SPECIAL DOVER HUMAN RELATIONS COMMISSION WORKSHOP

A Special Dover Human Relations Commission (DHRC) Workshop was held on September 23, 2014 at 5:30 p.m. with Chairman Wilson presiding. Members present were Ms. Smith, Mr. Henderson, Mr. Ruane, Mr. McGiffin, Ms. Stewart, and Mrs. Sadusky. Ms. Hicks and Mr. Roach were absent.

AGENDA ADDITIONS/DELETIONS

By unanimous consent, the agenda was approved as presented.

Presentation - Dover Public Library Changing America Exhibit Steering Committee Volunteers

Ms. Michelle Hughes, Head of Adult Services, Dover Public Library, advised members that the Dover Public Library would be presenting a traveling exhibit, entitled "Changing America - The Emancipation Proclamation, 1863 and the March on Washington, 1963," from January 7 - February 20, 2015 and provided members with an informational brochure ***(Attachment #1)***. She stated that, as a grant requirement, the library would offer an opening event and at least two (2) adult programs related to the exhibit free of charge to the community. Ms. Hughes invited members to volunteer to be part of a steering committee to develop public programs around the exhibit. She explained that the exhibit would focus on the 100-year span between the Emancipation Proclamation and the March on Washington. She indicated that she had a number of programs planned that would target the 19th century; however, she requested support on programs focused on the 20th century and asked members to email her if they had any suggestions.

In response to Mr. McGiffin's request for clarification of the specific needs, Ms. Hughes stated that several scholars had agreed to attend and speak on the abolitionist movement in the 19th century, but there were not as many who could focus on the 1950s and 1960s. If members knew of local scholars that could address this time period, she said that she would gladly take contact information.

Mr. McGiffin inquired if a presentation on desegregation of the Delaware schools would be relevant, and Ms. Hughes affirmed that tying in local history would draw in more people. Mr. McGiffin stated that his wife, Ms. Kathy Doyle, was an expert on the school desegregation issue, had written a book on this topic, and might be inclined to assist.

Mr. Henderson questioned if Ms. Hughes had contacted Delaware State University (DSU) history teachers. Responding, Ms. Hughes stated that staff had worked with DSU teachers on the "Created Equal" film series held from July - September 2014, so she had some contacts from DSU; however, she wanted to reach out to members for other contacts who were not used previously in order to obtain different perspectives.

Ms. Hughes provided her email address and invited members who were interested in serving on the steering committee to contact her, noting that all final program paperwork must be submitted by the end of November. She explained that serving on the committee would involve helping to provide contact information for members of the community who might be willing to give their time to help with the project, including publicity and marketing.

Presentation - Re-Entry Opportunity Program

Mr. Ken Abraham advised members that he was involved in a non-profit group, Citizens for Criminal Justice, but was attending on behalf of the Dover Interfaith Mission for Housing (DIMH).

Mr. Abraham explained that he was working with DIMH in a new program assisting men with re-entry into society upon their release from prison, noting that DIMH was the recipient of a three (3) year grant for this purpose. He advised members that he had provided a presentation on this topic to City Council during their meeting held on September 8, 2014. He had requested Council to make a commitment to set an official policy to interview individuals who had been screened by DIMH for appropriate employment opportunities with the City, or to issue a proclamation or statement affirming that the City supported the hiring of qualified convicted felons for appropriate jobs. Mr. Abraham requested that the DHRC recommend that the City respond positively to this request. He also expressed his hope that the City would provide a letter to DIMH, signed by the Mayor, Council, and/or the DHRC Commissioners, to be presented to local major employers, stating that they and other members of the community were encouraged to hire qualified job applicants who may be convicted felons. Mr. Abraham expressed confidence that this would be a win/win situation for those who had made mistakes but paid their dues and for those who employ them in terms of getting good, qualified, responsible employees.

Mr. Wilson stated that, as a Commissioner, he believed in this initiative and that he was glad to see that community support was being offered. He indicated that he, personally, would approve of recommending it to Council; however, his biggest concern was making sure that safeguards were there for the public.

Mr. Henderson complimented Mr. Abraham on the "great" presentation that he provided previously to City Council and questioned if he could provide an example of a success story. Responding, Mr. Abraham stated that one (1) participant was working as a chef at Dover Downs and offered to follow up with other examples.

