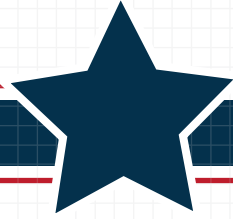


ENTREPRENEUR
GRANDMOTHER
MOM
MIGRANT RESEARCHER
FRIEND RESIDENT
WORKER RESTAURANT OWNER MOM
SCIENTIST BUILDER BOARD MEMBER
SISTER RESIDENT WORKER
INVENTOR POLICE OFFICER
COMMUNITY AMERICAN DOC
ATHLETE
ENTREPRENEUR
GRANDMOTHER
MIGRANT RESEARCHER NEIGHBOR
FRIEND RESIDENT
WORKER RESTAURANT OWNER MOM
SCIENTIST BUILDER BOARD MEMBER
AMERICAN
SISTER RESIDENT WORKER
INVENTOR POLICE OFFICER
COMMUNITY ATHLETE
ENTREPRENEUR
GRANDMOTHER
MIGRANT RESEARCHER NEIGHBOR
TEACHER MOM
STUDE
UNDOCUMEN
VOLUNTEER F
FRIEND RESIDENT
WORKER RESTAURANT OWNER MOM
SCIENTIST BUILDER BOARD MEMBER
DREAMER
SISTER RESIDENT WORKER
INVENTOR LEADER POLICE
COMMUNITY DOCTOR MOM
ATHLETE VOLUNTEER
AMERICAN COMM
ENTREPRENEUR
GRANDMOTHER
MIGRANT RESEARCHER NEIGHBOR
FRIEND RESIDENT
WORKER RESTAURANT OWNER MOM
SCIENTIST BUILDER BOARD MEMBER
DREAMER
POLICE AMERICAN
LEADER WORKER
STUDENT FATHER WORKER RESTAURANT OWNER MOM
INVENTOR ATHLETE SCIENTIST BUILDER BOARD MEMBER
AMERICAN
SISTER RESIDENT WORKER
INVENTOR LEADER POLICE
COMMUNITY DOCTOR MOM
ATHLETE VOLUNTEER
AMERICAN COMM
ENTREPRENEUR
GRANDMOTHER
MIGRANT RESEARCHER NEIGHBOR
TEACHER IMMIGRANT
STUDENT FRIEND
UNDOCUMENTED INNOVATOR MOM
VOLUNTEER RESTAURANT OWNER MIGRANT RESEAR

A BLUEPRINT FOR IMMIGRANT INTEGRATION

LANGUAGE ACCESS



A BLUEPRINT FOR IMMIGRANT INTEGRATION

CITYWIDE LANGUAGE ACCESS POLICY

ISSUE AREAS: Access to Services, Serving Limited English Proficient (LEP) Populations, Customer Service

SUMMARY:

With over 180 languages spoken in New York City and more than 1.8 million residents identified as limited English proficient, the Bloomberg Administration has prioritized the development of innovative and responsive approaches to ensuring meaningful access to services for a linguistically-diverse audience. Taking a customer-service oriented approach, municipalities can set policy priorities, develop training and professional development tools to support delivery of services by multilingual city employees, and use technology to enhance service delivery and create greater access to information and services.

OBJECTIVES:

- + Build a more customer service-oriented approach to the delivery of government services
- + Promote meaningful access to services for limited English proficient residents through effective communication that includes multilingual signage, interpretation services, translation of essential documents, plain language principles, and multilingual outreach campaigns
- + Increase government efficiency through standardizing language access across agencies
- + Further the public safety, health, economic prosperity, and general welfare of all City residents by increasing their access to City programs and services

The term Limited English Proficient (LEP) refers to any person age 5 and over who reported speaking English “less than very well,” as classified by the U.S. Census Bureau.

BACKGROUND

Over the last two decades, the number of limited English proficient (LEP) residents in the United States has grown by about 80 percent to approximately 25.2 million Americans and expanded to non-traditional destinations across the Southeastern and Midwestern regions.¹ At nine percent of the total population, LEP residents make up a substantial demographic constituency in the U.S., and it is therefore critical that they be able to access vital services in their primary languages.

