
From: Roger Stancil
Sent: Tuesday, February 13, 2018 1:04 PM
To: Allen Buansi; Donna Bell; Hongbin Gu; Jeanne Brown; Jess Anderson; Karen Stegman; Town Council; Michael Parker; Nancy Oates; Pam Hemminger; Rachel Schaevitz; Roger Stancil; Ross Tompkins
Cc: Loryn Clark; Sarah Vinas; Amy Harvey; Beth Vazquez; Carolyn Worsley; Catherine Lazorko; Christina Strauch; Dwight Bassett; Flo Miller; Mary Jane Nirdlinger; Rae Buckley; Ralph Karpinos; Ran Northam; Roger Stancil; Sabrina Oliver
Subject: Council Questions: Item 1: Building Integrated Communities Update
Attachments: W-S BIC Action Plan-English.pdf; Sanford BIC Action Plan-English-Final.pdf

Council Question: What projects or actions has the BIC Project taken with Greenville, High Point, Winston-Salem and Sanford?

Staff Response: *Please find attached the Action Plans for Sanford and Winston Salem. To view the community assessments, please see the report page of the Building Integrated Communities website at <http://migration.unc.edu/programs/bic/reports-and-resources/>*

Council Question: Is there a percent breakdown of the background of the participants in the community conversations, according to age, language and country of origin? How many of the participants were adults and how many were children?

Staff Response: *Once the community conversations are completed on February 15th, staff will compile a summary of demographic breakdown of participants to share with Council and the community.*

Council Question: It may be good to include in the presentation some demographic information referred to in the community assessment phase of the Item Overview, from U.S. Census, ACS and local agencies.

Staff Response: *The staff presentation includes demographic data from the U.S. Census, ACS and other sources. The final report to Council will include a substantial data component.*

Council Question: Does BIC have any preliminary feedback from participants that have come out its first two community conversations? What are the principal concerns/questions?

Staff Response: *We are still compiling all of the data, and will have additional feedback from residents at the community meeting scheduled for February 15th. Based on the community conversations to date, we have a few general observations:*

- *Community members have been extremely receptive to opportunities for civic engagement and leadership*
- *Providing meetings and other kinds of public information that are language accessible has been an important strategy for making people feel welcome*
- *Community members are particularly interested in discussing affordable housing and transit access.*

Winston-Salem Building Integrated Communities Citywide Action Plan for Foreign-born and Hispanic Community Integration

Nov. 2016

INTRODUCTION

This action plan is proposed by the Stakeholder Committee of **Winston-Salem Building Integrated Communities**. Winston-Salem Building Integrated Communities is a three-year collaboration between the [City of Winston-Salem](#), the statewide [Building Integrated Communities \(BIC\)](#) program at the University of North Carolina at Chapel Hill, and the following members of local organizations and networks that represent and/or serve foreign-born and Hispanic communities:

Winston-Salem Building Integrated Communities Stakeholder Committee

Wanda Allen-Abraha, JD	Director, Winston-Salem Human Relations Department
Liza Baron	Supervising Attorney, Legal Aid of North Carolina, Winston-Salem Office
Adolfo Briceño	Human Relations Specialist/Hispanic Outreach, Winston-Salem Human Relations Department
Brittney Gaspari	Vice President of Community Investment, The Winston-Salem Foundation
Ravin Gore	Transportation Planner, Winston-Salem Department of Transportation
Miriam Hernandez	Outreach Coordinator, Crosby Scholars; Owner, Hispanic Interaction
Tiesha Hinton	M/WBE Coordinator, Winston-Salem Community and Business Development Department
Kay Landry	Program Specialist for Graduation Initiatives/Dropout Prevention, Winston-Salem/Forsyth County Schools
Pauline Morris	International Center at Forsyth Technical Community College and Adult ESL
Drea Parker	Interfaith Winston-Salem/Compassionate Winston-Salem
Julie M. Linton, MD, FAAP	Assistant Professor of Pediatrics, Wake Forest Baptist Health; Advocacy Director, Wake Forest Pediatric Residency Program
Rev. Francis Rivers Meza	FaithHealthNC Liaison/Chaplain Supervisor, Wake Forest Baptist Medical Center
Daisy Rodriguez	Director of Childhood Hunger Programs, Second Harvest Food Bank of Northwest NC
David Sisk	ESL/LEP Program Manager, Winston-Salem/Forsyth County Schools
Krishna Surabhi	Indo-US Cultural Association
Mari Jo Turner	Executive Director, Hispanic League

Development of this plan was preceded by a one year, participatory assessment with local foreign-born and Hispanic communities. This assessment incorporated demographic and GIS data, a review of local resources, public discussion groups with more than 200 residents, and more than 200 surveys submitted

by local residents from 23 countries of origin. Assessment findings are available to the public online in both English and Spanish at <http://migration.unc.edu/programs/bic/reports-and-resources/>.

The actions proposed here aim to leverage existing City government structures, as well as the respective expertise and networks of the involved Stakeholder Committee members, to improve several community-identified issues with respect to **educational support, English language education, domestic violence, government communication, health care access, driver's checkpoints, and public transportation**. Actions were developed by several dedicated subcommittees as specified throughout the plan; planning for public transportation, specifically, incorporated additional resident direction through three supplementary open subcommittee meetings.

I. COMMUNICATIONS

Action Planning Subcommittee for Actions D, F, and G: Adolfo Briceño (Chair), Phyllis Caldwell, Karen Durell, Tiesha Hinton, Anne Holland, Robert Leak.