Mr. Henderson inquired whether the individuals involved were heavily minority, and Mr. Abraham stated this was the case since the prison population was heavily minority; however, individuals were from every background.

Responding to Mr. Wilson as to whether individuals involved were from the local community, Mr. Abraham stated that most were local and others came from Sussex and New Castle Counties, as well as Maryland.

Mr. Ruane stated that he had researched House Bill 167, the so-called "ban the box" legislation which would prohibit public employers from asking applicants to indicate, typically by checking a box on an employment application, if they have been convicted of a crime until after an initial interview. Mr. Abraham felt that this legislation was "progress but very little," stating his understanding that it would apply only to government entities and not private employers. In addition, it was his belief that the ban the box requirement would apply only to the initial employment inquiry.

Noting that he had reviewed the City of Dover job application and that it did not include such a check box, Mr. Ruane felt that it appeared that the City of Dover had no choice but to give fair and equal opportunity and questioned, therefore, what would be gained from a supportive letter. He inquired if DIMH had spoken to the City of Dover Human Resources Department and whether the City was utilizing any practices that were detrimental to the clients being served by DIMH.

Mr. Abraham stated that there were no such detrimental practices to his knowledge and that DIMH had steered individuals toward jobs with the City. He felt that the City's relationship with DIMH was "good but could be a lot better" and reiterated his hope of obtaining a commitment from the City to interview qualified, responsible, dependable applicants after screening for technical or other job skills.

Mr. Ruane stated that he agreed with the intent of the program and hoped for its success; however, that employers, including the City, were bound by other processes, including qualifying applicants before an interview. He stated that ensuring that a particular group would be granted interviews might result in challenges related to discrimination against other qualified applicants.

Mr. Abraham explained that it was not desired that undue favoritism be given to these individuals and stated his expectation that they would go through the normal process.

Mr. Nicholas Rodriguez, City Solicitor, stated that Dover had a city manager/council form of government and the City Manager was responsible for overseeing employment in the City; therefore, he felt that this matter would be up to the City Manager. Mr. Rodriguez advised members that he was not familiar with the City's application process. He indicated that Mr. Abraham had given a very good presentation before Council and that he had told Mr. Abraham that perhaps feedback would be received from the City and staff regarding applications.

Mr. Wilson expressed thanks to Mr. Abraham for his presentation.

Discussion - DHRC Authority and Complaint Process/Formulation of Complaint Process and Form

Mr. Nicholas Rodriguez, City Solicitor, advised members that Chapter 58 - Human Relations, Article II - Human Relations Commission, Sec. 58-32 states that the DHRC is an advisory commission rather than a decision-making commission. He indicated that, in the past, complaints had been submitted to the DHRC, and the Solicitor's Office had stated that the DHRC should not hear such complaints because it is an advisory body that, in his opinion, was "way beyond the application and complaint process." Mr. Rodriguez advised members that Sec. 58-33(e) Functions limited, of the Dover Code states that "the Commission shall not involve itself in activities or functions already assigned by law or decree to other governmental bodies," such as the Department of Labor, the City, and the State. He indicated that the purpose of the Commission was to advise Council, obtain community input, discuss diversity and discrimination, and make recommendations. Simple complaints, in his opinion, were below the role of the Commission.

Mr. Wilson questioned if the DHRC had the authority to develop a complaint form of any nature.

Mr. Rodriguez recommended that a complaint form not be developed because this would result in the receipt of individual complaints that the DHRC could not hear, as had occurred in the past. He stated that he had reviewed the Draft DHRC Strategic Plan 2015-2018 prepared by Mr. Ruane (subsequent agenda item) which he felt looked "fantastic" and that this type of activity was what the City of Dover had wanted the Commission to do when it was enacted.

Commissioner Gail Launay-Tarlecki, Vice Chair, State of Delaware Human Relations Commission (SHRC), advised members that the SHRC's website states that the Commission strives to "promote amicable relationships among the various racial and cultural groups within the State of Delaware" and that the DHRC would attempt to perform this function within the City of Dover. She indicated that not having jurisdiction would not prevent complaints from coming before the DHRC so that the DHRC could look for avenues to assist people. It was her belief that a complaint process would be a legitimate method for logging issues and bringing them to the Commission to discuss and work on as a whole; however, she cautioned members to be careful regarding how such complaint forms are viewed, indicating that she did not have the impression that the DHRC was a hearing body. Ms. Launay-Tarlecki advised members that individuals bring concerns to the SHRC, sometimes repetitively, and although the SHRC does not have jurisdiction over some types of issues, they serve as a point of reference and note on the complaint form that an individual was referred to the appropriate place. This gives the appearance that the SHRC is an active, viable body that is doing work for the community. She questioned if Mr. Rodriguez was referring to legal complaints.

