

DOVER HUMAN RELATIONS COMMISSION

The Dover Human Relations Commission (DHRC) met on October 17, 2019 at 6:00 p.m. with Chairman Gaddis presiding. Members present were Mr. Fleming, Mrs. Herbert, and Ms. Paige. Ms. Mullen and Mr. Rocha were absent.

ADOPTION OF AGENDA

Mrs. Herbert moved for approval of the agenda, seconded by Ms. Paige and unanimously carried.

Discussion of Revisions to the DHRC Strategic Plan

Mr. Gaddis provided a handout titled “City of Dover Human Relations Commission Strategic Plan 2019-2021” (**Attachment #1**) for members to review individually.

I. Introduction

Mr. Gaddis asked members if they had any additions, corrections, comments, observations, or amendments.

II. Mission

There was no discussion.

III. Vision

Responding to Mr. Gaddis, Mrs. Herbert stated that she did not think the proposed strategic plan needed to be changed, but that she was thrilled with the vision section because it was one clean sentence that says what they want to do and it is something members could remember.

IV. Long-Term Objectives

Mrs. Herbert asked if the Commission needed to include in the plan how they would accomplish the objectives “promote” and “develop.” She expressed concern with the intake form in III. Vision - Mission Component - A.2 of the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, noting that she was under the impression that the intake form was something that someone with a problem would give to the Commission. Mrs. Herbert advised that she did not know they were assessing the community based on the intake form. Mr. Gaddis asked Mrs. Herbert if she would suggest putting a period after conflict and leaving the rest out since that would be an indication of how the Commission would be going to accomplish the objectives. Responding, Mrs. Herbert stated she would because members have discussed that intake forms were to let members know that somebody had an issue. She noted that it would be better to leave it open ended as to how they were going to do that.

Mr. Gaddis agreed with Mrs. Herbert because members should not be trying to figure out how to accomplish these objectives until the new strategic plan is adopted by Council. He stated that after it is adopted by Council, then they will figure out how to do it. Mr. Gaddis stated he would agree with removing those four words. Mr. Fleming stated that he understood the reasoning, but thought one of the reasons members wanted an intake form mentioned was so that people would understand that they are bringing the intake form back. He noted that members would not necessarily limit the

ways to measure and monitor community relations solely through an intake form, but he thought members wanted to say or mention the intake form so that people know what it is and may know where to get one if they were having problems.

Mrs. Herbert stated that the Commission needs an intake form, but that it was putting the cart before the horse, that first members have to outline what they are going to do, and then have an intake form and put it out. She noted that they should just leave it and then the intake form should stand by itself somewhere. Mr. Fleming stated that he agreed and that he just wanted the term in there so everyone would know what it is and would be able to dispense one if they were requested. Mrs. Herbert noted that it would go along with their work, once they have developed a strategic plan then members would present it to different groups and people and tell them how to use it. Mr. Gaddis stated if members mention an intake form, it sounds like it is the only way, and if they take out those four words, it leaves it open ended and members can hope to develop various ways. Mr. Fleming stated that he agreed and understood.

Mr. Fleming moved to recommend striking the words “using an intake form,” from the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Mission Component - A.2, seconded by Mrs. Herbert and unanimously carried.

Mr. Fleming suggested placing the phrase “one of the means of establishing a process would be the use of the intake form,” or “an intake form,” in the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Mission Component - C.1. Mrs. Herbert agreed it was the right area for the intake form but stating “such as an intake form,” because it is not going to be the first thing members put out. She stated C.1 could include “such as an intake form and information provided by our other partners,” or just leave it out and wait until they have an intake form.

Ms. Paige suggested placing the intake form in the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Mission Component - C.2. Mrs. Herbert noted that the Commission handles incidences through C.2. Mr. Fleming stated that he would prefer not to include the intake form in C.2 with the State. Mrs. Herbert stated that the State handles just two things: discrimination and housing. She noted that the State gave her a long list of other places to refer things that do not come under those categories. Ms. Paige stated she was thinking along the lines of someone calling the Commission to try to state a complaint. One of her responses would be, “would you please complete an intake form,” because sometimes the person can get a better idea when they put it in writing or even see if they are really serious about it if they put it on an intake form or a complaint form, and then it would appear to her as though they could review the forms and see whether or not members may need to make a referral or whether it is something that they could handle themselves.

Mr. Fleming asked if C.1 could read as “Determine when a diversity, inclusion, and/or human relations issue exists and establish a process for responding to complaints, such as an intake form, and take action to resolve or improve the situation.”

