DOVER HUMAN RELATIONS COMMISSION

AGENDA

NOVEMBER 17, 2016 - 6:00 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

PUBLIC COMMENTS ARE WELCOMED ON ANY ITEM AND WILL BE PERMITTED AT APPROPRIATE TIMES. WHEN POSSIBLE, PLEASE NOTIFY THE CITY CLERK (736-7008 OR E-MAIL AT CITYCLERK@DOVER.DE.US) SHOULD YOU WISH TO BE RECOGNIZED.

AGENDA ADDITIONS/DELETIONS

1. **ELECTION OF COMMITTEE CHAIRS - COMMUNICATIONS AND GOVERNMENT POLICY, PROGRAMS, AND PRACTICES COMMITTEES**

2. **DHRC COMMITTEE UPDATES**
   - **A. COMMUNITY ENGAGEMENT COMMITTEE** (MULLEN)
   - **B. EDUCATION COMMITTEE** (BOGLE)

3. **OLD BUSINESS**
   - **A. DHRC DIVERSITY RESEARCH PROJECT**
   - **B. DEVELOPMENT OF CONCISE STATEMENT - MISSION AND FUNCTIONS OF DHRC**
     (COMMISSION TABLED DURING THE MEETING OF OCTOBER 18, 2016)
   - **C. DHRC VACANCIES**

4. **FUTURE MEETING DATES**

5. **ADJOURNMENT BY 7:00 P.M.**

/JS
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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. PURSUANT TO 29 DEL. C. §10004(E)(2), THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS, WHICH ARISE AT THE TIME OF THE MEETING.

THE DOVER HUMAN RELATIONS COMMISSION
DIVERSITY RESEARCH PROJECT

I. Introduction

Commissioner Gene Ruane (2014-2015), Chair of the Government Policy, Programs and Practices Committee, suggested to the Commission that an important first step in the development of the reconstituted Dover Human Relations Commission was a study to determine some fundamental facts about the City's approach to diversity issues. As a model for this project, he recommended the book, *Reinventing Diversity* by Howard J. Ross.

Upon Commissioner Ruane's departure from DHRC (and from Dover), the task fell to the successor Chair, Jim McGiffin, who drafted an interview instrument for use with senior staff and a second instrument for an on-line survey available to all employees with email addresses. The on-line survey was also made available in hard copy to those who preferred that format.

Commissioners McGiffin and Ted Henderson conducted the interviews with nine members of the senior staff on December 21, 2015 and January 11, 2016. The general staff survey was available on-line and in the City Clerk's office June 14 - July 1, 2016.

II. The Response

These are the questions asked in the staff interviews. Those marked with an asterisk (*) are questions included in the on-line survey. With each question is a summary of the responses.

Question 1 Are diversity and cultural competency articulated as values in any mission/vision/value statement developed by the City?*

Some interviewees and 60% of survey respondents correctly indicated that the values of diversity and cultural competency are found in some of the City's official documents (the Budget, the purchasing policy).

Question 2 Is the City's value regarding diversity and cultural competency communicated to departments, staff, employees?*

Some interviewees recognized that diversity and cultural competency values are communicated internally through the hiring/promotion process and through the actions of City professional leadership. There was one observation that these values are not communicated to staff from Council and another observation that the City does not generally communicate to staff about events that have diversity and cultural competency implications.

The Survey results indicate that 70% of respondents believed the City communicated these values internally. This question also inspired some responses criticizing any attention to issues of diversity and cultural competency. The comment that, "the best person should get the job" surfaced a few times in the survey.

Question 3 Does the City promote diversity, cultural competency and inclusion in the community? Why and how? Or why not?*

Several interviewees mentioned the variety of festivals and cultural events that take place in Dover as examples of the City promoting diversity in the community. The Library programming was mentioned by some interviewees as well, as was the cadet program and the attention fostered upon the downtown area. The City Manager was recognized as someone who promotes diversity in the community.

