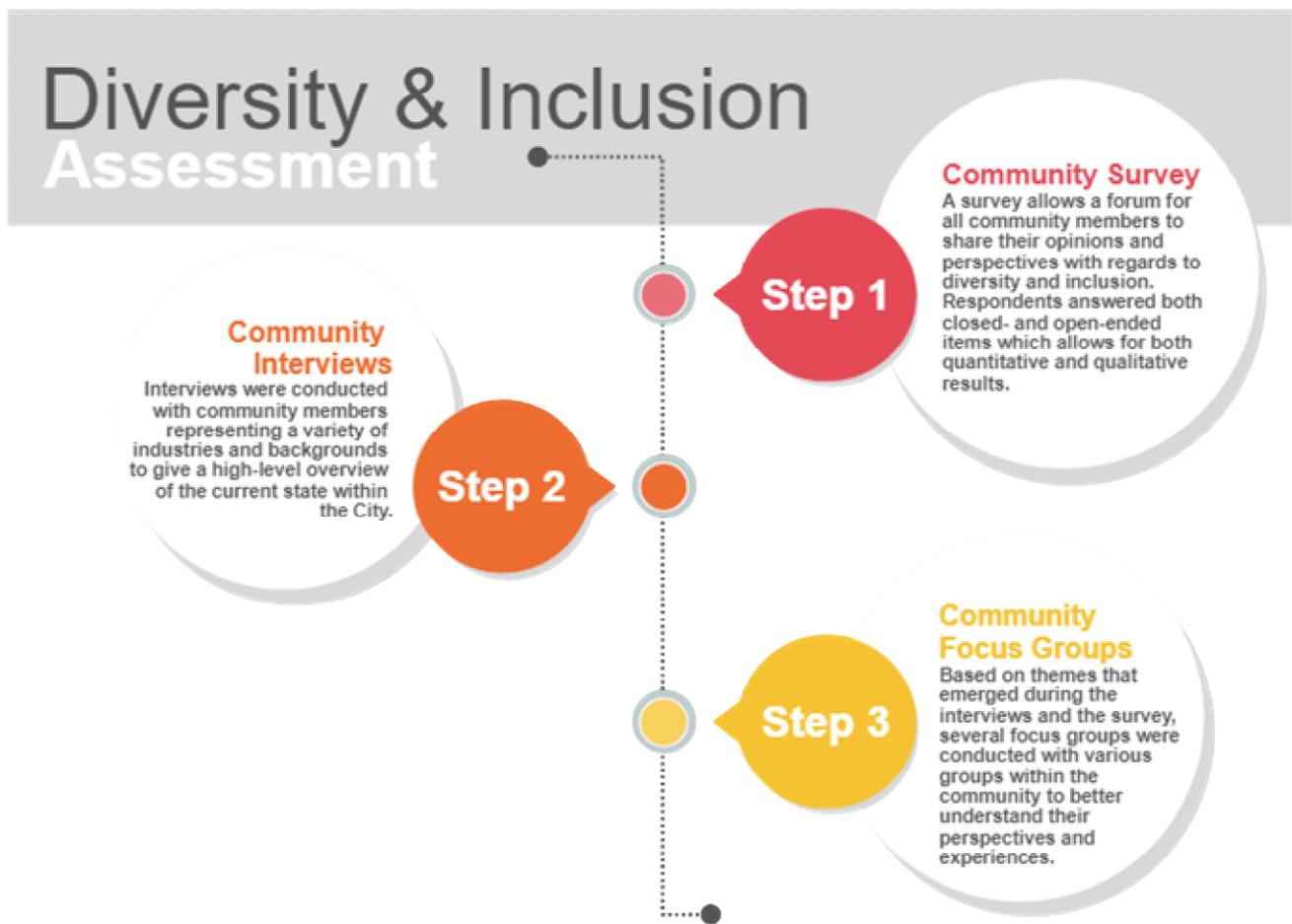
diversity and inclusion, and that while it is important to have housing available for Lee's Summit's workforce, affordable housing is also a point of contention in some segments of the community.

Following the interviews, several focus groups were conducted with various groups within Lee's Summit's community. Upon review of the survey and interview results, H-C-H and the Diversity & Inclusion Commission's Assessment Study Committee identified the focus groups. Individuals were recruited via community organizations, Diversity & Inclusion Commission, and City officials. Focus group questions were designed to understand the current state of Lee's Summit as it relates to diversity and inclusion and follow up on themes from the previous data collection efforts. Several themes were discussed across each of the focus groups. Some of these themes included that communication efforts need to be evaluated and redeveloped to keep the entire community informed; that the City is welcoming and people feel included with a sense of belonging; that it is important to provide opportunities for all segments of the population to voice their perspectives and engage in dialogue about diversity and inclusion; that the City's priorities around diversity and inclusion are currently unclear; and that that the City would benefit from developing and expanding its partnerships to more effectively serve all segments of the community.

# Assessment Results

## Community Diversity & Inclusion Assessment

The City of Lee's Summit partnered with H-C-H to conduct an assessment designed to understand the current diversity and inclusion state from the community members' perspective. Three different methods of collecting pertinent information were used in accordance with best practices and academic research in the field. These steps are illustrated below:



### Audit Results

#### Data Collection Themes

Results of the data collection methods listed above were analyzed using best practices in the field. The information is detailed below and provides clear direction as to strengths that the City can continue to leverage as well as areas for development to be addressed.

# Community Data Collection Approach

## Community Survey

The survey aimed to hear from a sample of Lee's Summit community members representative of the U.S. Census demographics collected in the most recent U.S. Census data. It was imperative to ensure that community members with diverse backgrounds, experiences, and thoughts on diversity and inclusion were included in the survey. Below is the critical information regarding the methodology of collecting this information via the community survey:

- **Survey Dates:** April 6<sup>th</sup> – April 20<sup>th</sup>, 2022
- **Survey Items**
  - Developed by H-C-H and the Diversity & Inclusion Commission's Assessment Study Committee based on best practices and research in the field.
- **Advertisement & Communication Approach**
  - *Electronic Communications*
    - Messaging from the Mayor
    - Posts on Lee's Summit social media accounts
    - Links on the Lee's Summit website with associated homepage banner and landing page on the Diversity & Inclusion Commission's page
    - Flash for the Alexa-based audio platform
    - City newsletter
    - Emails to community members via listservs
    - Discussion of the survey on a local podcast
  - *Print Communications*
    - 1,000 postcards, posters, and flyers that included a QR code, link, and survey description in areas with heavy community foot traffic
  - *Community-Driven Communications*
    - Press release to all physical and digital media contacts (notably, the survey was reported by the ABC affiliate, local newspaper, and local bloggers)
    - Community partners were notified about the survey and encouraged to share the survey with their community contacts and employees (including two operational libraries, Economic Development Council, Downtown Lee's Summit (501c3), Lee's Summit Chamber of Commerce, St. Luke's Hospital, Lee's Summit School District, etc.)
    - Diversity & Inclusion Commission members shared the survey at local events
  - *Paper Surveys*

- One hundred (100) paper surveys were distributed at City Hall and local libraries to increase accessibility to community members who did not want or were not able to complete the survey online.

- **Response Statistics**

- 1,841 total responses
  - 1,466 usable responses
    - 1,274 fully complete responses
    - 192 partial responses
  - 375 people who did not respond to any content questions
- Response statistics by each item are in Table 2 on page. 17

- **Survey Respondent Demographics**

- Respondent demographics closely mirrored those of the community in terms of race/ethnicity, gender, and age
  - One notable exception is youth, with anyone under the age of 18 being omitted from the survey due to lack of parental consent
- Comparisons of the census data and the survey data are in Table 6 on page 23-24 (see Survey Adj. (adjusted) % and Census % columns)

## Community Interviews

The focus of the interviews was to gain an understanding of the City’s current state as it relates to diversity and inclusion, including strengths, areas of development, opportunities, and potential barriers. Interviews were conducted with a variety of individuals within Lee’s Summit, including elected officials, business owners, religious leaders, as well as individuals who are a part of the healthcare industry, non-profits, community organizations, and the arts. In addition to these individuals representing a wide array of backgrounds, they were selected by the City, and they also had diverse experiences, perspectives, and viewpoints regarding Lee’s Summit and diversity and inclusion. Below are some of the key aspects of the interview methodology:

- **Interview Dates:** May 3<sup>rd</sup> – June 16<sup>th</sup>, 2022
- **Interview Questions**
  - Questions were based on best practices and were informed by the results of the survey
  - Items focused on interviewees’ opinions on diversity and inclusion within the City, specifically focusing on perceived strengths and areas for development, priorities and values, and potential next steps and future initiatives
  - Interview questions were reviewed and approved by the Diversity & Inclusion Commission’s Assessment Study Committee
- **Responses Statistics**

- Twenty (20) participants
- Fifteen (15) interviews
  - Ten (10) individual interviews
  - Five (5) small group interviews
- **Data Analysis**
  - Interview data provided by participants was analyzed using content analysis which is a scientific approach to understanding key themes present in qualitative data
    - This approach is used in a variety of different fields such as social sciences, business, and healthcare

## Community Focus Groups

Focus groups follow much the same approach as interviews but differ in that they are designed to understand better the experiences and perspectives of certain groups as seen across the survey and interviews. H-C-H and the Diversity & Inclusion Commission's Assessment Study Committee identified several types of focus groups upon review of the survey and interview results. The focus group questions were a mix of items designed to follow up on general themes from the previous data collection efforts as well as the themes specific to the group in question. Below are the key details of the focus group data collection efforts:

