SPECIAL DOVER HUMAN RELATIONS COMMISSION

A Special Dover Human Relations Commission (DHRC) meeting was held on January 19, 2017 at 6:00 p.m. with Chairman Henderson presiding. Members present were Ms. Bogle, Mr. Gaddis, and Reverend Paige. Ms. Mullen and Mrs. Sadusky were absent.

AGENDA ADDITIONS/DELETIONS

Mr. Gaddis moved for approval of the agenda, seconded by Ms. Bogle and unanimously carried.

Election of Committee Chair - Government Policy, Programs, and Practices Committee

Mr. Henderson informed members that he had asked Mr. Gaddis if he was interested in serving as Chair for the Government Policy, Programs, and Practices Committee and Mr. Gaddis indicated that he was interested.

Mr. Henderson opened the floor for nominations for Chair of the Government Policy, Programs, and Practices Committee.

Ms. Bogle nominated Mr. Gaddis to serve as Chair of the Government Policy, Programs, and Practices Committee.

There being no further nominations, Mr. Henderson closed the floor for nominations.

By unanimous consent, Mr. Gaddis was elected to serve as Chair of the Government Policy, Programs, and Practices Committee.

DHRC Committee Updates

Community Engagement Committee (Mullen)

No update was provided.

Communications Committee (Paige)

Reverend Paige stated that she had been reading over her responsibilities as Chair of the Communications Committee and thinking about what she needed to do. She advised members that she would have a report for the next meeting.

Reverend Paige stated her understanding that members were going to try to find out of it was permissible for people outside of the Commission to serve on the Communications Committee, noting that she had a couple of people with whom she may want to work on the Committee. Mrs. Jody Stein, Administrative Assistant, City Clerk's Office, suggested that Reverend Paige send specific recommendations to determine how they would fit in with the Commission's charge.

Mr. Henderson stated that DHRC meetings are open to the community and noted that he did not see any harm in Commissioners enlisting resources from outside the Commission to do their jobs. Responding, Mrs. Stein stated that the question would be whether these outside individuals could actually be members in terms of voting, etc. Responding, Reverend Paige indicated that she was not thinking that they would vote but would just be able to serve on the Communications Committee. Mrs. Stein indicated that she believed there would not be a problem using outside resources, that she

would discuss membership with the City Clerk, and that a legal opinion may have to be obtained regarding whether there were any restrictions in terms of individuals being on the Commission and how resources could best be used. Ms. Bogle asked if this would be the same case with the Education Committee and Mr. Henderson indicated that he would think so, noting that he applauds creativity. *(City Clerk's Office Note: Subsequent to the meeting, DHRC members were advised that, in accordance with Sec. 58-31(3) of the Dover Code, members of the community may serve on DHRC subcommittees in an advisory capacity only and would not be voting members of the Commission.)*

Education Committee (Bogle)

Ms. Bogle stated that she was personally involved with the Delaware Every Student Succeeds Act (ESSA) Advisory Committee, which is a governor-appointed committee looking at the education equity plan for Delaware. She informed members that she had been part of a discussion group within the committee through other volunteer work that she was doing, and she felt that it would benefit her work on the DHRC Education Committee. Ms. Bogle explained that the equity plan is a strategic plan for education in Delaware, everything was up in the air with the new federal administration and no one knew what funding would look like, and Delaware is scheduled to turn the equity plan in to the federal Department of Education in April. She stated that she had not done anything specific to the Dover community or her DHRC district.

Ms. Bogle recalled that members had previously discussed looking at the DHRC Strategic Plan and narrowing down what they wanted to do before going back out to the community. She noted that members had discussed setting some direct focus as a group and she was unsure if they would revisit that conversation, but this was the reason why she had paused on everything. Ms. Bogle indicated that she had a meeting with Dr. Dan Shelton, Superintendent, Capital School District, noting that the district had mentioned wanting some support from the City regarding pulling together a focus group addressing some of the violence and things that were going on with students and seeing how the City could help. Ms. Bogle indicated that when this was previously discussed during the DHRC meeting of September 21, 2016, members questioned whether this was the role of the DHRC and whether this was something they should be helping to facilitate elsewhere. She explained that it was her understanding that members had put this matter on hold until they took more time to dig into what their focuses would be.

Old Business

DHRC Diversity Research Project

During the Dover Human Relations Commission meeting of November 17, 2016, members considered the DHRC Diversity Research Project and agreed that Mrs. Sadusky, Mr. Henderson, and Mr. Gaddis would get together before the next DHRC meeting to summarize the recommendations and observations and put them together in a concise form.

Mr. Henderson advised members that he and Mr. Gaddis had met to summarize the recommendations and observations for the report; however, Mrs. Sadusky had been unable to be present.