Nearly half of New York City's population--approximately 3.8 million people--speak a language other than English at home, and as many as 1.8 million New Yorkers are considered limited English proficient, about a quarter (24 percent) of the city's total population.² Providing language access services is a vital part of New York City's customer service delivery model: Without language access, millions of New Yorkers would be denied or experience delays in access to critical public services. In cities with significant numbers of limited English proficient residents, this lack of access has the potential to negatively impact entire communities:

- + **Health and public safety** suffer when residents are unable to comply with City regulations that they cannot understand;
- + **Emergency preparedness** suffers when communities miss out on hearing the precautions they must take to stay safe;
- + **Education** suffers when students' families are unable to understand school guidelines or communicate with teachers; and
- + **Finances and tax revenue** suffer when residents miss key messages about filing taxes, using individual taxpayer identification numbers (ITINs), or following certain regulations as property or small business owners.

For cities small or large, providing language access promotes the general welfare of all residents and reduces inefficiencies in service delivery, resulting in cost savings.

Federal regulations also mandate meaningful access to federally-funded services for limited English proficient (LEP) persons. Pursuant to the prohibition against discrimination based on race, color, or national origin articulated in Title VI of the Civil Rights Act of 1964,³ agencies and organizations receiving federal financial assistance are required to develop and implement policies that ensure meaningful access for limited English proficient persons to their programs and activities. Furthermore, Executive Order 13166⁴ requires federal agencies providing financial assistance to issue guidance explaining the obligations of recipients, including municipal government agencies, to ensure meaningful access by limited English proficient (LEP) persons to their federally-assisted programs.

CENTRALIZED LANGUAGE ACCESS POLICY IN NEW YORK CITY

Signed into law in 2008, New York City's Executive Order on Language Access is among the first in the country to establish a centralized language access policy to promote access to services for all residents, regardless of English proficiency.

PRIMARY COMPONENTS:

- + Language access policy establishing uniform standards for the provision of translation and interpretation services
- + Central administration that oversees implementation and provides supervision and support
- + Designation of Language Access Coordinators for each agency
- + Development of language access plans at each agency with key elements
- + Recruiting, hiring and training of staff to meet the needs of LEP clients
- + Development of tools and templates to facilitate implementation across agencies
- + Development of tracking and reporting mechanisms and quality assurance measures

What Municipalities Can Do To Ensure Access to Services:

- + Design and implement a comprehensive language access policy that contains citywide core principles but allows agencies flexibility in serving their LEP populations
- + Develop citywide tools, resources and training for language access topics such as signage, front-line training and management of bilingual employees to support uniform implementation of language access plans
- + Implement monitoring and evaluation systems to ensure LEP residents are able to access services under the citywide language access policy

"For the 1.8 million New Yorkers with limited English proficiency, interacting with government all too often can be a challenge. All New Yorkers should have the same access to the same services and the same opportunities. This Executive Order will make our city more accessible, while helping us become the most inclusive municipal government in the nation."

- NEW YORK CITY MAYOR MICHAEL R. BLOOMBERG

New York City Language Access Timeline

New York City has a comprehensive citywide policy on language access, which today serves the 1.8 million LEP residents in New York City, as well as millions more who speak languages other than English at home. To do this effectively, the City has developed tools and resources that agencies use to implement the policy, as well as a comprehensive evaluation system to ensure residents can access services. However, the implementation of the Citywide Language Access Policy was years in the making and its evolution is on-going. This timeline shows NYC's progress over time on language access:



DEVELOPING AND IMPLEMENTING LANGUAGE ACCESS SERVICES

STEP ONE >

BUILD A FRAMEWORK FOR LANGUAGE ACCESS



CREATE AN ORGANIZATIONAL STRUCTURE TO ADVANCE LANGUAGE ACCESS

Designate or create a central coordinating body to develop a language access policy and action plan and to serve as oversight for overall compliance with applicable laws and policy on language access. Central coordination should take place at the executive level. If not possible, the coordinating individual, unit or department should have access to a senior-level decision-maker in order to ensure the prioritization of language access across agencies or departments. This may include hiring or assigning an individual to serve as the Language Access Coordinator, responsible for setting priorities and developing policies to advance language access and managing all aspects of implementation—assessment, planning, training, and communication.

With support from the Annie E. Casey Foundation, the New York City Mayor’s Office of Immigrant Affairs was able to hire a Language Access Coordinator to build the framework for language access, develop policy, and provide technical assistance and guidance during implementation.



