



LANGUAGE ACCESS

Recommendations for the
City of Allentown

AUGUST 2023



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August 2023

“Whether in an emergency or in the course of routine business matters, the success of government efforts to effectively communicate with members of the public depends on the widespread and nondiscriminatory availability of accurate, timely, and vital information.”

Attorney General Eric Holder
Memorandum to All Federal Agencies Regarding Executive Order 13166
2011



Key Terms



ASL (American Sign Language)

ASL is a visual language. With signing, the brain processes linguistic information through the eyes. The shape, placement, and movement of the hands, as well as facial expressions and body movements, all play important parts in conveying information. (National Association of the Deaf)

Communication Barriers

Barriers that keep individuals from communicating effectively with others. According to the Cross Cultural Health Care Program, these barriers can be:

1. Linguistic barriers: differences in spoken language.
2. Barriers of register: differences in complexity of the words.
3. Cultural barriers: differences that arise from cultural practices and beliefs.
4. Systemic barriers: differences that arise from the exclusion or lack of participation of certain groups.

Cultural Competence

The capacity to have respectful and meaningful engagement with individuals from diverse backgrounds. Cultural competence promotes understanding and empathy, recognizing the diversity of beliefs, traditions and behaviors across cultures.

Interpretation

The act of listening to something in one language (source language) and orally translating it into another language (target language). (Federal Register, Vol. 67, 2002)

LEP (Limited English Proficiency)

Individuals who do not speak English as their primary language and who have a limited ability to read, write, speak or understand English can be limited English proficient, or “LEP”, entitled to language assistance with respect to a particular type of service, benefit or encounter. (Federal Register, Vol. 67, 2002)

Meaningful access

Providing “meaningful access” will generally involve some combination of services for oral interpretation and written translation of vital documents. (U.S. Department of Justice, 2023)

Plain language

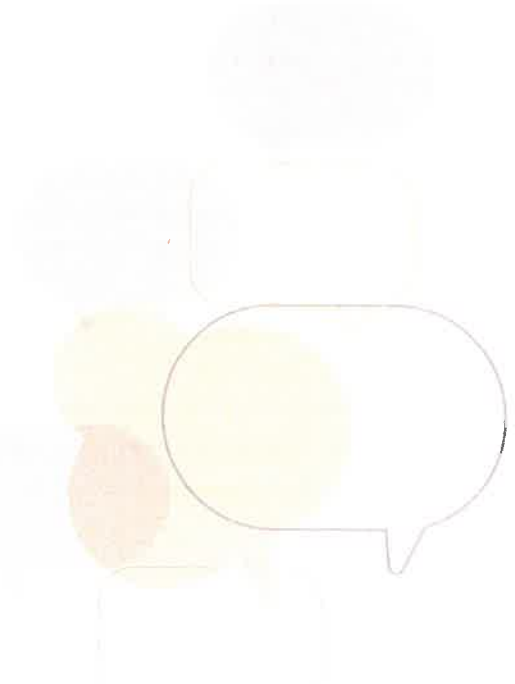
Writing that is clear, concise, well-organized, and follows other best practices appropriate to the subject or field and intended audience. (Plain Writing Act, 2010)

Top Five Languages

These are the top five languages requested by City customers. In this document, these languages are Spanish, Vietnamese, Pash-to, Arabic and Dari. The City should revise and, if needed, update the list on a yearly basis to ensure availability of services and resources in these languages.

Translation

The replacement of a written text from one language (source language) into an equivalent written text in another language (target language). (Federal Register, Vol. 67, 2002)



Executive Summary



The multicultural diversity of Allentown is the city's main asset, but it can only become truly valuable if every one of its citizens proudly identifies themselves as an Allentonian. To achieve this, the government needs to advance efforts to strengthen and build bonds with its diverse communities. Language access is essential in this pursuit- a government that effectively communicates with its citizens is a government that encourages participation, engagement and trust.

Objectives of the Language Access Plan

1. Ensuring that every citizen receives the services and information they require in a way that is **accessible, dignified and timely**.
2. All citizens can engage meaningfully with the **opportunities, services, and resources** of the City.
3. Strengthening **trust, transparency and communication** between the government and its constituents.
4. A culture of **acceptance, care and empathy** thrives in the City.

Key responsibilities

The City has to provide assistance to LEP customers in both spoken (interpretation) and written (translation) form. These services need to be available to every LEP customer, without discrimination and within every department.

For spoken communication, the preferred method of assistance will be directly with a bilingual employee. However, limitations in the number and availability of bilingual staff means that this will not always be possible. Departments should enable staff with the tools and skills to connect to video and/or phone interpreters. These services need to be available in every office and in mobile devices for in site employees like inspectors, patrolmen and firefighters. The reliance on informal interpreters (friends and family brought by the customer) must not be encouraged.

Providing customers with written information and forms in their language is central to making sure that they are able to fully comprehend the services, procedures and notices that they are receiving or requesting. Departments should have an updated inventory of all documents that

are handed out to the public, categorized by priority and type. Translation of vital and legal documents will be done through a contracted certified translator. Only low priority documents or those with non-critical information should be translated by bilingual staff. All high priority documents should be translated to Spanish and the second most spoken language¹. Translations must be made following the principles of plain language.

Staff

Employees are the main connectors between customers and City services. Increasing their capacity and skills should become a priority. Opportunities for professional development and training should be accessible to all employees, prioritizing those that are public facing. Language courses, trainings to become Certified Community Interpreters and language proficiency certifications are meant to increase internal capabilities. Moreover, new hires should show a preference for bilingual employees and adequate compensation should be given to employees that support their peers as interpreters.

Public Notice of Services

It would be futile to have language services and resources available if customers are not aware of them. Public notices should be posted across the City's departments, in highly visible places, announcing the right of LEP customers to request assistance in their language. Employees should also communicate the availability of services customers orally or by pointing to the

I-speak cards if the customer is unable to communicate properly.

Community Engagement and Cultural Competence

Community organizations have an important role in informing about the specific needs and requirements of LEP customers. Meetings with different LEP communities should take place in a semiannual basis to ensure that the services that are being provided are responsive to their needs and to update the communities about new services and procedures.

Language assistance should also be culturally competent. Speaking or understanding a spoken language does not necessarily lead to good communication. Cultural practices, beliefs and expectations influence the ways in which individuals communicate, and having the capacity and mindset to understand these aspects is key. To this end, the "All-in-town" meetings have been designed to bring different community organizations to City Hall and give them the space to teach City employees about their culture and aspects that influence their form of communication.

Oversight and Compliance

The Office of Equity and Inclusion will be responsible for ensuring the successful implementation of the Language Access Plan. To achieve this, it is recommended that the office appoint a Language Access Coordinator.

Data collection and management will be fundamental to understanding the evolving needs of LEP populations, and keeping track of the quality and frequency of services

¹Pashto is the currently the second most requested language in the City. Data should be revised every year.

that are being provided. Data from the phone and video assistance services should be analyzed in a quarterly basis. Employees should also keep LEP logs to track the frequency and form of interaction with LEP customers.

Other Recommendations

Language access is just one of many elements affecting service delivery and the relationship between the government and its constituents. Because it is part of a broader system, it is essential that other considerations are made to ensure the success of the Language Access Plan.

Improving overall customer service is fundamental- having the resources and skills to communicate with LEP customers can be futile if they are not delivered in a courteous, timely manner. To this end, customer service trainings should be offered to public facing employees. Moreover, ensuring coordination between and across departments will hugely benefit the efficiency of City processes.

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Introduction



Government services are often confusing, inefficient and frustrating. Now, imagine how much more intimidating they can be if you walk into City Hall and no one can speak the only language you know. You are given form to fill out, but you can't understand the words. You walk out after having accomplished nothing, feeling discouraged, and with no desire to have any other interactions with your local government. This is the experience of many customers with low English proficiency (LEP).

Communication is key in sustaining all relationships- and the relationship between the government and its constituents is no exception. Language barriers keep people from meaningfully engaging with the City, and this is detrimental for everyone. The wellbeing of a society depends on the wellbeing of each and every one of its members. If a person is unable to start a business because they can't communicate to obtain permits, the loss is

not only personal. Moreover, the inability to communicate effectively corrodes trust and alienates people from public institutions. Governments should strive to eliminate inequities resulting from language barriers, and actively seek to achieve the inclusion of LEP customers in every public service.

Language access is not merely a nice-to-have. In 2002, the Department of Justice set forth a policy guidance document that dictates that recipients of Federal financial assistance have the "responsibility to ensure meaningful access to their programs and activities by persons with Limited English Proficiency." This requirement is grounded in Title VI of the Civil Rights Act of 1964, which states that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

But even stronger than the legal responsibility to assist LEP customers is the commitment that every government should have to serve with kindness and care. Understanding the needs of those that are being served and acting to assist them should not be an afterthought. Language access is at the core of accessible, dignified and timely services- an indication of effective governance.

The following document outlines recommendations made to the City of Allentown. The hope is that these can provide guidance on language access procedures and services and make the City more accessible to all.

Objectives of the Language Access Plan

1. Ensuring that every citizen receives the services and information they require in a way that is **accessible, dignified and timely.**
2. All citizens can engage meaningfully with the **opportunities, services, and resources** of the City.
3. Strengthening **trust, transparency and communication** between the government and its constituents.
4. A culture of **acceptance, care and empathy** thrives in the City.

1

Allentown: A City of Many Languages

Allentown is a city of many languages. A walk around the different neighborhoods would make anyone realize that this is a city with a rich cultural diversity. The US Census 2021 estimates that 29.6% of households in the city speak English less than very well. Of these, 62.3% are Spanish speaking, 23.9% speak other Indo-European languages, and 11.3% speak Asian and Pacific Island. Furthermore, the Census also estimates that the city has 4059 people who are

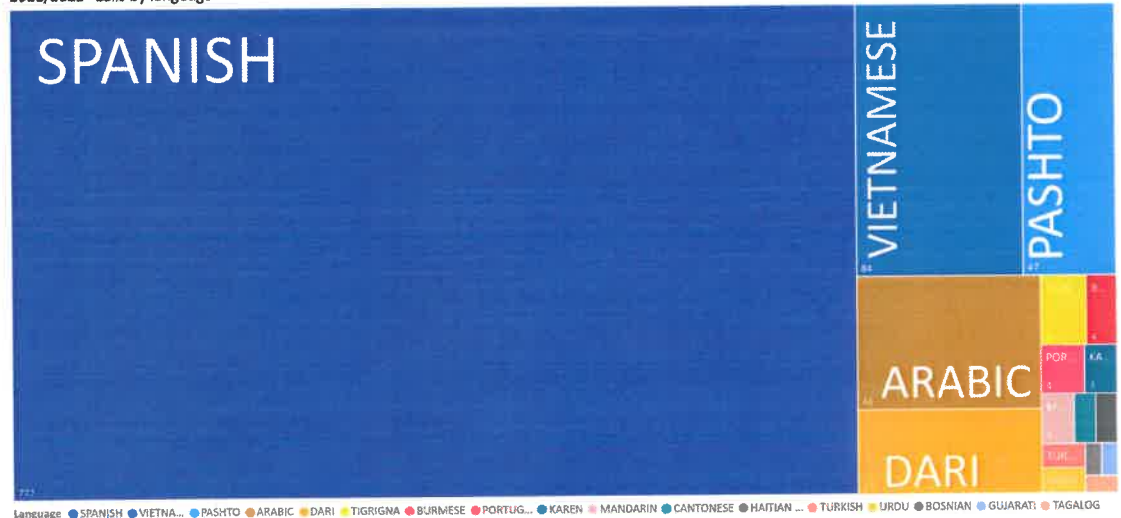
deaf or hard of hearing, 3.2% of the total population.