Mr. Gaddis explained that he and Mr. Henderson had reviewed the information, conclusions, and opinions provided by Mr. James McGiffin, Jr., former DHRC Commissioner, based on the answers

to 20 DHRC Diversity Survey questions that were submitted by survey respondents and by Mrs. Kim Hawkins, Human Resources Director. Mr. Gaddis stated that he and Mr. Henderson developed nine (9) recommendations/conclusions that reflected Mr. McGiffin's observations related to the Diversity Survey questions. For example, he explained that Recommendation #1 reflected Mr. McGiffin's Observations #1, #2, and #5, and survey questions #13 and #16. Mr. Gaddis indicated that he and Mr. Henderson had decided that Recommendations #6 through #9 were procedural items and the DHRC would not have to do them directly but would have to see what goes on with them. For example, Mr. Gaddis noted that Recommendation/Conclusion #7 indicated that each department's main page should reflect the City of Dover's Mission and Vision Statements. He stated that it would be up to the City and its departments to review what the DHRC submits to Council to see if these items coincide with their Vision and Mission Statement. Mr. Henderson reminded members that he and Mrs. Sadusky had put forth recommendations regarding the study, and these were then matched to the observations that had been submitted by Mr. McGiffin.

Mr. Gaddis moved to submit the DHRC Diversity Research Project Report *(Attachment #1)* to Council. The motion was seconded by Reverend Paige and unanimously carried.

In response to Reverend Paige regarding when the report would be considered by Council, Mrs. Jody Stein, Administrative Assistant, City Clerk's Office, stated that the report could possibly go on the agenda for the Council meeting scheduled for February 13, 2017, noting that the current meeting minutes must be completed.

Development of Concise Statement - Mission and Functions of DHRC

During the Dover Human Relations Commission meeting of November 11, 2016, members considered the Development of a Concise Statement - Mission and Functions of DHRC and agreed to establish a deadline of January 6, 2017 to provide input regarding a concise statement.

Mr. Henderson referred to the statement submitted by Reverend Paige, as follows:

> The mission of the City of Dover Human Relations Commission is to make sure that the City of Dover ensures equal opportunity and fair treatment for all people in the City of Dover. The Commission will ensure that the City will not discriminate based on race, color, age, religion, marital status, familial status, sexual orientation, national origin, gender, economic or persons with disabilities. The Commission will investigate, negotiate and resolve discriminatory and unfair treatment complaints within the city.

Mr. Henderson read the statement provided by Mr. Gaddis, as follows:

> The City of Dover Human Relations Commission works to sensitize all, employees and citizens alike, to the value of individuals whose cultures differ from their own due to ethnicity, gender, religion, origin, appearance, or abilities. It promotes acceptance of, respect for, and inclusion of all people utilizing varied means and methods. By espousing an environment of fairness and respect, the Commission promotes an appreciation of the benefits of diversity, inclusion, and positive intergroup relations.

Mr. Henderson expressed the need for members to know what their charter was, and what their powers were and were not. He noted that the State Human Relations Commission (SHRC) has the power to investigate and litigate matters and to listen to complaints; however, the DHRC is to advise Council, in addition to monitoring human rights for all people. Mr. Henderson indicated that a couple of years ago when the DHRC had a full commission, Mr. Nicholas Rodriguez, City Solicitor, had advised members what their powers and charter were. Mr. Henderson suggested that when the Commission had two (2) or three (3) vacancies filled, they could have Mr. Rodriguez come again and advise members on the power of the DHRC and the difference between the DHRC and the SHRC.

Responding to Mr. Henderson, Ms. Bogle indicated that having Mr. Rodriguez advise members in this regard would be helpful, and she reminded members that the DHRC had previously discussed holding a retreat. She stated that during a retreat members could hopefully dig into narrowing their focus, noting that there was only so much that members can do during an hour-long meeting. Ms. Bogle indicated that she had been on the DHRC for a year and had a hard time narrowing the focus or figuring out what to do.

Reverend Paige stated that, when developing her statement, she thought that the DHRC's mission should be similar to the State's but relate to the local level, so that residents of the City would come to the City to be served and State employees or those eligible for the State would go to the State. She stated that she thought those outside City limits would go to the County for help, as is done for housing programs. Reverend Paige questioned who determines the power and charter for the DHRC, what the City was looking for from a human relations commission, and if the Commission had to stay as it was. She indicated that if members were coming up with a new vision statement, it seemed to her that they were looking for change and asked if members had the ability to make the change or who did.

Mr. Henderson stated his understanding that the DHRC had previously become bogged down in listening to complaints and did not have the legal, financial, or other aspects to follow through on them.