Mr. Rodriguez stated that he was referencing individual complaints, as opposed to those brought forward from groups.

Ms. Launay-Tarlecki explained that there was precedent in other cities for human relations commissions to have a complaint process that is not necessarily to hear cases, noting that the City of Philadelphia's commission has such a complaint process and their commission sits under their state commission.

Mr. McGiffin felt that the existence of a complaint form and acceptance of the form by the DHRC would imply that the Commission could offer some kind of redress, and stated that Mr. Rodriguez had indicated that this was not to be done. He agreed with the City Solicitor that the complaint form could be more trouble than it would be worth since it would suggest a promise that the DHRC could not deliver. However, Mr. McGiffin felt it would be a legitimate and valid function to be open to general information issues, not formal complaints that come to the DHRC's attention, if the DHRC wanted to be an information and referral source.

Mr. Henderson expressed confusion about the role and responsibilities of the DHRC.

Ms. Launay-Tarlecki stated that a complaint form would allow members to learn why someone would be coming before the Commission before they do so, which would provide time to consider the issue so that it could be referred to the appropriate body. This referral could then be noted on the complaint form, even if the matter was out of the Commission's jurisdiction. The complaint form would be an "action document" that showed the work of the Commission. She felt that this would be a way for the Commission to review issues to see if there is a way to provide amicable relations within the City. Ms. Launay-Tarlecki stated that she was not familiar with the DHRC's empowering legislation; however, she indicated that State commissioners regularly receive such complaints and, through experience and the diversity within the SHRC, offer help, usually including a name and phone number of an appropriate agency. This information is recorded on the State form. Ms. Launay-Tarlecki stated that the SHRC had a sunset review by the General Assembly approximately a dozen years ago and, in the course of this review, the forms proved useful as a way of keeping a record of the SHRC's activities and tracking issues.

Mr. Wilson suggested that a draft DHRC complaint form be developed and submitted to the City Solicitor to determine if it would be legal and binding for the City. He stated his understanding that the form would help the public understand the identity of the DHRC and would validate the Commission's existence, as well as the two (2) commissioners in each district who would be receiving complaints. He felt that it was necessary to have an avenue for complaints, even if it this would be just for referral to the State or other agencies that could provide help.

Mr. Rodriguez stated that he did not recommend a complaint form, because this would lead to individual complaints, as had been received in the past, which would be referred to the City Solicitor, who would tell the Commission that it did not have jurisdiction because the DHRC is an advisory body. By referring individuals elsewhere, perhaps suggesting a private attorney or the State, the DHRC would be giving advice, and this could create problems. He reiterated his opinion that the DHRC should not have a complaint process, noting that it had not worked in the past, and that the role of the DHRC was to go out into the community to find out where problems were occurring.

Mr. Wilson suggested that this issue be further explored and that the DHRC develop a recommendation regarding the complaint process for City Council during the DHRC meeting scheduled for October 28, 2014. He questioned if the functions that the DHRC could and could not perform were already legally in place, and Mr. Rodriguez confirmed that this was the case. Mr. Rodriguez stated that he respectfully disagreed with the State, noting that the State had much more authority than the DHRC and it was his opinion that the DHRC was not created for the purpose of receiving and responding to individual complaints.

Ms. Launay-Tarlecki stated that she had not seen the DHRC's enabling documents; however, she questioned how members would record what they were hearing as the "ears" of their districts, what would be the point of hearing it, and what was desired to occur as a result. She stated her opinion that this is what the form should reflect.

Mr. Rodriguez expressed his opinion that Commissioners would receive verbal complaints, and if individual commissioners received written complaints, Chairman Wilson would bring them before the Commission. He stated that it was desired to move the DHRC away from individual complaints that they have no jurisdiction over.

