



Human Relations  
Department

# **Strategic Action Plan**

**2017-2019**

**Eusebio Velez**  
**Human Relations Commission Chairperson**

**Wanda Allen-Abraha, JD**  
**Human Relations Department Director**

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Winston-Salem Human Relations Commission and Department

## **Strategic Action Plan 2015-2017**

**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

## 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. Comm./Staff                    | Ongoing                                |
|                                      | 1b Explore ways to convey ARM program information to landlords prior to the court filing date for pre-complaint mediation. | Exec. Comm./Staff                    | Ongoing                                |
|                                      | 1c Continue partnering with the Winston-Salem Regional Association of Realtors for landlord/tenant education training.     | Exec. Comm., Partners                | Ongoing                                |

|                                   |   |  |               |
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| 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 Comm., Staff                | Ongoing       |
|                                   | 2b Continue fair housing community partnerships for the annual Fair Housing Month and Fair Housing Summit                             | New Horizons Comm., Staff                | Annual        |
|                                   | 2c Continue timely intake, investigations, mediations, hearings, and enforcement  | New Horizons Comm., Hearing Board, Staff | Ongoing       |
|                                   | 2d Conduct and conclude Phase III of fair housing testing in the community to ensure compliance with the fair housing ordinance       | New Horizons Comm., Staff                | June 2018     |
|                                   | 2e Serve as subject matter experts for the City's Affirmatively Furthering Fair Housing (AFFH) fair housing report.                   | New Horizons Comm., Staff                | December 2017 |

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| 3. Student Programs | 3a Continue Student HR Awards Banquet each February  | Student Relations, Community Relations Committees and Staff | Annual    |
|                     | 3b Partner with the Winston-Salem Youth Advisory Council and College Advisory Board on at least one major program per year | Student Relations Committee                                 | Annual    |
|                     | 3c Continue redeveloping the High School Race Relations Forum  | Student Relations Committee and staff                       | Ongoing   |
|                     | 3d Explore developing student human relations-oriented clubs or organization at local high schools                         | Student Relations Committee and staff                       | June 2018 |

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| <p>4. Community Awareness</p>  | <p>4a Continue the partnership with Old Salem for Black History Month Showcase of Song each February</p> <p>4b Continue Cultural Awareness Month events each Fall</p> <p>4c Revitalize the MLK Young Dreamers Award</p> <p>4d Raise awareness for homelessness through programs such as the March for Homeless Children.</p> <p>4e. Continue developing the Winston-Salem BIC Program</p> | <p>Community Relations Committee and Staff</p> <p>Community Relations Committee</p> <p>Community Relations Committee</p> <p>Community Relations and New Horizons Committees</p> <p>Multicultural Relations Committee</p> | <p>Annual</p> <p>Annual</p> <p>January 2019</p> <p>Annual</p> <p>Annual</p> |
| <p><b>II – COMMUNITY PRESENCE AND IMAGE</b></p>  |   |  |   |
| <p>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.</p> | <p>1a Continue exposure in English, Spanish, Mandarin, and Arabic via WSTV 13, the City’s website, digital media, and radio.</p> <p>1b Maintain HRC web site to include HRC calendar and newsletters.</p> <p>1c Pursue having updated L/T outreach videos streamed on the website and televised on digital media and WSTV-13.</p>   | <p>Exec. Committee and Staff</p> <p>Staff</p> <p>Staff</p>   | <p>Ongoing</p> <p>Ongoing</p> <p>December 2018</p>                          |



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|   | <p>1d Continue the Annual HRC Awards banquet each February.</p> <p>1e Partner with Police on mutual outreach efforts, specifically Trust Talks.</p> <p>1f Continue Hispanic outreach with Tu Comunidad television show and newsletter</p> <p>1g Continue leading the City's partnership and sponsorship of the Fiesta Hispanic Festival</p> <p>1h Continue International Village for international community outreach</p> <p>1i Continue the Juneteenth African Arts Festival partnership</p> | <p>Community and Student Relations Committees</p> <p>Community Relations Committee</p> <p>Multicultural Relations Committee and Staff</p> <p>Multicultural Relations Committee and Staff</p> <p>Multicultural Relations Committee and Staff</p> <p>Community Relations Committee and Staff</p> | <p>Annual</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annual</p> <p>Annual</p> <p>Annual</p> |
| <p>2. Build a constructive and ongoing relationship with City Officials and City Commissions.</p> | <p>2a. Establish and implement methods for periodic informative contact with City Council to educate on HRC activities and obtain input on wards concerns.</p>  | <p>Commissioners and Staff</p>   | <p>Ongoing</p>  |