CONDUCT A NEEDS ASSESSMENT

It is important to understand how many LEP individuals reside in your jurisdiction, the languages they commonly speak and the programs they are accessing or need to access. Identifying challenges LEP persons may experience when attempting to access these programs will help inform the best approach to developing a language access policy and set of services that meet their needs.

In assessing the short- and long-term needs of providing language assistance services, it is important to understand if and how language access services are currently being offered within agencies or departments, as well as the resources being allocated. An overall assessment of agencies or departments public points of contact—whether by phone, in-person or by mail—and the programs and initiatives that have direct interface with the public will inform your language access policy and action plan.

Suggested Assessment Tools and Techniques:

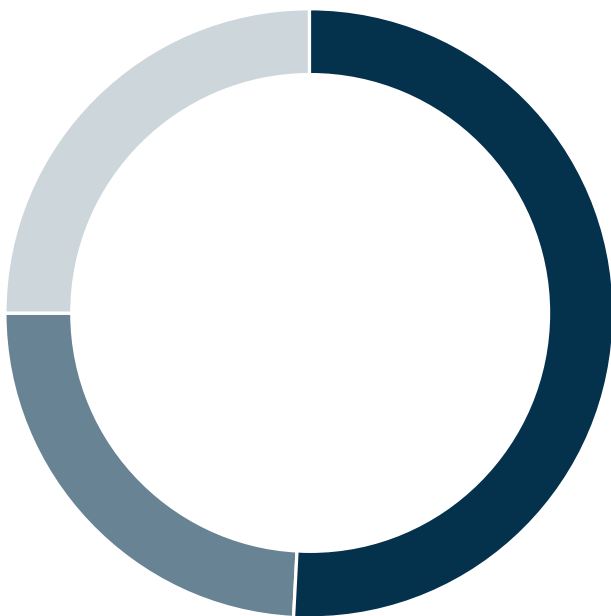
- + U.S. Census and American Community Survey Data
- + Discussions with agency budget offices and surveys of front-line workers and supervisors
- + Interviews with local organizations to understand existing challenges



PRIORITIZE LANGUAGE ACCESS POLICY AND PLAN OF ACTION

Building consensus for a language access policy can be achieved by employing both top-down and bottom-up approaches. Dialogue with key administrative policy and decision makers coupled with qualitative evidence can promote understanding of the need for language assistance services. Find opportunities to convene mid-level personnel and front-line workers on this topic, and work on strategies to enhance the delivery of services to better serve LEP individuals. Collaboration across agencies or departments can strengthen language access through the sharing of best practices and development of shared capabilities.

Including language access within a broader customer service program may help frame language assistance services within a larger context. In New York City, the inclusion of language access within the Customer Service Group context established by Mayor Bloomberg through Executive Order 115 allowed agencies to see interpretation and translation as important components of quality customer service provision to their non-English proficient clients.



PERSONS BY ENGLISH LANGUAGE ABILITY, NEW YORK CITY, 2010

Total Persons Ages 5 and Over = 7,670,643

- Speaks English at Home
3,889,483 (51%)
- English Proficient
1,964,561 (25%)
- Not English Proficient
1,816,599 (24%)
- Speaks Language other than English at Home
3,781,160 (49%)

Source: Population Division, New York City Department of City Planning



CRAFT A UNIFORM POLICY MANDATING AGENCIES TO CREATE COMPREHENSIVE PLANS THAT ADDRESS THE SPECIFIC NEEDS OF LEP INDIVIDUALS

Each city must develop specific criteria for language access that is applicable to the LEP population in their jurisdiction. In New York City, EO 120 mandated that agencies providing direct services offer interpretation and translation services in at least the top six languages spoken by LEP populations citywide. The number of languages selected for language access will depend on the LEP population in your jurisdiction and the number of LEP individuals that frequent or access your programs and initiatives.