- **Focus Group Dates:** July 19<sup>th</sup> – July 28<sup>th</sup>, 2022
- **Focus Group Identities/Affinities**
  - Aging Adults/Senior Citizens
  - Black, Indigenous, & Persons of Color (BIPOC) Individuals
  - Diversity & Inclusion Commission Members
  - General Community
  - LGBTQIA+ Community Members
  - Individuals that Work with Youth
- **Participant Selection**
  - Organizations (e.g., non-profits, religious institutions, business development, etc.) that worked with or provided services to the citizens of Lee's Summit were asked to recommend individuals to participate in these focus groups
    - Participants also provided names of individuals to participate in these sessions
  - Members of the Diversity & Inclusion Commission reached out to contacts to recruit participants
  - All councilmembers were asked to provide the name of two individuals to participate in the general community focus group

- Numerous individuals were invited but not all invitees participated, which is a normal occurrence for any focus group
- **Responses Statistics**
  - Fifty-one (51) participants
  - Six (6) focus groups
- **Data Analysis**
  - As with the interviews, content analysis was used for the focus group data
  - Overall themes are provided as well as themes by group to provide additional nuance to the data

# Community Survey Data

## Community Survey Design & Distribution

The City of Lee's Summit distributed a survey to community members to obtain a large quantity of feedback regarding diversity and inclusion within the community and the City (as an organization with employees, leadership, etc.). All survey questions were given anchor points of "strongly agree" (1) to "strongly disagree" (5) with a neutral option in the middle ("neither agree nor disagree," 3). The survey was prefaced with an introduction from the City of Lee's Summit, the Diversity & Inclusion Commission's philosophy around diversity and inclusion, definitions of diversity and inclusion, and confidentiality statements. All items included in the survey are in the appendix on pages 40-41.

Demographic diversity represented by gender identity, racial and ethnic identity, age group (based on the census age group breakouts), zip code, and whether respondents lived, worked, and/or visited Lee's Summit are in Table 1. Where available and applicable, census comparisons are provided. While these categories do not represent all demographic categories that make up individuals in general or within the City of Lee's Summit, these demographic categories were chosen to limit the amount of data collected that could potentially identify community members who took the survey.

## Results Reporting

To ensure that the voices of those with a diversity of demographic backgrounds were heard, each survey question was reported on by overall responses, gender, racial/ethnic category, age, and relationship to Lee's Summit.

Some gender identity and ethnicity categories had a small representation in the responses. Responses from individuals in gender identity and race/ethnicity categories with fewer than eight ( $N < 8$ ) responses were aggregated into a single category to protect the participants' anonymity. Specifically, regarding gender identity, those who identified themselves as agender ( $N = 2$ ) or a gender identity not listed ( $N = 2$ ) were aggregated with those who identified themselves as non-binary or gender non-conforming ( $N = 17$ ; rather than aggregating respondents into their own category as the category would still be less than eight respondents). Additionally, those who identified themselves as South Asian or Indian American ( $N = 2$ ), Pacific Islander ( $N = 2$ ), or Native American or Alaskan Native ( $N = 5$ ) were combined into a single category to protect the respondents' identities.

As a note, within the relationship to Lee's Summit, the means and standard deviations of those who did not respond to the relationship to Lee's Summit question were omitted. Only one to three

respondents completed the rest of the survey after not responding to this item. This makes this item the most frequent drop-off point for survey respondents who decided they did not want to complete the rest of the survey. Drop-offs of this number are a common occurrence in surveys. Drop-offs and missing data (i.e., one or more skipped questions) do not affect the means/standard deviations provided in any of the tables, as these statistics are only calculated using responses from respondents who completed the survey item. The survey analyses include those who did not respond to certain demographics (DNS/DNR), even if a few of them eventually become drop-offs, as to be sure to include those who are not comfortable disclosing their demographic information. This phenomenon was unique to the relationship to LS question; all other DNS/DNR columns in the other tables had much higher amounts of respondents who completed the rest of the survey following the demographic items.

All responses are in graph form in the Supplemental Report.

## Survey Themes at a Glance

The following points are high-level quantitative results of the survey data. These results were identified by examining the frequencies, means, and standard deviations of each item, both overall and broken out by demographic groups. The “Top 5” and “Bottom 5” items below indicate the survey items that were scored with the highest agreement, and the survey items that were scored with the lowest agreement, respectively (numbers closer to 1 indicate more agreement; numbers closer to 5 indicate more disagreement; see Table 2 for more information). For more details on the items listed below, as well as full results, please see the tables below. For the results of the qualitative items, please see the qualitative themes on page 25.

### Top 5: Highest Agreement

- Diversity and Inclusion matter to me (1.82)
- I feel like I can be my authentic self (2.16)
- Increased diversity and inclusion being beneficial to the entire community (2.17)
- The City should take steps to create an environment that embraces diversity within the community (2.18)
- Support for the creation of a more diverse and inclusive environment for employees of Lee’s Summit (2.29)

### Bottom 5: Lowest Agreement

- The City communicating what steps it is taking to promote diversity and inclusion (3.19)
- The City having clear priorities as it relates to diversity and inclusion (3.03)
- All Lee’s Summit community members being able to openly discuss diversity and inclusion (3.02)
- The City of Lee’s Summit listens to my diversity and inclusion feedback (2.96)
- The City of Lee's Summit taking active steps to promote diversity and inclusion within the community (2.78)

### Overall Results

- High agreement was found among Lee’s Summit community members on:
  - Feeling that diversity and inclusion matter to them and that they could be authentically themselves in Lee’s Summit
  - Feeling that increased diversity and inclusion is beneficial for the community
  - Support for Lee’s Summit creating an environment that embraces diversity within the community and for employees of Lee’s Summit
- Community members had a wide range of responses (some indicating more agreement, while others indicated more disagreement) regarding:
  - All people feeling valued, included, and treated with respect in Lee’s Summit
  - If the City is currently diverse
  - If diversity and inclusion matter to the City of Lee’s Summit
  - All people being able to openly and honestly discussing diversity and inclusion in Lee’s Summit

- Community members responded more neutrally on items asking:
  - If Lee’s Summit had clear priorities and values around diversity and inclusion
  - If Lee’s Summit is taking more active steps towards diversity and inclusion in the community
  - If diversity and inclusion feedback opportunities were available for community members and if feedback regarding diversity and inclusion is listened to by the City
- Community members generally disagreed that Lee’s Summit is communicating what steps it is taking around diversity and inclusion

### **By Demographic Breakouts**

The survey results were also broken out by various demographic categories to allow individual demographic groups within Lee’s Summit (e.g., older adults, women, etc.) to have their perspectives shared. These are some of the high-level differences between groups discovered by these breakouts. Details on all the items mentioned here, as well as additional results, are in Tables 3 through 6.

- **By Age Category**
  - Younger adults (ages 18-29):
    - Compared to other age groups, responses tended to skew more towards disagreement regarding if Lee’s Summit is including, respecting, and valuing all people, if people can speak up about diversity and inclusion, and if diversity and inclusion feedback results in change
    - Responses indicated more agreement than other age groups around Lee’s Summit’s role in creating a more diversity and inclusion environment
- **By Gender Identity**
  - Those who identified themselves as female reported that diversity and inclusion matter to them more so than those who identified themselves as men.
  - Those who identified themselves as non-binary, agender, or another gender reporting the highest scores for if diversity and inclusion mattered to them, but also that personal experiences are less positive overall (e.g., all people not feeling as feeling valued and included compared to other genders, not feeling like diversity and inclusion feedback is heard, etc.)
- **By Racial or Ethnic Identity**
  - Those who identified themselves as Asian American or Hispanic American indicated seeing less diversity in Lee’s Summit than other groups
  - Those who identified themselves as African American, Asian American, Hispanic American, or more than one race or ethnicity had higher levels of

agreement that diversity and inclusion matter to them personally with other racial/ethnic groups scoring lower levels of agreement

- While most racial and ethnic groups (all except for those who preferred not to identify their race/ethnicity) indicated that not all people may feel valued and included, African Americans had stronger responses than all other groups
- Other Categories and Other Important Findings
  - There were not many between-group differences within the demographic category of relationship to Lee's Summit
  - Those who did not respond to demographic items tended to be the most critical about diversity and inclusion in the City of Lee's Summit's efforts around diversity and inclusion and reported the lowest scores around if diversity and inclusion matter to them

## Community Survey Data Tables

**Table 1. Demographic Frequencies, Percentages, and Census Comparisons**

Survey Completion Statistics	N			
Total Responses	1841			
Partial Completion of Survey	1466			
Completed Full Survey	1274			
Personal Demographics	N	Survey %	Survey % (Adj.) <sup>1</sup>	Census % <sup>1</sup>
<b>Gender</b>				<b>(Sex)</b>
Female	1075	58.39%	-	52%
Male	450	24.44%	-	48%
Non-Binary/Gender Non-conforming <sup>2</sup>	17	0.92%	-	N/A
Agender <sup>2</sup>	2	0.11%	-	N/A
Prefer not to answer/Did not respond <sup>3</sup>	287	15.59%	-	N/A
Other – Provided Gender Identity Not Listed <sup>2</sup>	2	0.11%	-	N/A
Other – Did not specify (DNS) <sup>3</sup>	8	0.43%	-	N/A
<b>Race / Ethnicity</b>				<b>(Race)</b>
Black, African American, or Afro-Caribbean	105	5.70	7.20	8.00
East Asian or Asian American	12	0.65	0.96*	2.00
Latina/o/x/e or Hispanic American	38	2.06	2.60	5.00
South Asian or Indian American <sup>2</sup>	2	0.11	N/A	N/A
Pacific Islander <sup>2</sup>	2	0.11	0.14	0.10
Native American or Alaskan Native <sup>2</sup>	5	0.27	0.34	0.10
Middle Eastern or Arab American	0	0.00	N/A	N/A
Mixed, Multiracial, Multiethnic	46	2.50	3.15	4.00
White (Non-Hispanic) or Caucasian	1237	67.19	84.78	81.00
Prefer not to answer/Did not respond (DNR)/Other (DNS) <sup>3</sup>	382	20.75	N/A	N/A
Other – Provided Race/Ethnicity Not Listed	12	0.65	0.82	2.00
<b>Age Categories (Based on Census Data)</b>				<b>(Age)</b>
18 – 29	60	3.26	3.68	10.00
30 – 39	325	17.65	19.95	14.00
40 – 49	415	22.54	25.48	13.00
50 – 59	354	19.23	21.73	14.00
60 – 69	274	14.88	16.82	10.00
70 – 79	149	8.09	9.15	6.00
Over 80	52	2.82	3.19	4.00
Did not respond	212	11.51	N/A	N/A