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| 3. Participate in city government-wide programs and initiatives | 3a. Continue partnership with Community Dev. Dept. on neighborhood outreach, as needed | New Horizons Comm., Staff | Ongoing |
|   | 3b. Act as LEP resource for City of Winston-Salem                                      | Staff                     | Ongoing |

| Goal(s)  | Objectives/Strategies   | Responsible Committee and/or Persons                                 | Time Frame for Reporting or Completion |
|--|---|--|--|
| <b>III – COMMUNITY ACTION</b>  |   |  |  |
| 1. Foster communication, dialogue, and collaboration among the community-at-large by addressing problems, rights under the law, and the prevention of breakdowns in human relationships. | 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. | Commissioners, Standing Committees, and Staff                        | Continual                              |
|  | 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                        | Continual                              |
|  | 1c. Sponsor 2-4 public town meetings/forums per year on topics of community interest or need.   | Commissioners, Standing Committees, and Staff<br>Standing Committees | Continual                              |

| <b>Goal(s)</b>  | <b>Objectives/Strategies</b>   | <b>Responsible Committee and/or Persons</b>    | <b>Time Frame for Reporting or Completion</b> |
|---|--|--|---|
| 2. Develop partnerships with young adults to increase leadership potential and involvement in human relations issues in the City. | 1d. Provide training and awareness through partnerships with agencies serving the LGBTQIA community.<br><br>2a. Partner with the Youth Advisory Council and the College Advisory Board on mutually-relevant issues.                        | Community Relations<br><br>Standing Committees | Ongoing                                       |
| 3.Ensure equal and fair accessibility for persons with disabilities.  | 3a. Partner with local disability organizations for cross-training<br><br>3b. Partner with organizations that serve persons with disabilities to establish education and ensure compliance with accessibility impediments and/or barriers. | New Horizons Comm.<br><br>New Horizons Comm.   | Ongoing<br><br>Ongoing                        |

| Goal(s)   | Objectives/Strategies  | Responsible Committee and/or Persons             | Time Frame for Reporting or Completion |
|---|--|--|--|
| <b>IV – COMMISSION INFRASTRUCTURE</b><br><br>1. Each standing committee establishes operating procedures. | 1a. Review mission statement and goals.  | Standing Committees                              | Complete                               |
|   | 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                                 |

| <b>Goal(s)</b>  | <b>Objectives/Strategies</b>   | <b>Responsible Committee and/or Persons</b> | <b>Time Frame for Reporting or Completion</b> |
|---|--|---|---|
| <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>Ongoing</p>                                |
|   | <p>3b. Establish one yearly “open house.”</p>  | <p>Staff</p>                                | <p>Ongoing</p>                                |
|   | <p>3c. Research grants to foster the work of the Commission.</p>   | <p>Commissioners and Staff</p>              | <p>Ongoing</p>                                |
|   | <p>3d. Establish participation in the annual retreat as mandatory.</p>   | <p>Commissioners and Staff</p>              | <p>Ongoing</p>                                |
|   | <p>3e. Partner with Triad HRCs to share best practices</p>   | <p>Community Relations</p>                  | <p>Complete</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>Ongoing</p>                                |

| <b>Goal(s)</b>   | <b>Objectives/Strategies</b>   | <b>Responsible Committee and/or Persons</b> | <b>Time Frame for Reporting or Completion</b> |
|--|--|---|---|
| 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.<br><br>5b. Prepare and distribute annual report to appropriate audience by October of each year and post on City website. | Chairperson or representative<br><br>Staff  | Annual<br><br>Annual                          |

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