Mr. Ruane concurred with Mr. Rodriguez that complaint forms should not be developed and the DHRC should not deal with individual discrimination cases. He noted that one (1) of the long-term objectives stated in the draft DHRC Strategic Plan 2015-2018 (subsequent agenda item) was "to define when a diversity, inclusion and or a human relations issue exists and specify the types of these issues that will be accepted by the Commission" and then develop a process for acceptance, which he stated may or may not include a form. He explained that the DHRC's first responsibility was to make sure that the City of Dover administration, government, and Council were favoring and promoting diversity, had policies and programs that reflect that diversity, and did not have a practice, service, or program that had systemically become a human relations issue. If a form were needed to document issues, he felt that it would be a DHRC diversity issue statement and the DHRC would then make a recommendation to City Council to change this program. Mr. Ruane stated that once the focus was on diversity, the Commission would be considering much broader issues than anti-discrimination complaints. He indicated that the first focus would be on the City; then on

engaging the community to try to get the same sense of diversity, openness, and inclusiveness in other places in the City; and then supporting and engaging with other groups that are trying to do the same thing, such as the Hispanic Council, and Inner-City Cultural League, and the Dover Public Library. He felt that there were great challenges in determining the status of diversity of the City of Dover, beginning with programs and government.

Mr. Wilson mentioned that the City was in the process of distributing a Recreational Needs Assessment survey that may be a matter for consideration.

Mr. Wilson thanked Mr. Rodriguez for attending. Mr. Rodriguez expressed concurrence with Mr. Ruane's comments, stating that they articulated the purpose of the DHRC in his opinion.

Ms. Launay-Tarlecki stated that she was not saying that the DHRC would have a court and hear cases; however, she stated that within the function of the Commission, a form or process for keeping track would be the right answer, reiterating that she was not familiar with the DHRC empowering laws.

Mr. Ruane questioned if the State's compliant form could be provided by the City; for example, if the City Clerk's Office could be empowered to refer an individual with an employment discrimination complaint to the SHRC and provide an SHRC form without giving advice. Ms. Launay-Tarlecki stated that a SHRC business card could be provided and that the State's complaint form was available online.

Mr. Wilson stated that, in this event, he would like to meet with the City Clerk and make sure that the Clerk's Office was on the same page as the DHRC and the Council President.

Mr. McGiffin stated that Mr. Rodriguez had recommended against the DHRC providing information and referral, because by doing so the Commission would be accepting responsibility for sending people to the correct entity. He indicated that the City Solicitor had suggested that if the City Clerk's Office were instructed by the DHRC to provide a complaint form but gave the wrong type of referral, this could cause problems. Mr. McGiffin stated that if the DHRC decided to provide information and referral, this would be decided knowing that Mr. Rodriguez would have an issue with it.

Mr. Ruane withdrew his suggestion to provide referral in view of the legal advice provided.

Mr. Wilson suggested that members come forward with their ideas regarding complaint forms at the meeting scheduled for October 28, 2014 and that a decision would be made at that time. He reminded members that the City Solicitor had spoken; however, members could discuss documenting Commission actions, as suggested by Ms. Launay-Tarlecki, and determine what could be developed that was in line with the City's Solicitor's recommendation.

Mr. Henderson questioned where notes regarding complaints in the community should be referred, if the DHRC could not develop a form and did not have jurisdiction.

Responding, Mrs. Traci McDowell, City Clerk, stated that when members take such notes and report comments and issues to the Commission in terms of City programs that the DHRC needs to look at, this would be reflected in the meeting minutes, which are the permanent, formal record on these matters.

Review of Draft DHRC 2015-2018 Strategic Plan

Mr. Ruane stated that developing the identity and function of the DHRC had been a problem for a long time and suggested that this be settled. He reviewed the Draft DHRC Strategic Plan 2015-2018 and requested that members agree to a mission statement and add to or subtract from the objectives included, emphasizing that the document was a draft. Mr. Ruane advised members that the start year for the Draft Plan was stated as 2015 to allow time to establish the plan and suggested that three (3) year, long-term strategic objectives be organized around the components of the DHRC's mission, noting that performance measures or short-term action steps were not included at this time. Once objectives were agreed upon, he suggested that three (3) commissioners and/or citizens help flesh out each objective.

Mr. Ruane explained that he had taken information from the DHRC legislation and placed it in three (3) concise mission components, as follows:

1. 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.