**Table 1. Demographic Frequencies, Means, and Standard Deviations (Cont.)**

Personal Demographics	N	Survey %	Census %
<b>Relationship to Lee's Summit</b>			
Live in Lee's Summit ONLY	1084	58.88	-
Work in Lee's Summit ONLY	61	3.31	-
Visit Lee's Summit ONLY	104	5.65	-
Live AND Work in Lee's Summit	330	17.93	-
Work AND Visit Lee's Summit	32	1.74	-
Live AND Visit Lee's Summit	11	0.60	-
Live, Work, AND Visit Lee's Summit	14	0.76	-
Did Not Respond	205	11.14	-
<b>Zip Code (Highest Frequencies Only)<sup>4</sup></b>			
64081	382	22.68	-
64082	276	14.99	-
64086	272	14.75	-
64063	264	14.34	-
64064	160	8.70	-
64034	32	1.74	-
64083	12	0.65	-
64139	11	0.60	-
64015	11	0.60	-
64133	10	0.54	-
Other Zip Code (less than 10 responses per zip code)	157	8.52	-
Did not respond	308	16.73	-

<sup>1</sup> Please note that only comparisons between survey and census representation can only be reliably made for the age category. This survey uses slightly different and more inclusive categories to measure demographic characteristics than the U.S. Census; this survey collected data on gender identity (instead of sex (binary), used in the U.S. Census data) and race and ethnicity (rather than only race, used in the U.S. Census data). While the percentages of the overall responses for the survey are provided in column 2, an adjusted survey percentage category is provided in column 3 – this column calculates the percentages only for categories included in the U.S. Census for easier comparison. The adjusted percentages were provided only for race/ethnicity and age, because these two constructs are similarly measured in the census. While the construct of sex is sometimes conflated with the construct of gender identity, only binary sex is collected in U.S. Census data with no “other” option (as there is with race), so there is no adjusted category provided for this demographic characteristic as an accurate comparison cannot be made. Please note that the age survey adjusted column is only slightly different from the actual survey percentage, as “did not respond” is not an option in the U.S. Census Data, and 18 years old is not considered in the U.S. Census category of 19 – 29-year-olds. Additionally, in the U.S. Census, only “Asian” is provided – therefore, to reflect this category more accurately, the adjusted survey percentage for East Asian or Asian American (\*marked with an asterisk) includes both survey respondents who marked East Asian/Asian American AND South Asian/Indian American. Pacific Islander was not included in this combined percentage as the U.S. Census collects data for this group using the “Islander” category.

<sup>2</sup> Groups were included in a single aggregate gender OR race/ethnicity category (designated by names of categories included or as “aggregate” in the below tables).

<sup>3</sup> Groups were included in the DNS/DNR gender OR race/ethnicity. A note about “other” responses: if an “other” response specified a gender (i.e., “demigirl,” more than one gender identity, etc.) or race/ethnicity (i.e., German, Irish, Scottish, Human, American, etc.) not listed, it is included in the counts above for Other – Provided

*(demographic group identity) Not Listed. If the individual did not specify a group in their other answer, they were assigned to a “did not specify” group.*

*<sup>4</sup>Please note that only zip codes with ten (10) or more responses are explicitly included in the list above. All others are included in the “other zip code” aggregate category. In total, 78 unique zip codes were submitted to the survey.*

**Table 2. Frequencies, Means, and Standard Deviations for all Quantitative Questions – Community Survey**

Question Item*	N	M	SD
1. All community members are treated with dignity and respect in Lee's Summit	1462	2.50	1.18
2. I feel that diversity and inclusion matter to the community of Lee's Summit	1461	2.65	1.20
3. I feel like I can be my authentic self (i.e., I don't need to downplay aspects of who I am) in Lee's Summit	1462	2.16	1.16
4. People of all diversity backgrounds (age, race/ethnicity, gender, cultures, etc.) are valued in Lee's Summit	1455	2.65	1.24
5. People of all diversity backgrounds (age, race/ethnicity, gender, cultures, etc.) are included in Lee's Summit	1458	2.58	1.24
6. Diversity and inclusion matter to me	1455	1.82	1.11
7. Lee's Summit should take steps to create an environment that embraces diversity within the community	1458	2.18	1.34
8. Increased diversity and inclusion within Lee's Summit would be beneficial to the entire community	1458	2.17	1.35
9. I believe Lee's Summit is diverse	1426	2.48	1.12
10. I believe Lee's Summit is inclusive of all people	1427	2.66	1.21
11. The City of Lee's Summit should be actively involved in ensuring diversity and inclusion within the community	1363	2.36	1.45
12. The City of Lee's Summit takes active steps to promote diversity and inclusion within the community	1364	2.78	1.10
13. I support the creation of a more diverse and inclusive environment for the community members of Lee's Summit	1363	2.31	1.42
14. I support the creation of a more diverse and inclusive environment for the employees of Lee's Summit	1360	2.29	1.40
15. The City of Lee's Summit has clear priorities as it relates to diversity and inclusion	1359	3.03	0.93
16. The City of Lee's Summit communicates what steps it is taking to promote diversity and inclusion	1360	3.19	0.95
17. There are opportunities for discussions regarding diversity and inclusion in Lee's Summit	1316	2.76	1.01
18. I feel comfortable discussing diversity and inclusion with the City of Lee's Summit	1316	2.58	1.15
19. All Lee's Summit community members can openly discuss diversity and inclusion	1313	3.02	1.19
20. I believe the City of Lee's Summit wants to receive feedback from community members regarding diversity...	1315	2.50	1.07
21. The City of Lee's Summit provides opportunities for community members to provide feedback regarding...	1312	2.68	0.96
22. The City of Lee's Summit listens to my feedback regarding diversity and inclusion	1311	2.96	0.91

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, whereas means closer to 5.00 indicate less agreement.*

**Table 3. Means and Standard Deviations for Quantitative Items by Self-Reported Gender Identity – Community Survey**

Question Item	Female		Male		Nonbinary, Agender, & Other		Did Not Specify & Other-DNS	
	M	SD	M	SD	M	SD	M	SD
1. All community members are treated with dignity and respect in...	2.63	1.16	2.22	1.14	4.05	1.03	2.06	1.07
2. I feel that diversity and inclusion matter to the community of...	2.64	1.19	2.59	1.17	3.74	1.41	2.80	1.19
3. I feel like I can be my authentic self in Lee's Summit	2.22	1.15	1.96	1.09	3.89	1.37	2.04	1.16
4. People of all diversity backgrounds are valued in Lee's Summit	2.82	1.22	2.27	1.17	4.00	1.11	2.27	1.18
5. People of all diversity backgrounds are included in Lee's Summit	2.73	1.22	2.27	1.18	3.89	1.29	2.14	1.16
6. Diversity and inclusion matter to me	1.61	0.95	2.11	1.23	1.26	0.93	2.83	1.37
7. Lee's Summit should take steps to create an environment that...	1.92	1.22	2.51	1.37	1.58	1.26	3.62	1.32
8. Increased diversity and inclusion within Lee's Summit would be...	1.91	1.23	2.49	1.39	1.53	1.17	3.56	1.36
9. I believe Lee's Summit is diverse	2.56	1.12	2.36	1.11	3.37	1.34	1.93	0.89
10. I believe Lee's Summit is inclusive of all people	2.83	1.20	2.32	1.13	4.00	1.20	2.01	1.09
11. The City of Lee's Summit should be actively involved in ensuring...	2.08	1.34	2.72	1.46	1.67	1.41	3.88	1.32
12. The City of Lee's Summit takes active steps to promote diversity...	2.77	1.09	2.71	1.06	3.50	1.29	3.13	1.20
13. I support the creation of a more diverse and inclusive...	2.05	1.32	2.65	1.43	1.56	1.29	3.74	1.35
14. I support the creation of a more diverse and inclusive...	2.01	1.28	2.64	1.40	1.72	1.53	3.72	1.40
15. The City of Lee's Summit has clear priorities as it relates to...	3.07	0.90	2.93	0.95	3.78	1.11	2.86	1.02
16. The City of Lee's Summit communicates what steps it is taking...	3.24	0.92	3.04	0.94	4.00	1.14	3.07	1.02
17. There are opportunities for discussions regarding diversity and...	2.78	0.99	2.68	1.00	3.33	1.19	2.85	1.10
18. I feel comfortable discussing diversity and inclusion with the City...	2.64	1.13	2.41	1.15	3.33	1.46	2.57	1.25
19. All Lee's Summit community members can openly discuss...	3.15	1.12	2.80	1.23	3.67	1.24	2.60	1.41
20. I believe the City of Lee's Summit wants to receive feedback...	2.48	1.02	2.45	1.08	3.22	1.31	2.92	1.36
21. The City of Lee's Summit provides opportunities for community...	2.74	0.93	2.54	0.96	3.39	1.42	2.64	1.15
22. The City of Lee's Summit listens to my feedback regarding...	2.95	0.82	2.90	0.99	4.00	1.03	3.18	1.24

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, whereas means closer to 5.00 indicate less agreement.*