LIMITED ENGLISH PROFICIENT POPULATION BY LANGUAGE SPOKEN AT HOME NEW YORK CITY, 2010

| | Number | Percent |
|--------------------------|-----------|---------|
| Total LEP | 1,816,599 | 100.0 |
| Top LEP Languages | | |
| Spanish | 915,742 | 50.4 |
| Chinese* | 299,560 | 16.5 |
| Russian | 113,943 | 6.3 |
| French Creole | 48,501 | 2.7 |
| Korean | 47,201 | 2.6 |
| Italian | 39,076 | 2.2 |
| Bengali | 38,714 | 2.1 |
| Polish | 29,928 | 1.6 |
| Yiddish | 29,768 | 1.6 |
| Arabic | 26,607 | 1.5 |

*Includes Chinese, Cantonese, Mandarin and Formosan

Source: Population Division, New York City Department of City Planning

The policy should include key elements that will be used to create comprehensive plans and assist in phasing in language access across agencies or departments. Some key elements include the following:

- + **Key public documents.** Identification and translation of essential public documents provided to or completed by program beneficiaries and/or participants. Essential public documents were defined by the EO as those documents most commonly distributed to the public that contain or elicit important or necessary information regarding the provision of basic City services
- + **Interpretation.** Provision of interpretation services that may include the use of vendors that provide telephonic and in-person interpretation services, or the use of qualified bi- or multi-lingual employees
- + **Employee training.** Training of frontline workers and managers on language access policies and procedures
- + **Signage.** Posting of signage in conspicuous locations about the availability of free interpretation services
- + **Measurement.** Establishment of an appropriate monitoring and measurement system regarding the provision of agency language services
- + **Public awareness.** Creation of appropriate public awareness strategies to inform the LEP service population about programs and initiatives, and the availability of free language assistance services

The policy should also include a firm deadline for the development and completion of agency- or department-specific implementation plans to be delivered to the central coordinating agency or individual that oversees the municipal language access policy for review and approval.



ALLOW AGENCIES FLEXIBILITY IN DETERMINING APPROPRIATE LANGUAGE ASSISTANCE FOR THEIR SERVICE POPULATIONS

The language access policy should include the U.S. Department of Justice (DOJ) four-factor analysis⁵ for developing and implementing agency- or department-specific language access plans regarding LEP persons. The following four-factor analysis set forth by the DOJ allows agencies or departments to take reasonable steps to provide language assistance services:

- + The number or proportion of LEP persons in the eligible service population;
- + The frequency with which LEP individuals come into contact with the agency;
- + The importance of the benefit, service, information or encounter to the LEP person (including the consequences of lack of language services or inadequate interpretation/translation); and
- + The resources available to the agency and the costs of providing various types of language services.

CONVENE REPRESENTATIVES FROM MUNICIPAL AGENCIES IN A LANGUAGE ACCESS WORKING GROUP

In 2005, the Mayor's Office of Immigrant Affairs formed an Interagency Task Force on Language Access, a working group of representatives from over 30 agencies that met quarterly to share language access best practices and learn about ways to improve their language access service provision. New York City's citywide language access policy (Executive Order 120 of 2008) grew out of the work of this taskforce.



ABOVE AND BEYOND

Although New York City's EO 120 requires language assistance services in at least the top six (6) languages, agencies were encouraged to expand delivery of language services beyond the top six (6), if so doing met the needs of an agency's LEP service population.

Example: The NYC Department of Education (DOE) provides language services in the nine (9) most common languages spoken by limited English proficient households served by the DOE: Spanish, Chinese, Bengali, Russian, Arabic, Urdu, Korean, French and Haitian Creole. Providing language assistance services in these nine (9) languages, the DOE can reach 95 percent of households within a 1.1 million student school system. To ensure meaningful access to programs and services for LEP students and parents that speak languages other than the nine (9) commonly spoken languages, DOE contracts with language assistance vendors.



ELIMINATE OR MINIMIZE THE USE OF BUREAUCRATIC OR LEGAL JARGON WHEN CREATING GOVERNMENT-GENERATED DOCUMENTS

The policy should contain language to strengthen the principle of plain language. Clear and effective communication is essential to informing LEP individuals about important program and services and helps municipal agencies more effectively achieve their missions. Incorporating plain language principles in written forms of communication will help reach intended audiences, by making the information easier to understand, and better facilitate the translation of the document or information into different languages.