Consistent with this data, the main languages requested through the City's Language Line² are Spanish, Vietnamese, Pashto, Arabic and Dari³, in that order. Even though this data may not be representative of the top languages spoken in Allentown, it provides an internal assessment of the language needs of City customers and

²Language Line data includes the years 2021, 2022 and 2023. See Appendix 1 for complete Language Line data.

³Other languages include Tigrinya, Burmese, Portuguese, Karen, Mandarin, Cantonese, Haitian Creole, Turkish, Urdu, Bosnian, Gujarati and Tagalog.

2021/2023- Calls by language



departments.

The multicultural diversity of Allentown is its main asset, but it can only become truly valuable if every one of its citizens proudly identifies themselves as an Allentonian. To achieve this, the government needs to advance efforts to strengthen and build bonds with its diverse communities. Language access is essential in this pursuit- a government that effectively communicates with its citizens is a government that encourages participation, engagement and trust.

1.1. Language needs across City Departments: Current state

The Department of Housing and Urban Development set forth a four-factor analysis to assess language needs:

1. Number or proportion of LEP persons served or encountered in the eligible service population (“served or encountered” includes those persons who would be served or encountered by the recipient if the persons were afforded adequate education and outreach).
2. Frequency with which LEP persons come into contact with the program.
3. Nature and importance of the program, activity, or service provided

by the program.

4. Resources available to the recipient and costs to the recipient.

Grounded on these points, a survey was conducted internally as a first approach to understanding the state of language accessibility across the City’s departments.

“Interaction with Limited English Proficiency (LEP) customers” survey results

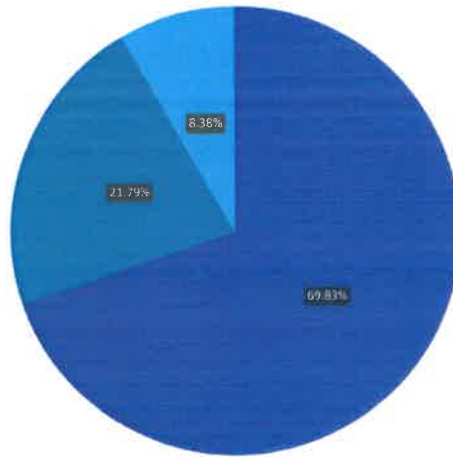
To assess language needs a survey was conducted across departments. This survey, titled “Interaction with Limited English Proficiency customers”, was completed by 180 employees and provided insights that informed the recommendations presented in this document. The data is not exhaustive, but it provides an initial assessment of the current panorama.

This section outlines the key points⁴.

⁴ For data specific to each department, see Appendix 2.

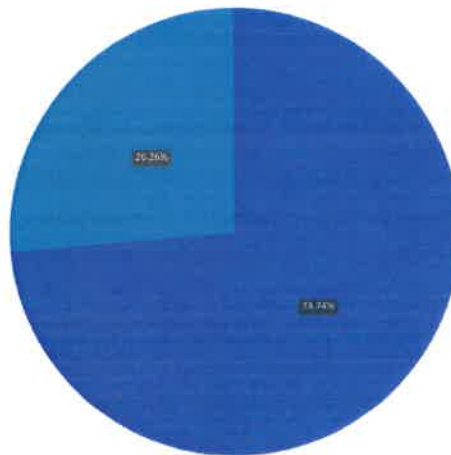
How frequently does your bureau interact or communicate with LEP individuals?

● Daily ● Few times a week ● Less than once a week



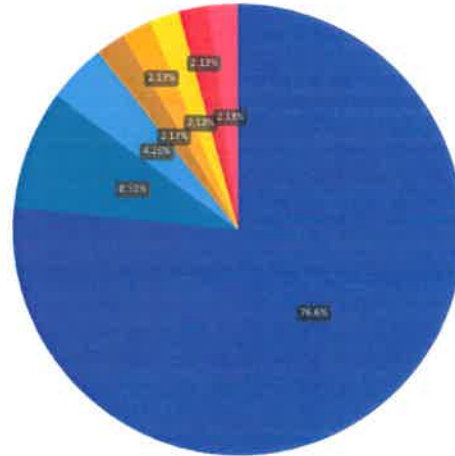
Employee speaks an additional language other than English

● No ● Yes



Languages Spoken by Multilingual Staff

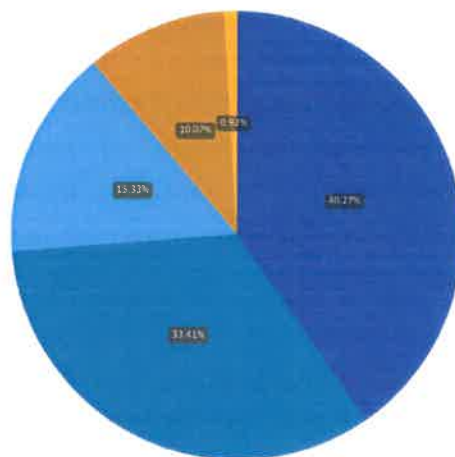
● Spanish ● Arabic ● German ● French ● Italian ● Norwegian ● Swahili ● Tagalog



Forms of interaction with LEP customers

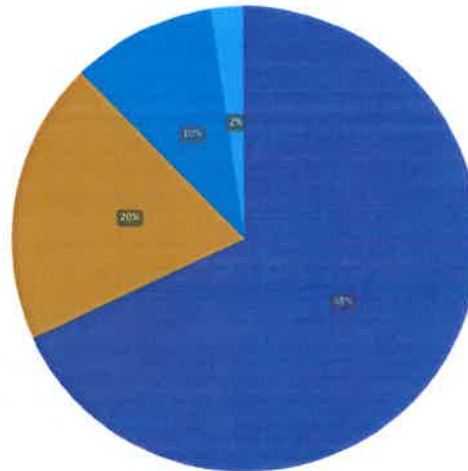
● In-person ● By telephone ● By email ● Mail correspondence ● Other*

*Text messages and informational pamphlets.



Importance of language access

● Extremely important ● Somewhat important ● Neutral ● Not important



Qualitative data

In the survey, employees expressed concerns, shared experiences and identified needs regarding language access. The following points are common themes that were identified across all the qualitative input provided by employees in the survey⁵.

1. Effective communication and efficiency:

Reflects on the importance of clear communication to make processes more efficient for the benefit both customers and City staff.

a. *“Communication is huge for our Bureau to provide education and instruction to correct ordinance violations. If we are not able to provide a clear message no one wins.”* Recycling and Solid Waste

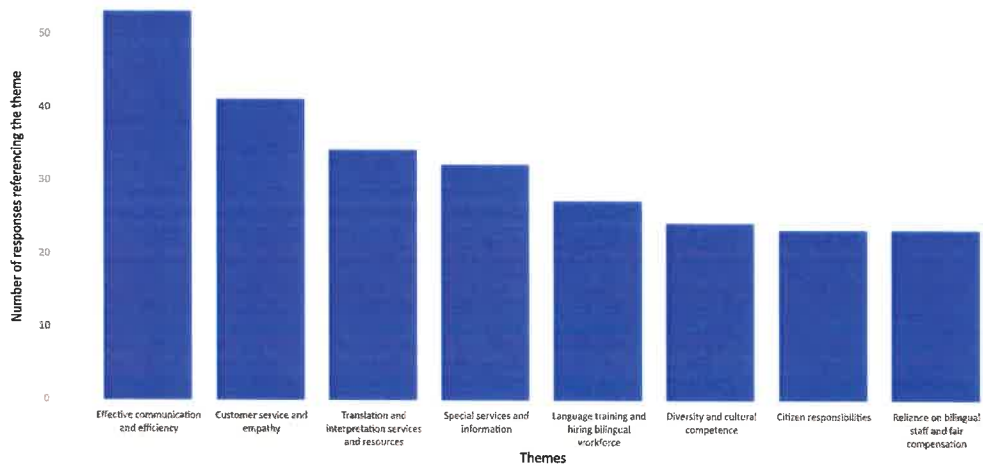
b. *“It is important to interact with our residents in their primary language to better understand how to connect to the various resources and processes of the city.”* Special Events

2. Customer service and empathy: Conveys language assistance as essential to assisting customers. Expresses a deep understanding of customer needs and a commitment to service.

a. *“Language access is vital in order to provide the exceptional customer service that our citizens deserve.”* Building Standards and Safety

b. *“We have a large immigrant population and they rely on us to be able to get our*

⁵For an exhaustive record of all responses, see Appendix 3.



services. Oftentimes it's very difficult for them to learn a second language. I absolutely love helping our community." Health Bureau

3. Translation and interpretation services and resources: References the availability, limits or absence of interpretation and translation services and tools.

a. "The language line would be useful in some situations, but again, we do not have phones. Knowing a few words to convey an emergent situation would be awesome, depending on how it is delivered." Police Department

b. "Applicants typically bring friends or relatives to assist with translation/interpretation rather than relying on the

city's ability to provide services. Services are greatly needed during public meetings." Planning and Zoning

4. Special services and information: Requirements for specific services (medical, EMS, investigations).

a. "In a healthcare setting, I think it is imperative we have more bilingual staff officially certified as medical interpreters." Health Bureau

b. "When responding to crimes in progress, it is important to get all information quickly and assess the situation properly." Police Department

5. Language training and hiring bilingual workforce: Exposes the need and interest

for language training and for increased bilingual members in staff.

a. *“More multi-lingual people should be hired. We have a large Asian and Arabic community as well that would benefit from people who speak their language as well to help with the many confusing processes we have.”* Building Standards and Safety

b. *“Language training would help all parties involved, not just City employees. I would be enthusiastic about any training that helps us provide better service.”* Fire Department

6. Diversity and cultural competence:

Recognition of the diverse set of languages spoken in the City and the need to understand cultural manifestations and practices.

a. *“Language encompasses cultural context which includes slang phrases that mean different things from culture to culture.”* Police Department

b. *“The language line can be helpful at times, however the Spanish offered is very traditional Spanish whereas most of the community in the surrounding areas have different Spanish dialects. The more access we have to as many languages as possible the better we will be able to serve the citizens.”* Engineering

7. Reliance on bilingual staff and fair compensation:

Recognition of reliance on staff to assist in interpretation of conversations with LEP customers and the right for compensation.

a. *“I rely on bilingual staff to assist. It is sometimes difficult if they are busy with their own jobs. But we make it work. It may be better if we had one bilingual staff person hired specifically to interpret/translate.”* Health Bureau

b. *“I believe all bilingual employees should be compensated generously. They are oftentimes asked to assist with customer issues not associated with their particular job and are taken away from their assigned duties. It is very much appreciated, and they should be rewarded in some fashion.”* Building Standards and Safety

8. Citizen responsibilities: Calls for citizens’ responsibility to communicate with the City (i.e. by learning English or providing an interpreter).

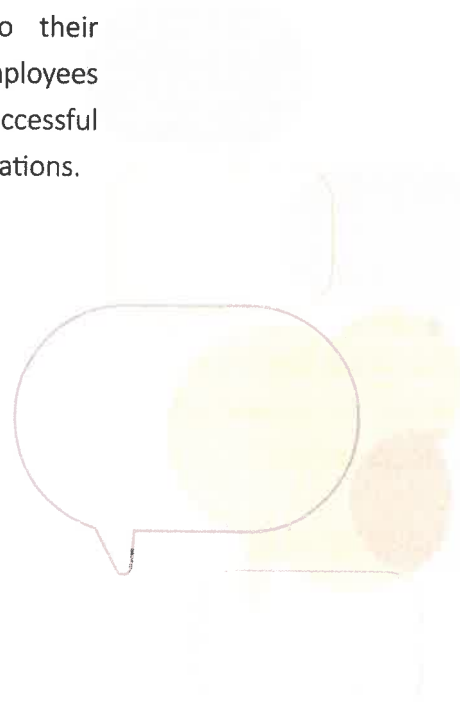
a. *“People should have to adapt to the English language since they live in the US. All other nationalities had to in the past.”* Police Department

b. *“It is helpful and useful to learn another language, and hopefully residents will try to learn English to help themselves with*

everyday life ...and together we can all communicate much better.” Engineering

As identified in the survey responses, language access is commonly perceived as a barrier to effective communication and the efficiency of processes. Many employees also concur that providing services to improve language accessibility is key for them to provide the best possible customer service.