**Table 4. Means and Standard Deviations for Quantitative Items by Self-Reported Race/Ethnicity – Community Survey**

Question Item	Black, African American, or Afro-Caribbean		East Asian/Asian American		Latina/o/x/e or Hispanic American		Aggregate*	
	M	SD	M	SD	M	SD	M	SD
1. All community members are treated with dignity and respect in...	2.93	1.18	3.08	1.08	2.65	1.25	2.33	1.66
2. I feel that diversity and inclusion matter to the community of...	2.99	1.22	2.83	1.40	2.85	1.42	2.44	1.13
3. I feel like I can be my authentic self in Lee's Summit	2.84	1.24	2.92	1.16	2.59	1.46	2.00	1.32
4. People of all diversity backgrounds are valued in Lee's Summit	3.19	1.25	2.83	1.27	2.88	1.34	2.33	1.50
5. People of all diversity backgrounds are included in Lee's Summit	3.14	1.30	2.67	1.15	2.85	1.33	2.22	1.56
6. Diversity and inclusion matter to me	1.32	0.82	1.17	0.39	1.68	1.12	2.00	0.87
7. Lee's Summit should take steps to create an environment that...	1.65	1.21	1.42	0.67	1.88	1.30	2.44	1.33
8. Increased diversity and inclusion within Lee's Summit would be...	1.66	1.22	1.42	0.90	1.79	1.27	2.33	1.32
9. I believe Lee's Summit is diverse	2.72	1.18	3.25	1.54	3.09	1.36	2.33	1.41
10. I believe Lee's Summit is inclusive of all people	3.11	1.22	2.75	1.22	2.74	1.21	2.11	1.05
11. The City of Lee's Summit should be actively involved in ensuring...	1.90	1.37	1.58	1.00	2.00	1.30	2.56	1.59
12. The City of Lee's Summit takes active steps to promote diversity...	2.80	1.19	2.75	1.29	3.00	1.37	3.11	1.36
13. I support the creation of a more diverse and inclusive...	1.75	1.22	1.42	0.90	1.97	1.31	2.56	1.33
14. I support the creation of a more diverse and inclusive...	1.78	1.28	1.50	0.90	1.94	1.25	2.33	1.41
15. The City of Lee's Summit has clear priorities as it relates to...	3.28	1.11	3.08	1.00	3.15	1.02	2.89	0.93
16. The City of Lee's Summit communicates what steps it is taking...	3.36	1.07	3.17	0.94	3.21	1.30	2.89	0.93
17. There are opportunities for discussions regarding diversity and...	2.87	1.10	3.08	1.00	3.03	1.14	2.29	1.25
18. I feel comfortable discussing diversity and inclusion with the City...	2.56	1.33	2.92	1.31	2.76	1.46	2.14	1.07
19. All Lee's Summit community members can openly discuss...	3.30	1.33	3.25	1.29	3.21	1.30	2.71	1.38
20. I believe the City of Lee's Summit wants to receive feedback...	2.62	1.14	2.25	1.06	2.44	1.13	2.14	1.07
21. The City of Lee's Summit provides opportunities for community...	2.89	1.07	2.75	1.22	2.79	1.01	2.29	0.95
22. The City of Lee's Summit listens to my feedback regarding...	3.14	0.99	2.58	1.08	2.97	1.00	2.71	0.95

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, whereas means closer to 5.00 indicate less agreement. Aggregate (\*) category includes individuals who identified themselves as South Asian or Indian American, Pacific Islander, or Native American or Alaskan Native.*

**Table 4. Means and Standard Deviations for Quantitative Items by Self-Reported Race/Ethnicity – Community Survey (Cont.)**

Question Item	Multiracial or Multiethnic		White (Non-Hispanic) or Caucasian		DNS/DNR & Other-DNR		Other	
	M	SD	M	SD	M	SD	M	SD
1. All community members are treated with dignity and respect in...	3.05	1.18	2.53	1.15	1.82	1.06	2.50	1.24
2. I feel that diversity and inclusion matter to the community of...	3.30	1.23	2.59	1.18	2.64	1.17	2.67	1.30
3. I feel like I can be my authentic self in Lee's Summit	3.05	1.29	2.10	1.10	1.75	1.05	2.00	1.28
4. People of all diversity backgrounds are valued in Lee's Summit	3.18	1.28	2.68	1.21	1.90	1.08	2.58	1.24
5. People of all diversity backgrounds are included in Lee's Summit	3.14	1.23	2.61	1.20	1.83	1.07	2.67	1.30
6. Diversity and inclusion matter to me	1.66	1.16	1.76	1.06	2.64	1.27	2.42	1.31
7. Lee's Summit should take steps to create an environment that...	1.89	1.35	2.06	1.26	3.54	1.21	2.92	1.56
8. Increased diversity and inclusion within Lee's Summit would be...	1.89	1.37	2.04	1.28	3.57	1.18	2.50	1.17
9. I believe Lee's Summit is diverse	2.62	1.19	2.52	1.09	1.76	0.78	2.58	1.31
10. I believe Lee's Summit is inclusive of all people	3.24	1.28	2.72	1.18	1.77	1.03	2.42	1.24
11. The City of Lee's Summit should be actively involved in ensuring...	2.03	1.42	2.21	1.37	3.87	1.18	3.55	1.57
12. The City of Lee's Summit takes active steps to promote diversity...	3.20	1.38	2.73	1.06	2.93	1.11	3.36	0.92
13. I support the creation of a more diverse and inclusive...	1.90	1.39	2.19	1.35	3.72	1.24	3.36	1.50
14. I support the creation of a more diverse and inclusive...	1.88	1.38	2.17	1.33	3.66	1.23	3.27	1.42
15. The City of Lee's Summit has clear priorities as it relates to...	3.50	1.15	3.02	0.88	2.80	0.96	2.91	0.94
16. The City of Lee's Summit communicates what steps it is taking...	3.58	0.98	3.18	0.90	3.06	1.02	2.82	1.17
17. There are opportunities for discussions regarding diversity and...	2.97	1.20	2.73	0.96	2.72	1.11	2.80	1.23
18. I feel comfortable discussing diversity and inclusion with the City...	2.92	1.36	2.56	1.10	2.58	1.24	2.20	1.03
19. All Lee's Summit community members can openly discuss...	3.49	1.07	3.04	1.13	2.58	1.31	2.50	1.35
20. I believe the City of Lee's Summit wants to receive feedback...	2.79	1.32	2.45	1.02	2.82	1.22	2.20	0.92
21. The City of Lee's Summit provides opportunities for community...	3.15	1.11	2.65	0.92	2.61	1.09	2.60	1.17
22. The City of Lee's Summit listens to my feedback regarding...	3.23	1.13	2.92	0.83	3.12	1.19	2.90	1.37

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, where means closer to 5.00 indicate less agreement. Multiracial or Multiethnic category includes those who selected more than one race or ethnicity.*

**Table 5. Means and Standard Deviations for Quantitative Items by Self-Reported Age Category – Community Survey**

Question Item	18 - 29		30 - 39		40 - 49		50 - 59	
	M	SD	M	SD	M	SD	M	SD
1. All community members are treated with dignity and respect in...	3.00	1.29	2.66	1.24	2.58	1.26	2.35	1.21
2. I feel that diversity and inclusion matter to the community of...	3.21	1.21	3.00	1.23	2.72	1.20	2.60	1.22
3. I feel like I can be my authentic self in Lee's Summit	3.17	1.34	2.37	1.29	2.25	1.22	2.08	1.11
4. People of all diversity backgrounds are valued in Lee's Summit	3.28	1.30	2.85	1.34	2.69	1.32	2.53	1.26
5. People of all diversity backgrounds are included in Lee's Summit	3.17	1.27	2.78	1.34	2.61	1.32	2.45	1.26
6. Diversity and inclusion matter to me	1.45	0.97	1.67	1.07	1.79	1.12	1.95	1.19
7. Lee's Summit should take steps to create an environment that...	1.72	1.30	2.00	1.33	2.18	1.40	2.38	1.38
8. Increased diversity and inclusion within Lee's Summit would be...	1.60	1.17	2.03	1.38	2.14	1.38	2.35	1.40
9. I believe Lee's Summit is diverse	3.04	1.22	2.68	1.24	2.56	1.21	2.36	1.08
10. I believe Lee's Summit is inclusive of all people	3.09	1.27	2.85	1.32	2.73	1.28	2.57	1.24
11. The City of Lee's Summit should be actively involved in ensuring...	1.87	1.42	2.20	1.49	2.38	1.51	2.59	1.46
12. The City of Lee's Summit takes active steps to promote diversity...	3.13	1.25	2.84	1.18	2.74	1.12	2.76	1.11
13. I support the creation of a more diverse and inclusive...	1.69	1.24	2.06	1.43	2.26	1.46	2.59	1.46
14. I support the creation of a more diverse and inclusive...	1.69	1.24	2.05	1.40	2.23	1.42	2.61	1.48
15. The City of Lee's Summit has clear priorities as it relates to...	3.51	1.01	3.14	1.04	3.11	0.92	2.99	0.94
16. The City of Lee's Summit communicates what steps it is taking...	3.64	0.86	3.36	1.01	3.26	1.01	3.13	0.93
17. There are opportunities for discussions regarding diversity and...	2.91	1.18	2.80	1.12	2.76	1.01	2.79	1.01
18. I feel comfortable discussing diversity and inclusion with the City...	2.82	1.32	2.64	1.25	2.57	1.17	2.68	1.17
19. All Lee's Summit community members can openly discuss...	3.22	1.26	3.12	1.21	3.14	1.28	3.00	1.21
20. I believe the City of Lee's Summit wants to receive feedback...	2.51	1.08	2.61	1.16	2.54	1.06	2.53	1.14
21. The City of Lee's Summit provides opportunities for community...	2.76	1.07	2.75	1.00	2.70	1.02	2.66	0.97
22. The City of Lee's Summit listens to my feedback regarding...	3.24	0.96	3.04	0.97	2.99	0.91	2.95	0.93

