



Human Relations
Department

Strategic Action Plan

2012-2014

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Winston-Salem Human Relations Commission
and Human Relations Department

Strategic Action Plan 2011-2013

Vision: The creation of a city-wide environment that is a place where everyone is treated fairly.

Mission: The mission of the Winston-Salem Human Relations Commission (“WSHRC/HRD”) is to educate, create, facilitate, promote, anticipate, study, and recommend programs, projects, feedback, and actions for the elimination of discrimination in any and all fields of human relationships.

Duties: The duties of the Commission are to:

- a. study problems of discrimination in any or all fields of human relationships and encourage fair treatment and mutual understanding among all ethnic groups in the city;
- b. promote equality of opportunity for all citizens;
- c. provide channels of communication among all ethnic groups;
- d. encourage the employment of qualified people of all ethnic groups;
- e. encourage youth to become better trained and qualified for employment opportunities;
- f. anticipate and discover those practices and customs most likely to create animosity and unrest among racial and ethnic groups and by consultation seek a solution as these problems arise or as anticipated;
- g. hold such meetings as the Commission may deem necessary or proper to assist in carrying out its functions;
- h. make recommendations to the City Council for action it deems necessary to the furtherance of harmony among racial and ethnic groups in the City; and to perform such other duties consistent with the general law as may be assigned it from time to time by the City Council; and,

1. For purposes of this document, the Winston-Salem Human Relations Commission shall be referred to as “the Commission;” the Winston-Salem Human Relations Department shall be referred to as “the Department;” and the Commission and the Department shall be referred to jointly as “WSHR.”

- i. implement the provisions of the Winston-Salem Fair Housing Ordinance that makes it unlawful for an owner or any other person engaging in a real estate transaction, or for a real estate broker or salesperson to discriminate because of race, color, religion, national origin, or sex, against a person or a person residing with that person or of friends or associates of that person; and mentally or physically challenged persons and families with children.

Strategic Focus Areas: The strategic focus areas are in concert with the vision, mission and duties of the Commission.

I – Community Presence and Image

As a leadership entity, the Commission will be capable of:

- a. creating and promoting a citywide environment that is a place where everyone is treated fairly;
- b. fostering and facilitating communication, dialogue, and collaboration among all people; and,
- c. studying and taking a stance on any issue effecting human relations in the community-at-large.

II – Community Action

The Commission will be capable of:

- a. researching and anticipating problems of discrimination in all fields of human relationships for all people in Winston-Salem;
- b. identifying practices and customs that have the potential to create animosity and unrest among all groups;
- c. educating the community-at-large on all laws against discrimination, and their rights therein;
- d. seeking solutions to issues effecting all human relations in the community-at-large;
- e. providing and promoting opportunities as necessary for people to voice their concerns, ideas, and solutions to better the City; and,

- f. facilitating and preparing young adults for leadership roles related to the community and to the Commission’s mission.

III – Commission Infrastructure

The Commission maintains an infrastructure that enhances the effectiveness of its vision and mission through:

- a. a standing committee structure designed to address issues either established by Ordinance, deemed necessary by the Commission, or identified by the community;
- b. periodic informative updates and recommendations to and inclusion of the City Manager, City Council, and the Mayor as requested, necessary, and/or assigned;
- c. annual appearance before the City Council to provide information on the pulse of the community-at-large;
- d. preparation of an annual report on Commission programs, projects, and activities related to the vision and mission; and
- e. active and ongoing communication between the Commission and Human Relations Staff involving advisement and technical assistance on all matters before the Commission.

Standing Committees: The work of the Commission is carried out through standing committees and any ad hoc committees appointed by the Commission. Standing Committees consist of a Chairperson, Commissioners, and interested members of the community-at-large.

New Horizons Fair Housing Committee

Community Relations Committee

Hispanic Relations Committee

Student Human Relations Committee

Interfaith Relations Committee

Executive Committee

Strategic Goals and Objectives by Focus Areas

Goal(s)	Objectives/Strategies	Responsible Committee and/or Persons	Time Frame for Reporting or Completion
I-PROGRAM PRIORITIES			
1. Landlord/Tenant Mediation Program	1a Consult with city officials and administrators for L/T referrals and training needs.	Exec. Comm./Staff	Ongoing
	1b Participate as one of two lead city departments for the L/T educational video series in English and Spanish.	Exec. Comm./Staff	12/12
	1c Revamp the partnership with City Attorney's Office, Legal Aid, and Court officials (judges, attorneys, clerks, magistrates) for the ARM mediation program and L/T trainings.	Exec. Comm./Staff	6/2012
	1d Continue partnering with Board of Realtors.	Exec. Comm., Partners	Ongoing