DESIGNATE A POINT PERSON WITHIN EACH AGENCY OR DEPARTMENT

The policy should mandate each agency or department to appoint a Language Access Coordinator within a specified time frame to oversee the creation and execution of the agency language access policy and implementation plan. The Language Access Coordinator will also serve as a liaison to the central coordinating agency or individual responsible for language access centrally. Designating a point person at each agency or department allows for greater accountability at the agency-level, and permits the central coordinating agency or individual to work with the liaison to help drive the creation of internal policies and procedures as it relates to the delivery of language assistance services.



CREATE TOOLS AND RESOURCES TO SUPPORT AGENCIES OR DEPARTMENTS WITH LANGUAGE ACCESS IMPLEMENTATION

In the early stages of implementation, it is important for the individual or agency that is overseeing the policy roll out to develop resources and offer guidance and technical assistance to agencies or departments developing their plans. The development of tools and guidelines facilitates the successful implementation of plans and increases the likelihood of consistency in the delivery of services to LEP individuals.

In New York City, agencies were offered technical assistance and support by the Mayor's Office of Operations and the Mayor's Office of Immigrant Affairs throughout the planning and development process, as well as continued support during implementation, including:

- + The creation of templates and detailed instructions for completing an implementation plan
- + Developing templates for uniform signage, posters and check lists that can be tailored to each agency or department
- + Developing and distributing "I Speak" Cards

I SPEAK CARDS

"I Speak" cards enable LEP residents to convey their language preferences to front line city staff.

NYC

I speak...

Attention agency employee: Please call an interpreter, this customer requires language assistance. See reverse side for language.

- Cantonese** / 我需要免費的廣東話翻譯
- Haitian Creole** / Mwen bezwen you entèprèt Kreyòl gratis.
- Italian** / Io ho bisogno di interpretazione gratuita in Italiano.
- Korean** / 무료 한국어 통역이 필요합니다.
- Mandarin** / 我需要免費的國語翻譯.
- Russian** / Мне нужен бесплатный устный перевод на русский язык.
- Spanish** / Necesito servicios gratuitos de interpretación en español.

I need free interpretation in _____.

Tips for ensuring proper implementation and usage of resources:

- + Meet with each individual agency or department during the development of the language access implementation plan. These meetings serve as a check-in and allow agency- specific challenges to be addressed.
- + Convene regularly with Language Access Coordinators for each agency. While developing the plan, monthly meetings can be scheduled to obtain progress updates and share common challenges that can be addressed within a group setting. After the plans are completed, meetings can be scheduled on a quarterly basis.
- + Encourage agencies to convene their own internal working group to develop internal procedures and processes for the delivery of interpretation and translation services.
- + Convene an “essential document” working group to identify and prioritize the translation of key documents and information to be translated by the agency. Members of the working group can include program directors, agency lawyers and communications staff.



CREATE EVALUATION METRICS AND REPORTING TOOLS TO MEASURE SUCCESS

Evaluating language access programs ensures accountability and adherence to standard practices and provides opportunities to adjust protocol to better meet the needs of LEP residents. Even after the implementation of language access policies, it is important to keep the conversation going around language access to ensure continued improvements in service delivery.

Agency implementation plans should call for clearly-defined measures and specific performance metrics to measure each agency’s success in providing timely and accessible language access services, routine data collection and periodic quality control checks. Reporting on benchmarks and milestones achieved on a quarterly basis helps with measuring of progress during implementation.

Example:

Language access performance indicators are included within the Mayor’s Management Report, a public report card on City services affecting New Yorkers.

Agencies are asked to submit annual reports that include specific milestones, performance benchmarks and other updates accomplished during the year, project milestone and performance benchmarks for the upcoming year and identify any change in service delivery based on demographic changes or priorities.

Quality assurance. Instituting quality assurance measures helps to gauge the effectiveness of language assistance services and identify any systematic gaps or challenges. The central organization overseeing the language access policy and implementation plan can create a system to check or test the delivery of services at each agency or department.

Quality assurance. Instituting quality assurance measures helps to gauge the effectiveness of language assistance services and identify any systematic gaps or challenges. The central organization overseeing the language access policy and implementation plan can create a system to check or test the delivery of services at each agency or department.

Examples:

Secret shopping. Since 2010, the NYC Mayor’s Office of Operations has conducted a “Secret Shopping” program, in which teams visit agency public points of contact to measure the delivery of interpretation services, the availability of translated documents, and whether signage is posted announcing the availability of free language assistance services. Agencies receive a report out of the findings and areas in need of improvement.