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, where means closer to 5.00 indicate less agreement.*

**Table 5. Means and Standard Deviations for Quantitative Items by Self-Reported Age Category – Community Survey (Cont.)**

Question Item	60 - 69		70 - 79		80 and Up		DNS/DNR	
	M	SD	M	SD	M	SD	M	SD
1. All community members are treated with dignity and respect in...	2.35	1.03	2.45	0.94	2.60	0.99	2.18	1.08
2. I feel that diversity and inclusion matter to the community of...	2.36	1.05	2.42	1.07	1.98	0.97	3.27	1.10
3. I feel like I can be my authentic self in Lee's Summit	1.88	0.95	1.94	0.80	1.70	0.93	2.27	1.19
4. People of all diversity backgrounds are valued in Lee's Summit	2.40	1.04	2.66	1.02	2.53	0.95	2.82	1.40
5. People of all diversity backgrounds are included in Lee's Summit	2.38	1.03	2.58	1.02	2.53	0.97	2.73	1.10
6. Diversity and inclusion matter to me	1.88	1.07	1.86	1.07	1.66	0.84	3.30	1.25
7. Lee's Summit should take steps to create an environment that...	2.25	1.30	2.07	1.12	2.04	1.15	3.73	1.35
8. Increased diversity and inclusion within Lee's Summit would be...	2.22	1.29	2.08	1.18	2.06	1.27	3.82	1.40
9. I believe Lee's Summit is diverse	2.27	0.93	2.32	0.90	2.36	0.75	2.38	1.19
10. I believe Lee's Summit is inclusive of all people	2.40	1.03	2.61	1.04	2.70	0.88	2.29	1.25
11. The City of Lee's Summit should be actively involved in ensuring...	2.42	1.42	2.17	1.16	2.12	1.29	4.33	1.03
12. The City of Lee's Summit takes active steps to promote diversity...	2.79	1.05	2.67	0.92	2.79	0.84	3.50	1.22
13. I support the creation of a more diverse and inclusive...	2.39	1.38	2.37	1.25	2.07	1.25	4.33	0.82
14. I support the creation of a more diverse and inclusive...	2.36	1.33	2.27	1.18	1.95	1.16	4.50	0.84
15. The City of Lee's Summit has clear priorities as it relates to...	2.87	0.87	2.86	0.73	2.80	0.60	3.67	0.82
16. The City of Lee's Summit communicates what steps it is taking...	2.97	0.90	3.01	0.75	3.05	0.55	3.17	0.98
17. There are opportunities for discussions regarding diversity and...	2.75	0.96	2.58	0.82	2.68	0.74	3.25	1.26
18. I feel comfortable discussing diversity and inclusion with the City...	2.46	1.03	2.37	1.01	2.53	1.01	3.00	0.82
19. All Lee's Summit community members can openly discuss...	2.88	1.10	2.84	1.02	2.89	0.76	2.50	0.58
20. I believe the City of Lee's Summit wants to receive feedback...	2.36	0.98	2.45	0.94	2.32	0.62	3.50	1.73
21. The City of Lee's Summit provides opportunities for community...	2.59	0.96	2.64	0.79	2.79	0.58	3.25	1.26
22. The City of Lee's Summit listens to my feedback regarding...	2.82	0.90	2.88	0.78	2.89	0.67	3.75	0.96

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, where means closer to 5.00 indicate less agreement.*

**Table 6. Means and Standard Deviations for Quantitative Items by Relationship to Lee’s Summit (LS) – Community Survey**

Question Item	Live in LS (only)		Work in LS (only)		Visit LS (only)		Live and Work in LS	
1. All community members are treated with dignity and respect in...	2.46	1.17	2.65	1.14	2.87	1.12	2.46	1.23
2. I feel that diversity and inclusion matter to the community of...	2.62	1.20	2.61	1.17	2.94	1.14	2.68	1.22
3. I feel like I can be my authentic self in Lee's Summit	2.13	1.13	2.44	1.08	2.40	1.30	2.11	1.19
4. People of all diversity backgrounds are valued in Lee's Summit	2.62	1.23	2.69	1.18	2.93	1.28	2.61	1.28
5. People of all diversity backgrounds are included in Lee's Summit	2.55	1.22	2.74	1.20	2.86	1.22	2.51	1.29
6. Diversity and inclusion matter to me	1.85	1.12	1.44	0.84	1.81	1.14	1.81	1.11
7. Lee’s Summit should take steps to create an environment that...	2.21	1.36	1.91	1.26	2.13	1.35	2.23	1.34
8. Increased diversity and inclusion within Lee’s Summit would be...	2.21	1.39	1.79	1.13	2.01	1.29	2.19	1.31
9. I believe Lee's Summit is diverse	2.46	1.12	2.63	1.05	2.62	1.15	2.42	1.13
10. I believe Lee's Summit is inclusive of all people	2.61	1.20	2.83	1.04	2.88	1.27	2.69	1.28
11. The City of Lee's Summit should be actively involved in ensuring...	2.37	1.46	1.88	1.27	2.33	1.44	2.51	1.48
12. The City of Lee's Summit takes active steps to promote diversity...	2.79	1.08	2.61	1.13	2.82	1.04	2.76	1.18
13. I support the creation of a more diverse and inclusive...	2.33	1.44	1.86	1.22	2.40	1.51	2.38	1.41
14. I support the creation of a more diverse and inclusive...	2.30	1.40	1.88	1.29	2.29	1.47	2.39	1.40
15. The City of Lee's Summit has clear priorities as it relates to...	3.01	0.91	3.15	0.85	3.12	0.93	3.03	0.97
16. The City of Lee's Summit communicates what steps it is taking...	3.18	0.92	3.21	0.82	3.26	0.84	3.20	1.06
17. There are opportunities for discussions regarding diversity and...	2.77	0.99	2.80	0.91	2.97	0.95	2.67	1.06
18. I feel comfortable discussing diversity and inclusion with the City...	2.56	1.13	2.47	1.23	2.82	1.12	2.66	1.21
19. All Lee’s Summit community members can openly discuss...	2.98	1.16	3.26	1.17	3.19	1.08	3.08	1.29
20. I believe the City of Lee's Summit wants to receive feedback...	2.48	1.02	2.53	1.02	2.65	1.19	2.57	1.17
21. The City of Lee's Summit provides opportunities for community...	2.66	0.94	2.81	0.97	2.88	0.93	2.68	1.03
22. The City of Lee’s Summit listens to my feedback regarding...	2.95	0.86	2.83	0.89	3.04	0.97	3.01	1.06

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, where means closer to 5.00 indicate less agreement.*

**Table 6. Means and Standard Deviations for Quantitative Items by Relationship to Lee's Summit (LS) – Community Survey (Cont.)**

Question Item	Work and Visit LS	Live and Visit LS	Live, Work, and Visit LS	DNS/DNR*	DNS/DNR*	DNS/DNR*	DNS/DNR*
1. All community members are treated with dignity and respect in...	2.50	1.11	3.50	1.43	2.64	1.08	- -
2. I feel that diversity and inclusion matter to the community of...	2.54	1.14	2.80	1.40	2.64	1.01	- -
3. I feel like I can be my authentic self in Lee's Summit	2.04	1.10	3.00	1.76	2.07	0.83	- -
4. People of all diversity backgrounds are valued in Lee's Summit	2.75	1.17	3.50	1.35	2.79	1.19	- -
5. People of all diversity backgrounds are included in Lee's Summit	2.71	1.15	3.30	1.25	2.85	1.14	- -
6. Diversity and inclusion matter to me	1.75	1.21	1.20	0.42	1.62	0.87	- -
7. Lee's Summit should take steps to create an environment that...	1.82	1.12	1.50	0.97	1.92	1.19	- -
8. Increased diversity and inclusion within Lee's Summit would be...	1.75	1.00	1.40	0.84	2.23	1.42	- -
9. I believe Lee's Summit is diverse	2.68	1.25	2.40	1.07	2.83	1.11	- -
10. I believe Lee's Summit is inclusive of all people	2.68	1.06	3.30	1.42	2.58	1.08	- -
11. The City of Lee's Summit should be actively involved in ensuring...	1.79	1.13	1.50	0.85	2.75	1.60	- -
12. The City of Lee's Summit takes active steps to promote diversity...	2.79	1.03	2.30	1.42	3.42	0.79	- -
13. I support the creation of a more diverse and inclusive...	1.89	1.13	1.50	0.97	2.25	1.36	- -
14. I support the creation of a more diverse and inclusive...	1.86	1.15	1.40	0.97	2.33	1.44	- -
15. The City of Lee's Summit has clear priorities as it relates to...	2.86	1.01	3.60	0.97	3.08	1.00	- -
16. The City of Lee's Summit communicates what steps it is taking...	2.93	0.94	3.40	0.84	3.25	1.14	- -
17. There are opportunities for discussions regarding diversity and...	2.43	1.17	3.20	1.03	2.83	0.94	- -
18. I feel comfortable discussing diversity and inclusion with the City...	2.32	1.33	2.10	1.20	2.25	1.29	- -
19. All Lee's Summit community members can openly discuss...	2.86	1.30	3.50	1.08	3.08	1.31	- -
20. I believe the City of Lee's Summit wants to receive feedback...	2.14	1.15	3.10	1.10	2.58	1.31	- -
21. The City of Lee's Summit provides opportunities for community...	2.39	0.96	3.10	0.99	2.67	0.98	- -
22. The City of Lee's Summit listens to my feedback regarding...	2.86	0.93	3.40	0.70	2.58	0.79	- -

*Note: Several questions have been shortened in the table for report formatting. Please see the full survey item list in the appendix for complete questions. The rating scale for all items ranged from 1 – strongly agree to 5 – strongly disagree; means (M) closer to 1.00 indicate more agreement, whereas means closer to 5.00 indicate less agreement.*

*\*Please note that while 205 survey respondents did not respond to the relationship to Lee's Summit question, only a few individuals (N = 1 – 3 respondents, depending on the item) completed this survey after this question. This question was the drop-off point for the survey for most survey respondents who decided they were not interested in completing the survey. Because of the low number of respondents for this group, the means and standard deviations were omitted from this table.*

## Community Survey - Qualitative Responses Themes

The survey presented two questions asking community members what they perceived were the City's strengths and areas for improvement as it relates to diversity and inclusion in their own words. Themes are ordered based on the frequency with which they were provided in the open-ended survey questions. Additionally, they are presented as such without editorializing by H-C-H to preserve the integrity and fidelity of the data.