2. Enforce Fair Housing Ordinance	2a Customize fair housing advertising/outreach on least reached protected classes	New Horizons Comm., Staff	6/12
	2b Continue partnership with Board of Realtors for Fair Housing Summit and American Dream Weekend	New Horizons Comm., Staff	Continual
	2c Continue timely intake, investigations, mediations, hearings, and enforcement	HRD Staff/ Hearing Board	Continual
	2d Develop and establish a fair housing testing in the community to ensure compliance with the fair housing ordinance	New Horizons Comm., Staff	12/11
	2e Develop new fair housing outreach to protected classes of persons who are under-represented in case inventory	New Horizons Comm., Staff	12/12
	2f Complete fair housing testing program	New Horizons Comm., Staff	4/12

<p>3. Student Programs</p>	<p>3a Continue Student HR Awards Banquet each February</p> <p>3b Partner with the Winston-Salem Youth Council on at least one major program per year</p> <p>3d Complete the Transforming Race grant partnership with the UNCSA and WFU</p>	<p>Student Relations, Community Relations Committees and Staff</p> <p>Student Relations Committee</p> <p>Student Relations Committee and staff</p>	<p>Annual</p> <p>Annual</p> <p>4/12</p>
<p>4. Other</p>	<p>4a Establish a partnership with another department or organization for Black History month events each February</p> <p>4b Continue Race Equality Week events each Fall</p> <p>4c Continue the citizen award for exemplifying MLK principles</p> <p>4d Raise awareness for homelessness through programs such as the Homeless March for Children.</p>	<p>Community Relations Committee and Staff</p> <p>Community Relations Committee</p> <p>Interfaith Committee</p> <p>Community Relations and New Horizons Committees</p>	<p>6/12</p> <p>Continual</p> <p>Annual</p> <p>Annual</p>

II – COMMUNITY PRESENCE AND IMAGE			
1. To continue the positive public relations marketing strategy to increase public awareness of the role and relationship of the HRC to the community-at-large.	1a Continue exposure in English and Spanish on TV 13, cable, and radio.	Exec. Committee and Staff	Continual
	1b Maintain HRC web site to include HRC calendar and newsletter.	Staff	Continual
	1c Pursue having the updated L/T outreach videos streamed on the website and televised on TV-13.	Staff	12/12
	1d Continue the Annual HRC Awards banquet each February.	Community and Student Relations Committees	Annual
	1e Partner with Police on mutual outreach efforts.	Community Relations Committee	Continual
	1f Continue Hispanic outreach with Tu Comunidad television show and newsletter	Hispanic Relations Committee and Staff	Continual
	1g Continue leading the City's partnership and sponsorship of the Fiesta Hispanic Festival	Hispanic Relations Committee and Staff	Annual
	1h Establish and develop the International Row segment of Rock the Block for international community outreach	Community Relations Committee and Staff	9/11

	<p>1i Continue the I Have a Question About...religious forum series</p> <p>1j Continue the Juneteenth African Arts Festival partnership</p> <p>1k Develop a new racial inclusion program series</p>	<p>Interfaith Committee and Staff</p> <p>Community Relations Committee and Staff</p> <p>Community Relations Committee and Staff</p>	<p>Continual</p> <p>Annual</p> <p>6/12</p>
2. Build a constructive and ongoing relationship with City Officials and City Commissions.	<p>2a. Collaborate with City Council members to garner support for the Commissioners' goal to unite and partner on community programs and events.</p> <p>2b. Establish and implement methods for periodic informative contact with City Council to educate on HRC activities and obtain input on wards concerns.</p>	<p>Executive Committee and Staff</p> <p>Commissioners and Staff</p>	<p>Continual</p> <p>Continual</p>
3. Participate in city government-wide programs and initiatives	<p>3a. Continue participation in the City's Operation Impact program and assist, as needed.</p> <p>3b. Continue partnership with Community and Bus. Dev. Dept. on neighborhood outreach, as needed</p> <p>3c. Act as LEP resource for City of Winston-Salem</p>	<p>New Horizons Comm., Staff</p> <p>New Horizons Comm., Staff</p> <p>Commissioners and Staff</p>	<p>Continual</p> <p>Continual</p> <p>Continual</p>