Responding to Mrs. Herbert, Mr. Fleming stated to use the intake form as an example.

Ms. Paige noted that the NAACP does not deal with complaints if the person does not complete an intake form. Mr. Fleming stated that he just wanted to see the intake form mentioned somewhere so that when Council approves the strategic plan they will understand that it is one of the ways the Commission gathers information. Mrs. Herbert stated that the intake form could fit in a part where it lists using such tools as verbal referrals, intake forms, and written complaints. Mr. Gaddis stated that it could be placed in proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Mission Component - C.1 and read as, "Develop a means such as an intake form, written complaint or a verbal complaint, in order to determine when a diversity, inclusion, and/or human relation issue exists, and establish a process for receiving and responding to complaints and take action to resolve or improve the situation." Mr. Gaddis noted that would leave the Commission wide open.

Responding to Mrs. Herbert, Mr. Gaddis stated that it does not mean the Commission is restricted solely to what they have said and that it would go under C.1.

Mr. Fleming moved to recommend amending the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Mission Component - C.1 to read as, "Develop a means such as an intake form, written complaint or a verbal complaint, in order to determine when a diversity, inclusion, and/or human relation issue exists, and establish a process for receiving and responding to complaints and take action to resolve or improve the situation,". The motion was seconded by Mrs. Herbert and unanimously carried.

Mr. Gaddis stated that he had a correction in proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Competency Transparency and Accountability - D.5 that "see" should read as "seek."

Mr. Fleming noted that he thought somewhere in the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, there was a place that indicated that the Commission would be allowed to meet groups and go places other than just meeting at City Hall, but he was not sure. Mrs. Herbert responded, stating that she thought they were allowed to attend events, festivals, and things but as individual members and if they got together as members to do actual work it had to be at City Hall. Ms. Janella Tauchus, Administrative Assistant, stated that it cannot appear as if members are talking about City or DHRC business outside of their official meetings because it is in the City's code.

Mr. Gaddis stated that they have to get the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021 passed by Council before members decided how they are going to accomplish things. Mr. Gaddis referenced the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Competency Transparency and Accountability - D.1 and stated that it would mean that members would be allowed to develop activities.

Mrs. Herbert noted that there was a typographical error in III. Vision - Mission Component - Objectives - B.3. Responding, Mr. Fleming stated that his concern was not with needing a way to get permission to do anything before members did it, but being able to do a variety of things members deem necessary to promote D.1. Mrs. Herbert stated that she was confused because when Ms. Mullen wanted to put on an event she was told she could not.

Mr. Fleming moved to recommend revising the proposed City of Dover Human Relations Commission Strategic Plan 2019-2021, III. Vision - Mission Component - Objectives - B.3 to include, “and create programs and events,” seconded by Ms. Paige and unanimously carried.

Mr. Gaddis emphasized that the Commission put in the phrase, "a link to Ordinance 2013-15, Sec. 58-36 Powers and Duties," so that citizens are aware that there is a Commission and what they are allowed to do, supposedly by Council.

V. Implementation and Organizational Structure

Mr. Gaddis reviewed V. Implementation and Organizational Structure and recommended eliminating the words “long-term,” because the proposed strategic plan does not have long-term objectives. Mr. Fleming noted that they also need to take out long-term in front of strategic objectives.

Responding to Mr. Fleming, Mrs. Herbert suggested also striking “short-term”, feeling that they should not have any kind of timeline. Mr. Gaddis stated he was tempted to take out the word “goals” as well, since they have goals. He noted that they will include priorities and initiatives. Mrs. Herbert stated that they would also have to go with shorter periods of time. Mr. Gaddis stated he had a problem with that and Mrs. Herbert agreed.

By unanimous consent, members moved to recommend eliminating the words, “long-term,” and “short-term,” from the proposed strategic plan.

Mrs. Herbert moved to recommend that the last sentence of the first paragraph of City of Dover Human Relations Commission Strategic Plan, 2015-2018 - V. Implementation and Organizational Structure read “These work plans will include priorities and initiatives.” The motion was seconded by Mr. Fleming and unanimously carried.

Mrs. Herbert stated that the old plan called for some professional experiences or skills that some of the members do not have to correctly measure performance. She noted that their performance measures are a very tricky thing.

Mr. Gaddis suggested removing “long term,” from the second paragraph. Mr. Fleming noted that “objections” in the second paragraph should be “objectives.” Mr. Gaddis noted that the committee system had not worked for as long as he has been on the Commission. He noted that the previous chairman appointed him chair of the Governmental Policy, Programs, and Practices Committee and could not get anybody to work with him and he also tried unsuccessfully on his own. Mrs. Herbert stated that it suggests that people should be brought in from the community, but since the

Commission cannot get enough people to fill their Commission it would be difficult. Mr. Gaddis stated that he has only been in Dover since 2008 and he does not know enough people.