OVERALL GOALS:

- Increase City capacity to communicate with foreign-born and Hispanic residents.
- Increase representation of foreign-born and Hispanic residents within diverse City/agency staff positions.
- Increase foreign-born and Hispanic residents' access to civic information and to government/agency services and opportunities.
- Increase the capacity of City and local organizations for serving hearing impaired and differently-abled residents with Limited English Proficiency (LEP).
- Increase community awareness of Fair Housing rights, including the assistance available to foreign-born and LEP residents experiencing domestic violence/intimate partner violence.

Action A: Create the new City employee position of Integrated Communities Liaison.

Description: Create the position of Integrated Communities Liaison to provide or assist with outreach to foreign-born populations in Winston Salem and recruit qualified, bilingual job applicants to vacancies within all of the City's diverse departments. The Integrated Communities Liaison will be a bilingual, Spanish-speaking professional who will establish and lead the City's outreach efforts through work partnerships with the Human Relations Commission, College Advisory Board, city departments, citizens, community and civic groups/organizations, businesses, and schools. The Liaison will also assist the Human Relations director with ensuring the City's Limited English Proficiency (LEP) requirements are met. The Liaison would review the required diversity plans that City departments submit for vacancy postings to ensure that these plans incorporate effective posting venues for Spanish-speaking communities. The Liaison will also lead and coordinate all Human Relations media outreach (including fair housing advertising and dissemination of new, web-based resources for foreign-born and Hispanic residents and services providers), intradepartmental and interdepartmental trainings, as needed. Specific areas of lead responsibility will include representing the City of Winston-Salem at local cultural festivals, the annual PRIDE Festival, reporting for the annual Human Rights Campaign Scorecard, and working with local non-profit organizations to provide fair housing education as it specifically relates to national origin discrimination. The position will also seek grant funding opportunities that complement the outreach initiatives of the department.

Target Dates: Post vacancy in January, 2017.

Action B: Enhance visibility of existing City incentives for employees who speak Spanish. Enhance recruiting efforts for job applicants with foreign language proficiency.

Description: The City of Winston Salem offers a pay incentive (\$1100 annually) to individuals who pass a Spanish language proficiency test. This information will be added to the main webpage content at both www.cityofws.org/departments/human-resources and www.cityofws.org/jobs.

In addition, all City vacancy listings approved by the City's Department of Human Resources will incorporate the following language:

1. The addition of “foreign language proficiency” as a desired skill for vacancy applicants (e.g. “Foreign-language proficiency in two or more languages a plus”), as well as
2. An informational statement that specifies the Spanish-speaking pay incentive.

Target Dates:

November 2016 State pay incentive on www.cityofws.org/departments/human-resources and www.cityofws.org/jobs.

Nov. 1, 2016 Requirement of additional language begins for Human Resources approval of City vacancy listings.

Funding: No cost.

Action C: Expand access to translated website content for City website users.

Description: The website design for www.cityofws.org will be modified as follows:

1. The Spanish translator (“*En Español*”) button, currently located within one of four menu lists within the website footer, will be moved to the website header.
2. A language translation tool (e.g. Google Translator) will be added to the string of existing icons (e.g. 311 and Facebook) that are currently embedded in the website header, such that site users can choose to view webpage content in as many of the languages spoken by Winston-Salem’s foreign-born and refugee populations as possible.

Target Dates: Complete web design modifications by November, 2016.

Funding: Regular WSHRC/HRD budget allocations.

Action D: Develop a comprehensive directory of interpretation and translation resources.

Description: The Winston-Salem Human Relations Commission/Human Relations Department (WSHRC/HRD) aims to improve the City’s access to interpretation and translation resources, both to better assist its staff in communicating with foreign-born and Limited English Proficiency (LEP) residents and to enable WSHRC/HRD to better mediate Fair Housing disputes and assist residents experiencing domestic violence/intimate partner violence.

WSHRC/HRD will expand the LEP Officer’s list of certified and uncertified and interpreters and translators to be as inclusive as possible of the many languages spoken by local refugee communities (e.g. Arabic, Haitian Creole, Karenni, and Swahili). WSHRC/HRD will further identify professional translators who can offer pro-bono translation services, as well as collaborate with Legal Aid, Forsyth Tech, and other partners to incorporate the interpretation and translation resources available at local colleges, universities, and legal resources, as necessary. This action is funded via regular WSHRC/HRD and other partner agency existing budget allocations.

Target Dates:

Fall 2016 Identify and compile resources available at local colleges and universities.
Identify potential providers of pro-bono translation services.

Dec. 15, 2016 Finalize directory.

March 2017 Share directory with City and community partners as a part of a web-based

resource guide at www.cityofws.org/departments/human-relations (see Action E below).

Funding: Regular WSHRC/HRD budget allocations.

Action E: Create a web-based guide to local educational, faith, health care, and interpretation and translation resources for foreign-born and Hispanic residents.

Description: As referenced in Action D above and in subsequent sections of this Action Plan, the WSHRC/HRD Fair Housing team and BIC Action Planning Subcommittees will compile directories of local educational, faith, health, and interpretation and translation resources that are critical to serving and supporting local foreign-born and Hispanic residents (see above Action D; see below Sections II. Education and III. Health, Actions A and B). WSHRC/HRD will collaborate with the City's Information Systems Department to consolidate and disseminate these respective directories as one web-based resource guide at www.cityofws.org/departments/human-relations.

WSHRC/HRD staff will add to/update the guide on a quarterly basis through quarterly BIC meetings and/or through use of an online submission form for adding and updating listings. WSHRC/HRD staff will furthermore collaborate with the WS BIC Stakeholder Committee, the City's Marketing and Communications departments, and the other entities as listed below to further market the availability of these resources to target audiences.