The survey found that 78% of respondents thought the City promoted diversity and cultural competency, and individual responses recognized the Library, the festival and cultural events, partnering with minority groups, community meetings, and social media as examples of this promotion. Other survey respondents suggested Asian-themed events. Still others questioned the appropriateness of promoting diversity and cultural competency at all.

Question 4 Does the City promote diversity, cultural competency and inclusion in the workplace? Why and how? Or why not?*

Interviewees allowed that some of the City's managers promote diversity in the workplace, and some of those managers provide an outlet for staff with concerns. Other interviewees recognized the staff involved in clean-up day, the Youth Advisory Council, and the City Manager's town meetings as examples of promoting diversity.

Most survey respondents (78%) indicated that the City promotes diversity in the work place. Several made mention of the City's record of non-discrimination in hiring as an example of diversity promotion.

Question 5 Is there any history, event, symbol, figure that affects diversity and cultural competency in Dover?*

Several interviewees could think of no particular event that effected diversity in Dover. Others mention the Webster case. There was a report of negative feedback from some community members when the Library scheduled an event at the Schwartz Center for the Arts, suggesting that the history of that facility included some issues for people of color. One interviewee noted that police activity was a positive event.

The survey likewise indicated only 57% of the respondents thought there was any significant event that affected diversity. Individual responses mentioned the various festivals. Two survey respondents used the answer to this question to criticize attention to history and to diversity.

Question 6 Does the City have a diversity recruiting plan, goals, record?

Several interviewees indicated that they did not know the answer to this question, and a few indicated that it was "probably" the case that the City had a diversity plan, goal or record.

This was not a survey question.

Question 7 Does the City inquire about or measure employee satisfaction?

Some interviewees were not aware of such an effort and some were sure there was no such effort. Other interviewees suggested that some managers inquire about satisfaction with employees. The Human Relations Department has an open door policy. The Assistant City Manager meets with everyone to improve communication.

This was not a survey question.

Question 8 How does the City communicate with diverse populations?

According to interviewees, the City communicates with diverse populations through these media:

*Parks and Recreation Department listserv
*program flyers in schools
*Facebook and Twitter accounts
*Town Hall meetings
*Through the Procurement process
*Library newsletter
*mailings in utility bills
*TV in the customer service waiting area

This was not a survey question.

Question 9 Is citizen/customer satisfaction measured? Is it tracked with diversity as a factor?

According to interviewees, insurance claims are recorded and work orders are recorded, which provides some measure of customer satisfaction. One interviewee thought that the City once conducted a paper survey, and another believed there was a complaint collection process.

The Library does a survey of customers every 2 years.

This was not a survey question.

Question 10 Is there any request/demand/need from diverse groups for particular services?*

Interviewees identified these entities in responses to this question: Habitat for Humanity, Independent Resources (utility billing issues), and the Downtown Development Partnership forum. Interviewees also identified these issues: complaints about police, mentoring youth, meeting space for nonprofits, handicap parking spaces, and "ban the box."

Most of the survey respondents indicated that they were unaware of any such demand (61% to 39%), and added these comments: Employment opportunities, increase community policing, improve street lights, job assistance, budgeting assistance, housing assistance.

Question 11 Are City services available in any language other than English?

According to interviewees, the answer to this question is "no," although there is 1 Spanish speaking employee, the Library has an ESL collection and some items are available with subtitles.

This was not a survey question.

Question 12 Does the City have diversity policies applicable to dealings with vendors?

One interviewee identified a 3% preference for minority vendors and explained outreach efforts to minority vendors. Several other interviewees were unaware of these policies.

This was not a survey question.

Question 13 What does the City need to do more to promote diversity and cultural competency within the organization and in the community at large?*

Interviewees had several suggestions:

* stop sending the message that people with political connections get preference;
* get deeper into all communities;
* provide training for all staff;
* make salaries more competitive;
* develop media to promote diversity;
* continue these efforts - cadet program, positive police activity, mentoring, festivals.