Mrs. Jody Stein, Administrative Assistant, City Clerk's Office, noted that Mr. Rodriguez had advised that the DHRC does not have the legal authority and resources that the State has to hear complaints. She suggested that members review Chapter 58 - Human Relations, of the Dover Code regarding the role and function of the Commission, noting that this had been determined by City Council.

Reverend Paige asked if the Code could be changed with the times. Responding, Mrs. Stein advised that it was within the prerogative of the DHRC to make recommendations to Council and to provide advice.

Mr. Gaddis indicated that he liked the last sentence of Reverend Paige's suggested statement, which stated that "the Commission will investigate, negotiate and resolve discriminatory and unfair treatment complaints within the city," noting that it reflected more than just a few people talking and trying to make nice. He indicated that this would give members an opportunity to be more helpful right off the bat or as needed; however, he questioned if it would be legal and whether Council would approve it. Mr. Gaddis asked if the DHRC was a commission that was supposed to do something or if they were window dressing to look nice. Responding, Mr. Henderson indicated that

this was a challenge, noting that they had all asked that question because they were all people of conscience.

Responding to Mr. Henderson, Mrs. Stein advised that Chapter 58 of the Dover Code outlines the structure and function of the Commission and is available online, and she offered to email a link to members to access it. Mr. Henderson requested that members review this information so that they could start a discussion from there. He noted that he wanted to work with City Council but did not want to be just another pretty face.

Referring to the suggested statement submitted by Reverend Paige, Mr. Gaddis suggested changing the word "race" to "ethnicity", stating that we are all one (1) race, whether one goes by religion or science. Reverend Paige agreed and advised members that she had pulled this language straight from the State.

In regard to the sentence in Reverend Paige's suggested statement that "the Commission will investigate, negotiate and resolve discriminatory and unfair treatment complaints" Mr. Henderson stated that, under its current structure, the DHRC was not in a position to do this; however, they could look for change if possible. Ms. Bogle asked if the DHRC was not doing this, what they were doing exactly.

Reverend Paige asked what currently happens when City employees have complaints and where they go. Responding, Mrs. Stein stated that employees would typically go to the Human Resources Department, noting that there is a grievance procedure.

Mr. Gaddis questioned if members should choose one (1) of the statements submitted by him and Reverend Paige as a concise statement. Responding, Reverend Paige expressed her opinion that the statements walked together and were just stated differently, noting that Mr. Gaddis' statement may have been a little more specific.

Mrs. Stein indicated that it might be helpful for members to review the minutes of the DHRC meeting when the City Solicitor spoke to members regarding the DHRC, as referenced by Mr. Henderson. Mr. Henderson agreed, stating his recollection that Mr. Rodriguez had laid out and made clear what he thought the Commission was. Mr. Henderson stated that he had found participating in the DHRC Diversity Research Project developed by former Commissioners Eugene Ruane and James McGiffin empowering and educational in finding out how the various City agencies were dealing with diversity issues as reflected in the questions and discussions with the department heads. He noted that former Commissioner S. Renee Smith had a lot of things going and planned, and noted that members had met with the Police Department, the National Association for the Advancement of Colored People (NAACP), and had helped to sponsor a feeding program. Mr. Henderson advised that these are the types of events where the DHRC is out in the community, establishes who they are, hears things, and interacts with people.

Ms. Bogle suggested merging the two (2) suggested statements because they were not completely foreign from one another; however, she noted that members had discussed having the City Solicitor come in and asked if members should wait until they were a little more informed about their roles. Responding, Mr. Henderson reiterated that reviewing the minutes from the DHRC meeting that the City Solicitor previously attended would be helpful. Ms. Bogle suggested that more information

about what City Council was looking for would also be helpful so that the DHRC would not just be spinning its wheels; however, she stated that she was unsure if this would be part of a meeting.

Mr. Gaddis suggested that he and Reverend Paige meet, put their statements together, and come back within a week or two (2). Mrs. Stein reiterated that members may wish to review Chapter 58 - Human Relations of the Dover Code, as well as the 2015-2018 DHRC Strategic Plan, and the minutes of the DHRC meeting when the City Solicitor spoke to members regarding the DHRC.

Mr. Henderson suggested that Mr. Gaddis and Reverend Paige present a consolidated statement at the next meeting.

Ms. Bogle moved to recommend that Mr. Gaddis and Reverend Paige present a consolidated statement at the next meeting. The motion was seconded by Mr. Gaddis and unanimously carried.

Responding to Mr. Gaddis regarding the time frame, Mrs. Stein stated that this information would need to be provided to the City Clerk's Office approximately a week to 10 days prior to the next meeting.