One element that cannot be dismissed is that most employees that participated in the survey believe that providing language assistance to LEP customers is extremely important. This finding is encouraging, not only because it reinforces the urgency of language access, but also because it demonstrates the desire of City employees to provide better assistance to their customers. Having the support of employees is going to be central to the successful implementation of the recommendations.



2

Best Practices

2.1. External

Language access plans, ordinances and policies have been successfully developed across different cities in the country.

City of Boston

The City of Boston has an ordinance⁶ for language and communications access for City services.

1. Establishment of the Office of Language and Communication Access (OLCA)

a. Director has direct responsibility for the organization, administration and operation of the office and can hire staff and contract vendors to provide appropriate language access as needed.

2. Department Language Access Plans

a. Every department has the responsibility to create their communications

access plan and should present it every year with the appropriate amendments. An advisory committee was set up to provide recommendations to the departments.

3. Interpretation and translation requests

a. To achieve culturally competent interpretation and translation, the OLCA should work with the community and define a set of guidelines and standards.

4. All public-facing departments should post notices to indicate the availability of interpretation in the appropriate languages. These notices should be accessible to illiterate individuals as well, through the use of country flags and symbols.

5. Public-facing departments should keep a record of usage and requests for translation, interpretation and assistive technology.

⁶ <https://www.boston.gov/sites/default/files/file/2020/10/Docket%20%231041.PDF>

6. Every department has to determine which forms, papers, letters and documents must be translated and keep a record.

a. All vital documents in every department should be translated into the languages spoken by 5% of the population or by 1,000 persons (whichever is lesser).

b. Documents for the public should be professionally translated. Translation of documents for internal purposes or for non-vital documents can be carried out by City employees or volunteers.

c. Plain Language Clause: Every document and information released by the City has to reflect the principles of plain language communication.

7. All front-line employees should be provided with a document with helpful phrases and greetings in different languages. For example: "Please wait. We are trying to locate an interpreter to assist you."

8. Implementation of feedback mechanisms to log complaints.

9. Creation of an employee development and training strategy, as well as quality control protocols.

City of Richmond

With a population of 115, 639 and a majority of Spanish speakers, the City of Richmond shares a similar scale and demographics with Allentown.

The City of Richmond has a Language Access Plan that recognizes the urgency of immediate Spanish assistance and the need to monitor and evaluate other language needs in the future.

The LAP defines concrete and aspirational benchmarks and prioritizes gathering data to inform language needs of the LEP population and other beneficiaries.

1. Language Needs Assessment

a. Four factor analysis to determine the extent of obligation to provide LEP services (based on the HUD Guidance). Considers the number of LEP persons within the City, the frequency of contacts, the nature and importance of the particular City program and the resources available to the City.

2. Language Access

Determines the need and implementation of:

a. Notices and outreach: An official statement of policy with respect to language

services was written to be distributed across all City Offices, including instructions for LEP customers to obtain language assistance.

b. Language Access Coordinator: The City appointed a language access coordinator to ensure compliance, assist departments, update the Language Access Plan, and conduct other tasks for the successful implementation of the plan.

c. Interpretation Services: Interpretation services should be provided by qualified interpreters and are provided in the following order: in-person bilingual staff interpreter, in-person contractor interpreter and telephone interpreter.

d. Translation Services: A compilation of all vital documents that need to be translated will be made by every department. Each Office determines the timeline for translation of documents into Spanish. Translation by demand will also be provided.

2.2. Internal

Different City departments have made efforts to improve language access for their customers. These practices and resources represent valuable efforts that can be scaled and implemented throughout the City.

Health Bureau (AMN Healthcare Language Services Tablets)

The Health Bureau offers customers the service to have video call interpreters through the implementation of tablets that can connect them with a medical interpreter. This service is provided through a partnership with the Lehigh Valley Health Network.

Both customers and staff are more receptive to the video call interpretation than the regular phone line.

Revenue and Audit (Language Line guide)

The bureau of Revenue and Audit provides their employees with an instructional guide to use the Language Line. This guide allows employees to use this resource and its effectiveness can be proven by the fact that this department has had the highest numbers of calls to the Language Line in 2022 and 2023.

In the department, the guide is a handwritten photocopied paper. This guide has been typed and modified to be used by other departments. See Annex 000.

Across departments (Translation of documents)

Different departments have already undertaken the task of translating documents. Many of these documents have been translated by bilingual staff. The Police Department, for instance, has documents translated into both Spanish and Arabic. The Health Bureau is the bureau with the largest proportion of translated documents into Spanish. From the inventory that has been created, 84.7% of the documents across all the departments are in English only, 15% are in both English and Spanish and 0.3% are in English, Spanish and Arabic. Efforts to improve translation capabilities and ensure the quality and accuracy of these translations should be undertaken.



3

Key Responsibilities

Giving language assistance to LEP customers should be mandatory. Customers have a right to request and receive assistance that will help them communicate appropriately with City employees and services. Every department should be responsible for providing LEP customers the assistance they require to meaningfully engage with the services. Language services should be provided in both oral and written form.

The following section outlines guidelines and recommendations for spoken and written language assistance. These recommendations will apply to all public serving departments.

3.1. Spoken

As evidenced in the data obtained from across the City departments, the majority of interactions with LEP customers are oral- in person or through the phone.

Interpretation services must be offered to every LEP customer, without discrimination.

The following are ways by which employees should determine if a customer requires assistance:

- (i) the customer indicates their need for assistance in another language by verbally communicating it or by pointing to the I-speak cards,
- (ii) the customer brings a friend or family member to help them interpret,
- (iii) the employee determines that the customer cannot communicate well in English.

If an employee encounters any of these situations, they must do the proper arrangements to ensure the customer receives assistance in their language.

The following forms of assistance should be available in every department. The methods of interpretation should be prioritized as

follows:

1. Bilingual employee as the first option,
2. Video assistance if no bilingual employee is available,
3. Phone line if video assistance is not available,
4. Informal interpreters brought by customer only in emergency situations or if none of the other methods are available. Should be avoided.

Bilingual Employees ⁷

The preferred form of language assistance should be through a bilingual member of staff from the same department. Bilingual employees can assist the LEP customers directly or provide assistance as interpreters to help another employee.

Video Interpreters

Video interpreters provide a better alternative to the phone line. People feel more comfortable and are able to express themselves better when they can see the interpreter. The experience of the Health Bureau with the language assistance tablets has proven that this tool is preferred in cases where there is no staff interpreter available.

1. One video assistance tablet will be placed in the first, second, third and fourth

floors of City Hall, and one in the Police Department⁸.

2. Police officers, firefighters, inspectors and other site workers should have access to video and phone interpretation through their mobile devices⁹.

Phone Interpreters

Telephone interpreters are a reliable and effective method of providing interpretation services to LEP customers. The City currently provides access to a language line to assist LEP customers by connecting them with an interpreter via telephone. The service is provided Language Line Solutions. The usage of this resource is very low in most bureaus. The Health Bureau and the Revenue and Audit Office are the exceptions.

1. Continue to provide this service and ensure that employees know how to use the service. See Appendix 4 for guidelines.
2. Every department should have at least one phone that can connect to the language line.

American Sign Language (ASL) Interpretation

The City should contract professional interpreters to provide ASL interpretation in major events, press conferences, public meetings, etc¹⁰.

⁷Refer to Chapter 4 for guidelines on compensation and training of staff.

⁸ The service is to be contracted from Language Line Solutions.

⁹ Language Line App can be downloaded to mobile devices to enable access to remote video interpreters.

¹⁰ Recommended service is provided by the Lehigh Valley Center for Independent Living, www.lvcil.org. Hourly business rates effective 2/1/2022, are as follows: Business hours (Monday – Friday, 8am-5pm) \$83.00, Night hours (Monday-Friday, 5pm-8am) \$108.00, Weekends (Saturday-Sunday, 12am-12pm) \$135.00, Holiday (12am-12pm) \$188.00. If less than 24-hour notice, add 20%, if emergency, add 25%. Appointments are 2 hours minimum plus portal to portal travel time.

For customer walk-ins, ASL interpretation will be given using the video service.

1. ASL interpreters must be certified by the Registry of Interpreters for the Deaf, in accordance with Act 57 of the State of Pennsylvania¹¹.

Captioning

Videos released by the City should always include captioning to support the Deaf and Hard of Hearing population. This includes videos with promotional, informational or any other communication purposes.

Informal interpreters

Frequently, customers will bring a friend or family member to assist them. However, it's difficult to ensure the accuracy of the interpretation, and in some cases, avoid ethical conflicts. City employees must discourage customers to rely on family, friends or other informal interpreters.

1. Children or minors must not be allowed to interpret conversations.
2. Informal interpreters should only be allowed in exceptional circumstances or emergency settings, and if none of the other methods of interpretation are available.

¹¹ 34 Pa. Code Chapter 501. Registration Of Sign Language Interpreters And Transliterators (pacodeandbulletin.gov)

Automated internet services

Interpretation using automated internet services (ex. Google Voice Translate) will not be permitted in any situation.

Interpretation of legal or confidential information

Where legal or confidential information is being exchanged, a certified interpreter must be used. This can be through the Language Line, video assistance or with a Certified Community Interpreter.

In circumstances where information is of a confidential or legal nature, if a customer insists on having a family or friend interpreter instead of one provided by the City, they must sign a waiver.

3.2. Written

In addition to interpretation services, City departments should provide written translations of documents and vital written materials. This requirement is central to ensure that LEP customers have access to the services and resources provided by the City.

Document Inventory

Every department should create a document inventory that must be constantly updated. Documents include both print and digital. Examples include but are not limited to: consent and complaint forms, intake forms, written notices of rights, denial, loss or decreases in benefits or services, parole, notes of disciplinary action, written tests that don't assess English proficiency, applications to participate in programs or services, etc¹².

These will be categorized by each department using the following scale:

1. **High priority:** All vital documents¹³. Contain critical information and are used very frequently.
2. **Medium priority:** Documents that contain relevant information and are used frequently.
3. **Low priority:** The information presented is not critical, and/or they are not used very frequently.

An initial inventory has already been created to assess the translation needs in every department. See Appendix 5.

Translation guidelines

The following guidelines should be used to determine translation processes.

Languages

Chapter 5 of the City's Code states that "All documents relating to City services shall be available in all languages pursuant to federal law."

1. All high and medium priority documents should be immediately translated into Spanish.
2. High priority documents will also be translated to the second most requested language in the last year.

(The second most requested language is likely to change in time, and translation of documents should respond to this change. Evaluation of most requested languages must be conducted every six months).

All translations should reflect the principles of Plain Language¹⁴.

Format of documents:

1. **Print (handed directly from employee to customer):** Documents will be translated into Spanish and the second most requested language first.
2. **Mail correspondence and door notices:** Will always go out in English but will contain a second page with QR codes that can be scanned to an online version. An individual code for each of the top five languages

¹²List provided by the Federal Register, Vol 67, No 117, 2002.

¹³As defined by the United States Department of Housing and Urban Development, a vital document is a "generic widely used written material".

¹⁴The City of Boston exemplifies plain language as "signs and flyers shall be easy to understand, and not include arcane or technical language, unnecessary polysyllabic words, legal jargon or other text requiring an advanced reading level."

should be provided.

3. Digital: The original version in English should always be accompanied by a translation in the top five languages.

Quality of translation:

The following standards should be used for the translation of documents:

1. High priority: Must be translated by a certified translator always.

2. Medium priority: Preferably, should be translated by a certified translator. If document contains information of legal consequence, it must be translated by a certified translator. Other documents of medium priority can be translated by a bilingual employee or volunteer.