- [College Advisory Board](#) – Educational resources
- [Interfaith Winston-Salem/Compassionate Winston-Salem](#) – Faith resources
- [International Center of Forsyth Tech](#) – Interpretation and translation resources; conduct a least biannual outreach visits to ESL classes and in conjunction with college events.
- [Legal Aid of North Carolina](#)- Winston-Salem Office- Legal resources
- [Youth Advisory Council](#) – Educational resources

Target Dates:

December 2016	Begin biannual outreach activities at Forsyth Tech.
March 2017	Launch web-based resource guide.
March 2017	Begin outreach and marketing via other affiliated networks.
April 2017	Begin quarterly meetings of WS BIC Committee.

Action F: Conduct outreach and trainings with organizations serving low-to-moderate income, hearing impaired, and differently-abled LEP populations.

Description: This action aims to enhance the knowledge and familiarity of City and WSHRC/HRD staff and other services providers with hearing impaired and differently-abled populations who are foreign-born and/or have Limited English Proficiency (LEP). WSHRC/HRD staff will conduct quarterly outreach with organizations that work with hearing impaired and/or differently-abled populations. HR Staff will provide trainings on how these organizations can better serve individuals who are foreign-born and enable them to access City resources.

Target Dates:

December 2016	Begin outreach activities.
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Funding: Regular WSHRC/HRD budget allocations.

Action G: Translate and disseminate Fair Housing and Code Enforcement information.

In order to increase foreign-born and Hispanic residents' awareness of their Tenants' Rights related to Fair Housing and Code Enforcement, WSHRC/HRD will:

- Translate Fair Housing brochures and Code Enforcement materials into Spanish, Mandarin Chinese, and Arabic languages.
- Distribute Fair Housing brochures in buses, schools, libraries, bus stations, and places of worship.
- Work with Community and Business Development Departments to distribute Code Enforcement materials directly to residents in homes.
- Partner with Legal Aid to train residents and/or disseminate fair housing information affecting or relating to immigration status, Medicaid, benefits, domestic violence, expungements, and U Visas.
- Post translated brochures and/or other multi-lingual information on the WSHRC/HRD website.
- Incorporate the above activities into the WSHRC/HRD communications protocols and maintain multi-lingual website information.

Funding: Regular budget allocations.

Target Dates:

July 2016	Translate Fair Housing brochures.
Fall 2016	Translate Code Enforcement materials.
Fall 2016	Determine quantity and distribution plans for all materials.
December 2016	Complete distribution.
	Print new brochures when necessary.
	Update communications manuals and protocols to include new activities.

II. EDUCATION

Action Planning Subcommittee: Pauline Morris (Chair), Lissette Granados, Tiesha Hinton, Kay Landry, David Sisk.

OVERALL GOALS:

- Increase visibility and accessibility of public and other educational resources and opportunities among foreign-born and Hispanic communities.

Action A: Develop a comprehensive directory of educational resources for foreign-born and Hispanic communities.s

Description: Information about educational programming will be organized and compiled into a comprehensive directory for inclusion in a web-based resource guide at www.cityofws.org/departments/human-relations (see *Section I. Communications, Action E*). The subcommittee will also report any identified gaps in interpretation and translation services to stakeholders and may pursue additional dissemination/marketing of the directory via local faith-based institutions, food agencies, media, realtors, etc.

Target Dates:

Dec. 15, 2016	Share initial directory of educational resources with WSHRC/HRD for dissemination at www.cityofws.org/departments/human-relations (see <i>Section I. Communications, Action E</i>).
Summer 2017	Implement any additional dissemination/marketing of the directory.

III. HEALTH

Action Planning Subcommittee: Julie M. Linton, M.D., F.A.A.P. (Chair), Charlotte Haywood, R.N., Heather Martin, M.B.A., Shahla Namak, M.D., Mary Anne Squire, M.S.S.W., Joana Themido, M.L.S. (A.S.C.P.), M.A., Winston-Salem Human Relations Department.

Note: WSHRC/HRD will collaborate with this subcommittee to disseminate educational materials as proposed in Action A below, as well as to create and disseminate the list of family-center medical homes proposed in Action B below. In contrast, the remaining proposed Action C will be implemented by non-governmental entities only and is thus not proposed as a municipal actions.

OVERALL GOALS:

- Improve access to medical care for families of foreign-born residents using the existing resources in our community.
- Improve community education regarding the existing resources in our community, including resources related to mental health, disability, and the related resident rights of foreign-born residents.

Action A: Enhance provider education regarding potential barriers to health care access for foreign-born and Hispanic families as well as opportunities to enhance access.

Description: Develop outreach by sub-committee members to medical providers in the community. Develop and disseminate educational materials that sub-committee members can use to educate both community-based organizations at various entry points into the health care system and health care providers about health and access among foreign-born and Hispanic families, including brochures about the housing rights of foreign-born and Hispanic residents with disabilities.

Target Dates:

Winter 2016	Develop electronic and hardcopy educational materials for medical providers.
February 2016	Submit materials for electronic database.
Spring 2016	Disseminate educational materials and Fair Housing brochures to health care providers and community-based organizations.
Summer 2016	Obtain additional community input regarding barriers and opportunities to enhance access.

Funding: Dr. Linton receives 10% salary support through a Community Internship from the CTSI Program in Community Engagement, funded through Translational Science Institute grant support (M01 RR007122 from NCCR/NIH), and can include educational initiatives as part of this funding.

Action B: Identify and increase access to practices that provide family-centered medical homes for foreign-born families across Winston-Salem.

Description: In order to increase foreign-born residents' access to a family-centered medical home, the subcommittee will build upon Forsyth Refugee Health Collaborative algorithm, which links refugees to

medical homes, to include an algorithm (a flow-chart to illustrates process) that depicts methods to increase access for all foreign-born residents.