Mrs. Herbert stated that it seems to go around to the same people, that there is a small group of people in the community that do some of the stuff, but questioned if the Commission has to have that section on the strategic plan.

Responding to Mr. Gaddis, Mrs. Herbert clarified that she questioned the section regarding implementation and organizational structure. She noted that she can see the Commission having the organizational structure, but the issue is what Council wants them to do. She noted that the strategic plan should mention that they are an advisory board, not a decision making board, but that they will meet on a regular basis to develop, implement, and monitor work for specific strategic objectives assigned to the committee. Mr. Fleming stated that he agreed with Mrs. Herbert and suggested including the sixth paragraph of proposed City of Dover Human Relations Commission Strategic Plan, 2015-2018 - V. Implementation and Organizational Structure and to eliminate the rest, specifying what committees there may be. He noted that they could make that decision if and when the time comes. Mrs. Herbert agreed with Mr. Fleming and stated that the other part that disturbs her is that at least three members of the Dover Human Relations Commission (DHRC) are included. She stated that she was looking at three members at the meeting and believed it was too specific. Mrs. Herbert stated that they need to say they can implement people to work on strategic goals if necessary. She noted that suggestions they make would not necessarily be controlled by the City Council, but knows that their presentation would be. Mrs. Herbert stated she could see members doing a festival if they got permission to do it or starting things like Community Day. She noted that the current strategic plan sounds like it was written in a college handbook and taken from it. Mr. Gaddis stated or a bureaucracy.

Mr. Gaddis stated that he thought the first paragraph makes sense, as revised, once the Commission adopts priorities and initiatives. He asked if the second paragraph could be eliminated. Mrs. Herbert asked if they could keep paragraph one and two and leave out the rest. She noted that they would be saying it suggests that the committee structure be utilized to make these improvements. Mrs. Herbert asked if they have to say how many people and who has to be on it. Mr. Gaddis suggested eliminating the third and fourth paragraphs on page five of V. Implementation and Organizational Structure, and eliminating everything on page six.

Mrs. Herbert stated that they have to add that the functional committees are advisory, not decision making. She noted that Council will insist that be in there, to make sure we know. Mr. Gaddis suggested adding that statement to the second paragraph.

Responding to Ms. Paige, Mrs. Herbert stated that they would leave that particular sentence and strike everything else. Mrs. Herbert noted that she thought they had too many words, that it is confusing and they are trying to get it down to the basics. She stated that they will have certain things it has to set up and they know that there will be times when they have to have functional committees. Mrs. Herbert stated they need to understand that they are advisory, not decision making.

Mrs. Herbert recommended keeping the last sentence on page five. Mr. Gaddis agreed.

Responding to Mr. Gaddis, Mrs. Herbert recommended eliminating the third paragraph on page five because it is telling members exactly how many members to have and who. She noted they would be very fortunate to get enough people to make a committee.

Mrs. Herbert moved to recommend striking the third paragraph under the City of Dover Human Relations Commission Strategic Plan, 2015-2018 - V. Implementation and Organizational Structure on page five in its totality. The motion was seconded by Mr. Fleming.

Ms. Paige asked if that gives the Commission the right to include outsiders and where they are able to do that. Responding, Mrs. Herbert stated that they should be able to make up their functional committees as they see fit. She noted that City Council has not told them that they cannot and they have said add advisors, et cetera, and that is not going to be easy. Mrs. Herbert stated that the more words they put in, the harder it is going to be to create their committees. Mr. Gaddis suggested finding outside people to help them and if they get caught and City Council objects, fine. He noted that this is the way some things actually do work. Mr. Gaddis noted the members know people and to fake it.

The motion to recommend striking the third paragraph under the City of Dover Human Relations Commission Strategic Plan, 2015-2018 - V. Implementation and Organizational Structure on page five in its totality was unanimously carried.

Mr. Gaddis stated that Mrs. Herbert suggested and members agreed to move the last sentence of paragraph four into paragraph two. Mr. Gaddis asked if there was anything in paragraph four worth keeping besides the last sentence. Responding, Mrs. Herbert stated that most of the paragraph is repetitive in telling members they have to meet.

