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# WEBSTER GROVES

## **Diversity, Equity, & Inclusion Assessment Report – Final Copy**

February 1, 2022

**Confidential Information**

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# Executive Summary

Hicks-Carter-Hicks (H-C-H) was selected to partner with the City of Webster Groves (the City) to understand better the City's strengths, challenges, barriers, opportunities, and areas for development related to diversity, equity, and inclusion (also known as "DEI"). To accomplish this, several data collection methods were used throughout the assessment process.

To start this process, interviews and focus groups were designed to understand individuals' perceptions of diversity, equity, and inclusion within the City and its work in the community. The City and H-C-H selected individuals for the interviews and focus groups jointly. Focus groups and interviews were conducted to gain a wide range of perspectives from a diverse grouping of individuals. Altogether, H-C-H conducted 10 interviews with 11 total Webster Groves employees. Additionally, six focus groups (four with City employees and two with community members, resulting in focus groups with twenty-five employees and eleven community members) were conducted. Lastly, a community survey was distributed, via electronic and print communications (see Survey Methods section for specific distribution methods). These distribution methods resulted in 523 partial responses and 410 fully completed responses. The survey was used to ensure that community members who were not selected for focus groups but still wanted to participate were given a chance to participate in the DEI assessment and that all residents could voice their opinions.

The interviews and focus groups data were grouped into themes using content analysis, which is best practice with qualitative data. This process involves grouping similar ideas into themes based on the participants' responses during these sessions. Numerous themes emerged from both the interviews and the focus groups and highlighted both strengths and areas for development. Below are highlighted some of the most prominent themes that arose. See Section 2 for a full list of themes.

In terms of the interviews, the most significant theme was a lack of clear understanding of the City's diversity, equity, and inclusion priorities. While these may be briefly discussed at specific points in time or generally understood, there is a lack of clear City-wide values communicated internally to employees. Secondly, while some departments within the City do match the diversity of the City, others fail to do so for various reasons. Some reasons mentioned included applicant pools, culture/history of the job or department, and leadership approach. Finally, employees noted that the City is very diverse across a wide range of individual characteristics, and as a result, the community values diversity, equity, and inclusion efforts.

Focus groups were conducted with both employees and members of the community. These different audiences provided unique perspectives from one another. Employees who participated in these focus groups noted that recruitment and hiring processes for City positions were critical to promoting diversity, equity, and inclusion. However, challenges are hindering this approach, including attracting applicants and posting jobs in ways to increase applicant pools. Participants also noted that the Police Department engages in a number of unique initiatives to attract

applicants and diversify applicant pools. Adapting these approaches to other areas and departments might be beneficial to employees. Members of the community highlighted in their focus groups an appreciation for the City focusing on the importance of diversity, equity, and inclusion and its importance for the City to stay a healthy and vibrant community. With that being said, participants also highlighted that a lack of alderperson or ward system creates a diffusion of responsibility for addressing community concerns or issues. This can hinder progress in many areas, including diversity, equity, and inclusion.

After the focus groups were completed, the survey was disseminated to the community and responses were collected. Once averages and standard deviations were calculated, the survey found that most respondents agree that the Webster Groves community should value DEI and supported DEI efforts but skewed more neutral on whether the Webster Groves community actively promotes inclusion and values individuals of all different backgrounds. When asked about the City of Webster Groves as an organizational entity, respondents generally were unaware of what the City is currently doing concerning DEI and skewed more towards neutral in their responses on these items. However, on items referring to what the City of Webster Groves should be doing with respect to DEI, responses more frequently skewed towards agreement that the City should be taking active steps toward promoting DEI.

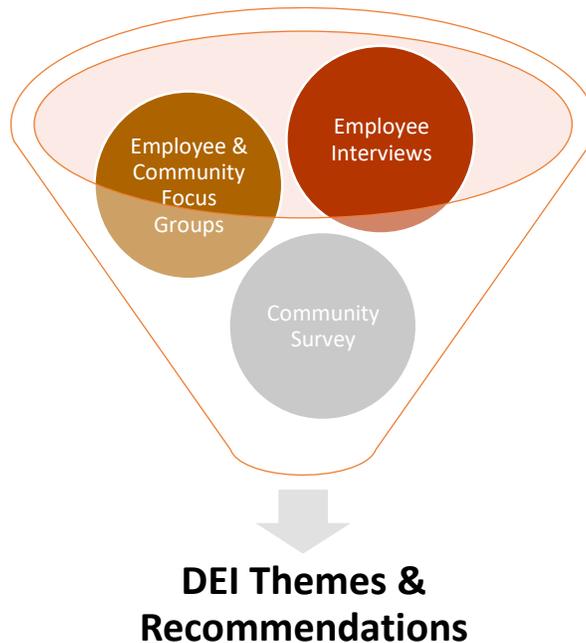
Upon reviewing responses by race, different racial groups responded differently across numerous items. For example, standard deviations indicated that Black individuals varied greatly in their responses on all items. Latina/o/e/x individuals felt that DEI is important but were less optimistic on whether differences were valued and included than most other groups, on how the City of Webster Groves as an entity is doing concerning DEI, and largely disagreed that the City of Webster Groves listens to DEI issues. Those who opted not to identify themselves racially or ethnically skewed more towards disagree on all survey items.