3. Low priority: Can be translated by a bilingual employee or volunteer.

On demand translation

If a customer requests a translation of a document that is not yet available, the department must arrange to have it translated. The Department will set the timeframe and communicate it with the customer.

The customer must provide contact information and will be contacted once the translated version is available.

¹² List provided by the Federal Register, Vol 67, No 117, 2002.

4

Staff

Everyday interactions and access to services relies heavily on the skills of the staff that interact with LEP customers. Multilingual employees in the City are an essential resource to assist LEP customers. Increasing employee capabilities and being able to provide opportunities for professional development should be a priority. This includes training programs, language lessons, lunch and learns and other forms of employee engagement.

It is also fundamental to increase the number of bilingual employees by creating job requirements for certain positions or offering current employees the opportunity to participate in language lessons. Furthermore, employees must receive training to understand the procedures and learn how to use language assistance services. This includes training on using the phone and video interpreter services.

¹⁵The recommended service to assess language proficiency is Parrot. High proficiency employees will obtain the General Workplace Proficiency.

4.1. Professional Development and Training

As previously mentioned, developing a skillful bilingual workforce is key. Conversations with employees and results from the survey demonstrate a high level of interest in language training programs.

Professional development and training for Language Access will be under the responsibility of the Training Coordinator from the Human Resources Department.

Language proficiency certification¹⁵

Many employees self-identify as bilingual, however, this is not an appropriate method to assess the ability of the employee to successfully communicate in a language other than English. To increase standards among bilingual employees, the City should incentivize them to achieve high proficiency. Proficiency will be measured following the levels recommended by the

U.S. Interagency Language Roundtable¹⁶
: Low (limited workplace proficiency),
medium (limited workplace proficiency +)
and high (general workplace proficiency).

1. The City should encourage all bilingual employees to achieve high proficiency.
2. Multilingual employees should be given the opportunity to test their language proficiency. Employees that interact with the public on a daily basis should be prioritized to obtain the certification.
3. For new positions where a second language is preferred, a language proficiency certification should be required.

Certified Community Interpreters¹⁷

Being bilingual does not ensure that an employee has the competence or skills required to accurately provide interpretation services. To increase their capabilities, the City should offer multilingual staff the possibility to become Certified Community Interpreters .

1. The training consists of four, two-hour sessions.
2. Only employees that have a "General Workplace Proficiency" are qualified to receive this training.

Language Lessons

Fully paid language lessons should be offered to employees as a voluntary

opportunity. The City will cover the cost of the lessons, and employees will not be paid for participation.

1. Employees from every department will be given the opportunity to participate. A list of employees interested in participating in language lessons has been created, and employees can submit expressions of interest through an online survey to be added to the list.
2. To successfully complete the training and receive a City certificate, employees must participate in 90% of the lessons.
3. The lessons should take place once a week and include an optional participation in a weekly lunch with other employees to practice the language.
4. Language proficiency will be evaluated both before and after the language courses for impact assessment of the program.

(A pilot program will be launched in September with the Spanish Immersion Center. Seven employees from the following departments will be participating: Community and Economic Development [3], Police [1], Public Works [2], and Finance [1]. See Appendix 6 for details on the pilot program.)

¹⁶ ILR Homepage (govtilr.org)

¹⁷This certification process will be done with the support of the Lehigh Valley Health Network's Bridging the Gap program. The certification has no cost for the City. See Annex 000 for more information.

4.2. Hiring

Hiring bilingual employees is the best, most effective way to increase bilingual skills across departments.

1. New job descriptions should express a preference for a second language. For some positions where the employee is constantly interacting with the public in any form (phone, in person, email) this preference should be more heavily weighted.
2. Every department should have a minimum of two bilingual employees, at least one of which should have a high proficiency in the language other than English.
3. The department of Human Resources must keep a record of every multilingual employee. This information should include their position, department and language (s) spoken.
4. Orientation for new employees should include training and information about language assistance obligations, procedures and resources.
5. For new hires, language proficiency of candidates that self-identified as bilingual should be tested to ensure and assess the skills of the City's workforce.

¹⁵The recommended service to assess language proficiency is [Parrot](#). High proficiency employees will obtain the General Workplace Proficiency.

4.3. Compensation

Speaking a language other than English should be recognized as a professional skill and compensation can be appropriate in the following cases:

1. An employee certified as a Community Interpreter should keep a log of the hours in which they have aided interpreting conversations for another employee. Compensation should be given in an hourly rate.
(This benefit assimilates the Temporary Assigned Duties (TAD) that is made to employees that temporarily take duties outside of their scope of work.)
2. Employees that have a certified high proficiency in a language other than English should be eligible for a yearly bonus.
3. After successful completion of a language training program (Certified Community Interpreter, language lessons, ASL training, etc.) employees should be able to apply for a Certificate Award.

4.4. Resources

Employees should have access to resources that will enable them to better assist LEP customers and facilitate the use of different tools. These resources should be made available to every employee.

Glossary of commonly used phrases and greetings in top five languages encountered

A printed glossary containing common phrases and greetings used in daily interactions should be available to every employee that interacts with LEP customer in person or on the phone.

See Appendix 7 for the glossary.

Glossary of technical terms used by each department

Every department should have a list of technical terms that are commonly used and their translated equivalents in the top five languages. This glossary should be continuously revised and updated. The glossary should be kept in every counter and near phones and should be consulted if the interpreter is unsure about the translation of a technical term. This glossary will be created and managed by public facing employees and should be made available to the Language Access Coordinator.

Instructions for tools

All departments should have printed instructions to enable employees to make use of the language phone and video lines. See Appendix 4 for the Language Line user guide.

List of vendors for translation and interpretation

A list of different vendors for translation and interpretation has been created and will be made available to all departments. This list should be constantly updated. Departments should keep a record of which vendor has been contracted and provide a rating of the service (from 1 to 10, 10 being excellent) to ensure quality and efficiency. See Appendix 8.

List of employee volunteers for translation and interpretation

A list of employees willing to volunteer to assist in translation and/or interpretation will be created. Employees must sign up themselves. The list is going to be available to every member of staff and will be used when there is a need for assistance in either interpretation or translation.

1. Volunteers will not be asked to translate any text that exceeds 10 sentences.
2. Volunteers will not be asked to interpret conversations that exceed 15 minutes.
3. When an employee requires assistance to translate documents, they should contact the bilingual volunteer at least one week before the deadline.
4. The volunteer will decide if the task and timeframe are feasible to them and is under no obligation to accept the task.

5. For documents or conversations of legal consequence, volunteers are not permitted (unless volunteer is a Certified Community Interpreter).

See Appendix 9.

Skill badges

Skill badges are a way of incentivizing staff to improve their capacities, and of creating a sense of pride when an employee develops a new skill. These badges will create a culture of achievement and recognition inside the City. Skill badges will be given to employees who have a certified language skill. Three levels will be defined: high, medium and low proficiency.

1. Short-term (1-3 months): The badges for Language proficiency will be given to those employees that can successfully prove their level of proficiency in a language other than English. These badges will initially be given in the form of stickers.

2. Mid-term (4-12 months): For employees with a proven high language proficiency, their ID cards should be updated to include the language they are proficient in.

3. Long-term (1 year +): The implementation of digital Open Badges is recommended. The IT Department would be responsible of developing and issuing the badges accordingly to employees after their skill has been certified by their Department Head.

Resource library

An online resource library should be made available to every employee. The library should include:

1. Instructions and guidelines for tools (phone and video assistance).
2. List of translation vendors.
3. Glossaries of technical terms and common greetings.
4. Employee volunteer sign-up and contact information list.

The City's Training Coordinator should ensure that information and resources are available for the successful implementation of the different training programs.

5

Public Notice of Services

Efforts to provide language assistance services require that customers are informed about their right to request them.

Departments must ensure that customers are aware of the services and resources available to support them by posting signs in highly visible public places and by requiring staff to verbally inform customers.

Right to interpreter notice

A sign announcing the right to request an interpreter should be posted in every public office and/or counter, in a highly visible place. The notice should be translated into the top five languages. See Appendix 10.

Right to translation notice

A sign announcing the right to request a translated document should be posted in every public office and/or counter, in a highly visible place. The notice should be

translated into the top five languages.

I-speak Cards

I-speak cards should be used so that customers can identify the language they require assistance on. The cards must be accessible to illiterate customers (country flags or symbols that can be easily recognizable).

These cards will be posted in every office and/or counter, in a highly visible place.

If a customer is struggling to communicate in English, the employee must ask them to point to their language. After the language has been identified by the customer, interpretation assistance must be given. See Appendix 11.

Notice of ESL classes offered by the School District

Promoting a culture of improved communication also means giving LEP

customers who so desire the resources to learn English.

The School District currently offers English as Second Language (ESL) courses for adults. The City should promote these classes by providing informational handouts in City organized activities and by placing them across the City buildings, in highly visible places for customers.



6

Community Engagement and Cultural Competency

Language is a cultural practice, manifested not only verbally but also through gestures and practices. Speaking the same language does not ensure understanding or effective communication. Allentown has a large Hispanic population, and the diversity within it is enormous—beliefs, practices and vocabulary are not the same for every Spanish speaker. The same applies for all other languages and cultural backgrounds.

Language access is not only about providing a service to interpret or translate in a given language. Awareness about the cultural aspects that influence communication is necessary. To this end, efforts to increase cultural competence in the City workforce should be undertaken.

6.1. Community input

Input from community organizations and leaders was fundamental to gain insight into the priorities and main roadblocks faced by

LEP customers when interacting with City services.

1. The Office of Equity and Inclusion should conduct annual meetings with leadership from different organizations to discuss needs, evaluate services and set priorities.
2. Community organizations should also be informed and updated of procedures and mechanisms for language assistance in City services, so that they can communicate them with their community members.

6.2. All-in-town: Conversations about culture

“All-in-town” are quarterly meetings that will be designed to increase cultural competence among City employees and build connections and trust with different communities. These meetings will provide communities with the opportunity to teach City employees about their cultures, practices and behaviors. This will create an atmosphere of tolerance and understanding

and give employees the knowledge and abilities to have better interactions with diverse communities.

“All-in-town” will be sponsored by the Office of Civic Innovation, and should:

- a. Take place in Council Chambers, every four months.
- b. Bring different communities to present their cultures. A template will be given to the community organizations to prepare for the session. See Appendix 14.
- c. Invite and encourage all City employees to participate.



7

Oversight and Compliance

Oversight is essential to manage the implementation and assess the impact of procedures across the departments.

Office of Equity and Inclusion

The Office of Equity and Inclusion will be responsible for oversight and compliance of language access implementation and procedures. The Office should assign a specific member of staff as Language Access Coordinator, and this person will be responsible for ensuring compliance of procedures.

Data collection and management

Language access needs are constantly evolving. To ensure that the services and resources that are being provided are responding to the actual needs of the LEP population,

1. Services

a. Phone and video interpreter services: Data should include languages requested, usage

by department, and length of calls. This data should be monitored and evaluated every six months.

b. Translation services: Document inventories must be kept to date by every department. This includes adding new documents and confirming when translations have been completed.

4. Staff

a. LEP logs: Employees working in City offices should record every interaction they have with LEP customers. Information that needs to be recorded includes the language and service requested. See Appendix 000.

b. Bilingual staff: The City should keep a record of bilingual employees. This should include the language spoken and, if available, the level of proficiency.

5. LEP needs

a. The Top Five Languages spoken by City customers are very likely to change in time. Using data from the phone and video interpreter services and LEP logs, the

Top Five Languages should be revised and updated if needed.

b. Data from the customer service survey should be revised on a monthly basis to ensure that customers are receiving good quality language assistance services in a timely manner.