2. 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.

3. 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.

Referring to the first mission component, Mr. Ruane stated that an example of this function would be for the DHRC to determine if the City's recreation program is diverse.

In reference to the third mission component, Mr. Ruane stated that incidents that had recently transpired in Ferguson, Missouri showed the need to have a plan in place for dealing with conflict at the neighborhood or City level. He proposed that the DHRC determine what type of role it would have in the case of community conflict, noting that training and experience would be necessary for Commissioners to serve in this role.

Mr. Ruane suggested that the major goals of the DHRC be organized around its mission statement and reviewed the proposed vision statement, affirming that, "The Commission's vision is a city whose government, organizations, groups and individual citizens value diversity, inclusion, respect

and trust." He recommended dividing members into four (4) committees, as follows: 1) Government Policy, Programs, and Practices Committee; 2) Community Engagement Committee; 3) Education Committee; and 4) Communications Committee. Mr. Ruane proposed that committee members meet and bring specifics, such as timetables and measurement tools for objectives, to the Commission.

Mr. Wilson suggested that two (2) DHRC members serve on each of the committees and that the at-large commissioner and the DHRC Chair rotate among committees if desired. He requested that members review the committees and decide on which committee they would like to serve, noting that they could serve on more than one if they chose to. He stated that he had reviewed the plan, as well as the City's related ordinances and code, and compared it with other cities and that Mr. Ruane had done extensive work on this.

Mr. McGiffin noted that Mr. Ruane had done a great deal of work on the plan, to the DHRC's benefit, and thanked him for his efforts.

Ms. Smith stated that it was evident that Mr. Ruane had put a great deal of time and energy into the Draft Strategic Plan.

Mr. Ruane stated his understanding that committees could assemble before the October 28, 2014 meeting, which could then be dedicated to hearing preliminary specifics on how the larger objectives could be realized during the three (3) year period.

Mr. McGiffin moved to recommend adoption of the City of Dover Human Relations Commission Strategic Plan 2015-2018 *(Attachment #2)*, seconded by Mrs. Sadusky and unanimously carried.

Mr. Wilson felt that holding meetings of the DHRC on a quarterly basis would not be often enough to accomplish what must be done, noting that the Commission had recently held additional special meetings.

Referring to Exhibit #1 to the Draft DRHC Strategic Plan 2015-2018, Definition for Diversity CUNY Queensborough in New York City, Mr. Ruane pointed out that the section entitled, "A diversity issue exists when," provided some language that might help members understand when the Commission would be activated. He explained that a diversity issue would not apply in an individual case; however, if a policy, business practice, or service had a different impact on a particular group in the City, the DHRC would go into action. Mr. Ruane stated that the DHRC goes beyond the individual and strives to change the system, based on an analysis of current practices and the development of better practices. If something on the street helps to educate a commissioner, this could be brought to the table when a particular program is being discussed.

Ms. Smith stated her experience that complaints typically start with one (1) person and can lead a group to follow that individual, referencing the individual who was shot in Ferguson, Missouri, and questioned at what point the DHRC should become involved. In addition, she stated that the

perception of a diversity issue may differ from one (1) person to another based on their varying experiences and questioned, as a commissioner, whether this determination should be based on the commissioner's perceptions or those of the people being served.

Mr. Henderson felt that all diversity issues start with an individual and expressed his fear that if an overly analytical approach were taken, the DHRC would end up "running after the problem trying to solve it." He felt that the Commission must be proactive.

Mr. McGiffin stated that Mr. Ruane had designed a strategic plan that would allow the DHRC to determine ahead of time whether the potential for an incident like Ferguson existed in Dover so that the Commission could encourage the City to address whatever "tinder was out there that might give rise to a Ferguson blaze before it goes on fire;" therefore, this type of action would be inherently proactive. However, the DHRC would only become aware of potential problems by hearing from the community. He indicated that if City policies were reviewed by the Government Policy, Programs, and Practices Committee and determined to be inadequate, then members would improve them so the City would be prepared should that situation arise. The DHRC would have done its job by advising the City that this was a potential problem and providing ideas on how to solve it.