Target Dates:

- May 2016 ✓ Secured involvement of leaders of Forsyth County Refugee Health Collaborative.
- August 2016 Develop schematic algorithm to depict points of entry into health care system.
- Fall 2016 Conduct outreach to existing and potential medical providers for foreign-born and Hispanic residents.
- Winter 2016 Develop schematic algorithm to depict referral points for health care access for foreign-born residents.
- February 2016 Share electronic list of practices with WSHRC/HRD for dissemination at www.cityofws.org/departments/human-relations (see *Section I. Communications, Action E*).
- Spring 2016 Disseminate algorithm with educational materials (see above Action A).

Action C: Educate health care providers regarding access compliance, language access opportunities, and patients' Fair Housing rights.

Description: Assess resources at the health care providers' offices that currently care for foreign-born and Hispanic residents as well as the interpretation services available to them (i.e. live, video, phone). Provide education regarding options to enhance interpreter access at these practices.

Target Dates:

- Fall 2016 Develop educational materials about interpreter availability and services in Winston-Salem and surrounding region.
- Winter 2016 Assess interpreter availability at practices identified in Action B.
- Spring 2016 Include information about interpreters in educational materials to be disseminated (see *Action Item A*).

IV. POLICE

Action Planning Subcommittee: Lieutenant T. L. Phelps, Sergeant M. J. Snow.

OVERALL GOALS:

- Improve Public Perception in Regards to Racial Profiling/Police Harassment.
- Maintain a Reduction in the Number of Driver Checkpoints.
- Recruit and Hire More Bilingual Officers.
- Reduce Neighborhood Crime, Monitor Gang Activity, and Help Residents Feel Safe.

Action A: Engage in Trust Talks and other trust-building measures.

Objective: Build better trust between the police department and the community. Develop more information sharing and form a partnership with community leaders. Inform citizens as to why we react the way we do in certain situations. Create a more open, honest, and transparent relationship with the community.

Description: We will continue to host Trust Talks on a quarterly basis. We will continue to target specific areas of the community for Trust Talks, and we will continue to recruit a diverse group of participants. We will continue to use in car and body worn cameras. We will continue to attend community meetings. Officers will continue to attend yearly Diversity Training.

Target Dates: Ongoing and continuous.

Funding: Police Department Annual Budget.

Action B: Reduce the number of driver's checkpoints.

Objective: We want to maintain a reduction in the number of RANDOM driver's checkpoints citywide. In 2015 we only conducted one driver's checkpoint. Thus far in 2016 we have only conducted two driver's checkpoints. This will cause a reduction of driver's checkpoints in the minority communities.

Description: The WSPD revised General Order 2.17 on September 27th, 2012 which states that Lieutenants or above must approve any driver's checkpoint. This changes how, where, and how often driver's checkpoints take place. Disciplinary action will be taken against officers that do not follow this policy. We will be able to track driver's checkpoints through department statistics. We will provide statistics on driver's checkpoints to the public upon their request. Citizens may contact the Crime Analysis Unit at 336-773-7931 to request these statistics. The NC Governors Highway Safety Program announces statewide driver's checkpoints such as "Click it or Ticket and "Booze it and Lose It" campaigns.

Target Dates: Ongoing and continuous.

Funding: Annual Police Budget.

Action C: Recruit and hire more bilingual officers.

Objective: We are dedicated to having a diverse police department. We want to hire more bilingual officers and establish better relationships in Hispanic communities.

Details: We are going to continue heavily recruiting Spanish-speaking officers. We will continue to attend recruitment fairs at military and college campuses. We will recruit lateral transfers from other police departments. We will continue to offer pay incentives for Spanish speaking officers, and we will continue to advertise and recruit through Hispanic newspapers and media outlets. We will work with the city's marketing department to share job announcements with the Winston-Salem Building Integrated Communities' social media networks of Spanish-speaking and foreign-born residents.

Target dates: Ongoing and continuous.

Funding: Annual Police Budget which has been increased for police recruiting for FY 2016/2017.

Action D: Reduce neighborhood crime and gang activity in our community.

Objective: We want to create a safe neighborhood for our residents. We want to see a reduction in both crime and gang activity. We strive to build a trusting and better relationship between the police department and the community.

Description: We are committed to protecting all residents, and we will continue to enforce laws in communities, including in high crime neighborhoods, to ensure public safety. We will provide educational materials (both English and Spanish) at community meetings about crime prevention and other safety tips. We hope to improve community safety while building trust and open dialogue between the police department and the community.

Target Dates: On going and continuous.

Funding: Annual Police Budget.

V. PUBLIC TRANSPORTATION

Action Planning Subcommittee: Ravin Gore (Chair), Ken Baker, Pauline Morris, Robert Garcia, Walter Jenkins, Jason Wilkinson, Vivian Perez.

OVERALL GOALS:

- Enhance access to public transportation for foreign-born residents.
- Enhance access to regional transportation.
- Build positive relationships between law enforcement and foreign-born and Hispanic communities with respect to transportation.

Action Item A: Translate and disseminate information about Public Transportation.

Objective: Provide information about new City bus routes to foreign-born and Hispanic residents.

Description: The City of Winston-Salem has established new public transportation routes that will be implemented on January 2, 2017. The new routes will provide greater access to more neighborhoods throughout the City, particularly in areas with high concentrations of minority and foreign-born residents. The Winston-Salem Transportation Authority (WSTA) will share information with foreign-born communities served by the bus routes in the following ways:

- Provide information in English and Spanish (e.g. signage, the website, and printed brochures).
- Work with the Marketing Department and UNC Area Studies Centers to create a promotional poster for the new routes that includes the most commonly spoken foreign languages in Forsyth County: Spanish, Mandarin Chinese, French, and Hindi, as well as refugee languages like Karenni, Haitian Creole, and Arabic.
- Share promotional materials and place posters (posters, flyers, brochures) at bus stops in neighborhoods with high concentrations of foreign-born residents as well as at the Human Relations Department's annual International Village festival and the annual, city-sponsored Fiesta celebration. Provide interpretation in Spanish at public meetings promoting the new bus routes.
- Send bus route information and conduct outreach with non-profit organizations and businesses with strong connections to foreign-born and Hispanic communities.