Mrs. Herbert moved to recommend moving the last sentence of paragraph four to be the last sentence in paragraph two. Mr. Gaddis stated that he thought they already agreed on that. *(City Clerk's Office Note: There was no second to Mrs. Herbert's motion to recommend moving the last sentence of paragraph four to be the last sentence of paragraph two; therefore, this amendment must be reconsidered.)*

Mr. Fleming moved to recommend striking the fourth paragraph under the City of Dover Human Relations Commission Strategic Plan, 2015-2018 - V. Implementation and Organizational Structure on page five, seconded by Mrs. Herbert and unanimously carried.

Mr. Gaddis requested members to turn to page six of the City of Dover Human Relations Commission Strategic Plan, 2015-2018. Mrs. Herbert asked if they would strike "long term strategies," in the first sentence. She also asked if the first sentence on page six of the City of Dover Human Relations Commission Strategic Plan 2015-2018 was saying that as a whole group they can just do something. Mr. Gaddis stated that it was sticky, and that they have had a couple of meetings

"as a committee of the whole" and everything has been recorded thanks to the Freedom of Information Act (FOIA). Mrs. Herbert stated that she assumed that it would mean they would have to do their work at City Hall.

Mr. Gaddis stated that they struck down paragraph four on page five of the current strategic plan referring to functional committees and paragraph three referring to establishing three member committees. He stated that they will be at the Commission and they will be acting as a whole and on a needed basis, maybe separated into committees, but that they are not mandating committees. Mrs. Herbert stated that if they decided there was a strategic objective and that they needed to act as a whole they could ask their parishioners if they could do that or they can leave the sentence and stick it around somewhere in paragraph two. Mr. Gaddis stated that they could eliminate the sentence entirely. Mrs. Herbert noted that she thought that might be the best solution to start with.

Mr. Fleming moved to recommend striking that top sentence of page six of the current strategic plan, seconded by Ms. Paige and unanimously carried.

Mr. Gaddis reviewed the second paragraph of page six of the current strategic plan. Mr. Fleming recommended eliminating the word additionally and additional. Mr. Gaddis suggested removing functional, as well. Mrs. Herbert asked if the additional committees that they know do not work would be eliminated and noted that if they are eliminating those committees they do not need the paragraph. Mr. Fleming recommended striking the word additional within the paragraph. Mr. Gaddis concurred, noting that if there is a particular issue that two or three members are able to deal with they could act as a committee to advise the commission as a whole.

Mr. Fleming suggested striking the remainder of the section, starting at the word "based." Mrs. Herbert concurred.

Mr. Fleming moved to recommend the corrections to that paragraph and to strike additionally, additional, and the remainder of the section starting at the word, "based." The motion was seconded by Mrs. Herbert.

Mrs. Herbert requested Mr. Fleming to read the section, as revised. She asked, since they were removing the committees that they know do not work, if there was a way they can do it where instead of saying not identified in the plan, just say in order to respond to an emergent human relations issue, the commission may from time to time create a committee. Responding, Mr. Fleming said they can.

The motion to recommend making the corrections to the second paragraph of page six of the current strategic plan and to strike additionally, additional, and the remainder of the section starting at the word "based" was unanimously carried.

Discussion - Intake Form

Mr. Fleming moved to defer this item to the next scheduled DHRC meeting, due to time constraints, seconded by Ms. Paige and unanimously carried.

Proposed Revisions to DHRC Brochure - Mission Statement

Mr. Fleming moved to defer this item to the next scheduled DHRC meeting, due to time constraints, seconded by Ms. Paige and unanimously carried.

Mr. Fleming moved for adjournment, seconded by Mrs. Herbert and unanimously carried.

Meeting adjourned at 7:03 p.m.

Alan P. Gadds
Chair

APG/jt/tm

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Attachments

- Attachment #1 - Handout titled "City of Dover Human Relations Commission Strategic Plan 2019-2021"
- Attachment #2 - City of Dover Human Relations Commission Strategic Plan 2015-2018 to include proposed changes

City of Dover Human Relations Commission Strategic Plan
2019-2021

I INTRODUCTION

The establishment, purpose, powers and duties of the City of Dover Human Relations Commission (hereinafter, "the Commission") are provided for in Part II of the Dover Delaware Code of Ordinances (#2013-15) Chapter 58-Human Relations Article II Human Relations Commission.

Broadly representative of racial, religious, gender, and ethnic groups residing in Dover, the nine volunteer members of the Commission are all residents of the City of Dover. They are appointed by the president of the Dover City Council, based upon recommendations from and subject to confirmation by the Council.