Survey respondents had these ideas:

* work with Sankofa, Boys & Girls Clubs by providing mentors;
* treat everyone equally;
* find venues that teach the value of diversity;
* support diversity and cultural events in schools;
* provide training in diversity frequently;
* be more proactive with groups and meetings;

* re-institute the Police Athletic League.

There were several responses that questioned the value of attention on the diversity issue.

Questions 14 - 20 were answered by the Human Resources Director, Kim Hawkins

Question 14 Does the City track demographics of job applicants?

Yes, and this information is reported monthly.

Question 15 Does the City publish clear criteria for jobs prior to interviews?

Yes.

Question 16 Are interviewers trained about issues related to unconscious bias?

No. Ms. Hawkins is aware of the availability of such training.

Question 17 Is hiring done by hiring panels? Are the panels diverse?

There is some effort to make the panels diverse, but we could do more.

Question 18 Are hiring patterns tracked? Retention patterns? Attrition patterns?

Hiring patterns are not tracked. HR tracks turnover, but not by demographics. Some exit interviewing takes place.

Question 19 Are employee behavior expectations communicated to staff? Enforced?

Yes. The IT Department issues a document and an employee handbook exists.

Question 20 Does the City use Employee Resource Groups?

88% of the workforce is unionized. 12% is management.

III. Observations and conclusions

City of Dover Human Relations Commission Strategic Plan 2015-2018

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, 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 has begun a strategic planning process to better define its strategy, focus, and direction over the next three years: 2015-2018.

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

II. MISSION

Committed to a philosophy of inclusion, intergroup cooperation and fair treatment, 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[i], inclusion[ii] and cultural competency[iii] in its organization and services.

Additionally, by involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of 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 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 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 organization and services.

Long-term Objectives

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, identify additional human relations approaches and lessons that can be integrated into the Dover Police Department's ongoing Community Relations strategy.

Mission Component:

B. By involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents 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 partnerships; and, to enter into agreements with these organizations to more effectively carry out its mission.

B.2 Provide a report to the Dover City Council and to the public which analyzes the current "state and climate of diversity and inclusion" and cultural competency within the Dover community and makes recommendations for programs, policies and practices that support diversity, inclusion and cultural competency.

B.3 Identify, support and participate in programs and events within the city of Dover which celebrate its diversity or promote greater understanding of the issues, concerns and needs of our diverse population. (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 pubic 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. Works with the City Council and the City Administration and other community organizations to strengthen 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 Define when a diversity, inclusion and or a human relations issue[iv] exists and specify the types of these issues that will be accepted by the Commission; and, identify and implement a process for receiving and responding to such issues by taking action to correct or improve the situation.

C.2 Develop an understanding with the State Human Relations Commission that will delineate the roles and procedures of the two Commissions in the solution of alleged discrimination complaints which fall within the jurisdiction of the State 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 efforts to eliminate discriminatory behavior.

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 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 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, 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.

D.2 Improve community awareness of the Commission and a better understanding of its role 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-based hub of information and resources.

D.3 Create and implement an internal education process and program that provides the Dover City Council, the City Administration and the members of the Commission with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that strengthens their skills in effectively fostering greater understanding, inclusion and fairness in the city.

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 Identify and seek funding from other 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/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".

Additionally, 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 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, ReInventing Diversity Transforming 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.)

Definition for Diversity

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice, and by fostering a climate where equity and mutual respect are intrinsic.