Goal(s)	Objectives/Strategies	Responsible Committee and/or Persons	Time Frame for Reporting or Completion
<p align="center">III – COMMUNITY ACTION</p> <p>1. Foster communication, dialogue, and collaboration among the community-at-large by addressing problems, rights under the law, and to prevention of breakdowns in human relationships.</p>	<p>1a. Collaborate with various city departments, groups and entities of the community for feedback and information on issues, concerns, needs, and ideas through public forums, town meetings, and open houses. Educate on specific rights of landlords and tenants under fair housing law and NC General Statute 42.</p>	<p>Commissioners, Standing Committees, and Staff</p>	<p>Continual</p>
	<p>1b. Establish proposed citywide cross-cultural/faiths organizational events for Commissioners and staff to actively participate in and/or co-sponsor.</p>	<p>Commissioners, Standing Committees, and Staff</p>	<p>Continual</p>
	<p>1c. Sponsor 2-4 public town meetings/forums per year on topics of community interest or need.</p>	<p>Commissioners, Standing Committees, and Staff Standing Committees</p>	<p>Continual</p>
	<p>1d. In conjunction with academic resources if possible, design, test, and if indicated, conduct a community survey of inclusiveness.</p>	<p>Commissioners, Standing Committees, and Staff</p>	<p>6/12</p>
	<p align="center">Objectives/Strategies</p>	<p align="center">Responsible Committee and/or Persons</p>	<p align="center">Time Frame for Reporting or Completion</p>

<p>2. Develop partnerships with young adults to increase leadership potential and involvement in human relations issues in the City.</p>	<p>2a. Partner with the Youth Advisory Council and the College Advisory Board on mutually-relevant issues.</p>	<p>Standing Committees</p>	<p>Continual</p>
<p>3. Ensure equal and fair accessibility for persons with disabilities.</p>	<p>3a. Review appropriate agency's methods of compliance with laws that govern accessibility and usability of public places by people with disabilities.</p> <p>3b. Partner with organizations that serve the disabled community population to establish education and ensure compliance with accessibility impediments and/or barriers.</p>	<p>New Horizons Comm.</p> <p>New Horizons Comm.</p>	<p>Continual</p> <p>Continual</p>

Goal(s)	Objectives/Strategies	Responsible Committee and/or Persons	Time Frame for Reporting or Completion
IV – COMMISSION INFRASTRUCTURE			
1. Each standing committee establishes operating procedures.	1a. Review mission statement and goals.	Standing Committees	6/12
	1b. Establish activities for one year; to include at least one workshop as a Commission or in collaboration with other groups or organizations.	Standing Committees	6/12
	1c. Provide progress report on committee’s activities at each meeting by each committee.	Standing Committee Chairperson or representative	Continual
2. Periodic review of Strategic Plan to assess progress and/or need for revisions.	2a. Addressed at the annual retreat.	Commissioners and Staff	Annual

Goal(s)	Objectives/Strategies	Responsible Committee and/or Persons	Time Frame for Reporting or Completion
<p>3. Provide order, structure, and teambuilding for meetings and the work of the Commission.</p>	<p>3a. Facilitate order and structure of Commission work for presentation to the full Commission.</p>	<p>Executive Committee</p>	<p>Continual</p>
	<p>3b. Establish and implement monthly Commission meetings, except in December.</p>	<p>Executive Committee</p>	<p>Continual</p>
	<p>3c. Establish one yearly “open house.”</p>	<p>Staff</p>	<p>Continual</p>
	<p>3d. Research grants to foster the work of the Commission.</p>	<p>Commissioners and Staff</p>	<p>Continual</p>
	<p>3e. Establish participation in the annual retreat as mandatory.</p>	<p>Commissioners and Staff</p>	<p>Annual</p>
<p>4. Increase community representation and numbers as members of the Commission.</p>	<p>4a. Work with the Mayor to identify and select new members to the Commission representative of the community-at-large, as needed.</p>	<p>Commissioners and Staff</p>	<p>Continual</p>

Goal(s)	Objectives/Strategies	Responsible Committee and/or Persons	Time Frame for Reporting or Completion
5. Accurate and timely reporting to the City Manager, City Council, the Mayor, and relevant City agencies.	5a. Present Annual Report to the City Council. 5b. Prepare and distribute annual report to appropriate audience by October of each year and post on City website.	Chairperson or representative Staff	Continual Annual