Customer survey. The New York City Mayor’s Office developed a limited English proficient customer survey to help assess service delivery. Survey cards were created and specifically designed to gather feedback from limited English proficient customers throughout the City’s agencies. These surveys were translated in the top 6 languages used citywide and are made available at public points of contact. This is one of many tools the City is utilizing to measure service delivery, and the feedback the City receives helps to better assess the delivery of services to limited English proficient New Yorkers.



DEVELOP PROGRAMS AND MECHANISMS TO STANDARDIZE THE DELIVERY OF SERVICES ACROSS AGENCIES OR DEPARTMENTS

Create a system to recruit, hire and/or train bilingual and multilingual employees. With resource limitations or other constraints, a municipality may explore the use of existing bilingual or multilingual employees to volunteer their language skills to support language assistance services within their agency or department. This may require assessing individuals’ proficiency in designated languages by administering a standard testing and training program to ensure the quality of the provision of language assistance services.

Coordinate cross-agency trainings to ensure agency personnel are familiar with the citywide language access policy and procedures. In New York City, the Mayor’s Office works with agencies to provide numerous training opportunities for front-line staff members and also encourages agencies to incorporate language access curricula into new hire orientation programs and other areas of program development. Since 2005, the Mayor’s Office has also convened quarterly meetings with the designated Language Bank Liaisons (now Language Access Coordinators) at each agency to share best practices, brainstorm approaches to increase engagement and build networks to enhance service delivery.

Institute plain language principles. Work with agency public affairs offices and communication units to use plain language principles when creating public information materials to allow information to be more easily understood by a broader range of people, including LEP individuals. In New York City, the Mayor’s Office issued Easy-to-Read NYC, a manual that offers City agencies guidelines for clear and effective communication and has created a plain language training program as well as train-the-trainer classes to ensure that agencies have the tools they need to disseminate the tenets of plain language in their agencies.



CREATE A COORDINATED OUTREACH STRATEGY TO ENSURE RESIDENTS ARE AWARE OF THE LANGUAGE ACCESS POLICY

Community outreach and education strengthens awareness about the citywide language access policy and city services available to LEP residents. Outreach may include the following components:

- **Online access.** Each agency should make its language access plan available on its website and the centralized administrator should maintain a website of updated language access plans. In NYC, the language access plans are available on the websites of the Mayor's Office of Operations and the Mayor's Office of Immigrant Affairs, as well as each agency's website
- **Ethnic media.** Use of ethnic media increases community awareness of City services and programs. LEP individuals often rely on ethnic newspapers, radio and television as their primary means of obtaining information in their language. Thus, utilizing the ethnic media to disseminate messages to the immigrant and LEP communities will help offer targeted information on key issues of interest and importance.
- **Community collaboration.** Fostering community-public agency collaborations allows for broader reach and greater access to information for LEP individuals. Much of the work involved in building stronger community relations within the immigrant and LEP communities depends on the partnerships that agencies establish with not-for-profit organizations, that are the trusted sources within immigrant and LEP communities.

ACTIVATING HUMAN CAPITAL

Volunteer Language Bank. For more than 20 years, New York City has identified and utilized bilingual City employees that volunteer their language skills to provide language assistance services within their agencies or sister agencies through the Volunteer Language Bank (VLB), a database system maintained by MOIA that contains a list of all active bilingual employee volunteers. In the implementation of EO 120, the Mayor's Office revamped the VLB to include those tested and trained through the NYCertified program and make it more accessible to City employees.

NYCertified. Launched in February 2010 and recognized by the Harvard Kennedy School Ash Center Innovations in Government Bright Ideas award, NYCertified is a program for the recruitment, assessment, training and management of New York City bilingual employees as volunteer interpreters and translators. NYCertified enhances the City's Volunteer Language Bank, which has been in existence for over twenty years as a resource for City employees to serve as volunteer interpreters and translators. The NYCertified program tests and trains these volunteers to certify their capacity to provide translation and interpretation services. To become NYCertified, volunteers must first take a language proficiency assessment. After receiving a passing score, employees are asked to participate in one-day training. Training includes tips on providing language services, ethics of translation/interpretation, and role plays. Proficiency tests are provided by Language Testing International (LTI). Training is provided by CUNY's Hunter College, Cross Cultural Communications and Southern California School of Interpretation (online only). Over 1,000 city employees participate in the Volunteer Language Bank, speaking over 60 languages. Of these, over 600 are NYCertified.