"Diversity" means more than just acknowledging and/or tolerating difference. Diversity is a set of conscious practices that involve:

- Understanding and appreciating interdependence of humanity, cultures, and the natural environment.
- Practicing mutual respect for qualities and experiences that are different from our own.
- Understanding that diversity includes not only ways of being but also ways of knowing;
- Recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others;
- Building alliances across differences so that we can work together to eradicate all forms of discrimination.
-

Diversity includes, therefore, knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups. These include but are not limited to age, ethnicity, class, gender, physical abilities/qualities, race, sexual orientation, as well as religious status, gender expression, educational background, geographical location, income, marital status, parental status, and work experiences. Finally, we acknowledge that categories of difference are not always fixed but also can be fluid, we respect individual rights to self-identification, and we recognize that no one culture is intrinsically superior to another.

A diversity issue exists when

An issue (policy or business practice - formal, informal, internal, or external) has a different **impact** on a particular group (i.e., impact on men vs. women, black vs. white, American vs. foreign, urban vs. rural, married vs. single, etc.)

Exhibit 1 City of Dover Human Relations Strategic Plan 2015-2018 Definition for Diversity CUNY Queensborough in New York City

It **happens more frequently** to a particular group (i.e., different groups may have dramatically different "numbers" - turnover, terminations, promotions, discipline, few or no role models, etc.) It is **more difficult for one group to overcome** (i.e., upward mobility for a particular group within an organization - "glass ceilings")

A diversity issue exists where the policy or business practice has an impact exclusive of difference (not inclusive of difference). Is there a trend or pattern (intentional or unintentional)?

Having a diversity issue is not necessarily a bad thing. Doing nothing about it given you have knowledge of the issue is where organizations go wrong (negligence). Being in denial about these issues do not make them go away. Ignorance is not bliss inside or outside the courtroom. The real question is why do we have this issue and can we take action to correct it or improve the situation.

Source: http://www.qcc.cuny.edu/diversity/definition.html Queensborurgh Community College in New York CUNY

Chapter 58 - HUMAN RELATIONS

ARTICLE I. - IN GENERAL

Secs. 58-1—58-30. - Reserved.

ARTICLE II. - HUMAN RELATIONS COMMISSION

Sec. 58-31. - Purpose.

The city council has deemed it to be in the best interest of the city to establish a human relations commission to include members who are broadly representative of the entire community and who are committed to a philosophy of inclusion, intergroup cooperation, and fair treatment that will effectively help the city meet the following needs:

(1) *Fairness, respect.* Promote and develop an environment of fairness and respect among its citizens;

(2) *Monitoring.* Develop ways to measure and monitor community relations, particularly those that are sources of intergroup conflict;

(3) *Intergroup relations.* Involve all segments of the community in understanding and appreciating the benefits of positive intergroup relations;

(4) *Issues.* Offer a range of programs and services that will help its residents and neighborhoods prevent and resolve issues of human relations; and

(5) *Intergroup conflict.* Develop ways of anticipating, preparing for, and relieving community tensions arising from intergroup conflict.

(Code 1981, § 2-16; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-32. - Established; composition; appointment; representation; holding other office; removal from office; terms of office; vacancies; reappointments.

(a) *Established.* There is hereby established an advisory commission to be known as the "City of Dover Human Relations Commission," to carry out the objectives as described in this article.

(b) *Composition; appointment.* The members of the human relations commission shall be appointed by the president of the council, based upon recommendations from and subject to confirmation by the council. The human relations commission shall consist of nine members, all residents of the city. Two members shall be selected from each council district and one member shall serve from the city at-large.

(c) *Representation.* In selecting the membership of the commission, particular care shall be taken to ensure that the commission is broadly representative of racial, religious, gender and ethnic groups residing in the city.

(d) *Holding other office; removal.* No member of the commission shall hold any elected or appointed office under the government of the United States or the state, county, or city. The city council president may remove members of the commission, with the concurrence of the city council, for substantial neglect of duty, or gross misconduct in office.

(e) *Terms of office; vacancies.* A member of the commission shall be appointed for a term of office of three years and until his successor has been appointed . The appointees shall be appointed for staggered terms of office. When a vacancy occurs in the membership of the commission, it shall be filled by appointment for the unexpired portion of the term in the same manner as the original appointment.