Feedback and complaints

Feedback from employees and customers on language access services, tools and resources should be collected for the purpose of improving and evaluating mechanisms and procedures of LEP assistance.

1. From LEP customers:

a. A customer service survey has been designed with the input of community members. Data from the customer service survey should be revised on a monthly basis to ensure that customers are receiving good quality language assistance services.

b. Complaint forms should be available in the reception area of every department and in City Hall.

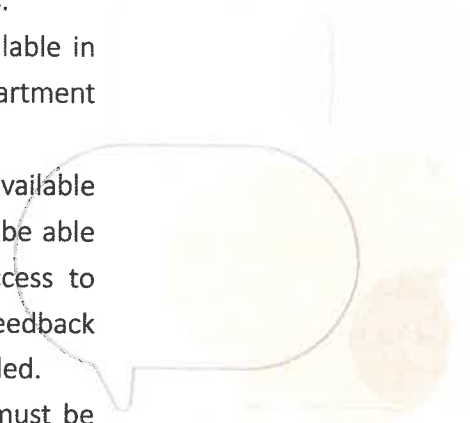
c. A space for complaints should be available on the website. Customers should be able to report if they were denied access to interpreter services and to provide feedback on the quality of the services provided.

d. When a complaint is made, it must be forwarded to the Department Manager, and action must be taken to resolve the

complaint. Semiannual reports should be made by each department recording the number, date, nature and the status of the complaint.

2. From employees:

a. Employees should be required to give feedback on the interpretation and translation services used on a semi-annual basis.



8

Other Recommendations

The following recommendations are not specific to language access, but are essential for the overall success in the implementation of the Language Access Plan.

8.1. Customer service

Language access is not an isolated concern- it falls under the broad spectrum of customer service. Conversations with community members and observation of the interactions of customers with the City made it evident that whilst language access must be prioritized, there are other opportunities for improvement in customer service.

Efforts to improve customer service are fundamental- having the resources and skills to communicate with LEP customers can be futile if they are not delivered in a courteous, timely manner.

Coordination and communication across offices

In a conversation with a City customer, he expressed his frustration from the lack of coordination among members of the same department. He pointed out that he was given conflicting instructions from different employees on one procedure. This has resulted in a process that has been extended to three months and remains unresolved.

Management should ensure that all employees are knowledgeable about the processes and procedures of their bureau. In most cases, it is very likely that the role of an employee's work is part of a chain of procedures that customers must navigate, and employees should be able to understand the system in which their work is embedded and how it connects with the work of other employees. This is central to avoiding inefficiencies, burdening customers and improving the workflow.

Customer service training

The Department of Human Resources should conduct customer service training twice a year. The training should prioritize all public facing employees.

Customer service surveys

Surveys to evaluate customer service will provide input on the quality or lack thereof of the services being provided.

An online survey has already been designed and has versions in Spanish, Pashto, Arabic, Dari and Vietnamese. Signs and cards containing the QR codes should be placed in public areas with high visibility to ensure that customers are informed about the survey. Cards with the QR code are to be kept on the reception desk in City Hall and on every counter. Signs can be posted in the elevators and bathrooms.

8.2. Other

Home Rule Charter

The Home Rule Charter states that “English shall be the official language of the City of Allentown and the language in which City business shall be conducted, unless otherwise required by applicable state and/or federal law or regulation.”

The City must evaluate the impact that this article can have in the implementation of a language access plan and, if appropriate, the should make the adequate amendments to the Home Rule Charter.

Revision of forms and documents

Before undergoing the cost and effort of translating vital forms and documents, departments must ensure that these are updated and written in plain language. All the English versions of documents should be revised before approving the translation.

Additional data

The following databases should be created to determine needs and opportunities for language assistance and service design. This information should be updated on a regular basis.

1. Proportion of businesses that are owned by non-English speakers.
2. GIS maps to show the concentration of different non-English speaking communities across the City.

9

Appendix

This appendix includes the data that was used to inform the previous recommendations. This data comes from different sources, including surveys and data obtained from third parties (Language Line data).

The appendix also includes resources that have been designed for the implementation of specific recommendations, such as the public notices and I-speak cards.

You have a right to be assisted in your language. Ask for help.

Usted tiene derecho a que le asistan en su idioma sin ningún costo. Pida ayuda.

Bạn có quyền được hỗ trợ miễn phí bằng ngôn ngữ của mình. Yêu cầu giúp đỡ.

لديك الحق في الحصول على المساعدة بلغتك دون أي تكلفة. طلب المساعدة.

شما حق دارید که بدون هیچ هزینه ای به زبان خود کمک کنید. درخواست کمک کن

تاسو حق لری چی ستاسو په ژبه کې پرته له کوم لګښت څخه مرسته وشي. د مرستې غوښتنه وکړئ.

Blue indicates the document is public facing.

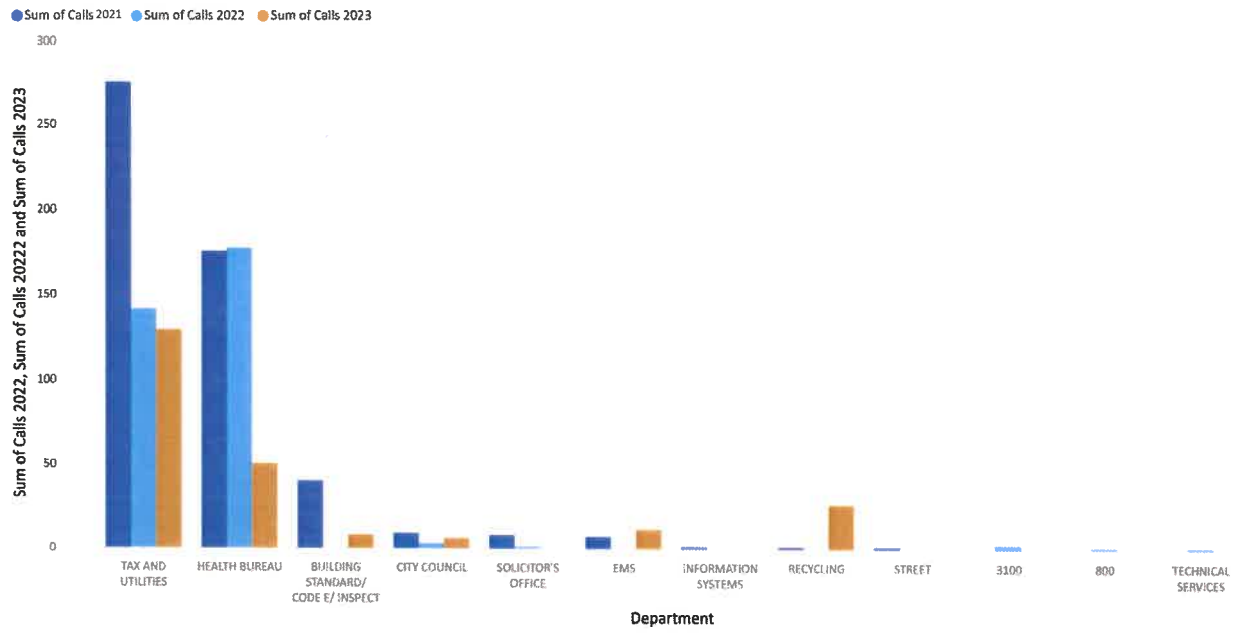
GREETINGS AND COMMON PHRASES

ENGLISH	SPANISH
Hello	Hola
Good morning!	(Buenos días)
Good afternoon!	(Buenas tardes)
How are you?	(¿Cómo está?)
What can I do for you?	(¿En que le puedo servir?)
Do you speak Spanish?	(¿Habla español?)
Do you need help in Spanish?	(¿Necesita ayuda en español?)
Give me a moment while I look for help.	Deme un momento mientras busco ayuda.
Thank you.	Gracias.
You are welcome.	Con mucho gusto.
Have a good day.	Que tenga un buen día.

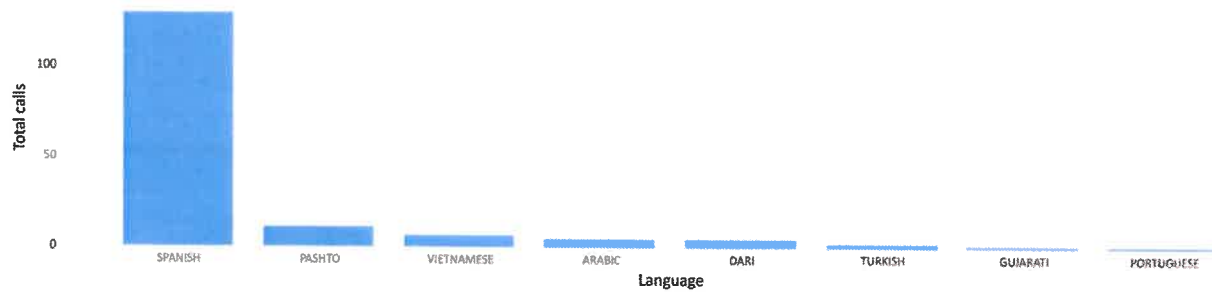
Yellow indicates the document is for employee use.