The survey also provided open-ended questions allowing participants to share their perspectives on diversity, equity, and inclusion within the City in their own words. Two main themes emerged from these responses. Firstly, individuals highlighted that the City's attempts at creating affordable housing were an opportunity for promoting diversity, equity, and inclusion. The Douglass Hill project was identified numerous times. It was met with mixed reactions, with some in favor of it and others fearing that it would not have the desired positive impact of creating a more diverse, equitable, and inclusive environment. The second-largest theme involved concern that a focus on diversity, equity, and inclusion was outside the City's scope and should not be an area of focus. Individuals were concerned that this focus would lead to more division among the community. Instead, participants suggested the City should be exclusively focused on providing basic services to its residents.

As part of this project, H-C-H has provided a number of recommendations for the City's consideration. These recommendations are based solely on the responses gathered from the assessment and are informed by academic research and best practices in the field. While a complete list can be found in Section 4, one of the major recommendations for the City to consider is to craft DEI priorities, values, goals, and actions regarding diversity, equity, and inclusion. The majority of respondents had a general idea that these ideals are a focus for the City but had difficulty clearly articulating what they are and what they mean in action. Creating a clear set of priorities and values would alleviate this problem and clarify action, policies, and procedures that promote these ideals.

## Data Collection Process

The City of Webster Groves partnered with H-C-H to conduct an assessment designed to understand its current state better and how to continue being a leader in the realm of DEI. To accomplish this, several different methods of collecting pertinent information were used, as shown in the illustration below.



The information gathered via these methods was analyzed and put into themes that were then used to create the recommendations provided in Section Three of this report.

## Interview Themes

Altogether, 10 interviews were conducted with 11 individuals representing City of Webster Groves employees. Employees represented a wide range of departments, hierarchy levels, and backgrounds. Themes are ordered based on the frequency with which they were discussed, and the emphasis placed on them within the conversation.

1. Priorities and values around DEI are not clear to all employees
  - a. Most people are not aware of what these values are or that they even exist
    - i. Some noted that there was information about DEI values in their employee handbook, but it was never stressed as important
    - ii. Those who were aware of these efforts recognize that a specific focus on DEI is a newer endeavor and that things will become clearer over time
  - b. Information about DEI is typically not provided unless employees ask for it specifically
    - i. Communication does not happen about things not directly tied to job
    - ii. "Need to know" basis for things that the city is doing, including DEI
  - c. Many employees are there just to do the job, nothing more
    - i. Focus just on job-related information on tasks and avoid peripheral things such as DEI
  - d. Some departments have these values internally
2. Some departments match the diversity of the City, but others struggle to do so
  - a. Effort is being made by the City Council to diversify decision-makers within the City
    - i. Beginning to trickle into other levels of management
  - b. Lack of diversity within departments are often due to issues outside of these department's control
    - i. Very little representation of women and BIPOC individuals in some departments due to the jobs in these departments not historically being seen as career paths for women and racial minorities
    - ii. Issues/problems impacting BIPOC individuals and women
      1. Instances of "who you know" system for requirements
      2. Existing adverse impact in prerequisites such as certificates
      3. No guarantee of a job after spending years in training
      4. Training for certifications is a full-time/time-consuming effort, which many people cannot afford to do
    - iii. Public trust with the police department is being addressed on an ongoing basis
      1. For segments of the community, there is fear and mistrust, which tends to result in reluctance, disbelief, and disrespect
        - a. Working on understandings why the lack of trust exists and addressing it
      2. Both the community and the police department would benefit from truly listening to each other and hearing what is being said
        - a. Community officer position exists and has been making efforts to connect with the community

- i. Currently, communicating this role hasn't been successful in informing the community that this role exists
      - b. Suggestion to have more community engagement officers and generally more officers that reflect the community
    - c. Some leaders are the cause of a lack of diversity in their departments
      - i. "Buddy system" when it comes to hiring
      - ii. Promoted if you are sycophantic to the leader
3. City, as a whole, is diverse (e.g., racially, ethnically, socioeconomically, religion, etc.)
  - a. Diversity has been embraced in the community
4. Hiring and recruiting presents opportunities to promote DEI
  - a. Diversity of applicant pool is a major pain point
    - i. Applicant pool tends to be homogenous
    - ii. Expanded recruiting and advertising efforts are needed to diversify applicant pools
  - b. Need to change perceptions of who does certain jobs
    - i. Inform school-age children about potential career paths
    - ii. Scholarship programs for underrepresented groups
    - iii. Sponsorship programs to support BIPOC individuals and women who want to join departments that have time-consuming, expensive, or unpaid requirements (i.e., paramedics license, fire academy, police academy, etc.)
  - c. Find ways to encourage people to stay
    - i. BIPOC turnover is high because of better opportunities and pay elsewhere
    - ii. Provide appropriate facilities for women (sleeping quarters, etc.) as needed
    - iii. Make sure that discrimination issues are addressed promptly
  - d. Hire people who are open-minded to all types of diversity
    - i. Make sure that people who hire are also open-minded and not only hiring their friends
5. New city manager helps promote diversity and inclusion within the City
  - a. Engages in open dialogue with employees regularly
  - b. Seen as the cause of new DEI efforts such as diversifying leadership in key positions
    - i. Many are excited for this change whereas others feel that it may have been rushed
      - 1. Still need more diversity in other important community-facing positions such as in City Hall
      - 2. Change is difficult, and there is concern over what some of these changes mean for employees and their work
6. Increasing inclusion—not just diversity—is an opportunity to promote DEI
  - a. Certain departments are already taking active steps to accomplish this

