

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:

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| 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:

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|-----------|---|
| 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.