Appendix 1. Language Line Data

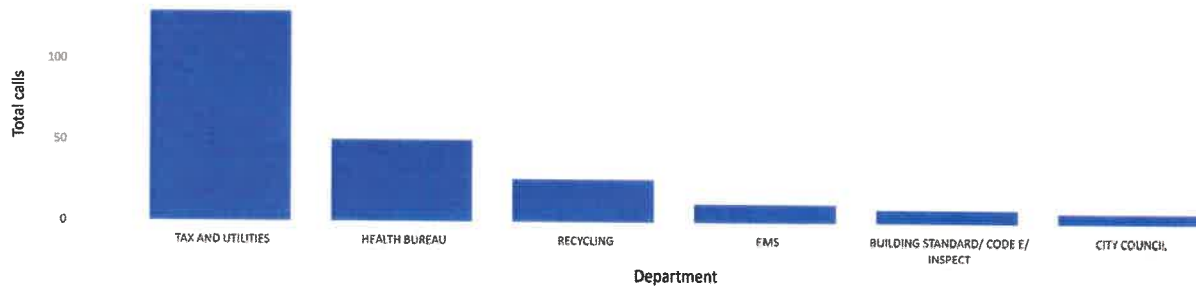
Calls by department and year



2023- Calls by language

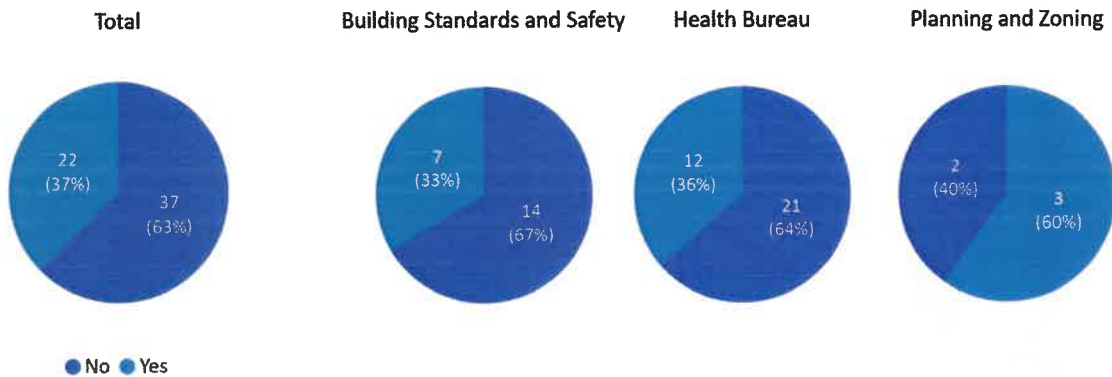


2023- Calls by department

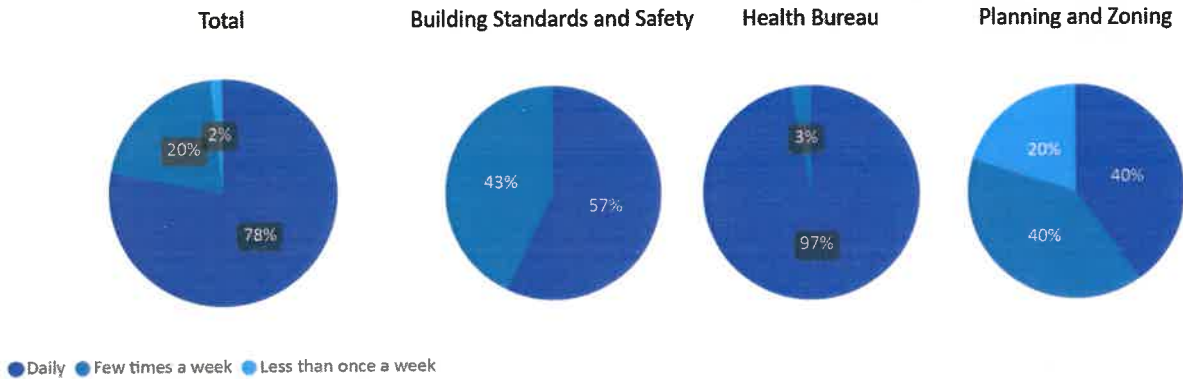


Appendix 2. Survey results by department

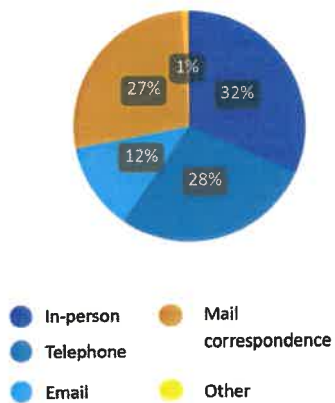
Do you speak a language other than English?



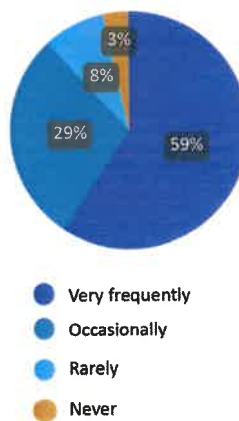
How frequently does your Bureau interact with LEP customers?



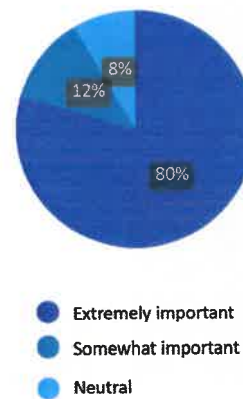
Forms of interaction with LEP customers



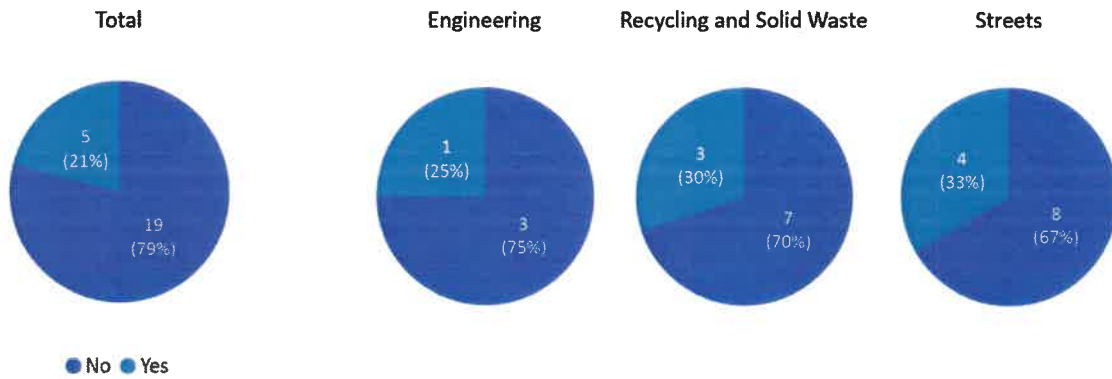
Reliance on bilingual staff



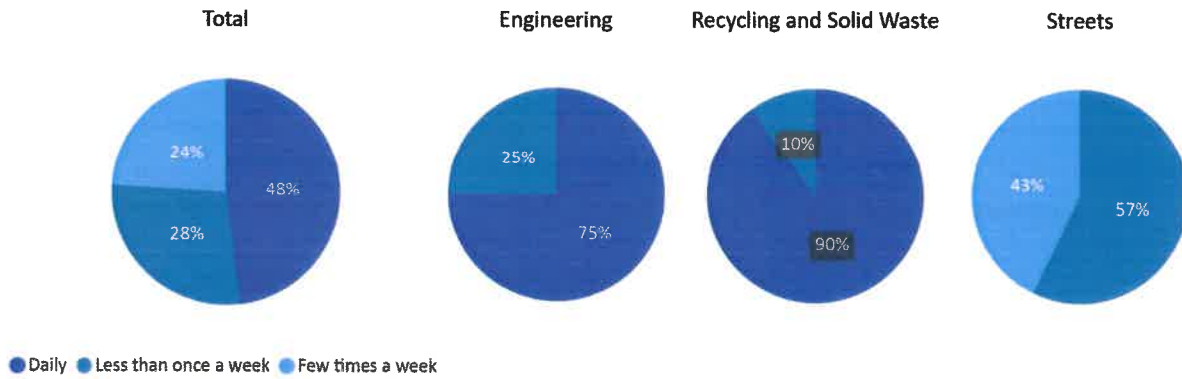
Importance of providing language assistance



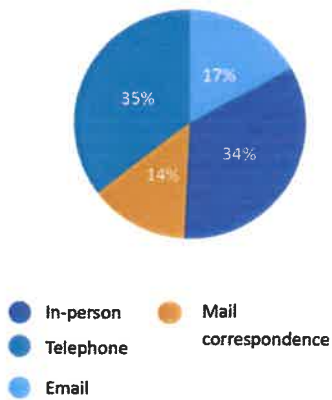
Do you speak a language other than English?



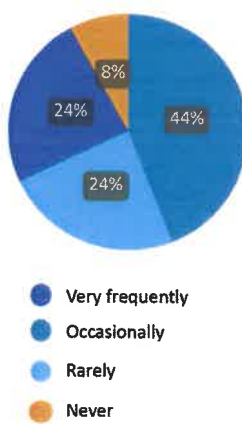
How frequently does your Bureau interact with LEP customers?



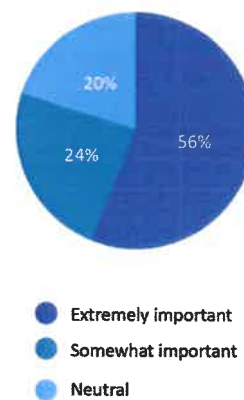
Forms of interaction with LEP customers



Reliance on bilingual staff

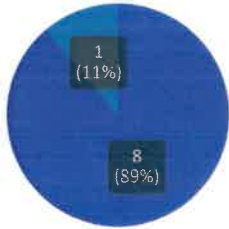


Importance of providing language assistance



Do you speak a language other than English?

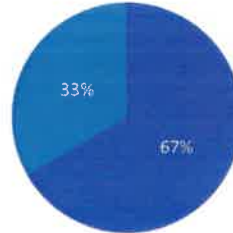
Revenue and Audit



● No ● Yes

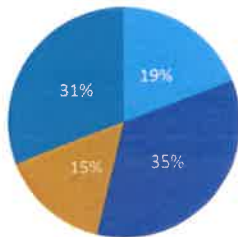
How frequently does your Bureau interact with LEP customers?

Revenue and Audit



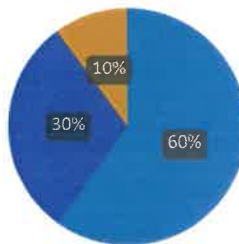
● Daily ● Few times a week

Forms of interaction with LEP customers



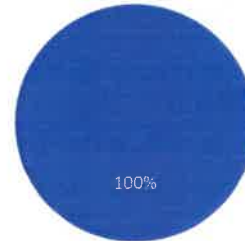
● In-person ● Mail correspondence
● Telephone
● Email

Reliance on bilingual staff



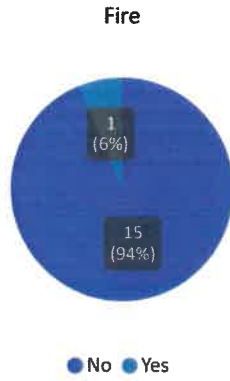
● Very frequently
● Occasionally
● Never

Importance of providing language assistance

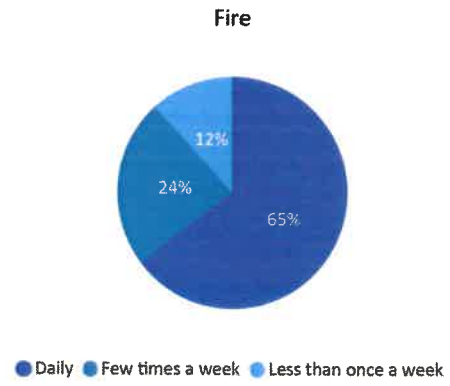


● Extremely important

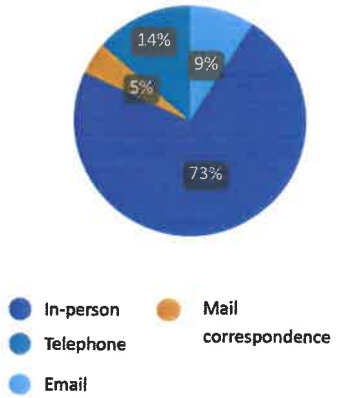
Do you speak a language other than English?



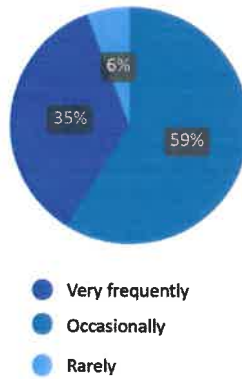
How frequently does your Bureau interact with LEP customers?



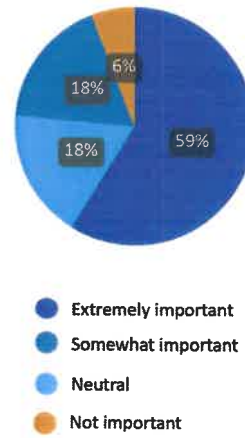
Forms of interaction with LEP customers



Reliance on bilingual staff

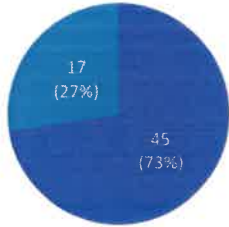


Importance of providing language assistance



Do you speak a language other than English?

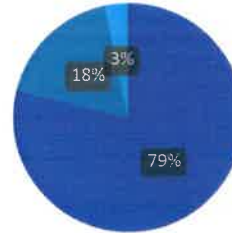
Police



● No ● Yes

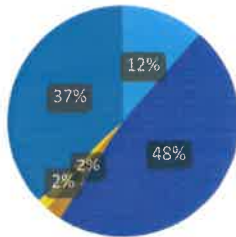
How frequently does your Bureau interact with LEP customers?

Police



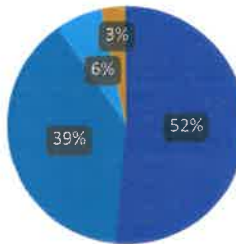
● Daily ● Few times a week ● Less than once a week

Forms of interaction with LEP customers



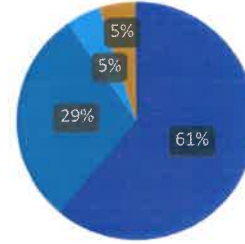
● In-person ● Telephone ● Email ● Mail correspondence ● Other

Reliance on bilingual staff



● Very frequently ● Occasionally ● Rarely ● Never

Importance of providing language assistance



● Extremely important ● Somewhat important ● Neutral ● Not important

Do you speak a language other than English?