1. A focus on diversity and inclusion is problematic
  - a. Outside of the scope of the City
  - b. Causes division and discrimination among community residents
  - c. Political agenda being implemented
  - d. Ineffective use of financial resources
  - e. Concerns that safety and funding for the City would be negatively impacted
  
2. Community member involvement in diversity and inclusion efforts is important
  - a. Recent efforts of collecting community feedback are appreciated
  - b. Community members want to ensure that opportunities for feedback and discussion are offered regularly
    - i. Ensure that there is active solicitation of minoritized or marginalized groups' opinions
    - ii. Important to foster open and honest dialogue about diversity and inclusion within the community
    - iii. Ensure safe spaces to engage in these efforts
  - c. Create community groups that can focus on promoting diversity and inclusion
  
3. Lee's Summit efforts to promote diversity and inclusion are unclear and/or insufficient
  - a. Unclear what steps have been taken by the City to promote diversity and inclusion
  - b. Lee's Summit needs to improve in all areas regarding diversity and inclusion
  - c. Diversity and inclusion efforts have been minor
  - d. Concern that this focus on diversity and inclusion is simply for appearance's sake
    - i. The City is not willing to do the difficult work of addressing issues
  
4. School district has unique challenges regarding diversity and inclusion\*
  - a. Incidents within the school system demonstrate diversity and inclusion issues
    - i. Issues create negative publicity for Lee's Summit
    - ii. Instances of discrimination and harassment of students

- iii. Previous school district leader who focused on diversity and inclusion led to their dismissal
      - iv. Redistricting created consternation within the community
      - v. Public backlash occurred against discussing an inclusive view of history
    - b. Necessary for the school district to foster more inclusivity
      - i. Create a welcoming environment for all students
      - ii. Ensure there is time and space for diversity-related discussions
        - 1. The school district has provided these opportunities, and there is a desire to see them continued and expanded
      - iii. Critical for school leadership to support these efforts
    - c. Discussions that touch on diversity and inclusivity are outside of the scope of what schools should focus on
    - d. The school system does not actively promote diversity and inclusion
    - e. Lack of representation or diversity in school staff
5. Varying perspectives exist regarding diversity within Lee's Summit\*
  - a. Important to ensure representation in City leadership, community leaders, and employees
    - i. Lack of representation, specifically among decision-makers within the City, creates issues in meeting the full breadth of community needs
      - 1. Leadership has diversified in the recent past
    - ii. Audit hiring policies and practices to promote more diversity in the employee base
  - b. Community is diverse across a wide range of demographics
6. Concern that there is opposition and even hostility to diversity and inclusion
  - a. Appears to be biases and prejudices within the community
    - i. Issues of harassment and mistreatment for some groups within the community
    - ii. Coded language is used by community members and leadership to denigrate certain groups
    - iii. Seen as a political issue rather than a humanitarian one
  - b. Division within the community over the topic of diversity and inclusion
    - i. Hostility to conversations pertaining to diversity and inclusion
    - ii. Perceived lack of care or desire by some segments of the population to be inclusive
  - c. Feeling that there is not a safe space for minoritized or marginalized groups
  - d. Unsure if these efforts will succeed given the opinions of the community

7. The City does have a focus on diversity and inclusion, but these efforts need to be furthered
  - a. Lee's Summit officials recognize there is a need to focus on these ideals
    - i. Important for diversity and inclusion to be a vocal priority moving forward
      1. Incorporate them into everything the City does
      2. Take a long-term view in fostering diversity and inclusion
    - ii. Condemn hateful or biased behaviors and language
  - b. Desire to see tangible action
    - i. Perception that there is a lot of discussion but not much actually being done
    - ii. Concern that these efforts might be for appearance's sake
  - c. Appreciation of starting the discussion on the topic
    - i. The City acknowledges that there is a need to focus on these concepts
  - d. Further efforts are needed to achieve Lee's Summit's desired future state
8. Things are fine the way they are
  - a. There is no need to create formal initiatives to promote this
    - i. Laws are in place to prevent discrimination, and anything further is unnecessary
    - ii. People are happy with the current makeup of the City
9. Community events are important in promoting diversity and inclusion
  - a. Ensure that there is a wide array of events that highlight and celebrate various cultures, groups, religions, etc.
  - b. Promote accessibility by making these events free to attend
  - c. Host events in various areas and neighborhoods of Lee's Summit
10. Communication about diversity and inclusion within the City needs to be reconceptualized
  - a. Need for improved communication
    - i. The community is not kept up to date about efforts being undertaken
    - ii. Important to communicate regularly and in a variety of ways about these topics
  - b. Important to clearly articulate diversity and inclusion values and action is taken to promote these values
  - c. Highlight different communities and groups throughout the year and not just during specific months

11. Affordable housing is needed to ensure inclusion for all (race, age, veteran status, etc.)
  - a. Look at alternatives such as apartments, townhouses, and condominiums to provide affordable housing
    - i. Housing needs to be accessible
    - ii. Affordable housing options should be located throughout the City
  - b. Critical to the economic development of the City to provide a place where the workforce can live
12. The Diversity & Inclusion Commission's establishment and creation are important for Lee's Summit
  - a. The Commission should be given the latitude and resources to take action
  - b. Findings of data collection efforts and subsequent recommendations from this group should be made public
13. Differences in perceptions of the City's inclusiveness\*
  - a. Individuals are welcomed and treated with respect
    - i. People are not discriminated against or feel excluded
    - ii. Equal access and opportunities for all
  - b. Lee's Summit is not an inclusive place
    - i. If people are viewed as being different than the 'norm' they are not made to feel as welcomed
    - ii. Certain groups or communities feel like the City has looked the other way when issues have occurred
  - c. Important to ensure that people feel included in Lee's Summit
    - i. Not only making sure there is diversity but that everyone feels welcome
14. Support should be provided to the wide array of businesses within Lee's Summit
  - a. Support BIPOC- and women-owned businesses
    - i. Highlight these businesses (e.g., online, newsletters, etc.)
    - ii. Create incentives to attract BIPOC- and women-owned businesses
  - b. The City should have supplier diversity goals
  - c. Increased diversity among restaurants illustrates the community's support for diversity
15. Parks and other recreational amenities are inclusive and accessible
  - a. Parks have accommodations for individuals with disabilities (i.e., sign language signs, wheelchair accessibility, adaptive playground equipment)
    - i. Offerings for neurodivergent individuals could be improved
    - ii. Ensure these options are available for all parks throughout the City

- b. Gamber Community Center caters to all residents within Lee's Summit
- c. Sports offerings attract a diverse crowd and promote inclusivity

16. Diversity and inclusion educational opportunities for the community would be beneficial

- a. Offer voluntary diversity and inclusion training to the community
- b. Require diversity and inclusion training for employee populations that interact closely with the community
- c. Leadership-specific training for those in elected positions is needed

17. Infrastructure and amenities should be improved

- a. Ensure accessibility of businesses and public spaces
- b. Increased public transportation offerings would benefit the City
- c. Ensure that improvements happen in all areas of Lee's Summit and not just affluent areas

18. Focus on a broad definition of diversity in addition to race and gender (e.g., the aging population, neurodivergent individuals, individuals with disabilities, the LGBTQIA+ community, socioeconomics, etc.)

\* Denotes a theme that was editorialized due to differing opinions among respondents

## Interview Themes

Altogether, 15 interviews were conducted with 20 individuals representing the City of Lee's Summit key community stakeholders. Stakeholders represented a wide range of backgrounds, industries, and areas of Lee's Summit. Themes are ordered based on the frequency with which they were discussed, and the emphasis placed on them within the conversation.

Themes are also written as shared by participants. They are presented as such without editorializing by H-C-H to preserve the integrity and fidelity of the data.