Target Date: Implement in January, 2017.

Funding: Winston-Salem Transit Authority (WSTA)

Action Item B: Build foreign language capacity within the Winston-Salem Transportation Department.

Description: Employ staff with multilingual skills and/or Spanish proficiency via:

- Hiring ads and recruiting efforts for bus drivers and call center staff should communicate that WSTA seeks to employ individuals with Spanish and/or other foreign language skills (Chinese,

Vietnamese, Hindi, Urdu, Arabic, Haitian Creole). Work with Transdev Company to incorporate this language into hiring ads.

- The City of Winston-Salem offers a pay incentive (\$1100 annually) to individuals who pass a Spanish proficiency test; extend this benefit to Transdev employees.
- Advertise prominently on the WSTA webpage that the WSTA Call Center has Spanish-speaking staff (e.g. “Llámanos!”) and include a link to the WSTA call center on the City’s “[En Español](#)” page.

Target Dates: Implement in Fall 2016 - Spring 2017.

Funding: Winston-Salem Transit Authority (WSTA)

Action Item C: Enhance access to Regional Transportation.

Description: Collaborate with Piedmont Area Regional Transportation (PART) and surrounding area Public Transportation to enhance foreign-born residents’ access to regional transportation options via:

- WSTA has increased regional collaboration with PART to create better connections that provide more flexibility for riders. As part of this collaboration, WSTA will share materials developed for foreign-born residents with PART.
- WSTA bus drivers will share Spanish language PART brochures with riders.

Target Date: Implement in January, 2017.

Funding: Piedmont Area Regional Transportation (PART)

Action Item D: Build positive relationships between law enforcement and foreign-born and Hispanic communities with respect to transportation.

Description: Collaborate with the W-S Police Department to share information about public transportation as an alternative to driving without an operator’s license via:

- Share WSTA brochures in Spanish and English about new bus routes and PART services with law enforcement agents who can distribute them when appropriate to individuals who are driving without an operator’s license.
- The Department of Transportation (DOT) will work with the W-S Human Relations Department to participate in, and discuss public transportation during, those sessions of the Trust Talks program that specifically target populations who do not speak English and/or for whom English is a second language. Conduct Trust Talks at both the WSTA and PART facilities.

Target Date: Implement in March, 2017.

Funding: Forsyth County and Winston-Salem Law Enforcement Agencies.

Sanford Building Integrated Communities (BIC) Action Plan for Immigrant Integration

MEMO OF INTRODUCTION

This action plan was proposed for city endorsement on October 18, 2016 by the Planning Committee of the Sanford Building Integrated Communities (Sanford BIC) project. Sanford BIC is a three-year collaboration between the City of Sanford, the statewide [Building Integrated Communities](#) (BIC) initiative at the University of North Carolina at Chapel Hill (UNC-CH), and the following Sanford/Lee County residents and organization members:

SANFORD BIC PLANNING COMMITTEE

Rev. Miguel Aragón	Pastor, <i>Iglesia Presbiteriana Hispana de Sanford</i> (Hispanic Presbyterian Church of Sanford)
Oscar Baca	Assistant, City of Sanford Human Resources Department
Dcn. Bob Bridwell	Deacon, Catholic Charities of the Diocese of Raleigh and St. Stephen the First Martyr Roman Catholic Church
Zaida Cruz	Dispatcher, County of Lee Transit System
Marshall Downey, AICP*	Director, Sanford/Lee County Planning & Community Development Department
Rev. David Dudley	Pastor, Pocket Presbyterian Church
Dennis Duke, MSW	Bilingual District ELL Social Worker, Lee County Schools
Robert Finch	Community Coordinator, Lee County NAACP
Santiago Giraldo	Member, St. Stephen the First Martyr Roman Catholic Church
Ashley Graham	Health Education Supervisor, Lee County Health Department
Don Kovasckitz, GISP	Director, Sanford/Lee County Strategic Services
Kendra Martin	Executive Director, Lee County United Way
Rev. Erika Martinez Flores	Pastor, United Methodist Church; Executive Director, El Refugio/The Refuge Family Resource Center at Jonesboro United Methodist Church
Sidney “Sid” Morgan	Transportation Coordinator, County of Lee Transit System
Kelly Quiñones Miller	Public Information Officer, City of Sanford
Oscar E. Roberto, PhD	Board Vice Chair, El Refugio/The Refuge Family Resource Center at Jonesboro United Methodist Church; Finance Committee Chair, Morris Chapel United Methodist Church
Deb Taylor	Board Chair, El Refugio/The Refuge Family Resource Center at Jonesboro United Methodist Church
Maj. Jaime Thomas	Major of Field Operations, Sanford Police Department
Lynn Warren, PhD	Director of English as a Second Language (ESL) and Secondary Literacy, Lee County Schools
Zac West	Branch Executive Director, Lee County YMCA

*Project Liaison for the City of Sanford

The actions outlined herein aim to leverage existing community and local government structures, expertise, and relationships to improve several community-identified issues with respect to **government-**

community communications, police, and public transportation, as well as to specifically support Hispanic/Latino **leadership** and **representation** within local government.