The Commission began a strategic planning process to define its strategy, focus and direction for the years 2015-2018. This has evolved into a revised Strategic Plan for the years 2019-2021.

In developing this phase of the planning process the Commission, based upon the first phase, has organized its objectives around the components of its mission, its commitment to competency, transparency, public accountability and in accordance with the aforementioned Ordinance.

II MISSION

The Commission is committed to a philosophy of inclusion, intergroup cooperation and fair treatment. It works to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusion, and cultural competency.

By involving all segments of the community, the Commission promotes an understanding of and an appreciation of the benefits of diversity, inclusion, cultural competency, and positive intergroup relations among the City's diverse residents. It also advocates for an environment of fairness and respect.

The Commission works with the City Council, the City Administration and community organizations to enhance intergroup relationships, to eliminate discrimination, and to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.

III VISION

The Commission's vision is a city whose government, organizations, groups, and individual citizens value diversity, inclusion, respect, and trust.

Mission Component:

- A. Work to insure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness, and cultural competency in its organizations and services.

Objectives

A.1 Promote and develop an environment of fairness and respect among its citizens.

A.2 Develop ways to measure and monitor community relations, particularly those that are sources of intergroup conflict using an "intake form."

A.3 Involve all segments of the community in understanding and appreciating the benefits of positive intergroup relations.

A.4 Research a range of programs and services that will help its residents and neighborhoods prevent and/or resolve issues of human relations.

A.5 Research ways of anticipating, preparing for, and relieving tensions arising from intergroup conflict.

A.6 Build a strong partnership with the Dover Police Department to identify additional human relations approaches and lessons that can be integrated into the Dover Police Department's ongoing Community Relations strategy.

- B. Promote equal opportunity and prevent discrimination by advocating for understanding, for an appreciation of the benefits of diversity, for inclusion, and for positive relations among residents to encourage an environment of fairness and respect.

Objectives:

B.1 Assess how the community of Dover is organized and identify organizations, churches, fraternities, sororities, and other organizations with whom the DHRC should establish relationships.

B.2 Provide a report to the DHRC Chair to be incorporated into the Chair's Annual Report to the Dover City Council to include the current state of diversity and inclusion within the Dover communities.

B.3 Identify, support, and participate in programs and events within the City of Dover which celebrate its diversity and promote greater understanding greater understanding of issues, concerns, and needs of our diverse population.

- C. Work in partnership with members of City Council and the City Administration to collaborate with other organizations to strengthen intergroup relationships to eliminate discrimination and resolve incidents of intergroup conflicts within the city.

Objectives:

C.1 Determine when a diversity, inclusion, and/or human relation issue exists and establish a process for receiving and responding to complaints and take action to resolve or improve the situation.

C.2 Develop a procedure with the State Human Relations Commission to delineate the roles and responsibilities of the two Commissions in order to resolve alleged discrimination complaints. Determine which complaints fall within the jurisdiction of either the State or City Human Relations Commission.

C.3 Review the City of Dover's Code of Ordinances and make recommendations to Dover City Council that will improve the city's effort to eliminate discriminatory behavior.

C.4 Research and design plans for monitoring intergroup conflict and for responding to community conflicts and disruptions within the City of Dover.

COMPETENCY TRANSPARENCY AND ACCOUNTABILITY

D. The Commission is committed to acting with a high degree of competency, transparency, and accountability both to the Dover City Council and to the community.

Objectives

D.1 Establish regular two-way communication between Council and the Commission to review and affirm the Commission's Strategic Plan and activities regarding diversity, inclusion, and human relation issues that may be particularly critical or relevant within each City Council District. Each Council District representative will recommend individuals to serve on the Commission as vacancies occur.

D.2 Improve community awareness of the Commission and provide a better understanding of its role through the use of a brochure, the media, and the internet. A link to **Ordinance #2013-15 Sec. 58-36 Powers and Duties** should be made available to the public on the DHRC web page. This will give citizens a clear idea of the Commission's authority.

D.3 Research and recommend to the City Council, the City Administration, and members of the Commission a program that provides greater understanding of diversity, inclusion, human relations issues and conflict management. This will strengthen skill in dealing with these issues.

D.4 Provide due notice and access to the public by conducting all meetings in accordance with the Delaware Freedom of information Act (FOIA) and City of Dover procedures.

D.5 Beyond the City's Budget line, the Commission may identify and see funding from other sources to more effectively carry out its responsibilities.