- i. Increasing camaraderie, trying to change cultures of exclusion historically associated with some departments, and diversifying employees who work with the public directly are examples of steps being taken
  - b. While some diversity training exists, it's not very effective
    - i. Desire for a facilitator-run training with a knowledgeable instructor
    - ii. DEI is important, but it is left to people with very little experience and knowledge to talk about it
  - c. DEI needs to be regularly communicated (i.e., monthly newsletters, emails, etc.)
    - i. Messages don't always trickle down; need to make an effort to reach everyone with more widespread communication
- 7. Departments are siloed
  - a. Employees are not sure about what other departments are doing regarding DEI
    - i. Approaches that work could be implemented across different departments
  - b. Some don't feel DEI is an issue at all and are unsure why the audit is needed
- 8. Departments have differing levels of resistance to change regarding DEI
  - a. Some departments feel that change of this nature is welcome
    - i. Curious how to further improve
    - ii. Feeling that the majority of people across departments will be open to DEI change
    - iii. Creating and communicating milestones will let people know what the path of change looks like throughout the entire process
  - b. Some departments say that change will be difficult or will be met with resistance
    - i. Some employees are comfortable with how things have always been done
      - 1. Previous management never pushed for change, so individuals may not be comfortable with change
    - ii. Certain individuals have a very loud voice and will impact others' perceptions
- 9. Important to gather the perspective of women and BIPOC individuals
  - a. Benchmarking districts that are successfully hiring and retaining women and BIPOC individuals would provide insight for the City
  - b. Some efforts are being made to hear from these groups in certain departments
    - i. Need this to be true for every department across the City
  - c. Provide opportunities to hear from the city residents themselves, such as listening sessions where residents can discuss their experiences
- 10. The City promotes DEI, but there is still room for growth
  - a. DEI has become a key focus in recent years
    - i. Should have been addressed years ago
- 11. Attempting to promote more inclusivity in the City by providing affordable housing
  - a. Attempts are being made to help address the housing issue
  - b. Housing divide exists, and public servants need to reflect the people they are serving
    - i. Divide may prevent residents from engaging in city services

12. DEI Council could help create a more diverse, equitable, and inclusive environment within the City

- a. Should constitute individuals from all departments and areas
- b. Important to reflect the diversity of the community
- c. Focus is on addressing DEI issues and developing solutions

## Focus Group Themes

Altogether, six focus groups were held, with four consisting of employees and two with members of the community. In total, 25 employees and 11 community members participated across these focus groups. Themes are broken out by employees and community members.

### Employee Themes

1. The City's recruiting and hiring practices are critical for promoting DEI
  - a. Police Department has utilized college/university job fairs, internships, etc. to diversify their applicant pool
    - i. Benefit in adopting these practices across departments
  - b. Concern that DEI for the City involves hiring less qualified individuals based solely on demographic variables
  - c. Difficult to attract and retain employees for virtually all positions with the City
    - i. Largely due to compensation
  - d. Creating an online database of City jobs that could easily be accessed by the community could help improve the diversity of employees
  - e. Physical signage could further promote City jobs
2. Differing perceptions exist as to the City's priorities and commitment to DEI
  - a. City is aware of DEI and is actively trying to promote these ideals
    - i. Audit process highlights that DEI is a priority to the City
    - ii. New city manager has made this a priority
    - iii. Some directors view DEI as important and work to promote it
      1. Not true across all departments or teams
  - b. Lack of clear communication to employees
    - i. Discussions about DEI are held at senior levels but not communicated downward
    - ii. Information is only provided at new hire orientation and then never discussed again
    - iii. Employees feel like they are not told the 'why' but what to do instead
  - c. Lack of clear directions or goals around DEI
    - i. Not sure what the City is hoping to accomplish
      1. Need to have concrete actions and direction
3. The community cares about DEI
  - a. Community is working to promote change in this sphere
  - b. Conscious effort by the City to keep the community involved and informed on this topic
    - i. Reasoning behind decisions and initiatives is not always clearly communicated to the community
  - c. Benefit in leveraging sites/forums to further conversations around DEI within the City
    - i. Town hall meetings provide this opportunity
      1. Doing so only virtually may restrict opportunities for those without access to the internet