(f) *Reappointments.* Members may be reappointed.

(Code 1981, § 2-17; Ord. of 2-11-2002; Ord. No. 2010-23, 8-23-2010; Ord. No. 2013-15, 9-23-2013)

Sec. 58-33. - Organization; quorum; meetings; rules of procedure; limitation of functions; agreements; compensation; legal counsel; reports.

(a) *Organization.* The human relations commission shall annually elect its own chairperson to preside over its meetings and may create and fill such other offices and committees among its members as may be found necessary and proper for its effective organization.

(b) *Quorum.* A majority of the membership of the commission shall constitute a quorum and, if a quorum is present, a vacancy on the commission shall not impair the right of the remaining members to exercise all the powers of the commission.

(c) *Meetings.* The commission shall hold at least five meetings per year; one each quarter and one to be determined by the commission. Special meetings may be called by the chairperson or three members of the commission.

All meetings shall be held at City Hall and in accordance with the Laws of Delaware regarding the Freedom of Information Act (FOIA) and City of Dover procedures. The commission will distribute its agendas and minutes through the city clerk's office.

(d) *Rules of procedure.* The commission is also authorized to adopt rules of procedure for the conduct of its meetings.

(e) *Functions limited.* The commission shall not involve itself in activities or functions already assigned by law or decree to other governmental bodies.

(f) *Agreements.* The commission may enter into agreements and build partnerships with other entities and organizations for the purpose of more efficiently and effectively carrying out its responsibilities.

(g) *Compensation.* Members of the commission shall receive no compensation.

(h) *Legal counsel.* The city solicitor shall provide legal counsel to the commission and shall be the legal representative of the commission in connection with its duties hereunder, on a case-by-case basis, or determine that outside counsel is needed and obtain such outside counsel for a particular matter.

(i) *Reports.* The commission shall report to the city council on a quarterly basis regarding its affairs. An annual report of its accomplishments and a summary of its recommendations shall be provided to the mayor and the city council.

(Code 1981, § 2-18; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-34. - Expenses.

(a) *Budget.* The city council may appropriate a budget for the city human relations commission to provide for necessary expenses and expenditures.

(b) *Other funding.* The commission may also receive funding from other governmental, philanthropic or private organizations for the exclusive purpose of carrying out its responsibilities.

(Code 1981, § 2-19; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-35. - Conflicts of interest.

If any member of the human relations commission concludes that they have a conflict of interest with respect to a matter which is pending before the commission, that member shall disqualify themself from participating in any deliberations, discussions and decision making processes of the commission.

(Code 1981, § 2-20; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)

Sec. 58-36. - Powers and duties.

The powers and duties of the human relations commission shall be to:

(1) *Recommendations.* Review city programs, activities, functions and ordinances, and make recommendations to the city council for new, amended or changed programs, functions, activities or ordinances which would support inclusiveness and civility among city residents and enhance communication and understanding among residents of the city;

(2) *Intergroup conflicts.* Inquire into incidents of intergroup conflicts and disputes within the city and take such action as may be designed to alleviate such conflicts and disputes;

(3) *Intergroup cooperation.* Promote and encourage communications between and cooperation of all groups interested in bettering human relations in the city;

(4) *Complaints.* Seek the active assistance of the state human relations commission in the solution of complaints of alleged discrimination which fall within the jurisdiction of the state commission;

(5) *Research, education, etc.* Engage in such research, education and advocacy as, in the judgment of the commission or the city council, may be needed to improve human relations in the city;

(6) *Programs.* Develop and maintain programs that build positive relations among communities and enhance problem-solving skills among residents throughout the city;

(7) *Other functions.* Do all other acts and deeds necessary and proper to carry out and effectively accomplish the objectives, functions and services contemplated by the provisions of this article.

(Code 1981, § 2-21; Ord. of 2-11-2002; Ord. No. 2013-15, 9-23-2013)