~~City of Dover Human Relations Commission Strategic Plan 2015-2018~~

City of Dover Human Relations Commission Strategic Plan

2019-2021

I. I INTRODUCTION

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Broadly representative of racial, religious, gender, and ethnic groups residing in Dover, the nine volunteer members of the Commission are all residents of the City of Dover. They are appointed by the president of the Dover City Council, based upon recommendations from and subject to confirmation by the Council.

The Commission ~~began~~has begun a strategic planning process to ~~better~~ define its strategy, focus, and direction ~~for over~~ the ~~next three~~ years: 2015-2018. This has evolved into a revised Strategic Plan for the years 2019-2021.

In developing ~~the first phase of~~ this phase of the planning process the Commission, based upon the first phase, has organized its ~~three-year long-term strategic~~ objectives around the components of its mission, ~~and~~ its commitment to competency, transparency, ~~and~~ public accountability and in accordance with the aforementioned Ordinance.

II. MISSION

The Commission is committed ~~Committed~~ to a philosophy of inclusion, intergroup cooperation and fair treatment. ~~It, the City of Dover Human Relations Commission~~ works to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity[†], inclusion[‡] and cultural competency^{‡‡} ~~in its organization and services.~~

~~By~~ ~~Additionally, by~~ involving all segments of the community, the Commission promotes an understanding ~~of~~ and ~~an~~ appreciation of the benefits of diversity, inclusion, cultural competency, and positive intergroup relations among the City’s diverse residents. ~~It also -of~~

City of Dover Human Relations Commission Strategic Plan 2015-2018

~~varying backgrounds in the city; and,~~ advocates for an environment of fairness and respect.

The Commission works with the City Council, ~~and~~ the City Administration and ~~other~~ community organizations to ~~enhance intergroup~~ ~~strengthen inter-group~~ relationships, ~~and~~ to eliminate discrimination, ~~;~~ and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.

III. VISION

The Commission's vision is a city whose government, organizations, groups, and individual citizens value diversity, inclusion, respect, and trust.

IV. LONG-TERM OBJECTIVES

Mission Component:

- A. Work to ~~insure~~ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness, and cultural competency in its ~~organizations~~organization and services.

Long-term Objectives

A.1 Promote and develop an environment of fairness and respect among its citizens.

A.2 Develop ways to measure and monitor community relations, particularly those that are sources of intergroup conflict. ~~using an "intake form."~~

A.3 Involve all segments of the community in understanding and appreciating the benefits of positive intergroup relations.

A.4 Research a range of programs and services that will help its residents and neighborhoods prevent and/or resolve issues of human relations.

A.5 Research ways of anticipating, preparing for, and relieving tensions arising from intergroup conflict.

City of Dover Human Relations Commission Strategic Plan 2015-2018

~~A.6 Build a strong~~
~~A.1 In cooperation with the City of Dover Manager and its Human Resources Department evaluate the current “state and climate of diversity and inclusion” and cultural competency within Dover’s government organization, services and vendor relationships; and, make recommendations to the City Manager and the Dover City Council which identify policies and best organizational practices which support diversity, inclusion and cultural competency within city government, its services; and, vendor relationships.~~

~~A.2 Building on its~~ partnership with the Dover Police Department ~~to~~; identify additional human relations approaches and lessons that can be integrated into the Dover Police Department’s ongoing Community Relations strategy.

~~B. Promote equal opportunity and prevent discrimination by advocating for~~ Mission Component:

~~B. By involving all segments of the community, the Commission promotes an understanding, for an~~ and appreciation of the benefits of diversity, ~~for inclusion, and for positive intergroup relations among residents to encourage of varying backgrounds in the city; and, advocates for~~ an environment of fairness and respect.

Long-term Objectives:

B.1 Assess how the community of Dover is organized and identify organizations, churches, fraternities, sororities, and other organizations with whom the DHRC should establish relationships. ~~partnerships; and, to enter into agreements with these organizations to more effectively carry out its mission.~~

B.2 Provide a report to the DHRC Chair to be incorporated into the Chair’s Annual Report to the Dover City Council to include ~~and to the public which analyzes~~ the current “state ~~and climate~~ of diversity and inclusion” ~~and cultural competency~~ within the Dover communities. ~~community and makes recommendations for programs, policies and practices that support diversity, inclusion and cultural competency.~~

B.3 Identify, support, and participate in and create programs and events within the City ~~city~~ of Dover which celebrate its diversity and ~~or~~ promote greater understanding of ~~the~~ issues, concerns, and needs of our diverse population.