- 2. Important to advertise these meetings heavily using online and physical methods to ensure high levels of turnout and participation
    - ii. Need to continue to actively reach out and provide opportunities for the community to share their perspective
- 4. Lack of opportunities exist for interpersonal interaction among employees
  - a. Company picnics, holiday parties, etc. provided an opportunity for employees from different areas to come together to interact
    - i. Helps develop rapport and improves morale
- 5. Equal opportunities are available for all employees
  - a. Everyone has the same access to trainings, promotions, and other opportunities within the City
  - b. Should continue to promote employment opportunities in a variety of places to increase diversity
- 6. Diversity of City employees is becoming a strength for the City
  - a. City employee base is trending towards increased diversity, specifically racial and ethnic diversity
    - i. Attempt to make sure that the City employees mirror the community being served
  - b. Feeling that the City workforce represents the community quite well
    - i. Especially true with the City Council, which is far more diverse than it has been in the past
- 7. Important to highlight what is being done to promote DEI
  - a. Advertise what steps have been taken or are currently underway and how they help foster increased DEI
- 8. Perception that the entire DEI process is just for show
  - a. Feeling that this will not lead to any true change
- 9. Potential resistance to this project because it is a change project, and people can be set in their ways
  - a. Especially difficult with issues around low morale lately

## Community Themes

- 1. City Council has done a good job of highlighting the importance of DEI
  - a. Council members are taking an active role in promoting DEI
    - i. Working to address the needs of the diverse community of Webster Groves
    - ii. Tackling adjacent topics related to sustainability (e.g., bike lanes, electric cars, etc.)
- 2. Difficult to formally engage in discussions with City officials
  - a. No designated alderperson for wards
    - i. Dispersed responsibility means that things can easily be ignored from the top

- ii. Instances of this in the past on issues that could have been largely addressed by policy
- 3. New city manager provides a different direction
  - a. More strategically focused in general and specifically regarding DEI
- 4. Lack of clear messaging as to the City's DEI priorities and actions
  - a. Community wants to know what is being done and why it is being done
    - i. City has a history of a lack of transparency
      - 1. Clarity on goals and actions ensures accountability
  - b. City website should detail the City's mission, vision, values, priorities, and goals around DEI
  - c. Fear that this focus could fade over time
    - i. Desire to see long-term change
  - d. Lack of clarity makes it difficult to ensure that DEI is woven through everything the City does
- 5. Disconnect between espoused views and actual action
  - a. Refusal of the City to acknowledge issues around DEI and instead argue that it doesn't represent Webster Groves
    - i. Instances of racially-oriented graffiti, verbal intimidation, etc.
    - ii. Important to acknowledge issues so that the City can move forward
  - b. Housing ordinance being overturned highlighted issues around DEI
    - i. Racially-motivated attacks, language, and arguments to prevent lower-income families from obtaining housing
- 6. Hiring practices fail to promote DEI
  - a. Very little diversity in City employees
    - i. Lack of affordable housing or transportation could be having an adverse impact specifically on BIPOC individuals
- 7. Important to recognize the history of Webster Groves and try to ensure that its legacy is honored

## Survey Data

### Survey Design & Distribution

The City of Webster Groves distributed a survey to community members to obtain a large quantity of feedback regarding DEI within the Webster Groves community. Survey items were created using Hicks-Carter-Hicks' (H-C-H) DEI survey questions, which are guided by DEI best practices. The survey items were further customized using themes generated from the interviews and focus groups.

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). In the first half of the survey, respondents were told that the questions referred to the Webster Groves community and to respond using the anchors accordingly. In the second half, the respondents were told that the questions referred to the City of Webster Groves as an organizational entity employing city employees. These questions were given an additional anchor point of “I do not know” to ensure that those not as familiar with the City’s operations and governance could participate in the second half of the survey.

The City of Webster Groves distributed the survey link and description via electronic and print communications. These included social media posts on Twitter, Instagram, and Facebook (one post on each platform); three mentions of the survey in the Friday Page E-Newsletter; an email to all of the City’s email groups; and publishing the survey information and link in the Webster Kirkwood Times (print).

The survey received six hundred and ten (610) total responses, with five hundred and twenty-three (523) responses completing most of the survey and four hundred and ten (410) responses of those initial total responses completing the entire survey.

### Survey Analysis Methodology

Survey responses were collected for three weeks. Throughout the course of the survey being open, several communications were distributed by the City of Webster Groves to obtain participants. This project's goal was to hear from community members with a wide variety of backgrounds and experiences. Demographic diversity represented by gender identity, racial and ethnic identity, and age can all be found in Table 1 below. While these three categories do not represent all demographic categories that make up individuals in general or within the City of Webster Groves, these three demographic categories were chosen to limit the amount of data collected that could potentially identify community members who took the survey.

Within the three demographic categories, there was quite a bit of diversity within reported gender identity and age representation. However, there was little racial and ethnic diversity within the sample. After reviewing U.S. Census data for Webster Groves, it was determined that while there was not much racial diversity in the sample, the diversity of the respondents included in the survey were largely representative of the City of Webster Groves – where U.S. Census data found that 9.9% of Webster Groves citizens identify as a race or ethnicity that could be considered non-White, 7.8% of survey respondents identified as a race or ethnicity that could be considered non-White. After reviewing the U.S. Census data further, this small difference in data is likely due to

not receiving data from those who identify as Asian (represented in the survey as East Asian, Asian American, South Asian, or Indian American). This population represents 1.3% of the Webster Groves population. Future survey initiatives surrounding DEI topics may want to target further Black, Indigenous, and People of Color, especially those who may identify themselves as Asian American and Indian American.