This plan was developed by the above-listed Planning Committee, as well as by several dedicated subcommittees as specified within, following a one-year, participatory assessment with immigrant communities in Lee County. This assessment incorporated a survey of more than 300 diverse members of Lee County's immigrant communities, including foreign-born residents from 14 countries of origin and the U.S.-born children of immigrants; three bilingual public meetings and discussion groups with 225 Hispanic/Latino residents; analysis and visualization of data from the U.S. Census, the N.C. Department of Commerce, and Lee County Schools; and reviews of both immigrant community resources and existing reports. Plan development was further informed by a subsequent, bilingual public strategy session with an additional 125 Hispanic/Latino residents.

The 2015 assessment report, *BIC in Sanford and Lee County: Demographics and Perspectives of Immigrant Residents*, is available to the public online in both English and Spanish at <http://migration.unc.edu/programs/bic/reports-and-resources/>.

Sanford Building Integrated Communities (BIC) Action Plan for Immigrant Integration

I. CIVIC LEADERSHIP

OVERALL GOALS:

- Increase meaningful representation of diverse Hispanic/Latino and immigrant residents within local government leadership and decision-making bodies.
- Support leadership by Hispanic/Latino and immigrant residents within local government.
- Establish infrastructure for sustained, two-way communications between local decision-makers and Hispanic/Latino and immigrant communities.

Action A: Host a Leadership Recruitment Fair for Sanford and Lee County boards and commissions.

Description: Sanford BIC will host a linguistically accessible (English and Spanish language) workshop to educate community members about local boards and commissions, including their purpose and power; member eligibility requirements; membership application process; and the components of a successful application. Elected officials and board/commission chairs will be invited to attend and meet residents. BIC volunteers will assist interested and eligible residents with starting the application process, including the requisite voter registration.

Target Dates:

- | | |
|------------------|---------------------------------------------------------------------------------------------|
| Fall 2016 | BIC Planning Committee presents proposal to elected officials and seeks endorsement. |
| Fall/Winter 2016 | BIC Planning Committee, the City of Sanford, and Lee County conduct outreach and promotion. |
| Spring 2017 | BIC Planning Committee hosts workshop. |

Funding: Printed educational/application materials and voter registration forms; presentation equipment; and simultaneous interpretation services (estimated \$150) to be provided/contracted by the City of Sanford.

Action B: Create municipal open houses for Spanish-speaking residents.

Description: The City of Sanford will create additional opportunities for Spanish-speaking residents to learn more about municipal government, Sanford City Council, and municipal services. Monthly open houses for Spanish-speaking residents will feature different topics such as government, finance, utilities, fire, police, etc. Participants will be prepared and encouraged to be more engaged in local government at all levels.

Target Dates:

- | | |
|-----------|-------------------------------------------------------------------------------------------------|
| Nov. 2016 | BIC Planning Committee and the City of Sanford conduct Spanish language outreach and promotion. |
| Jan. 2017 | City of Sanford hosts monthly open houses for Spanish speakers. |

Funding: Program series; translation of educational materials; and interpretation services to be provided/contracted by the City of Sanford.

Action C: Encourage Spanish-speaking residents’ participation in Sanford Citizens’ Academy.

Description: The City of Sanford will recruit and encourage Spanish-speaking residents to participate in its Sanford Citizens’ Academy, an interactive, 12-week educational program about the municipal decision-making process. An interpreter and Spanish language materials will be provided. Program graduates will be prepared and encouraged to be more engaged in local government at all levels.

Target Dates:

- Nov. – Jan. 2016 BIC Planning Committee and the City of Sanford conduct Spanish language outreach and promotion.
- Feb. – Apr. 2017 City of Sanford hosts Sanford Citizens’ Academy with interpretation services.

Funding: Program series; translation of educational materials; and interpretation services to be provided/contracted by the City of Sanford.

Action D: Launch The Hispanic Council of the City of Sanford and Lee County/El Consejo Hispano de la Ciudad de Sanford y el Condado de Lee. (See ADDENDUM TO ACTION 1-D for full description.)

Action Planning Subcommittee: Rev. Miguel Aragón, Oscar Báca, Dennis Duke, Rev. Erika Martinez Flores, Dr. Oscar Roberto.

Description: The Hispanic Council will serve in an advisory role to the Governments of the City of Sanford and Lee County by providing guidance to leaders who are making decisions and plans that impact community residents. The Hispanic Council will also serve as a bridge of communication between local government and Hispanic residents, and work to support both civic participation and leadership development within the Hispanic community.

The specific goals of the Hispanic Council are:

- 1) To serve in an advisory capacity to local Sanford and Lee County government officials on behalf of the diverse Hispanic community in Sanford and Lee County;
- 2) To serve as a bridge of communication between the local government and the Hispanic community;
- 3) To establish strategies that promote the civic participation of Hispanic residents in local government;
- 4) To improve, support, and develop effective and positive relationships between local authorities and the Hispanic community; and
- 5) To support, promote, and develop Hispanic leaders who represent the interests of the Hispanic community of the City of Sanford and Lee County.

The Hispanic Council will strive to be representative of the diversity of the Hispanic community in Sanford and Lee County. The Hispanic Council will be made up of nine (9) members. Members will have two (2) year term limits, and not serve consecutive terms. All prospective candidates must apply to open positions; members will be appointed accordingly by a majority vote of currently serving members.

Target Dates:

Fall 2016 BIC Planning Committee publicizes member applications.
Fall 2016 BIC Planning Committee selects nine (9) Hispanic Council members.
Dec. 2016 Inaugural class of Hispanic Council members holds first meeting.

Funding: Hispanic Council members will serve on a volunteer basis for two (2) year terms.