USE TECHNOLOGY TO SUPPORT LANGUAGE ACCESS SERVICE DELIVERY

The use of online and web-based tools can improve services and generate cost-savings in the provision of language assistance services. This may include integrating telephonic interpretation services with a City Call Center system, entering into a contract for telephonic interpretation and document translation services that can be available at a reduced rate to all agencies and contracted service providers, developing a public clearing house for translated government generated documents, and multilingual web portals.

Facilitate access to basic City information through primary customer service points of contact. Cities across the country have implemented 311 call centers that facilitate access to city information by providing a single integrated number for information on all non-emergency services. These primary points of contact are a vital first step to ensuring language access to city services as the transition to multilingual service delivery can be implemented quickly and information can be provided for an agency without having to commit significant resources. A contract for telephonic interpretation can make 311 accessible to LEP individuals.

Establish a citywide contract for translation and interpretation services. While city employees may be able to interpret and translate in certain circumstances, in most cases an outside vendor will be necessary to provide these services as needed. A citywide contract for language services that allows city agencies to create sub-contracts for their particular needs is vital to ensure consistent language access across agencies at a reduced cost. New York City established such a contract in 2006, which was managed at that time by the City's Department of Information Technology and Telecommunications.

Volunteer Language Bank Data Base System. To support the program, the Mayor's Office Management Information Systems (MIS) Team created a web-based system to store volunteer information and to make it easy for a City agency to access a volunteer when needed. The system records a volunteer's proficiency level, if they've completed the training program, and if they are available during emergencies. Agencies use this system to create requests for interpretation and translation services and connect them to NYCertified volunteers. Users can also create reports on the number of translation and interpretation requests processed.

NYC Language Gateway. The NYC Language Gateway is an online portal that offers access to New York City programs, services and documents in English, Spanish, Chinese and Russian. The site provides essential multilingual documents and information for New Yorkers in many areas of city life: business; education and child care; employment and taxation; health and public safety; housing; immigration; social services; and transportation and safety. Documents are continuously added to the Language Gateway as they are translated, keeping current information and documents at the fingertips of LEP residents. The Language Gateway serves as an easy-to-access one-stop-shop of key forms and documents for front-line caseworkers—both government and non-profit—working with LEP residents.



CONTINUE TO PRIORITIZE LANGUAGE ACCESS

Keeping language access alive and well takes continued effort. Having a designated central administration serving as oversight, regularly reporting and convening key stakeholders will help ensure that the provision of language assistance services remains a priority for municipalities.

Three years after Mayor Bloomberg issued the Citywide Policy on Language Access, the Mayor's Office of Immigrant Affairs and the Mayor's Office of Operations invited city, state and federal government officials, representatives from community-based organizations, and other experts to a symposium entitled *Language Access 2.0: Sharing Best Practices, Improving Services, and Setting Future Goals*. The half-day language access symposium held on March 29, 2011 brought together key stakeholders to discuss New York City's successes and challenges, exchange ideas, and establish recommendations on the future of language access and the delivery of language assistance services to the City's 1.8 million LEP New Yorkers.

311 LANGUAGE ACCESS CAMPAIGN

311 Language Access was a multilingual public outreach campaign, launched in 2008, that targeted immigrants and limited-English-proficient New Yorkers. Marketing and outreach in Arabic, Chinese, English, Haitian Creole, Korean, Russian and Spanish raised awareness that 311 provides access to social services as well as municipal services; that calls are answered in over 170 languages; and that all calls are private—which means that 311 won't share personal or immigration information with anyone. Outreach was done across the city in subways, bus shelters, City agency offices and community-based organizations, check cashing stores, community newspapers and on street posts. Taxis and official City vehicles also received new bumper stickers reflecting the campaign.