## Results Reporting

Each survey question was reported on by overall responses and by racial/ethnic category. Some race and ethnicity categories had a small representation in the responses. Responses from individuals in race and ethnicity categories with fewer than eight responses were aggregated into a single category to protect the participants' anonymity. Specifically, those who identified themselves as Arab American/Middle Eastern ( $N = 1$ ), Native American/Alaskan Native ( $N = 2$ ), or identified themselves as more than one race or ethnicity (mixed, multiracial, multiethnic;  $N = 7$ ) were combined into a single category to protect the respondents' identities.

All responses can also be found in graph form in the Supplemental Report.

## Survey Data Tables

**Table 1. Demographic Frequencies, Means, and Standard Deviations**

Survey Completion Statistics	N	M	SD
Total Responses	601		
Completed Some	523		
Completed All	410		
Personal Demographics			
	N	M	SD
Gender			
Female	343	-	-
Male	130	-	-
Non-Binary/Gender Non-conforming	5	-	-
Agender	1	-	-
Preferred not to answer/Other	42	-	-
Race / Ethnicity			
Black, African American, or Afro-Caribbean	22	-	-
East Asian or Asian American	0	-	-
Latina/o/x/e or Hispanic American	9	-	-
South Asian or Indian American	0	-	-
Pacific Islander	0	-	-
Native American or Alaskan Native*	2	-	-
Middle Eastern or Arab American*	1	-	-
Mixed, Multiracial, Multiethnic*	7	-	-
White (Non-Hispanic) or Caucasian	404	-	-
DNS/DNR/Other/Preferred not to answer	78	-	-
Age			
Overall	472	50.59	13.42
Age Categories (Generated)			
Below 18	1	-	-
18-24	8	-	-
25-34	35	-	-
35-44	118	-	-
45-54	139	-	-
55-64	84	-	-
65 and Older	85	-	-

*\*Included in aggregate race/ethnicity category*

**Table 3. Frequencies, Means, and Standard Deviations for all Quantitative Questions**

Question Item*	N	M	SD
What is your age?	480	50.59	13.42
Diversity should be an important consideration for the City of Webster Groves.	458	1.95	1.21
Increased diversity, equity, and inclusion within the City of Webster Groves would be beneficial to the entire community.	458	1.90	1.21
The City of Webster Groves should be actively involved in ensuring diversity, equity, and inclusion within the community.	457	2.07	1.33
I support the City of Webster Groves' efforts to create a more diverse, equitable, and inclusive environment for its citizens.	455	2.09	1.35
Diversity, equity, and inclusion matter to me.	454	1.79	1.15
I feel that diversity, equity, and inclusion all matter to the community of Webster Groves.	454	2.36	1.25
I feel like I can be my authentic self in Webster Groves.	454	2.11	1.06
People of all cultures and backgrounds are valued in Webster Groves.	455	2.85	1.13
People of all cultures and backgrounds are included in Webster Groves.	456	2.99	1.15
I believe Webster Groves has achieved diversity, equity, and inclusion.	456	3.47	1.21
The City of Webster Groves has clear priorities as it relates to diversity, equity, and inclusion.*	287	3.03	1.01
The City of Webster Groves takes active steps to promote diversity, equity, and inclusion.*	293	2.81	0.97
It is important for the City of Webster Groves to ensure diversity, equity, and inclusion when recruiting and hiring employees.*	394	2.20	1.31
The City of Webster Groves provides opportunities for discussions regarding diversity, equity, and inclusion.*	310	2.75	0.96
I support the City of Webster Groves' efforts to create a more diverse, equitable, and inclusive environment for its employees.*	408	2.02	1.27
The City of Webster Groves listens to the community on diversity, equity, and inclusion issues.*	332	3.04	1.05
Leadership within the City of Webster Groves reflects the diversity of the community.*	364	3.17	1.05
The City of Webster Groves communicates what steps it is taking to promote diversity, equity, and inclusion.*	347	3.15	1.05
I feel comfortable discussing diversity, equity, and inclusion with the City of Webster Groves.*	403	2.66	1.14

*The rating scale for all items, except for "What is your age?" 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.*

*\*Item included an "I do not know" option in addition to other anchors, but this was not calculated into averages as to create consistency amongst item responses. Counts for those who responded with "I do not know" can be found in the supplemental document.*