1. The City should have a strategic approach to fostering diversity and inclusion
  - a. A general understanding of diversity and inclusion efforts exists, but specific priorities and values are unclear
  - b. Develop concrete goals and metrics to track progress
  - c. Diversity and inclusion should be woven through everything the City does
  - d. Craft clear, broad definitions of diversity and inclusion
  
2. Diversity and inclusion communication should be improved
  - a. Unclear what action has taken place to promote diversity and inclusion
    - i. Information is not shared on a regular basis
    - ii. Indicates that this topic is not a priority
  - b. Methods of communication should be reevaluated to reach the entire community
    - i. Diversify approaches to communicate
    - ii. Create a central location to visit for up-to-date information on diversity and inclusion
  
3. Affordable housing is necessary to promote inclusion
  - a. Hostility from segments of the community towards these efforts
  - b. Important to have housing available for Lee's Summit businesses to have an adequate workforce
  
4. Develop strategic partnerships with local organizations to create and execute initiatives
  - a. The City has existing partnerships with local agencies focused on ensuring community needs are met
  - b. Important to foster synergy and alignment among the variety of different entities working on diversity and inclusion initiatives within the City

5. Issues around diversity and inclusion are apparent in the school district
  - a. Diversity of students and their needs should be important considerations
    - i. Focus on providing opportunities for all children to succeed
    - ii. Concern that transgender students and BIPOC (Black, Indigenous, Person of Color) students experience hostile situations
  - b. Previous problems regarding diversity and inclusion loom large within the community
    - i. Difficulty in promoting diversity and inclusion
    - ii. Recent efforts have attempted to address issues
6. Lee's Summit is diverse in a variety of ways
  - a. Seen an increase in overall diversity in recent years
  - b. Segments of the community might not be fully aware of the issues experienced by other segments
    - i. Requires a different approach than what has been done in the past to meet the needs of the entire community
  - c. Need to focus on a broad definition of diversity
7. Lack of broad understanding of diversity and inclusion
  - a. Potential hostility and discomfort to the concept from sections of the community
  - b. Important to ensure a widespread understanding of the importance of diversity and inclusion
  - c. Create learning opportunities to clarify misconceptions about diversity and inclusion
8. Provide forums for community members to share their perspectives
  - a. Allows for a clear understanding of issues, opportunities, and barriers
  - b. Gives community members a chance to interact with one another and have productive conversations
9. Promote events and celebrations that highlight various groups and cultures
  - a. Example celebrations:
    - i. Heritage and history months
    - ii. Pride month
    - iii. Religious holidays
  - b. Events should be broadly communicated in a variety of ways
10. The community values diversity and inclusion
  - a. General recognition that diversity and inclusion is important

b. Desire to see tangible action moving forward

11. Results of the data collection efforts should be made available to the public

- a. Desire for transparency in this process
- b. Provides a sense of accountability for change

12. The City needs to be diverse and inclusive in terms of its workforce

- a. Diversity of City employees and officials is important
- b. Ensure that the employee base reflects the community it serves

13. Diversity & Inclusion Commission is taking steps to address diversity and inclusion

- a. Collecting data to understand the potential issues before acting
- b. Focus will be on creating ways to strengthen the City

14. City leadership is willing to tackle the issue

15. Not all community members are aware of Lee's Summit's diversity and inclusion efforts

- a. Have not seen tangible efforts or action
- b. Unaware of the existence of Diversity & Inclusion Commission

16. The community is welcoming and respectful

- a. People are friendly with one another despite there being differences in backgrounds, experiences, and perspectives
- b. Forms a base for promoting more inclusivity

## Focus Group Themes

Altogether, six (6) focus groups were conducted with fifty-one (51) individuals representing City of Lee's Summit community members. Focus groups were conducted with distinct groups based on the results of the community interviews and the survey.

Themes are ordered based on the frequency with which they were discussed, and the emphasis placed on them within the conversation. Themes are presented as shared by participants during the session unless noted otherwise.

### Overall Themes

1. Communication efforts should be evaluated, and new methods implemented to keep the entire community informed
2. The City is welcoming, and people feel included with a sense of belonging
3. Important to provide opportunities for all segments of the population to voice their perspectives and engage in dialogue about diversity and inclusion
4. The priorities and values regarding diversity and inclusion for Lee's Summit are unclear
5. The City would benefit from developing new partnerships and expanding existing ones with community organizations to serve all segments of the community more effectively
6. Divisiveness exists within the City related to the concepts of diversity and inclusion
7. Affordable housing would benefit the community of Lee's Summit

### Aging Adults/Senior Citizens

1. Lee's Summit is welcoming and inclusive
  - a. Feeling of welcome and inclusion exist in the City
  - b. Improvements have occurred in the recent past but there is always room for more improvement
  - c. Unclear why there needs to be a focus on diversity and inclusion
2. Affordable housing is important for the City
  - a. Certain individuals and groups cannot afford to live in Lee's Summit
    - i. Older adults and recent graduates who may have lived in the City for years need to find alternatives elsewhere
    - ii. Negatively impacts the ability to attract people for certain jobs (e.g., teachers, police, EMTs, etc.)
  - b. Concerns in the community about affordable housing negatively impacting safety
3. Public transportation does not exist within the City

- a. Exacerbates the problems that a lack of affordable housing creates in terms of available workforce
- 4. The City has highlighted the importance of diversity and inclusion but the overarching goal, or what actions will accompany this, remain unclear
- 5. Communication is a challenge
  - a. Important to find a variety of ways to communicate that are both virtual and physical (e.g., website, physical signage, tables/booths in frequently visited areas, talking points with various community organizations, television, etc.)
  - b. Diversity & Inclusion Commission needs to provide opportunities for citizens to participate in efforts moving forward
- 6. Variety of ways to provide opportunities for community members to provide feedback
  - a. Use public spaces (e.g., parks, recreational centers) to advertise efforts
  - b. Partner with religious institutions and community organizations to hear from their attendee/client base
    - i. Specific examples included: Greater Kansas City Chamber of Commerce, Mid-America Regional Council, Arts Commission
  - c. Work with organizations (chambers of commerce, commissions, etc.) to hear from a variety of groups

#### BIPOC Individuals

- 1. Desire for more racial/ethnic diversity in institutions within the City
  - a. Currently there is a lack of diversity within the employee base, specifically those that are community facing
  - b. Decision-makers within the City need to represent the entirety of the community (e.g., City Hall, internal positions, commissions/committees, etc.)
  - c. Lack of Black-owned businesses in the City
- 2. The City makes efforts to be welcoming
  - a. Celebrations and events designed to bring the community together
  - b. Some members of the community actively try to make everyone feel welcome
- 3. Racial/ethnic diversity within the community has increased in recent years but overall diversity remains relatively small
- 4. Issues exist that demonstrate a lack of inclusion
  - a. Bias in language and behaviors from some segments of the community
- 5. Commitment to promoting diversity and inclusion within the City is not seen as clearly
  - a. Discussion occurs, but there is a lack of tangible action
  - b. Diverse perspectives and opinions are not readily sought out

- i. BIPOC individuals are not given or offered a seat at the table and instead need to force the issue to have their voice heard
- 6. Diversity and inclusion communication needs to be improved
  - a. Find ways to effectively reach out to all segments of the population about events, volunteer opportunities, efforts, etc.
  - b. Develop methods to easily allow citizens to raise issues, voice concerns, and provide feedback
  - c. Create a repository of individuals who can be tapped into who are interested in participating in diversity and inclusion efforts

#### Diversity & Inclusion Commission Members

- 1. The City has made efforts to try and improve in this area
  - a. Officials are engaging in efforts to understand the City's strengths and areas for development
- 2. May be some hesitancy from the community in engaging in diversity and inclusion efforts
  - a. People may be unsure what this entails or why it is important
    - i. Important to clearly communicate the benefits of this focus
    - ii. Highlight how every individual can play a role in fostering diversity and inclusion
  - b. Some may not want to engage in the difficult work of promoting these ideals
  - c. Active resistance is from a vocal minority within the community
- 3. Communication about diversity and inclusion represents a challenge
  - a. Important to consider how to reach out to the various segments of the community
  - b. Approaches should be varied to maximize the potential reach
- 4. Affordable housing should be a priority for Lee's Summit
  - a. Provide a variety of options to meet the needs of the community
  - b. This remains a divisive topic within the community
- 5. The City's workforce should, at minimum, reflect the diversity of the community
- 6. Offer opportunities for citizens to be involved in diversity and inclusion efforts
  - a. Critical to hear the voice of the community in determining priorities and action items
  - b. Institute spaces for community members to engage in diversity and inclusion conversations
  - c. Create diversity and inclusion liaisons who can act as contact points within the community
- 7. Provide free diversity and inclusion learning opportunities for the community

- a. Training on relevant topics (e.g., unconscious bias, inclusive language, the importance of diversity and inclusion, etc.) for citizens to expand their understanding
  - b. Offer more celebrations, events, and fairs that highlight various identities and affinities
8. Create partnerships with local organizations focused on serving various segments of the community (e.g., health, faith-based, civic, and service organizations, etc.)
- a. Specific examples included: Greater Kansas City Chamber of Commerce Diversity & Inclusion Committee, Samuel U. Rodgers Health Center, and Rotary International

### General Community

1. The community is welcoming to individuals
  - a. People feel welcomed and included within the City
  - b. Respect for differences in backgrounds, experiences, and characteristics
    - i. Issues do exist and occur occasionally
2. Police department is focused on providing help to all segments of the community who need it
3. Concern that the school district has issues around diversity and inclusion
  - a. Lack of racial diversity in teaching staff
    - i. Important for BIPOC students to see representation
  - b. Some students experience mistreatment and bullying
  - c. Material may not represent an accurate view of history
4. Some segments of the population move to surrounding cities that can better meet their needs
5. The City is making efforts to attract “minority-owned” businesses
  - a. No apparent overarching plan or goal
  - b. Important provide opportunities for businesses owned by individuals from minoritized groups while still making wise financial decisions
  - c. Diversity of restaurants and cuisines is appreciated
6. The City is making progress towards becoming more diverse and inclusive
  - a. Trying to make small, incremental change to go from great to excellent
  - b. Opportunities for citizen feedback speaks to the importance placed on these efforts
7. Affordable housing is necessary within the City
  - a. Necessary to ensure an adequate workforce
8. The City needs to clarify priorities and goals for diversity and inclusion
  - a. Determine what needs to happen and communicate it in a variety of ways (i.e., online and physical media)

- b. Focus on executing tasks to accomplish identified goals
  - c. Communicate about and celebrate successful efforts and initiatives
- 9. Create opportunities for citizens to be involved in providing feedback, engaging in discussions, and working toward goals
  - a. Provide these regularly
- 10. Additional ways to foster diversity and inclusion:
  - a. Diversifying events, celebrations, and festivals
  - b. Coordinate services of community organizations and institutions to reach out to the entirety of the community more effectively
  - c. Create an official position within the City dedicated solely to diversity and inclusion
  - d. Focus broadly on diversity (i.e., veteran status, age)