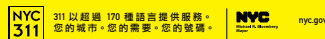
311 senior services.
 311 your noisy neighbor.
 311 graffiti cleanup.
 311 food assistance.
 311 domestic violence counseling.
 311 a tree request.
 311 summer meals for youth.
 311 recycling and trash collection.
 311 a broken streetlight.
 311 an unsafe building site.
 311 health care for your family.
 311 a pothole on your street.
 311 a dog license.
 311 alternate side parking.
 311 a park.
 311 youth employment.
 311 a heat or hot water complaint.
 311 your towed vehicle.



311 可以為您連接下列服務和許多其他服務。

311 為青少年提供夏日餐。
 311 回收與垃圾收集。
 311 學習英文。
 311 投訴暖氣或熱水問題。
 311 公園。
 311 清除塗鴉。
 311 養狗執照。
 311 您家人的醫療護理。
 311 鄰居吵鬧。
 311 街道路面凹坑。
 311 移民與入籍服務。

隨時撥打 311，日夜皆可，並等候國語。所有來電皆保密。我們不會透露您的身份或資料給任何人。

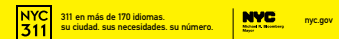


El 311 puede conectarle a estos y muchos otros servicios.

311 para comidas durante el verano para los jóvenes.
 311 para reciclaje y recogido de basura.
 311 para aprender inglés.
 311 para una queja de agua caliente o calefacción.
 311 para encontrar un parque.
 311 para limpieza de graffiti.
 311 para una licencia de perro.
 311 para servicios de salud para su familia.
 311 para su vecino ruidoso.
 311 para un bache en su calle.
 311 para servicios de inmigración y ciudadanía.

Marque el 311 en cualquier momento, de noche o de día, y espere el saludo en su idioma.

Todas las llamadas son confidenciales. No compartamos con ninguna persona su información personal o de inmigración.



ENDNOTES:

1. Migration Policy Institute, 2011
2. U.S. Census Bureau, American Community Survey, Public Use Microdata Sample, 2010
3. The Civil Rights Act of 1964 (Pub.L. 88-352, 78 Stat. 241, enacted July 2, 1964)
4. Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency," signed by President Clinton on August 11, 2000
5. Department of Justice, Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, 67 FR 41455-41472 (June 18, 2002)



CITIES FOR IMMIGRANT INTEGRATION aims to support the expansion of programs and policies that facilitate the economic, civic and cultural integration of immigrants across the United States. The NYC Mayor's Office of Immigrant Affairs (MOIA) has provided and will continue to provide technical assistance and guidance to other municipalities in their efforts to support immigrant communities and encourages local governments to network and share best practices in this important field.

Blueprints for Immigrant Integration, as well as additional tools and resources, are available on nyc.gov/integration and will continue to grow over the coming months. Please feel free to write us and share feedback by contacting integration@cityhall.nyc.gov.

ACKNOWLEDGEMENTS

The work highlighted in this document was made possible with the support and guidance of many talented colleagues in New York City and across the United States. The NYC Mayor's Office of Immigrant Affairs would like to thank Mayor Michael R. Bloomberg for his visionary leadership on immigration, as well as our partner agencies, organizations, and funders, who share our commitment to supporting and investing in the well-being of immigrant New Yorkers.

MOIA and the City of New York are grateful to the Annie E. Casey Foundation for their generous support for the planning and implementation of New York City's centralized language access policy.

MOIA is also thankful to staff at the New York City Mayor's Office of Operations, who have been invaluable partners in the implementation of language access across New York City, and who have developed many of the tools and resources that City agencies use to provide excellent customer service to limited English proficient New Yorkers.

Writing/Editing: Matilde Roman, Kraig Cook, Fatima Shama, Daniel Wallace, Nazli Parvizi, Monica Tavares

Design: Aaron Kinnari **Printer:** (add)ventures

Cities for Immigrant Integration and the Blueprints for Immigrant Integration were made possible with support from the Rockefeller Brothers Fund. The opinions and views of the authors do not necessarily state or reflect those of the Fund.

Support for printing of the Blueprints for Immigrant Integration was generously provided by Citi Community Development.

The Mayor's Fund to Advance New York City, a nonprofit dedicated to innovative public-private partnerships, has provided support for the Blueprints for Immigrant Integration.

Community Development



Office of
Immigrant Affairs
Fatima Shama
Commissioner



Rockefeller Brothers Fund
Philanthropy for an Interdependent World