**Table 4. Means and Standard Deviations by Race / Ethnicity (cont'd on next page...)**

Question Item*	Black N = 22		Latinx N = 9		Aggregate* N = 10	
	M	SD	M	SD	M	SD
What is your age?	44.45	14.99	45.13	11.28	46.50	9.68
Diversity should be an important consideration for the City of Webster Groves.	2.36	1.71	1.44	0.73	2.00	1.22
Increased DEI within the City of Webster Groves would be beneficial to the entire community.	2.45	1.82	1.56	0.88	1.89	1.27
The City of Webster Groves should be actively involved in ensuring DEI within the community.	2.32	1.73	1.67	1.12	2.22	1.48
I support the City of Webster Groves' efforts to create a more diverse, equitable, and...	2.50	1.79	1.56	0.88	2.33	1.32
Diversity, equity, and inclusion matter to me.	2.00	1.63	1.44	0.73	1.89	1.27
I feel that DEI all matter to the community of Webster Groves.	2.64	1.62	2.33	1.12	2.75	0.89
I feel like I can be my authentic self in Webster Groves.	2.50	1.57	2.33	0.87	2.57	1.27
People of all cultures and backgrounds are valued in Webster Groves.	2.59	1.62	3.00	1.22	2.88	1.64
People of all cultures and backgrounds are included in Webster Groves.	2.64	1.56	3.11	1.27	3.50	1.51
I believe Webster Groves has achieved DEI.	3.23	1.51	3.78	1.30	3.63	1.30
The City of Webster Groves has clear priorities as it relates to DEI.**	3.05	1.35	3.60	1.14	3.57	1.13
The City of Webster Groves takes active steps to promote DEI.**	2.72	1.27	3.20	0.84	2.86	1.21
It is important for the City of Webster Groves to ensure DEI when recruiting and...**	2.38	1.83	2.14	0.69	2.88	1.81
The City of Webster Groves provides opportunities for discussions regarding DEI.**	2.53	1.47	3.00	1.10	2.86	1.07
I support the City of Webster Groves' efforts to create a more diverse, equitable, and ...**	2.18	1.74	1.71	0.76	2.38	1.69
The City of Webster Groves listens to the community on DEI issues.**	3.47	1.22	4.00	0.71	3.13	1.13
Leadership within the City of Webster Groves reflects the diversity of the community.**	3.40	1.43	3.20	0.84	3.86	1.07
The City of Webster Groves communicates what steps it is taking to promote DEI.**	3.26	1.19	3.33	1.21	3.14	1.21
I feel comfortable discussing DEI with the City of Webster Groves.**	2.43	1.47	2.71	1.11	3.00	1.31

Note: Some questions have been shortened in the table for report formatting. Please see Table 3 for the complete survey item list. The rating scale for all items, except for "What is your age?" 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.

\*\*"Aggregate" category includes those who identified themselves as more than one race or ethnicity, Middle Eastern/Arab American Individuals, and Native American/Alaskan Native individuals. Groups were aggregated to protect participant identities, as participation rates for these three categories were very low.

\*\*Item included an "I do not know" option in addition to other anchors, but this was not calculated into averages as to create consistency amongst item responses. Counts for those who responded with "I do not know" can be found in the supplemental document.

**Table 4. Means and Standard Deviations by Race / Ethnicity (cont'd)**

Question Item*	White N = 404		DNS/DNR* N = 78	
	M	SD	M	SD
What is your age?	51.44	13.30	48.54	13.82
Diversity should be an important consideration for the City of Webster Groves.	1.75	1.05	3.00	1.39
Increased DEI within the City of Webster Groves would be beneficial to the entire community.	1.69	1.02	2.98	1.33
The City of Webster Groves should be actively involved in ensuring DEI within the community.	1.86	1.17	3.23	1.50
I support the City of Webster Groves' efforts to create a more diverse, equitable, and...	1.86	1.18	3.34	1.45
Diversity, equity, and inclusion matter to me.	1.61	0.98	2.82	1.37
I feel that DEI all matter to the community of Webster Groves.	2.21	1.18	3.10	1.31
I feel like I can be my authentic self in Webster Groves.	2.03	0.99	2.38	1.17
People of all cultures and backgrounds are valued in Webster Groves.	2.93	1.07	2.51	1.15
People of all cultures and backgrounds are included in Webster Groves.	3.08	1.09	2.54	1.18
I believe Webster Groves has achieved DEI.	3.56	1.15	2.93	1.30
The City of Webster Groves has clear priorities as it relates to DEI.**	3.04	0.92	2.79	1.22
The City of Webster Groves takes active steps to promote DEI.**	2.83	0.95	2.68	0.93
It is important for the City of Webster Groves to ensure DEI when recruiting and...**	1.96	1.14	3.45	1.25
The City of Webster Groves provides opportunities for discussions regarding DEI.**	2.73	0.88	3.00	1.10
I support the City of Webster Groves' efforts to create a more diverse, equitable, and ...**	1.80	1.10	3.22	1.31
The City of Webster Groves listens to the community on DEI issues.**	2.89	0.98	3.58	1.16
Leadership within the City of Webster Groves reflects the diversity of the community.**	3.13	1.00	3.22	1.17
The City of Webster Groves communicates what steps it is taking to promote DEI.**	3.12	1.00	3.28	1.23
I feel comfortable discussing DEI with the City of Webster Groves.**	2.58	1.05	3.13	1.36

Note: Some questions have been shortened in the table for report formatting. Please see Table 3 for the complete survey item list. The rating scale for all items, except for "What is your age?" 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.