II. COMMUNICATIONS

Action Planning Subcommittee: Dcn. Bob Bridwell, Zaida Cruz, Bob Finch, Ashley Graham, Gene Hathaway, Kelly Quiñones Miller, Don Kovasckitz, Angie Raley, Deb Taylor.

OVERALL GOALS:

- Increase accessibility of web-based information about local government, opportunities for participation in local government, and community events for residents who do not speak/read English as a first language.
- Increase access to local agency services and opportunities related to construction, business, public safety, utilities, and deeds.

Action A: Established user option to view Lee County website in Spanish language.

Description: In April 2016, the web platform for <http://www.leecountync.gov> was modified to allow site visitors to opt for text translation on all webpages. Users can click on a “languages” button to select the destination language of their choice.

Action B: Maximize the benefits of 100% update to current City of Sanford web design/website for Hispanic/Latino users.

Description: In 2015, Sanford BIC reported Hispanic/Latino residents’ recommendations for government communications as compiled via participatory community assessment and a bilingual Public Strategy Session. A proposed six-month overhaul of www.sanfordnc.net by CivicPlus will result in a modern, clean, easy-to-navigate website that will include several features to facilitate communication with residents, including automatic English-to-Spanish text translation. Sanford BIC partner El Refugio/The Refuge Family Resource Center at Jonesboro UMC will collaborate with Sanford Public Information and CivicPlus to inform the website redesign by obtaining Hispanic/Latino user feedback.

Target Dates:

Jul. 2016	City of Sanford completes contract with CivicPlus for website redesign.
Fall/Winter 2016	Conduct Hispanic/Latino user focus group with students of English/Spanish languages classes at El Refugio/The Refuge Family Resource Center of Jonesboro UMC.

Funding: Contracted redesign funded by the City of Sanford per city budget for 2016/2017.

Action C: Provide city and county government forms in Spanish language.

Description – City Level: The planned update to www.sanfordnc.gov will also allow for all web text documents to be translated. In addition, the city’s “legacy” (paper) applications and forms will be translated by a bilingual (English/Spanish) intern and other qualified individuals.

Description – County Level: Lee County will utilize new software to implement a new fully paperless approach and convert all applications and forms to digital format. A web-based translator application, such as Google Translator, will then be used to convert English language forms to Spanish and other languages.

Target Dates:

Summer 2016	Student intern completed translation of all paper forms within the Sanford/Lee County Planning and Community Development Department.
Fall/Winter 2016	City of Sanford begins contracted web-redesign; City of Sanford completes translation of remaining paper forms; Lee County begins paperless conversion process.

Funding: Translation of the city’s paper forms (including summer internship) funded by the City of Sanford.

Action D: Increased accessibility of Spanish language Voter Registration forms.

Description: In April 2016, the Lee County IT director (1) added a link to the Spanish language Voter Registration form on the county’s [Board of Elections webpage](#), and (2) modified the www.leecountync.gov/ platform so that website user can now click on a “language” option to translate the Board of Elections webpage itself.

Action E: Evaluate social media communications in Spanish language.

Description: City officials will evaluate various approaches to providing social media in multiple languages. The city’s Administration department (including Public Information) will work with the Hispanic Council of the City of Sanford and Lee County (*see* I. Civic Leadership, Action D) over a 12 month period to develop potential approaches, to possibly include student internships and/or creation of in-house capabilities/additional city staffing.

Target Dates:

Jul. 2016 – Jul. 2017 City of Sanford Administration and the Hispanic Council evaluate approaches.

Action F: Create a web-based, bilingual guide to local resources for immigrant and Hispanic/Latino residents.

Description: [El Refugio/The Refuge Family Resource Center](#) will develop and post a sample guide that incorporates key local resources and links to others’ sites. The BIC Communications Action Planning Subcommittee will determine next steps based on resident feedback regarding city/county website translation tools, usefulness of the sample guide, the redesigned United Way 2-1-1 website, and user focus group input.

Target Dates:

Summer 2015	El Refugio/The Refuge Family Resource Center compiled a catalogue of local resources.
Fall 2016	El Refugio/The Refuge Family Resource Center posts a sample guide online.
Fall 2016	BIC Communications Action Planning Subcommittee collects and analyzes feedback and effectiveness data to determine the necessity of a full online guide.

III. POLICE RELATIONSHIPS

Action Planning Subcommittee: Oscar Baca, Dcn. Bob Bridwell, Pr. David Dudley, Robert Finch, Rev. Erika Martinez Flores, Maj. Jamie Thomas.

OVERALL GOAL:

- Create an atmosphere of trust and mutual respect of both the Hispanic community at large and localized neighborhood clusters with the Sanford Police Department and Lee County Sheriff.

Action A: Continue community policing.

Description: Action is currently in implementation within the Sanford Police Department and under command of Captain, who have assigned eight (8) officer units per defined neighborhoods working directly with residents in a collaborative manner and underpinned with multiple working relationships. In addition to traditional First Response, these assigned units will work and patrol residential neighborhoods by talking and listening to residents and being familiar with needs and problems.

Action B: Conduct *reuniones del pueblo* (town gatherings).

Description: These gatherings will represent ongoing and sustained neighborhood meetings where assigned community policing teams listen to neighborhood issues, review resident rights and responsibilities, discuss policy, and hold open dialogue. They will utilize mobile police units in a relaxed format to conduct *reuniones del pueblo* with prior publicity (radio, flyers, word-of-mouth) to maximize participation. They will also provide additional access for Fire and Rescue and community service providers.

Initially, Sanford City Public Information and the Sanford Police Department conducted outreach to host August 2016 National Night Out (NNO) block party events with Hispanic “neighborhood clusters”. Future *reuniones del pueblo* will be conducted when specific issues/needs dictate, but no less than twice per year in both late summer and early spring.