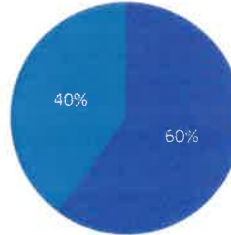
Parks and Recreation



● No

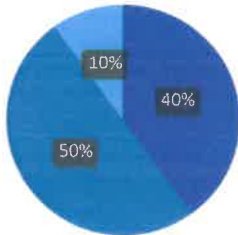
How frequently does your Bureau interact with LEP customers?

Parks and Recreation



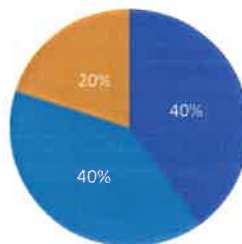
● Few times a week ● Less than once a week

Forms of interaction with LEP customers



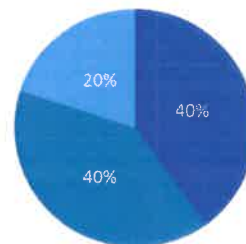
● In-person
● Telephone
● Email

Reliance on bilingual staff



● Occasionally
● Rarely
● Never

Importance of providing language assistance



● Extremely important
● Somewhat important
● Neutral

Appendix 3. Qualitative data from survey

Comments regarding the importance of providing language assistance

Bureau	Comment	Theme 1	Theme 2	Theme 3
Building Standards and Safety	<i>Being able to understand people and be understood is helpful</i>	Effective communication and efficiency	Customer service and empathy	
Building Standards and Safety	<i>Many times the customer relies too much on the bi-lingual person to speak for them when they speak English very well themselves. It is time consuming as I am the only Spanish-speaking person in this department so I am constantly interpreting for people all day long. At times, I am asked to do so for other departments as well. I encourage them to speak English when I know they do so they can practice and get better at it. They thank me and tell me I am right. They feel a bit shy in speaking, but once they do, they speak fine and are able to articulate their needs very well. Being bilingual is not a detriment to them, but an asset. I encourage them in both languages and have received good feedback on that matter. However, interpreting used to be several times a MONTH - now it is several times a DAY.</i>	Language training and hiring bilingual workforce	Customer service and empathy	Reliance on bilingual staff and fair compensation
Building Standards and Safety	<i>It is always important that things of major importance get communicated properly with the person who is receiving the information.</i>	Effective communication and efficiency	Customer service and empathy	
Building Standards and Safety	<i>It is vital in order to provide the exceptional customer service that our citizens deserve.</i>	Customer service and empathy		
Building Standards and Safety	<i>I just feel that most customer can speak English</i>	Citizen needs and responsibilities		
Planning & Zoning	<i>It is important for customers to completely understand the zoning information we are conveying. If they get approval, but there are conditions, they need to comply with the conditions to avoid a violation. If they are denied, they need to understand the reasons. If we need additional information, we need to be able to clearly convey the information needed.</i>	Effective communication and efficiency	Special services and information	
Recycling & Solid Waste	<i>It is very important for our Bureau to be able to communicate information and educate people about trash, recycling, yard waste, electronics, property maintenance, how and when to properly place items at the curb for collection, keeping Allentown beautiful by not littering and volunteering to clean up, etc., for both residential and commercial properties. All of this information is important to communicate to our community.</i>	Effective communication and efficiency	Special services and information	
Special Events	<i>It is important to interact with our residents in their primary language to better understand how to connect to the various resources and processes of the city.</i>	Effective communication and efficiency		
Mayor' office	<i>Most of the population that do business in city hall are Spanish speaker only.</i>			
recycling & solid waste	<i>I feel like its very important to language assistance and we need all the help we can get</i>	Customer service and empathy	Translation and interpretation services and resources	
Revenue & Audit	<i>ALLENTOWN HAS BECOME A PRODDOMINANT SPANISH SPEAKING CITY</i>			
Revenue & Audit	<i>Many of our customers are almost completely non-functional in English.</i>			
Revenue & Audit	<i>The people who come to this Bureau have questions and being able to give them an answer is very helpful for them to understand what they are paying. They leave satisfied they were taken care of in a helpful manner.</i>	Effective communication and efficiency	Customer service and empathy	Translation and interpretation services and resources
Revenue & Audit	<i>A lot of Spanish speaking individuals come in who do not speak spanish and need help because they do not know English and can not comprehend if not spoken in the language they know.</i>	Effective communication and efficiency	Customer service and empathy	Translation and interpretation services and resources
Recycling & Solid Waste	<i>EVERY DAY I SPEAK TO MANY IN SPANISH TO EDUCATE AND INFORM ABOUT THE CITY'S ORDINANCE.</i>	Effective communication and efficiency	Reliance on bilingual staff and fair compensation	
Revenue & Audit	<i>TO UNDERSTAND CUSTOMER'S WANTS AND NEEDS OF THE CITY</i>	Effective communication and efficiency	Customer service and empathy	
Revenue & Audit	<i>We have many taxpayers who speak different languages and the language line assists them to understand what is needed, or being asked of them.</i>	Effective communication and efficiency	Diversity and cultural competence	Translation and interpretation services and resources
Revenue & Audit	<i>In order to provide the best customer service experience possible, the translation hotline is essential for day to day activities.</i>	Effective communication and efficiency	Customer service and empathy	Translation and interpretation services and resources
Recycling & Solid Waste	<i>communication is huge for our Bureau to provide education and instruction to correct ordinance violations. If we are not able to provide a clear message no one wins.</i>	Effective communication and efficiency	Customer service and empathy	
Police Department	<i>It is important to have clear details of events that occurred. Language encompasses cultural context which includes slang phrases that mean different things from culture to culture.</i>	Effective communication and efficiency	Diversity and cultural competence	Special services and information

Police Department	<i>Most citizens speak a second language.</i>	Diversity and cultural competence		
Police Department	<i>To have a fluent interpreter is important to solve cases as every detail matters.</i>	Effective communication and efficiency	Special services and information	Translation and interpretation services and resources
Police Department	<i>Spanish speaking would help in the city when working with a large Hispanic population.</i>	Customer service and empathy		
Police Department	<i>Everyone of all languages should have the same service</i>	Diversity and cultural competence	Customer service and empathy	
Police Department	<i>sometimes people are afraid to speak other languages.</i>	Diversity and cultural competence	Customer service and empathy	
Police Department	<i>When responding to crimes in progress, it is important to get all information quickly and assess the situation properly.</i>	Effective communication and efficiency	Special services and information	
Police Department	<i>most of them understand english well enough to communicate, if not, phone translators are always available. while limited, most officers understand some spanish</i>	Effective communication and efficiency	Reliance on bilingual staff and fair compensation	Translation and interpretation services and resources
Police Department	<i>Communication is key</i>	Effective communication and efficiency		
Fire Department	<i>It would end calls of service more quickly</i>	Effective communication and efficiency		
Police Department	<i>When dealing with victims and suspects we need to be able to understand their stories in order to properly document the nature of an incident.</i>	Effective communication and efficiency	Special services and information	
Police Department	<i>Affects my ability to perform my job well</i>	Effective communication and efficiency	Customer service and empathy	
Police Department	<i>It would be important so we can know whats going on when we arrive on a scene, or communication by telephone.</i>	Effective communication and efficiency	Special services and information	
Police Department	<i>Not important because the system is inefficient so we rely on officers who are bilingual</i>	Reliance on bilingual staff and fair compensation		
Police Department	<i>Safety Concerns when handling high priority calls</i>	Special services	Translation and interpretation services and resources	
Fire Department	<i>It's important to assimilate. The problems we have to solve can often be solved without verbal input. When verbal input is required, I have never had occasion where I couldn't find an interpreter.</i>	Effective communication and efficiency	Special services and information	Translation and interpretation services and resources
Police Department	<i>If people learned the official language of the U.S. we wouldn't be having this survey.</i>	Citizen responsibilities		
Police Department	<i>without intelligent conversation we can never come to a resolution of a conflict</i>	Effective communication and efficiency		
Fire Department	<i>I believe it important to be able to have a limited capability to communicate life threatening situations, I also believe that they should be getting more proficient at English.</i>	Effective communication and efficiency	Special services and information	
Fire Department	<i>Explaining dangers of certain situations is extremely important and is difficult with a language barrier.</i>	Effective communication and efficiency	Special services and information	
Police Department	<i>Very large population of both Latino and Arabic and Syrian peoples. Most important as communication is key.</i>	Effective communication and efficiency	Diversity and cultural competence	
Police Department	<i>Feel more like the people should have to adapt to the English language since they live in the US. All other nationalities had to in the past.</i>	Citizen responsibilities		
Police Department	<i>language training would greatly assist in helping handle the needs of citizen</i>	Language training and hiring bilingual workforce	Customer service and empathy	
Fire Department	<i>I don't know what "language assistance" you are referring to or how it would be carried out. If some kind of program is already in place I've never heard of it</i>	Translation and interpretation services and resources		
Police Department	<i>It is important to be able to communicate important information to citizens in certain emergency situations when we are called to assist to ensure that the residents understand the resolve of the situation and any further action they may need to take. It is also important to be able to communicate with residents when an emergency occurs to determine the exact nature of the problem.</i>	Effective communication and efficiency	Special services and information	
Police Department	<i>Language line was used to assist with a shooting victim at the hospital. Was very helpful in assisting with the conversation between me and the victim.</i>	Special services and information	Translation and interpretation services and resources	
Risk Management	<i>Excellent customer service includes assisting all citizens in the same manner & method.</i>	Diversity and cultural competence	Customer service and empathy	
Health Bureau	IT IS VERY IMPORTANT TO HELP THE CUSTOMER ESPECIALLY WHEN THEY DO NOT BRING AN INTERPRETER WITH THEM	Customer service and empathy	Translation and interpretation services and resources	Citizen needs and responsibilities
Health Bureau	<i>Much of my work is regulatory and in order to make sure my information and directions are clear it must be well translated. This makes the follow up process smoother and allows for quicker compliance</i>	Effective communication and efficiency	Special services and information	