\*\*"DNS/DNR" category includes those who did not specify their race/ethnicity, did not respond to the item but completed the survey, preferred not to answer, and those who identified as "Other" (N<sub>other</sub> = 3).

\*\*Item included an "I do not know" option in addition to other anchors, but this was not calculated into averages as to create consistency amongst item responses. Counts for those who responded with "I do not know" can be found in the supplemental document

## Qualitative Responses Themes

1. Affordable housing is important for the City and would promote diversity, equity, and inclusion
  - a. Douglass Hill project is met with mixed reactions
    - i. While some appreciate this effort and see the benefit, others are concerned that this will not actually provide affordable housing and further segregate Webster Groves
    - ii. Concern that it would create a building to physically and symbolically separate North and South Webster Groves
  - b. Destruction of historic homes creates problems for affordable housing within the City
  - c. Disappointment that attempts to provide more opportunities for affordable housing were met with resistance from the community
    - i. Highlights resistance to diversity, equity, and inclusion within the community
2. A focus on DEI is unnecessary and even problematic
  - a. DEI is outside of the scope of a city's responsibility
    - i. Focus should remain only on providing services
  - b. Focusing on DEI promotes more division between people
    - i. Focus should instead be on what people have in common
    - ii. Results in certain segments of the community—specifically, white individuals—being made to feel bad or that they are hated
  - c. In hiring, there should be no consideration of individual differences and instead hire the most qualified person for the position
  - d. The community of Webster Groves is already diverse and inclusive, so there is no need to focus on related initiatives
3. Increasing diversity within City employees and committees is important
  - a. Ensure that there is adequate representation of the community in employees and committees (e.g., race, ability, etc.)
  - b. Diversity of City employees, specifically leadership, has improved over the years
    - i. Glad that this has improved, and there is a need to ensure that this trend continues
  - c. When there are open positions, cast a wide net to diversify the applicant pool
4. Soliciting feedback from the community to hear various perspectives is critical
  - a. The current survey provides an opportunity to hear from all members of the community
    - i. Reach out specifically to disenfranchised and minoritized groups within the community to gather their input and views
  - b. Ensure that the City is gathering input and feedback from members of communities that will be impacted by initiatives
    - i. Feeling that the City gathers feedback but does not actually listen in the end when it comes to decision-making

5. Communication regarding the City's DEI priorities, values, and initiatives could be improved
  - a. Different levels of knowledge within the community of the City's DEI priorities and corresponding action
    - i. Some respondents know generally that DEI is important based on communication and initiatives
      1. Lack of clarity on concrete goals
      2. Desire to see action based on these goals
    - ii. Other respondents are unaware of any DEI priorities or actions
      1. No knowledge that this is important or of anything done to promote it
  - b. Communicate the DEI priorities and ideals broadly and frequently
    - i. Highlighting that this is an issue that the City wants to address
    - ii. Honesty and transparency are necessary in these conversations
  
6. Neither the City nor the community promotes DEI
  - a. Concern that the City, and leadership specifically, fails to consider minoritized or marginalized members of the community (e.g., BIPOC individuals, those of lower socioeconomic status, etc.)
    - i. Appears to be a great deal of discussion about DEI but no action or tangible change
      1. Focus seems to be on making wealthy residents happy rather than taking care of the needs of all citizens
  - b. The community at large does not seem welcoming of diversity
    - i. Unwilling to engage in the change required to promote these ideals
  - c. Some of the focus appears to be for show rather than actual change
    - i. Need to listen to minoritized communities and take action to promote DEI
  
7. Pool access is an area of concern regarding DEI
  - a. Historical issues with pool access that has improved
    - i. Appreciation for increased accessibility but also a feeling that accessibility could be improved even further
  
8. Ensure the community of Webster Groves understands what DEI means and why it is important
  - a. Appears that most attempts to promote inclusion and equity are met with resistance from the community
    - i. Hold forums where the City can share why DEI is important and what is being done to promote these values
    - ii. Provide opportunities for structured conversations among citizens around DEI
      1. Allow community members to share their experiences and voice their opinions
  - b. Option for City-sponsored learning opportunities focused on promoting DEI (e.g., workshops, lectures, training sessions)
    - i. Would allow people to understand DEI better

9. Webster Groves is diverse, equitable, and inclusive
  - a. Welcoming to all people regardless of individual differences
  - b. Discrimination does not occur in either government services or private business within the City
10. Events and celebrations can help communicate the City's stance on DEI
  - a. Pride Day, Juneteenth, Hispanic Heritage Month, and other similar events/celebrations communicate the importance of diversity in the City
  - b. Free events allow individuals from all economic statuses to participate and promote inclusivity within the City
11. Existence of boards and committees focused on promoting DEI (e.g., The Alliance for Interracial Dignity, etc.) are important
  - a. Shows that the City places importance on making everyone feel as if they belong
    - i. Leverages the insight, skills, and passion within the community for these ideals
  - b. Important to support this group by providing resources to help them do this work
12. Police-community engagement outreach and officers promote DEI within the City of Webster Groves
13. Engaging in conversations around DEI is appreciated, and there is a need for this to continue
  - a. Appreciate the willingness of the City to have difficult conversations regarding DEI
  - b. Create avenues and opportunities in the future for people with different backgrounds and experiences to engage in dialogue with one another
14. Take steps to celebrate Webster Grove's history
  - a. Affirming the North Webster community and other historically black communities within the City
    - i. Recognized by the historical society and should be continued to be recognized
    - ii. Ensure events take place in North Webster
  - b. Invest in infrastructure and housing in this community
15. Create incentives for businesses that are owned by minoritized individuals to open up in Webster Groves
  - a. Would increase the diversity of business owners
  - b. Attract minoritized groups to visit and/or move to Webster Groves
16. New city manager brings a focus on DEI and has made it a priority
  - a. Brings a perspective that Webster Groves has not had in the past
17. Changing to a ward system ensures that all community members' voices are heard