Mr. Wilson advised members that they would hear things in their communities and would be able to execute actions and advise Council on what to do. He recalled that during one (1) of his meetings with two (2) of the DHRC Commissioners and two (2) Council representatives, a Commissioner stated that they had never seen the Council members in the City districts before. Mr. Wilson asked members to consider how difficult it would be to obtain conflict resolution without a strategic plan, such as the one developed by Mr. Ruane, and if the entities involved did not know one another, it would result in a disservice to the entire City. Mr. Wilson stated his understanding that the City would be reviewing the 1988 Consent Decree that resulted from the NAACP vs. the City of Dover lawsuit, noting that the City was considering changing its existing type of government and that some would be in favor and others would not. He stated that developing a strategic plan would allow the DHRC to be structured in such a way that the elected officials could be involved in decision making that would advance everyone in the City.

Mr. Wilson stated that the Strategic Plan would be on the agenda for October 28, 2014 for further discussion, and that he wished to hear from the State on the plan as well.

Ms. Launay-Tarlecki stated that she had read the Draft Strategic Plan cursorily and that a lot of good work went into it. She still felt that members might find use for some type of form, although it might not be the complaint form initially envisioned. She thought that the form might convey information in addition to what was stated in the minutes, provide a way to communicate with and obtain contact information for individuals who approach members on the street with issues, and be helpful in recording and reporting. Ms. Launay-Tarlecki felt that the Strategic Plan was "fantastic" and expressed pride in the DHRC for moving quickly to adopt it. She stated that the SHRC had access to training resources through the University of Delaware conflict resolution and public policy programs, which provided education on mediation, negotiation, and hostages and terrorism. She indicated that these resources may be available to the DHRC members. Ms. Launay-Tarlecki felt that the DHRC Strategic Plan 2015-2018 would provide a good foundation for the Commission.

Mr. Ruane questioned if Mr. Wilson intended for members to sign up for a particular committee and meet before the October meeting and provide a report.

Responding, Mr. Wilson inquired if members had made choices in terms of committee assignments.

By unanimous consent, members recommended committee assignments, as follows: 1) Government Policies, Programs, and Practices Committee - Mr. Ruane (Chair) and Mr. McGiffin; 2) Community Engagement - Mr. Roach (Chair) and Ms. Hicks; 3) Education Committee - Mr. Henderson (Chair) and Mrs. Sadusky; and 4) Communications Committee - Ms. Smith (Chair) and Ms. Stewart.

Mr. Wilson stated that he would serve on all committees and help them as best he could. He advised members that it would be up to the committee chairs to decide when to meet prior to October 28, 2014 and requested that the City Clerk be informed so that emails could be sent regarding the date, time, and place.

Commission Members' Announcements

Mr. Wilson reminded members that Diversity, Respect & Harassment Awareness Training for City of Dover employees was available on October 7, 2014 8:30 a.m. - 9:30 a.m.; 10:00 a.m. - 11:00 a.m. and October 14, 2014 8:00 a.m. - 9:00 a.m. and 9:30 a.m. - 10:30 a.m.

Mr. Ruane advised members that a Hispanic Heritage Celebration was scheduled for October 4, 2014 from 10:00 a.m. - 4:00 p.m. and would conclude with a concert at the Schwartz Center for the Performing Arts at 4:00 p.m. He indicated that the Community Engagement Committee might want to touch base and partner with this group and perhaps the DHRC could partner in putting on this event in the future.

By unanimous consent, the meeting adjourned at 7:04 p.m.

Cecil C. Wilson
Chairman

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Attachments
Attachment #1 - Brochure - Changing America - The Emancipation Proclamation, 1863 and the March on Washington, 1963
Attachment #2 - DRAFT City of Dover DHRC Strategic Plan 2015-2018

CHANGING AMERICA

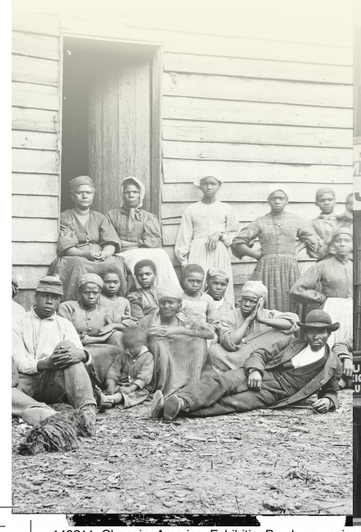
THERE ARE MOMENTS IN OUR NATION'S HISTORY WHEN INDIVIDUALS UNITE AND TAKE COURAGEOUS STEPS TO FULFILL THE PROMISE OF DEMOCRACY.