### Individuals that Work with Youth

1. Number of activities and resources for youth
  - a. Free options ensure accessibility of activities for the entire population
    - i. Those that are not free often provide scholarships or funding, but there are still some options that are not accessible
    - ii. Need to continue to find ways to make sure offerings are financially accessible
  - b. Organizations seek to meet the needs of all youth within the City
2. Transportation within the City creates difficulties for youth
  - a. Difficult to utilize services or engage in activities without public transportation
3. Priorities around diversity and inclusion for the City are not clear
  - a. Have seen more of a focus on diversity and inclusion in general in recent years
  - b. Several organizations that operate within the area have clear priorities
4. Youth are generally welcoming and inclusive
  - a. Instances of some groups of youth being marginalized
    - i. Need to recognize differences exist, and there is a need to be respectful and welcoming to all
5. Communication needs to highlight the City's offerings and the focus on diversity and inclusion
  - a. Find unique ways to communicate to youth what the City is doing
  - b. Marketing materials need to highlight diversity directly and indirectly
6. Number of partnerships already exist among organizations that provide services to youth
  - a. Efforts and resources are effectively coordinated and allocated as needed
  - b. Community cares about ensuring services for youth and provides support

7. Actively reach out to youth to involve them in future efforts and initiatives
  - a. Find ways to get feedback from youth to see what they need and what they want offered
  - b. Encourage youth to be a part of determining how to implement this information in future initiatives
8. Divisiveness in society, as well as the City, could negatively impact diversity and inclusion efforts
  - a. Preconceived notions could lead to resistance to efforts to meet the needs of the various segments of the population
  - b. Local media has shown Lee's Summit in a negative light which has increased divisiveness
9. Find ways for people to interact with those different than them in a respectful way
  - a. Community events and activities bring people together and engage in a shared experience
  - b. Provide opportunities for people to engage in respectful dialogue and find common ground

#### LGBTQIA+ Community Members

1. The City is making some efforts regarding inclusion for the LGBTQIA+ community, but these efforts come up short
  - a. No celebration for Pride Month
  - b. Segments of the community actively avoid discussions of LGBTQIA+ as an aspect of diversity
  - c. Beneficial to highlight support for the LGBTQIA+ community within the Lee's Summit community
2. Mixed feelings about inclusion within the City\*
  - a. Some individuals feel as if they can be themselves, while others do not feel this way
  - b. Issues within the school district that affects inclusion for LGBTQIA+ youth
3. Create a space for people to have conversations about diversity and inclusion
  - a. Discover the experiences of various groups within the City
  - b. Engage in dialogue to learn about various groups and identities
  - c. Provide education on topics such as pronouns, transgender needs, suicide rates among LGBTQIA+ youth, etc.
4. Develop partnerships with organizations in the surrounding area to support Lee's Summit LGBTQIA+ community
  - a. Important to have resources for youth that are catered to their specific needs rather than generalized offerings

- b. Communicate about partnerships that exist or will be formed to keep the community up to date
  - c. Specific examples included: Trevor Project, Kansas City Center for Inclusion, GLSEN, Lee's Summit Educational Foundation, Lee's Summit CARES
5. Resistance within the community to the LGBTQIA+ community
- a. Segments of the population are hostile which negatively impact efforts for inclusion

\* Denotes a theme that was editorialized due to differing opinions within the group

## Community Survey Questions

The following items were presented in the Community Diversity and Inclusion Survey. Except for the qualitative items, all items were asked to be rated using the following agreement anchors: 1 – strongly agree, 2 – agree, 3 – neither agree nor disagree, 4 – disagree, 5 – strongly disagree.

### Quantitative Survey Questions

#### *Community-Focused Questions*

**Prompt:** *The following questions refer to Lee’s Summit’s community and your perceptions as a member of the community. Please rate your agreement with the following items below as honestly as possible.*

1. All community members are treated with dignity and respect in Lee’s Summit.
2. I feel that diversity and inclusion matter to the community of Lee’s Summit.
3. I feel like I can be my authentic self (i.e., I don’t need to downplay aspects of who I am) in Lee’s Summit.
4. People of all diversity backgrounds (age, race/ethnicity, gender, cultures, etc.) are **valued** in Lee’s Summit.
5. People of all diversity backgrounds (age, race/ethnicity, gender, cultures, etc.) are **included** in Lee’s Summit.
6. Diversity and inclusion matter to me.
7. Lee’s Summit should take steps to create an environment that embraces diversity within the community.
8. Increased diversity and inclusion within Lee’s Summit would be beneficial to the entire community.

**Note:** *Diversity and inclusion definitions were provided ahead of the next two questions as a reminder of how the survey defined diversity and inclusion.*

9. I believe Lee’s Summit is diverse.
10. I believe Lee’s Summit is inclusive of all people.

### **City-Focused Questions**

**Prompt:** The following questions refer to the City of Lee's Summit as an organizational entity with a Mayor, City Council, City Manager, employees, etc. Please rate your agreement with the items below as honestly as possible.

11. The City of Lee's Summit should be actively involved in ensuring diversity and inclusion within the community.
12. The City of Lee's Summit takes active steps to promote diversity and inclusion within the community.
13. I support the creation of a more diverse and inclusive environment for the community members of Lee's Summit.
14. I support the creation of a more diverse and inclusive environment for the employees of Lee's Summit.
15. The City of Lee's Summit has clear priorities as it relates to diversity and inclusion.
16. The City of Lee's Summit communicates what steps it is taking to promote diversity and inclusion.

### **Discussions and Feedback Regarding Diversity and Inclusion**

17. There are opportunities for discussions regarding diversity and inclusion in Lee's Summit.
18. I feel comfortable discussing diversity and inclusion with the City of Lee's Summit.
19. All Lee's Summit community members can openly discuss diversity and inclusion.
20. I believe the City of Lee's Summit wants to receive feedback from community members regarding diversity and inclusion.
21. The City of Lee's Summit provides opportunities for community members to provide feedback regarding diversity and inclusion.
22. The City of Lee's Summit listens to my feedback regarding diversity and inclusion.

### **Qualitative Survey Questions**

1. What do you think Lee's Summit is doing well in the areas of diversity and inclusion?
2. What do you think Lee's Summit could improve or further develop in the areas of diversity and inclusion?

## Community Interview Questions

The following items were asked to all interview participants by a trained H-C-H facilitator. Questions in italics are follow-up questions that were asked in addition to the primary question in order to provide clarity regarding the question. All questions were reviewed and approved by the City of Lee's Summit's D&I Commission Assessment Study Committee prior to the interviews.

Prior to the start of the interview, all interview participants were provided an introduction that included a brief introduction of the project, the D&I Commission's mission statement, a confidentiality statement, and broad and inclusive definitions of diversity and inclusion. Following this introduction, the following questions were asked to all interviewees:

1. Tell me a little about your relationship to the City of Lee's Summit.
2. What have you heard about the City of Lee's Summit Diversity & Inclusion (D & I) initiatives and plans?
3. From your perspective, what are the biggest strengths for the City of Lee's Summit in terms of diversity and inclusion?
4. From your perspective, what are the biggest issues or challenges for the City of Lee's Summit in terms of diversity and inclusion?
5. Does the City of Lee's Summit have clear priorities and values for D&I?
6. Based on your vantage point, what do you think should be the strategic priorities or goals regarding D&I for the City of Lee's Summit? Why?
7. What are the biggest opportunities for the City of Lee's Summit in terms of promoting D&I? *Are there any areas that are being missed or underutilized?*
8. From your perspective, what should be the City of Lee's Summit's next steps with respect to D&I? *Immediate and long-term?*
9. Is there any additional information we should capture regarding D&I in the City of Lee's Summit?

## Community Focus Group Questions

The following items were asked to all focus group participants by a trained H-C-H facilitator. Questions in italics are follow-up questions that were asked in addition to the primary question in order to provide clarity regarding the question. All questions were reviewed and approved by the City of Lee's Summit's D&I Commission Assessment Study Committee prior to the focus groups.

Prior to the start of the focus group, all focus group participants were provided an introduction that included a brief introduction of the project, the D&I Commission's mission statement, a confidentiality statement, broad and inclusive definitions of diversity and inclusion, and focus group ground rules. Following this introduction, the following questions were asked to all focus group participants in order to generate conversation among the group members:

1. From your perspective, what are the biggest strengths for the City of Lee's Summit in terms of diversity and inclusion? *Ask broadly and then specifically about this group.*
2. From your perspective, what are the biggest issues or challenges for the City of Lee's Summit in terms of diversity and inclusion? *Ask broadly and then specifically about this group.*
3. Does the City of Lee's Summit have clear priorities and values for D&I? *Ask broadly and then specifically about this group (e.g., Is it clear how Lee's Summit is trying to create an inclusive space for GROUP?)* What should these priorities and goals be?
4. Do you personally feel included in the community? Do you feel comfortable and safe being yourself in the community? Why or why not?
5. How could the City more effectively communicate about D&I? How can it more effectively reach [GROUP]?
6. One of the themes from the survey was providing more opportunities for citizens and community members to have input in D&I decision-making. How could the City and the D&I Commission go about doing that for [GROUP]?
7. OPTIONAL: Which partnerships with local and national organizations do you think that Lee's Summit should invest in to further promote D&I? *Ask broadly and then specifically for this group.*
8. What barriers do you see potentially impacting Lee's Summit's diversity and inclusion journey? *E.g., lack of community support, unclear goals, etc.*
9. What would you like to see Lee's Summit do to promote more diversity and inclusion?
10. Is there any other information we should capture regarding D&I in the City of Lee's Summit?