



Human Relations/Diversity, Equity, and Inclusion  
Department

# **Human Relations Commission**

## **Strategic Action Plan**

**2021-2023**

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Winston-Salem Human Relations Commission

## **Strategic Action Plan 2021-2023**

**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,

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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, with the exception of the Hearing Board, which consists of Commissioners only. There are currently seven standing committees, which are:

Community Relations  
Executive  
Hearing Board  
Multicultural Relations  
New Horizons Fair Housing  
Student Human Relations  
*Nondiscrimination and Equity*

## Strategic Goals and Objectives by Focus Areas

Goal (s)	Objectives/Strategies	Responsible Committee and/or Persons	Time Frame for Reporting or Completion
<b>I – Program Priorities</b>			
1. Landlord/Tenant Mediation Program	1a Consult with city officials and administrators for L/T referrals and training needs.	Exec. Ctte./Staff	Ongoing
	1b Explore ways to convey ARM program information to landlords prior to the court filing date for pre-complaint mediation.	Exec. Ctte./Staff	Ongoing
	1c Continue partnering with the Winston-Salem Regional Association of Realtors for landlord/tenant education training.	Exec. Ctte./Staff	Ongoing
	1d Continue with Eviction Diversion Network collaborative, including a potential Gentrification Symposium, as needed.	Exec. Ctte./Staff	Ongoing
2. Enforce Fair Housing Ordinance	2a Continue and expand fair housing advertising/outreach to protected classes of persons who are under-represented in case inventory.	New Horizons Ctte/ Staff	Ongoing
	2b Continue fair housing community partnerships for the annual Fair Housing Month and Fair Housing Summit	New Horizons Ctte./ Staff	Annual

	2c Continue timely intake, investigations, mediations, hearings, and enforcement.	New Horizons Ctte., Hearing Board, Staff	Ongoing
	2d Provide one or more rounds of fair housing testing in the community to ensure compliance with the fair housing ordinance.	New Horizons Ctte./Staff	June 2023
	2e Serve as subject matter experts for the City's Affirmatively Furthering Fair Housing (AFFH) fair housing report.	New Horizons Ctte./Staff	Ongoing
	2f. Continue to explore ways to partner with community stakeholders on ADA-related issues.	New Horizons Ctte./Staff	Ongoing (1-2/Year)
3. Employment Discrimination	3a. Continue timely intake, investigations, mediations, hearings, and enforcement.	Staff, Hearing Board	Ongoing
	3b. Provide Employment Discrimination Outreach to the community.	Staff, <i>Nondiscrimination and Equity</i>	Ongoing
	3c. Provide timely mediation for employment discrimination cases.	Staff	Ongoing
4. Public Accommodations Discrimination	4a. Continue timely intake, investigations, mediations, hearings, and enforcement.	Staff, Hearing Board	Ongoing
	4b. Provide Public Accommodations outreach to the community.	Staff, <i>Nondiscrimination and Equity</i>	Ongoing
	4c. Provide timely mediation for public accommodations discrimination cases.	Staff	Ongoing

5. Student Programs	5a. Continue Student HR Awards Banquet each February	Student Relations, Community Relations Committees and Staff	Annual
	5b Partner with the Winston-Salem Youth Advisory Council and College Advisory Board on at least one major program per year	Student Relations Committee	Annual
	5c Continue the High School Race Relations Forum	Student Relations Committee, Staff	Ongoing
6. Community Awareness	6a. Continue the Black History Month Showcase of Song each February	Community Relations Ctte., Staff	Annual
	6b. Continue the MLK Young Dreamers Award	Community Relations Ctte., Staff	Annual
	6c. Raise awareness for homelessness through programs such as the March for Homeless Children.	Community Relations and New Horizons Committees	Annual
	6d. Continue working with the Winston-Salem BIC Community Stakeholders Committee, to include LEP involvement.	Multicultural Relations Ctte., Staff	Annual
7. Protected Class Engagement and Tracking	7a. Create protected class community engagement study	Community Relations Ctte., Staff	December 2022
	7b. Assess policies and practices pertaining to LGBTQIA+ community inclusion	Community Relations Ctte., Staff	Annual
	7c. Effectively track NDO investigations	Community Relations Ctte., Staff	January 2023

8. DEI Employee Engagement and Consulting	8a. Ensure all departments are compliant with Title VI laws regarding Limited English Proficiency guidelines annually.	Staff	December 2022
	8b. Ensure City departments and employees are provided access to DEI best practices.	Staff	Ongoing
	8c. Ensure that DEI updates are consistently provided to departments and employees.	Staff	October 2022/Ongoing
	8d. Publicize DEI programs and services within our organization.	Staff	June 2023
	8e. Create standard operating procedures for DEI practices.	Staff	February 2022
	8f. Ensure City employees receive DEI-related training and/or information.	Staff	Ongoing
	8g. Create material to increase visibility and promote initiatives on the department's website	Staff	Ongoing
	8g. Provide opportunities for increased employee cultural engagement	Staff	Ongoing
9. Language Access Program	9a. Hire a Language Access Coordinator to work with the Building Integrated Communities Program	Staff	
	9b. Hire a Language Access Coordinator to work with the Hispanic community	Staff	
	9c. Develop a community ambassadors program to establish relationships to local international persons	Staff	