One hundred years separate the Emancipation Proclamation and the March on Washington, yet they are profoundly linked together in a larger story of liberty and the American experience. Both were the result of people demanding justice. Both grew out of decades of bold actions, resistance, organization, and vision. In both we take inspiration from those who marched toward freedom.

Changing America was created to commemorate these two pivotal achievements on their 150th and 50th anniversaries. It explores their historical context, their accomplishments and limitations, and their impact on the generations that followed.

FREEDOM IS NEVER GIVEN; IT IS WON.

A. PHILIP RANDOLPH
OCTOBER 15, 1937





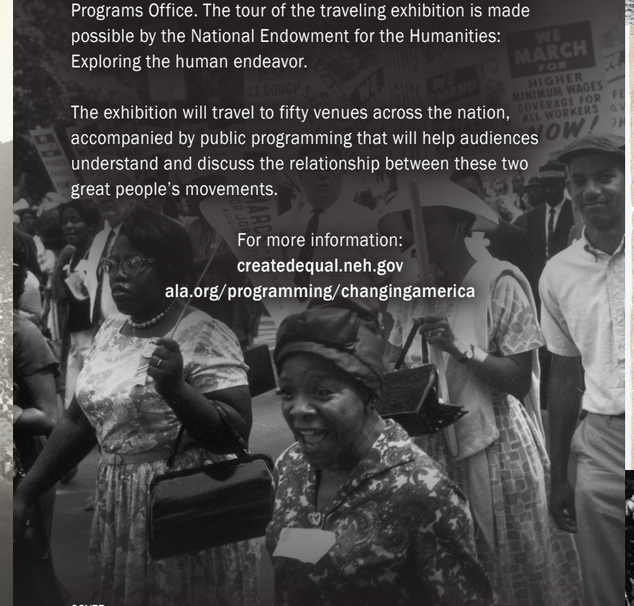


THE NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

Changing America: The Emancipation Proclamation, 1863 and the March on Washington, 1963 is presented by the Smithsonian's National Museum of African American History and Culture and the National Museum of American History in collaboration with the American Library Association Public Programs Office. The tour of the traveling exhibition is made possible by the National Endowment for the Humanities: Exploring the human endeavor.

The exhibition will travel to fifty venues across the nation, accompanied by public programming that will help audiences understand and discuss the relationship between these two great people's movements.

For more information:
createdequal.neh.gov
ala.org/programming/changingamerica



COVER:
J. J. Smith's Plantation, Beaufort, South Carolina, 1862, Library of Congress
Participants at the March on Washington, 1963, Library of Congress
Participants at the March, U.S. National Archives and Records Administration
INSIDE COVER:
Cumberland Landing, Virginia, 1862, Library of Congress
At Headquarters, 1963, Library of Congress
Civil Rights March on Washington, D.C., 1963, Library of Congress
INSIDE PANELS:
Marion Chaplin Plantation, St. Helena, South Carolina, 1861, Penn Center Archives
Participants at the March, 1963, Library of Congress



CHANGING AMERICA

The Emancipation Proclamation, 1863 and the March on Washington, 1963



ALA American Library Association

NATIONAL ENDOWMENT FOR THE Humanities

Smithsonian Institution

ATTACHMENT #1
DHRC Meeting of 09/23/2014

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THE EMANCIPATION PROCLAMATION

1863

FRONT LINES OF FREEDOM

Emancipation was not the product of one act but many. Americans, enslaved and free, chipped away at slavery through daily acts of resistance, organized rebellions, and political pressure.

For most white Americans, the Civil War was a war for the Union, but for black Americans, it was a battle for freedom. Determined to end slavery, tens of thousands of enslaved African Americans used the war to escape their bondage. As the Union Army drove into the Confederacy, enslaved people stole away and entered Union lines. The people had spoken, using one of the few political tools available to enslaved people — the power of coming together to be heard. The sheer number of African Americans arriving in camps and cities pressured politicians, generals, and the U.S. government to act.

These thousands of African Americans made their freedom a fact. Within two years, President Lincoln issued the Emancipation Proclamation and made ending slavery government policy.

