

# 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

<b>Wanda Allen-Abraha, JD</b>	Director, Winston-Salem Human Relations Department
<b>Liza Baron</b>	Supervising Attorney, Legal Aid of North Carolina, Winston-Salem Office
<b>Adolfo Briceño</b>	Human Relations Specialist/Hispanic Outreach, Winston-Salem Human Relations Department
<b>Brittney Gaspari</b>	Vice President of Community Investment, The Winston-Salem Foundation
<b>Ravin Gore</b>	Transportation Planner, Winston-Salem Department of Transportation
<b>Miriam Hernandez</b>	Outreach Coordinator, Crosby Scholars; Owner, Hispanic Interaction
<b>Tiesha Hinton</b>	M/WBE Coordinator, Winston-Salem Community and Business Development Department
<b>Kay Landry</b>	Program Specialist for Graduation Initiatives/Dropout Prevention, Winston-Salem/Forsyth County Schools
<b>Pauline Morris</b>	International Center at Forsyth Technical Community College and Adult ESL
<b>Drea Parker</b>	Interfaith Winston-Salem/Compassionate Winston-Salem
<b>Julie M. Linton, MD, FAAP</b>	Assistant Professor of Pediatrics, Wake Forest Baptist Health; Advocacy Director, Wake Forest Pediatric Residency Program
<b>Rev. Francis Rivers Meza</b>	FaithHealthNC Liaison/Chaplain Supervisor, Wake Forest Baptist Medical Center
<b>Daisy Rodriguez</b>	Director of Childhood Hunger Programs, Second Harvest Food Bank of Northwest NC
<b>David Sisk</b>	ESL/LEP Program Manager, Winston-Salem/Forsyth County Schools
<b>Krishna Surabhi</b>	Indo-US Cultural Association
<b>Mari Jo Turner</b>	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](http://www.cityofws.org/departments/human-resources) and [www.cityofws.org/jobs](http://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](http://www.cityofws.org/departments/human-resources) and [www.cityofws.org/jobs](http://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](http://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](http://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](http://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](http://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 <a href="http://www.cityofws.org/departments/human-relations">www.cityofws.org/departments/human-relations</a> (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](http://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 27<sup>th</sup>, 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.