DHRC Vacancies

Responding to Mr. Henderson, Mrs. Jody Stein, Administrative Assistant, City Clerk's Office, stated that there were currently two (2) vacancies on the DHRC in the First District and one (1) in the Fourth District. Mr. Henderson stated that he would take the lead on this, noting the need to approach City Council members from those districts and tell them that people were needed. He expressed the need to have a full Commission, for members to define themselves, and move forward.

Future Meeting Dates

By unanimous consent, members agreed to schedule the next meeting for Thursday, February 23, 2017 at 6:00 p.m.

Reverend Paige moved for adjournment, seconded by Mr. Gaddis and unanimously carried.

Meeting adjourned at 6:45 p.m.

Theodore A. Henderson
Chair

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Attachments
Attachment #1 - Dover Human Relations Commission Diversity Research Project Report

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. Recommendations/Conclusions

1. The City Of Dover will provide stimulating, educational in-service training (about four hours) annually for all members of its staff, including leadership. This can include (but is not limited to) video presentations, (i.e. Cracking the Code), outside speakers,

discussion and the like. (1)

2. Dover's Human Resources Department will adopt a particular measure for employee and customer satisfaction feedback for regular use. (2)

3. The City of Dover leadership will strive to make its services accessible to people with limited English proficiency e.g. applications and regulations translated to other languages as needed. (3)

4. More activities that promote diversity and cultural competence education like Community Clean-up Day, the African-American Festival, and the disbanded Youth Advisory Council should be initiated and well advertised. Members of at least one Department should, on a rotating basis, be encouraged to attend these events. (4)

5. The Economic Development Department will develop a statement and goal that reflects the value of fair hiring practices by contractors, exemplifying the diversity of contractors in Dover, Kent County, and Delaware. (5)

6. The City of Dover's Mission and Vision Statements should be visible on the first page of the City of Dover's website so that they are the first thing one sees when looking up our fine city. (6)

7. Each Department's main page should reflect the City of Dover's Mission and Vision Statements within its first page that tells about its department. The pages of the City Clerk, the Human Resources Department and the City Clerk are fine examples. (6)

8. The Mayor's page will have at least one statement that shows that he/she values diversity within our city and strives to honor his/her part of the city's Vision and Mission statement. (6)

9. The city's Mission and Vision Statements are to be prominently posted in City Hall and within each department for all to read.

Footnotes:

(1) Reflects and includes observations* 1, 2, and 5 and survey questions 13 and 16.
(2) Reflects questions 6 and 7
(3) Reflects question and observation 11
(4) Reflects question/observation 4
(5) Reflects question/observation 6
(6) (6-9) are procedural after input from the Mayor.

*Observations are listed in Attachment #1 – Email from Mr. James McGiffin, Jr. dated October 6, 2016

ATTACHMENT #1
The Dover Human Relations Commission Diversity Research Project

From: James G. McGiffin, Jr. [mailto:jimmcgiffin@verizon.net]
Sent: Thursday, October 06, 2016 9:04 PM
To: Stein, Jody
Subject: DHRC Diversity Research Project observations/ 3rd District replacement for me

Observations

General observation - Only one of the senior professional leaders interviewed was a person of color, and that person was the most recently hired person interviewed.

Question 1 - The professional leadership was surprisingly unaware of the published statements about diversity.

Question 2 - Diversity is not universally valued among City of Dover employees. There is some sense that this is a political issue inappropriate for City consideration. This observation surfaced in response to several survey questions. Interviewees identified diversity in the Human Resources area as a source of diversity messaging, but no other program or operational areas were identified.

Question 3 - The cultural programs supported by the City garnered recognition for diversity promotion, as was library programming, the cadet program,community meetings and partnering with community groups. Some survey respondents suggested expanding into Asian-themed events. The City Manager was recognized for promoting diversity.

Question 4 - Community clean up day and the now disbanded Youth Advisory Council were mentioned as good examples of the City's efforts to promote diversity in the workplace.

Question 5 - No one who participated mentioned any event or individual from Dover's history. The NAACP law suit that changed Council composition, desecration of Delaware schools, the influence of the Dover Air Force Base, the presence of Delaware State University and countless other historical events, institutions and figures escaped mention in responses to this question.

Question 6 - Dover's professional leadership was unaware of Dover's efforts to quantify diversity hiring efforts.

Question 7 - Most interviewees believe that Dover does not use any particular measure for employee satisfaction.

Question 9 - Though the library surveys customers, the City does not otherwise measure customer satisfaction.

Question 11 - City of Dover services are not accessible to people with limited English proficiency.

Question 12 - City professional leadership was generally unaware of Dover's procurement policies that promote diversity.

My neighbor Alan Gaddis has volunteered to succeed me on DHRC, if he can be appointed.

Jim McGiffin