Target Dates:

Jun. 2016	2016 NNO materials were translated to Spanish.
Aug. – Sep. 2016	Jonesboro United Methodist Church and St. Stephen the First Martyr Roman Catholic Church hosted NNO block parties.
Spring 2017	Sanford Police Department begins biannual <i>reuniones del pueblo</i> .

IV. PUBLIC TRANSPORTATION

Action Planning Subcommittee: Zaida Cruz, Dennis Duke, Sid Morgan, Dr. Oscar Roberto, Sandra Thompson, Zac West.

OVERALL GOALS:

- Increase accessibility and utility of county public transit services for Hispanic/Latino and residents.

Action A: Implemented new bus route to serve Dreamland, Pine Village, and Thornwood mobile home parks.

Description: In 2015, the [County of Lee Transit System \(COLTS\)](#) developed a re-zoning plan based on Sanford BIC community assessment data. The above-mentioned mobile home parks house predominantly Hispanic/Latino residents. A DASH Express bus now stops at each park twice daily and transports passengers to any passenger-requested destination along Horner Boulevard for \$2.00 per trip.

Target Dates:

Jan. 2016	Obtained COLTS approval for re-zoning.
Mar. 2016	Obtained park owner authorization for stop allocation.
May 2016	Launched new bus service.

Action B: Launch targeted marketing of public transportation options available to immigrant and Hispanic/Latino county residents.

Description: In May 2016, COLTS began continuous mailing of Spanish language information about the new bus routes to residents of the three designated mobile home parks. In July, COLTS will launch a new, targeted marketing effort to educate the Hispanic/Latino community about the many public transportation options available to all Lee County residents.

The “Call Zaida” campaign, specifically, will encourage Hispanic/Latino residents to contact bilingual COLTS staff to discuss their public transportation options. Related English and Spanish language materials will be distributed at numerous community locations, including Hispanic/Latino grocery stores, educational institutions, and Hispanic/Latino flea markets.

An evaluation of Hispanic/Latino ridership this fall will inform future marketing, including with respect to Hispanic/Latino residents who are eligible for ride reimbursement through educational institutions.

Target Dates:

May 2016	Began residence-specific marketing of new bus routes.
Jul. 2016	Implement “Call Zaida” marketing campaign.
Fall/Winter 2016	COLTS collaborates with UNC-CH staff and BIC volunteers to implement increased residence-specific marketing; COLTS and UNC-CH staff evaluate Hispanic/Latino ridership to inform ongoing marketing strategies.

Funding: Marketing activities and materials generally funded by COLTS. COLTS secured grant funding for a paid, master’s level student intern to support ridership evaluation. Additional funding for evaluation is being investigated by BIC staff at UNC-CH and collaborating partners.

ADDENDUM TO ACTION 1-D:

The Hispanic Council of the City of Sanford and Lee County
El Consejo Hispano de la Ciudad de Sanford y el Condado de Lee

PURPOSE

The Hispanic Council seeks endorsement from the City of Sanford and Lee County as a group that represents the diverse interests of the Hispanic community of Sanford and Lee County, North Carolina. The Hispanic Council seeks to serve in an advisory role to the Governments of the City of Sanford and Lee County by providing guidance to city/county leaders who are making decisions and plans that impact community residents. The Hispanic Council will also serve as a bridge of communication between local government and Hispanic residents, and work to support civic participation and leadership development within the Hispanic community.

Accordingly, the goals of the Hispanic Council are:

1. To serve in an advisory capacity to Sanford and Lee County government officials on behalf of the diverse Hispanic community in Sanford and Lee County;
2. To serve as a bridge of communication between the government and the Hispanic community;
3. To establish strategies that promote the civic participation of Hispanic residents in local government;
4. To improve, support, and develop effective and positive relationships between local authorities and the Hispanic community; and
5. To support, promote, and develop Hispanic leaders who represent and advocate for the interests of the Hispanic community of the City of Sanford and Lee County.

REPRESENTATION

Any adult resident of Sanford and/or Lee County is eligible to serve on the Hispanic Council. Ideal candidates for the Council are responsible and engaged individuals who identify as Hispanic or Latino and have demonstrated a commitment to the Hispanic community. The Council is committed to representing the diversity of the Hispanic community in Sanford and Lee County, which includes people from different professional and labor sectors, faiths, and non-profit organizations. The Council will also strive for a membership that reflects the gender diversity and diversity of social and migratory statuses of the Hispanic residents of Sanford and Lee County. The Council welcomes supporters and friends who do not identify as Hispanic/Latino.

TERM LIMITS

The Council will be made up of nine (9) members. Members will have two (2) year term limits, and not serve consecutive terms. All prospective candidates must apply to open positions and will be appointed by a majority vote of currently serving Hispanic Council members. A steering committee comprised of Hispanic/Latino members of the Sanford Building Integrated Communities initiative will appoint the inaugural class of Hispanic Council members.

ACTIVITIES

The Hispanic Council will conduct internal meetings on a monthly basis. Members must miss no more than two (2) meetings annually and provide advance notice of absences. More than three (3) missed meetings will result in the automatic suspension of the member. The Council will appoint a chairperson to schedule meetings and activities. All Hispanic Council members will facilitate one (1) meeting per year on a rotating basis.

COMMUNICATION WITH CITY/COUNTY OFFICIALS

The Council will communicate on a regular basis with local officials, including:

- Two (2) annual meetings with the Sanford Chief of Police and Lee County Sheriff and/or their representatives; and
- Two (2) annual meetings with the City and County Managers and/or their representatives.

The Council will communicate concerns to the appropriate officials as needed, and seeks a timely and official response from City and County officials.