City of Dover Human Relations Commission Strategic Plan 2015-2018

(e.g., the African American and Hispanic Festivals and the Dover Public Library's Created Equal Project)

~~B.4 Create and implement an external education process and program that provides the public with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that develops skills in effectively fostering greater understanding, inclusion and fairness in the city.~~

Mission Component

- C. ~~Work in partnership with members of Works with the City Council and the City Administration to collaborate with and other community organizations to strengthen intergroup inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.~~

Long-term Objectives:

C.1 ~~Develop a means such as an intake form, written complaint or a verbal complaint in order to determine~~ Define when a diversity, inclusion, and/or a human relation~~relations~~ issue^{iv} exists, and ~~establish~~ specify the types of these issues that will be accepted by the Commission; and, identify and implement a process for receiving and responding to ~~complaints and take~~ such issues by taking action to ~~resolve~~ correct or improve the situation.

C.2 Develop ~~a procedure~~ an understanding with the State Human Relations Commission ~~to that will~~ delineate the roles and ~~responsibilities~~ procedures of the two Commissions in ~~order to resolve~~ the solution of alleged discrimination complaints. ~~Determine~~ which ~~complaints~~ fall within the jurisdiction of ~~either~~ the State ~~or City~~ Human Relations Commission, ~~and identify and maintain specific ways the two Commissions will work together.~~

C.3 Review the City of Dover's Code of Ordinances and make recommendations to ~~the~~ Dover City Council that will improve the city's ~~effort~~ efforts to eliminate discriminatory behavior.

City of Dover Human Relations Commission Strategic Plan 2015-2018

~~C.4 Research and design~~
~~C.4 In cooperation and partnership with city officials, law enforcement, clergy, community organizations and public and private mediation services, assist in developing plans for monitoring sources of intergroup conflict and for responding to and managing community conflicts and disruptions within the City of Dover. in Dover; and, participate in managing community conflicts in accordance with these plans.~~

COMPETENCY TRANSPARENCY AND ACCOUNTABILITY

D. The Commission is committed to acting with a high degree of competency, and transparency, and accountability both to the Dover City Council and to the community.

Long-term Objectives

D.1 ~~Establish regular two-way communication between Council and the Commission~~ Regularly provide an update on the Commission's activities, progress and accomplishments to the Dover City Council; and, provide opportunities for the Council to review and affirm the Commission's Strategic Plan and activities regarding, including a process which encourages Council members to identify specific diversity, inclusion, and human relations issues that may be particularly critical or relevant within each City Council District. ~~Each Council District representative will recommend individuals to serve on the Commission as vacancies occur.~~

D.2 Improve community awareness of the Commission and provide a better understanding of its role through the use of a brochure, the media, and the internet. A link to ~~Ordinance #2013-15~~ Dover, Delaware Code of Ordinances, Chapter 58 - Human Relations, Article II. - Sec. 58-36 Powers and Duties should be made available to the public on the DHRC by developing, implementing; and, maintaining a comprehensive communications plan which creates a process for routine communications to the community, including supporting policies and procedures for managing communications and for using supporting tools, such as, a web page. This will give citizens a clear idea of the Commission's authority-based hub of information and resources.

D.3 ~~Research~~ Create and recommend to implement an internal education process and program that provides the Dover City Council, the City Administration, and the members of the Commission a program that provides with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and,

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~~that strengthens their skills in effectively fostering~~ greater understanding of diversity, inclusion, human relations issues and conflict management. ~~This will strengthen skill~~ fairness in dealing with these issues. ~~the city.~~

D.4 Provide due notice and access to the public by conducting all meetings in accordance with the Delaware Freedom of information ~~Information~~ Act (FOIA) and City of Dover procedures.

D.5 Beyond the City's Budget line, the Commission may identify ~~Identify~~ and seek ~~seek~~ funding from other sources ~~governmental, philanthropic or private organizations~~ to more effectively carry out its responsibilities.

V. IMPLEMENTATION AND ORGANIZATIONAL STRUCTURE

Once the Commission adopts these proposed ~~long-term~~ strategic objectives the Commission will develop and implement specific work plans for each ~~long-term~~ strategic objective within the assigned year or years. These work plans will include ~~short-term goals/priorities~~ and /initiatives. ~~with specific performance measures and action items to be accomplished within shorter time periods.~~

The Dover Code of Ordinances centralizes decision making at the Commission level. However, it is suggested that a functional committee structure be utilized to move these ~~long-term~~ strategic objections into actual performance.