	9d. Develop multilingual legal protections/non-discrimination training	Staff	
	9e. Support International Village Outreach	Staff	
<b>II –Community Presence and Image</b>			
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 multilingual exposure through the LACs via WSTV 13, the City’s website, digital media, and radio.	Exec. Ctte., Staff	Ongoing
	1b Maintain HRC web site to include HRC calendar and newsletters.	Staff	Ongoing
	1c Pursue having updated L/T outreach videos streamed on the website and televised on digital media and WSTV-13.	Staff	December 2021
	1d Continue the Annual HRC Awards banquet each February.	Community and Student Relations Committees	Annual
	1e Partner with Police on mutual outreach efforts, specifically Trust Talks.	Community Relations Ctte.	Ongoing
	1f Continue Hispanic outreach with Tu Comunidad television show and newsletter	Multicultural Relations Ctte., LAC Staff	Ongoing
	1g Continue leading the City’s partnership and sponsorship of the Fiesta Hispanic Festival	Multicultural Relations Ctte., LAC Staff	Annual
	1h Continue International Village for international community outreach	Multicultural Relations Ctte., LAC Staff	Annual

	1i Continue the Juneteenth Festival partnership	Community Relations Ctte, Staff	Annual
	1j. Provide training and awareness through partnerships with agencies serving the LGBTQIA+ community.	Staff	Ongoing
2. Build a constructive and ongoing relationship with City Officials and City Commissions.	2a. Establish and implement methods for periodic informative contact with City Council to educate on HRC activities and obtain input on city wards' concerns.	Commissioners and Staff	Ongoing
3. Participate in city government-wide programs and initiatives	3a. Continue partnership with Community Dev. Dept. on neighborhood outreach, as needed	New Horizons Ctte., Staff	Ongoing
	3b. Serve as an internal LEP resource for City of Winston-Salem	Multicultural Ctte., Staff	Ongoing
4. Increase public awareness of NDOs.	4a. Create advertising campaigns on social media, TV (Spectrum), and WSTA.	<i>Nondiscrimination and Equity, Staff</i>	Ongoing
	4b. Distribute printed materials with NDO information	<i>Nondiscrimination and Equity, Staff</i>	Ongoing
	4c. Identify relevant advocacy organizations and distribute information through their channels	<i>Nondiscrimination and Equity, Staff</i>	Ongoing
	4d. Create an NDO Barometer for the website	<i>Nondiscrimination and Equity, Staff</i>	December 2022
<b>III – Community Action</b>			
1. Foster communication, dialogue, and collaboration among the community-at-large by	1a. Collaborate with various city departments, groups and entities of the community for feedback and information on issues,	Commissioners, Standing Committees, and Staff	Ongoing

addressing problems, rights under the law, and the prevention of breakdowns in human relationships.	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 Chapter 42 of the NC General Statutes.		
	1b. Partner with community organizations on citywide cross-cultural/faith events for Commissioners and staff to actively participate in and/or co-sponsor.	Commissioners, Standing Committees, and Staff	Ongoing
	1c. Sponsor public town meetings/forums on topics of community interest, as needed.	Commissioners, Standing Committees, and Staff	Ongoing
2. Develop partnerships with young adults to increase leadership potential and involvement in human relations issues in the City.	2a. Partner with the Youth Advisory Council and the College Advisory Board on mutually-relevant issues.	Standing Committees	Ongoing
3.Ensure equal and fair accessibility for persons with disabilities.	3a. Partner with local disability organizations for cross-training	New Horizons Ctte., Staff	Ongoing
	3b. Partner with organizations that serve persons with disabilities to establish education and ensure compliance with accessibility impediments and/or barriers.	New Horizons Ctte., Staff	Ongoing
4. Develop a plan to increase social media marketing for HRC programs.	4a. Work with the Marketing and Communications Department	Exec. Ctte., Staff	Ongoing

	4b. Use social/digital media platforms to disseminate program information	Exec. Ctte., Staff	Ongoing
5. Increase community support for NDOs.	5a. Educate employers and stakeholders in the public accommodations sector	<i>Nondiscrimination and Equity, Staff</i>	Ongoing
	5b. Organize community events that educate members on NDOs	<i>Nondiscrimination and Equity, Staff</i>	TBD
	5c. Work with Language Access Coordinator regarding Hispanic community outreach	<i>Nondiscrimination and Equity, Staff</i>	TBD
	5c. Create an NDO supporter program for businesses and organizations	<i>Nondiscrimination and Equity, Staff</i>	January 2023
<b>IV – Commission Infrastructure</b>			
1. Each standing committee establishes operating procedures.	1a. Review mission statement and goals.	Standing Committees	Ongoing
	1b. Provide progress report on committee’s activities at each meeting by each committee.	Standing Committee Chairperson or representative	Ongoing
	1c. Review and update committee brochures.	Standing Committees	Ongoing
2. Periodic review of Strategic Plan to assess progress and/or need for revisions.	2a. Update and review at the annual retreat.	Commissioners and Staff	Annual
3. Provide order, structure, and teambuilding for meetings and the work of the Commission.	3a. Facilitate order and structure of Commission work for presentation to the full Commission.	Executive Ctte.	Ongoing

	3b. Continue one yearly open house.	Staff	Annually
	3c. Research grants to foster the work of the Commission.	Commissioners and Staff	Ongoing
	3d. Establish participation in the annual retreat as mandatory.	Commissioners and Staff	Ongoing
	3e. Partner with Triad HRCs to share best practices	Community Relations Ctte.	Ongoing
	3f. Attend NC-HRC statewide meetings to learn and share best practices, trends, priorities, and training opportunities.	Commissioners and Staff	Ongoing
4. Increase community representation and numbers as members of the Commission.	4a. Work with the Mayor to identify and select new members to the Commission representative of the community-at-large, as needed.	Commissioners and Staff	Ongoing
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.	Chairperson or representative	Annual
	5b. Prepare and distribute annual report to appropriate audience by October of each year and post on City website.	Staff	Annual