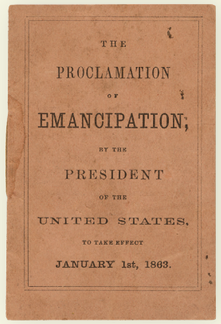


Family Portrait, Library of Congress

WE NEED THE STORM, THE WHIRLWIND, AND THE EARTHQUAKE…THE HYPOCRISY OF THE NATION MUST BE EXPOSED; AND ITS CRIMES AGAINST GOD AND MAN MUST BE DENOUNCED.

FREDERICK DOUGLASS
JULY 4, 1852

THE EMANCIPATION PROCLAMATION



Reading Copy of the Emancipation Proclamation, National Museum of African American History and Culture

On September 22, 1862, five days after the Union victory at the Battle of Antietam, Abraham Lincoln issued the preliminary Emancipation Proclamation. He presented the proclamation as a wartime necessity, under his authority as Commander-in-Chief. It ordered that as of January 1, 1863, all enslaved individuals in all areas still in rebellion against the United States "henceforward shall be free," and under the protection of the military. Those willing to enlist would be received into the armed forces. Once free, more than 186,000 African American volunteers fought to liberate those still held in slavery.

The proclamation was limited in scope and revolutionary in impact. The war to preserve the Union also became a war to end slavery.

IF MY NAME EVER GOES INTO HISTORY IT WILL BE FOR THIS ACT, AND MY WHOLE SOUL IS INTO IT.

ABRAHAM LINCOLN
JANUARY 1, 1863

UNFULFILLED PROMISES

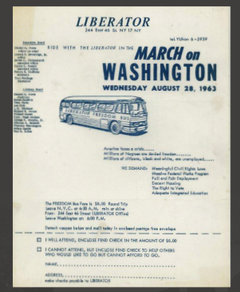
The Emancipation Proclamation committed the nation to ending slavery. The U.S. Congress responded with Constitutional amendments abolishing slavery, expanding citizenship rights, and giving black men the right to vote. These acts changed the political landscape, but these new freedoms were stripped away in the years that followed. During the darkest days of Jim Crow segregation, black Americans continued to press for full citizenship. Each Emancipation Day, African Americans organized parades reminding the black community and the entire nation of a commitment that remained unfulfilled. These local celebrations set the stage for the national push for freedom in the 20th century.

THE MARCH ON WASHINGTON

1963

THE MARCH ON WASHINGTON

On August 28, 1963, work in the nation's capital came to a halt as hundreds of thousands of Americans gathered for the biggest demonstration ever seen in the District of Columbia. People traveled from every state in buses, trains, cars, trucks, airplanes, and on foot. The world watched as an estimated 250,000 people — united across race, class, and ideological lines, and representing organizations, unions, churches or simply themselves — poured into Washington and onto the grounds of the Lincoln Memorial.



"Liberator" Flyer, National Museum of African American History and Culture

The events of that day — the prayers, the electrifying speeches, the stirring music — helped mark the 100th anniversary of the Emancipation Proclamation and reminded Americans of the nation's long pursuit to fulfill its founding principles of liberty and equality for all.

For the millions of people who participated or listened to the speakers on radio and television, it was a moving and unforgettable call for social justice.

THE LEGACY

In the months following the march, demonstrations and violence continued to pressure political leaders to act. Following President Kennedy's assassination on November 22, 1963, President Lyndon Johnson broke through the legislative stalemate in Congress.

The passage of the Civil Rights Act of 1964 and the Voting Rights Act of 1965 were turning points in the struggle for civil rights. Together the two bills outlawed segregated public facilities and prohibited discrimination in employment and voting. The success of the March on Washington and the achievements of the modern black freedom struggle reverberated throughout society and provided a model for social change. The power of mass nonviolent demonstrations inspired Americans fighting for equal rights and access to opportunities regardless of race, gender, ethnicity, religion, age, sexual orientation, or disabilities.

UNCOUNTED MILLIONS FROM ACCRA TO ZANZIBAR TURNED THEIR EYES TO WASHINGTON AS THEY HAVE FOR FEW OTHER EVENTS IN AMERICAN HISTORY.

THE WASHINGTON POST
AUGUST 29, 1963



DRAFT City of 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.

Draft prepared by Eugene B. Ruane, City of Dover Human Relations Commissioner, September 8, 2014.

[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