- a. Community members are not sure who to go to with concerns or who owns certain projects
  - i. Diffuses responsibility

18. Improvements to parks across the City has shown value placed on DEI

- a. Parks in traditionally Black neighborhoods have been upgraded
  - i. Shows that the City cares about all the communities within the City

19. Appears that racial diversity is shrinking within the City

- a. Fewer BIPOC residents highlights that work needs to be done to promote diversity within the City

H-C-H structures its recommendations to produce short-term wins that keep employees excited about and engaged in the change process. Following this approach, we have structured the recommendations to highlight the steps the City can take to produce short- and long-term success in the area of DEI. These 'Next Steps' help feed into both intermediate and long-term goals.

## Next Steps

1. Develop a DEI strategy and plan to leverage strengths and address barriers
  - a. Craft a DEI vision and mission statement as well as values detailing the importance of diversity, equity, and inclusion to Webster Groves
    - i. Clarifies the importance of DEI to the community and City employees
    - ii. Ensures accountability toward these efforts
    - iii. Display these items in places where all community members can see them
      1. Online forums, such as on websites and social media
      2. Physical forums, such as signage in City buildings
  - b. Craft community and employee communication plans to disseminate created statements and values, definitions of DEI held by the city, and implications of DEI in the City
    - i. Ensures that everyone is on the same page concerning DEI in the City
    - ii. Initially dispels myths surrounding DEI (e.g., myths that suggest that DEI doesn't include White individuals; myths that suggest that DEI focuses on employment means getting less qualified individuals, etc.)
2. Establish a DEI Council consisting of City employees and community members
  - a. Made up of individuals representing different backgrounds, perspectives, and hierarchy levels to ensure well-rounded perspectives
  - b. Takes ownership of determining the most appropriate DEI initiatives within the City
    - i. Goal is to have this group take the data presented and work to identify barriers and new policies and procedures to foster a diverse, equitable, and inclusive City
      1. Present ideas to the city council for approval and execution
      2. Executive sponsor from city council or senior leadership within the city provides support and ensures the committee remains on task
    - ii. Utilizes the talents, skills, and passion found within Webster Groves
    - iii. Eliminates issue of diffused responsibility
3. Foster inclusivity and equity in recruitment, hiring, and retention practices
  - a. Recruitment
    - i. Ensure inclusive language (e.g., gender, physical ability, etc.) in job advertisements and descriptions
    - ii. Forge partnerships with local community organizations that work with minoritized groups

1. Post jobs with these organizations to obtain a wide array of applicants
2. Leverage the knowledge and relationships these organizations possess to tailor offerings or initiatives to adversely impacted groups
3. Establish internship programs to highlight jobs and careers within the City
4. Communicates the desire to create an inclusive and equitable environment
- iii. Benchmark best practices across departments
  1. The police department has a variety of initiatives in place that could be adapted for use in other departments
- b. Hiring
  - i. Utilize panel interviews that are inclusive
    1. Showing diversity within the panel highlights the importance of diversity for the City
    2. Applicants can see others who look like them as a part of the organization
  - ii. Create standard operating procedures
    1. Clear guidelines reduce the chances of personal biases impacting decision-making (e.g., decision process mapping, blind resume review, panel interviews, unconscious bias awareness training, etc.)
  - iii. Include questions assessing the applicant's perspective of diversity and inclusion
    1. Questions should be based on the DEI strategy and plan
4. Hold regular listening/discussion sessions internally and externally to focus on the concepts of diversity, equity, and inclusion
  - a. Internal discussions ensure the focus is maintained on upholding the DEI strategy and plan
    - i. Provides a structured opportunity for all organizational members to voice their opinions and perspective
      1. Useful in ensuring adherence to the plan, overcoming barriers, and addressing concerns
    - ii. Maintains a consistent flow of information between leadership and employees
      1. Employees are kept up to date on important information
  - b. External sessions are useful in gathering data while also communicating the importance of diversity, equity, and inclusion
    - i. Forum for members of the community to provide feedback and share ideas to foster more equity and inclusivity
    - ii. Opportunity for the City to share information about efforts and initiatives designed to increase diversity, equity, and inclusion
    - iii. Use this as an opportunity to dispel myths surrounding DEI within the community and show the benefits of DEI within the City