~~Each of these Committees shall consist of at least three members of the DHRC and may include outside advisors, citizens, and City staff members to more effectively develop and execute the work plans. Individual Commissioners may serve on one or more Committees.~~

~~These functional Committees are advisory, not decision-making. They are transparent and accountable to the Commission and the community at large. They will meet on a regular basis to develop, implement and monitor work plans for the specific long-term strategic objectives assigned to the committee. Their work plans will be presented to and adopted by the full Commission prior to implementation.~~

~~The Commission may assign one or more long-term strategic objectives to the Commission "acting as a whole".~~

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~~Additionally, in~~ In order to respond to an emergent human relations issue that may not be identified in this plan, the Commission may from time to time create an ~~an additional~~ functional committee. Such committees are intended to convene, and make recommendations for action to the full Commission; and, then disband when they are no longer relevant or needed.

~~Based on the set of proposed long term objectives identified in this strategic plan, it is suggested that the following functional committees be established:~~

~~Government Policy, Programs, and Practices Committee to develop, implement and monitor work plans for Objectives A.1, A.2, C.3 and C.4~~

~~Community Engagement Committee to develop, implement and monitor work plans for Objectives: B.1, B.2 and B.3.~~

~~Education Committee to develop and implement plans for Objectives: B.4, D.3.~~

~~Communications Committee to develop, implement and monitor work plans for Objectives D.1, and D.2.~~

~~The Commission as a “whole” to develop implement and monitor work plans for Objectives: C.1, C.2, D.4 and D.5.~~

Actions History

10/13/2014 - Approved by City Council

09/23/2014 - Introduced at Dover Human Relations Commission

09/08/2014 - Draft prepared by Eugene B. Ruane, City of Dover Human Relations Commissioner

ⁱ It is critical that the Commission agree on a definition of **diversity**. Howard J. Ross, one of the nation’s recognized leaders on diversity and organizational change notes that “diversity has generally represented an acceptance of difference, a lack of discrimination due to difference, and a presence of different kinds of people in organizations”. However, he argues that in this narrow view, diversity “has been related to as a means to erase or fix problems” rather than as a “way to create a new future vision”. The focus of this limited understanding is “the level of challenges (or “illness”)” that some people face: “bias, discrimination, lack of access, oppression, physical and emotional violence, and soon.” The response was then on “passing laws and then instituting compliance measures to make it illegal to continue these practices.” The goal was to “create a state of social diversity, where people were not denied their rights, were more appropriately represented in organizations, and were not actively discriminated against.” He calls this approach “the health-care metaphor” focused on efforts to “create organizations in which people are no longer “sick”. (Howard J. Ross, RelInventing Diversity Transforming

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Organizational Community to Strengthen People, Purpose, and Performance (Lanham, Maryland : Rowman & Littlefield Publishers, Inc. 2011, page 33)

Mr. Ross promotes a broader understanding that goes beyond simply prohibiting discrimination and getting people in the door. He states that a diversity focus or program “means creating opportunities for people to be a part of the fundamental fabric of the way the organization functions---decision-making, responsibility, leadership—and then creating organizations that are culturally competent, culturally intelligent, and culturally flexible.” We have to “really develop a sense of inclusion” and “a certain level of competence in understanding the needs of various people we are working with and serving”. This requires a “systematic approach to incorporating an awareness of diversity and skills related to diversity into everything an organization does.” (Ibid. 34)

(Author’s Comment: A brief internet search of diversity programs has revealed that many organizations have adopted the broader approach that Mr. Ross has formulated. These programs reframe the conversation to focus on fair treatment and respect, and away from discrimination and “protected classes”. An example from CUNY Queensborough Community College in New York City is attached. See: Definition for Diversity in Exhibit 1.)

ii **Inclusion** “is not simply a function of how fully involved people are in the structures of their organizations and societies”. It is “a function of connection”. “It is the ability of people to feel integrated into the cultural dynamics, leadership, and decision-making structures of the organization”. (Ibid., 38)

iii **Cultural competency** is “the organizational ability to have and utilize the policies, appropriately trained and skilled employees, and specialized resources to systematically anticipate, recognize, and respond to the varying expectations (language, cultural, and religious) of customers, clients, patients, and co-workers of diverse backgrounds.” It requires a certain amount of “**cultural intelligence**” in that “people need to have knowledge of both distinctions of culture and of the specific traits of different cultures”. It requires a certain amount of “**cultural humility**” in that we need to be able to recognize that our cultural models may simply be different from , rather than better than, those of other people.” And, “people also require a degree of “**cultural flexibility**” “to facilitate interaction with others on their own terms.” (Ibid. 38)

iv Queensborough Community College in New York has included a description of when “a diversity issue exists” in its Definition for Diversity. See Exhibit 1.)