Planning & Zoning	Majority of the resident population speak another language (from English). Some of them have very low proficiency in the English language (written and spoken).	Diversity and cultural competence		
Community and Economic Development	I would prefer to have a more adequate language line than what we presently have.	Translation and interpretation services and resources		
Health Bureau	I feel it is very important for a person to receive the full correct information instead of only getting half of it especially when dealing with health information.	Effective communication and efficiency	Special services and information	
Building Standards and Safety	communication more efficiently	Effective communication and efficiency		
Building Standards and Safety	If a person is going to be doing business with the city they should be responsible of lep	Citizen responsibilities		
Building Standards and Safety	Clear Communication Is very important for both parties	Effective communication and efficiency		
Building Standards and Safety	To provide the best service to our residents	Customer service and empathy		
Planning & Zoning	English is our primary language many of the people who say they cannot speak English in fact can they just prefer to speak their language which is unacceptable..	Citizen responsibilities		
Health Bureau	75% OF OUR CLIENTELE IS SPANISH SPEAKING. IT IS VERY NECESSARY TO BE ABLE TO ASSIST.	Customer service and empathy		
Health Bureau	A great deal of inspections I do there is only a Spanish speaking present. Have to communicate with them to understand what is required.	Effective communication and efficiency	Special services and information	
Fire Department	We need to get information quickly so we can assist the citizens that call for assistance. Waiting for an interpreter or Spanish speaking employee can take valuable time on an emergency scene.	Effective communication and efficiency	Reliance on bilingual staff and fair compensation	Special services and information
Community and Economic Development	Our city is heavily populated with bi-lingual individuals, who need that extra resource readily available in order to be better serviced	Diversity and cultural competence	Customer service and empathy	Translation and interpretation services and resources
Community and Economic Development	We have to be able to clearly communicate to our constituents.	Effective communication and efficiency	Customer service and empathy	
Fire Department	Could be emergency situations	Special services and information		
Building standards ad safety	We highly rely on the ability to communicate with the public and residents of the city. Our job is to directly assist them. The Bilingual members of my department play a huge and vital role in making sure we can comunicate effectivley	Effective communication and efficiency	Customer service and empathy	Reliance on bilingual staff and fair compensation
Health Bureau	Communication with the public is paramount	Effective communication and efficiency		
Planning & Zoning	Applicants typically bring friends or relatives to assist with translation/interpretation rather than relying on the city's ability to provide services. Services are greatly needed during public meetings.	Customer service and empathy	Special services and information	Translation and interpretation services and resources
Health Bureau	to be able to help our patients to the best of our abilities.	Customer service and empathy		
Health Bureau	Help where is needed	Customer service and empathy		
Streets	So we can better serve this residents with their complaints.	Customer service and empathy		
Bureau of Engineering	It is often very difficult to understand and communicate effectively when there is a language barrier.	Effective communication and efficiency		
Traffic	Sometimes we are not able to provide the most consistent or helpful service to a customer due to language barriers, or being unable to find someone to interpret for customers.	Customer service and empathy	Translation and interpretation services and resources	
Traffic	I think both parties should have the tools to communicate	Effective communication and efficiency	Citizen responsibilities	
Bureau of Engineering	I try to help with bilingual residents the best I can with my Italian, but sometimes they can speak English pretty good and still request spanish translator to help them	Reliance on bilingual staff and fair compensation		
Building Standards and Safety	If we cannot communicate with the community on issues, then we cannot understand he problem	Effective communication and efficiency		
Office of Compliance, Department of Public Works	It is vital that citizens/ratepayers understand process, etc. Whether that be our communicating with them in their language or helping the to communicate in English.	Effective communication and efficiency	Customer service and empathy	Special services and information
Department of Public Works	It is rare to speak with LEP customers in our area. This assistance maybe important in other areas within the City.			
Streets	in our dept we deal with in person when milling and paving streets when having cars parked in work zones	Special services and information		
Bureau of Engineering	Instructions and answers get lost in translation which leads to work being done incorrectly.	Effective communication and efficiency	Diversity and cultural competence	Special services and information
Health Bureau	I don't interact with LEP customers frequently, but did more frequently pre-COVID. I'm on another floor and we don't have LEP individuals come up to our floor			

Health Bureau	<i>Many of our patients/clients speak Spanish only, so we are constantly using Spanish. I try my best with what I know, but I would also love if the City offered Spanish lessons for employees.</i>	Language training and hiring bilingual workforce	Reliance on bilingual staff and fair compensation	
Health Bureau	<i>I try to use the language line before using staff because they are busy</i>	Reliance on bilingual staff and fair compensation	Translation and interpretation services and resources	
Health Bureau	<i>We have a large immigrant population and they rely on us to be able to get our services. They feel more comfortable speaking to us (spanish in my experience). Often times it's very difficult for them to learn a second language. I absolutely love helping our community.</i>	Effective communication and efficiency	Diversity and cultural competence	Customer service and empathy
Health Bureau	<i>multilingual in Spanish. I always interpret conversations or assist LEP customers. also translating forms and documentation that our customer may need.</i>	Reliance on bilingual staff and fair compensation	Translation and interpretation services and resources	
Health Bureau	<i>Most of our patients during STD clinic speak Spanish.</i>	Special services and information	Citizen needs and responsibilities	
Health Bureau	<i>No details needed other than I rely on bilingual staff to assist. It is sometimes difficult if they are busy with their own jobs. But we make it work. It may be better if we had one bilingual staff person hired specifically to interpret/translate.</i>	Language training and hiring bilingual workforce	Reliance on bilingual staff and fair compensation	Translation and interpretation services and resources
Health Bureau	<i>The medical assistants translate daily for me</i>	Reliance on bilingual staff and fair compensation		
Health Bureau	<i>occasionally use my Swahili/ Refugee Resettlement uses aHB services because I can speak Swahili</i>	Reliance on bilingual staff and fair compensation		
Health Bureau	<i>Needs are reflective of the population served</i>	Diversity and cultural competence	Customer service and empathy	
Health Bureau	<i>Our front desk clerk speaks Spanish so the person coming in is taken care of then.</i>	Customer service and empathy	Reliance on bilingual staff and fair compensation	
Health Bureau	<i>Our bilingual staff greets and provides services for clients and the community.</i>	Customer service and empathy	Reliance on bilingual staff and fair compensation	
Health Bureau	<i>frequently rely on bilingual employee</i>	Reliance on bilingual staff and fair compensation		
Health Bureau	<i>I use bilingual employees for interpreting approximately 0-3x/week</i>	Reliance on bilingual staff and fair compensation		
Health Bureau	<i>Bilingual staff assist me with making phone calls and during nutrition counseling sessions.</i>	Reliance on bilingual staff and fair compensation	Special services and information	
Health Bureau	<i>A majority of my TB patients do not speak English as their primary language. It is imperative these patients understand their treatment and are able to communicate questions/concerns in a timely manner.</i>	Effective communication and efficiency	Diversity and cultural competence	Customer service and empathy
Health Bureau	<i>I am Hispanic and normally do not need assistance unless the family speaks another foreign language.</i>	Reliance on bilingual staff and fair compensation		
EMS	<i>In healthcare, you must be able to communicate reliably with patients.</i>	Effective communication and efficiency	Special services and information	

Other comments, concerns or questions

Bureau	Comment	Theme 1	Theme 2	Theme 3
Building Standards & Safety	This should apply to all languages, we also have a large arabic community in the City. To be fair we should not favor one language over another. That is where the Language Line makes sense	Diversity and cultural competence	Translation and interpretation services and resources	
Building Standards and Safety	More multi-lingual people should be hired. We have a large Asian and Arabic community as well that would benefit from people who speak their language as well to help with the many confusing processes we have here for Bldg., Zoning, Health, Fire, Planning, etc., etc.	Language training and hiring bilingual workforce Language training and hiring bilingual workforce	Diversity and cultural competence	Customer service and empathy
Community and Economic Development	I would like to take Arabic training.			
Building Standards & Safety	I believe all bilingual employees should be compensated generously. They are often times asked to assist with customer issues not associated with their particular job and are taken away from their assigned duties. It is very much appreciated and they should be rewarded in some fashion.	Reliance on bilingual staff and fair compensation		
Planning & Zoning	Please make sure every employee has been trained and knows how to utilize the language line. I am not always available to assist at the counter. The tool is there for all employees to utilize and not have to interrupt the work of other employees.	Language training and hiring bilingual workforce	Reliance on bilingual staff and fair compensation	Translation and interpretation services and resources
Mayor'S Office	I believe that we should have more of the communication forms, in addition to signs in other languages.	Effective communication and efficiency Language training and hiring bilingual workforce	Diversity and cultural competence	Translation and interpretation services and resources
Recreation	I would be interested in learning Spanish or other languages.		Diversity and cultural competence	
Revenue & Audit	I think it would make sense to have everyone who deals with the public to have some kind of training going forward.	Language training and hiring bilingual workforce	Customer service and empathy	
Audit & Finance	As a spanish speaker, having the helpline is helpful, but at times different nationalities understand words in another fashion. While the helpline helps in that moment, the person might not receive the full assistance they need because they feel they are being intrusive and taking someone's time by asking further questions, that need answers. It's wonderful when they bring family members to translate but many do not. Daily use forms in english as well as spanish are very helpful. Having questions answered in spanish as a questions with answers in the City of New York website, under all departments citizens use would be very helpful and make them feel like they are a part of the community. Not everyone can learn english easily. I feel bad for them.	Effective communication and efficiency	Diversity and cultural competence	Customer service and empathy
RECYCLING DEPT.	I HAND OUT INFO AND EDUCATIONAL PACKAGES TO SPANISH AND ENGLISH SPEAKING CITIZENS. IT IS VERY NEEDED DUE TO MAJORITY I SPEAK TO ARE SPANISH SPEAKING. I HAD A RESIDENT WHOM HUSBAND AND WIFE ARE DEAF. SO THEIR 11YR OLD DAUGHTER HELPED ME TO TRANSLATE FOR PARENTS. THE DEAF SHOULD HAVE SOME KIND OF ACCESS TO TEX OR EMAIL DUE TO NOT ABLE TO SPEAK OVER PHONE.	Effective communication and efficiency Language training and hiring bilingual workforce	Diversity and cultural competence	Customer service and empathy
Police	Defense Language Institute Foreign Language Center	Language training and hiring bilingual workforce		
Allentown Police	We need professional training on a consistent basis..	Language training and hiring bilingual workforce		
apd	i would take courses if they were paid for	Language training and hiring bilingual workforce		
Fire	I think have language training programs would be extremely beneficial. One thing that I have figured out and regret is not learning sooner. It is so beneficial towards service care and time spent trying to figure a situation out.	Language training and hiring bilingual workforce	Effective communication and efficiency	
Fire	We solve problems with ingenuity to overcome the language barrier. Language training would help all parties involved, not just City employees. I would be enthusiastic about any training that helps us provide better service.	Language training and hiring bilingual workforce	Effective communication and efficiency	Customer service and empathy
Fire	I did not know there was a language line, I never heard of this.	Translation and interpretation services and resources		
Fire	We rely allot on younger generations who speak a little more English than their older relatives. The language line would be useful in some situations, but again, we do not have phones. Knowing a few words to convey an emergent situation would be awesome, depending on how it is delivered.	Language training and hiring bilingual workforce	Effective communication and efficiency	Diversity and cultural competence

Police	Yes for Spanish language training	Language training and hiring bilingual workforce		
APD	Write off or refunds for employees already using a language learning software for the purposes of employment.	Language training and hiring bilingual workforce	Reliance on bilingual staff and fair compensation	
Fire	The fire department does not issue cellular phones to personnel or apparatus. Additional opportunities for personnel to have language training should be made available.	Language training and hiring bilingual workforce	Translation and interpretation services and resources	
Criminal Investigations Division	it would be a helpful tool for this job.	Language training and hiring bilingual workforce	Translation and interpretation services and resources	
Planning	Allocate annually General Funds for a multi-lingual Language Line that can be tapped on demand.	Translation and interpretation services and resources		
Building standards ad safety	Language lessons would be an amazing addition to our toolbox that we use in order to best serve and work with the public. in our community Spanish is a necessity. I would like to be able to communicate and understand our patients without call for help.	Language training and hiring bilingual workforce	Translation and interpretation services and resources	
health		Language training and hiring bilingual workforce	Effective communication and efficiency	Special services and information
ENGINEERING / TRAFFIC	The language line can be helpful at times, however the Spanish offered is very traditional Spanish whereas most of the community in the surrounding areas have different Spanish dialects. The more access we have to as many languages as possible the better we will be able to serve the citizens. It is helpful and useful to learn another language, and hopefully residents will try to learn English to help themselves with everyday life	Diversity and cultural competence	Customer service and empathy	Translation and interpretation services and resources
Bureau of Engineering	...and together we can all communicate much better.	Language training and hiring bilingual workforce	Effective communication and efficiency	Citizen responsibilities
Building Standards and Safety	I feel we could offer language lessons as a bonus. I would be interested in learning and using it daily.	Language training and hiring bilingual workforce		
Health Bureau	PLEASE give the employees Spanish lessons! We need and want them!	Language training and hiring bilingual workforce		
Health Bureau	our language line is not a medical line which is not helpful depending on what we are doing	Special services and information	Translation and interpretation services and resources	
Health Bureau	I have taken the Medical Interpreters Training provided by the Lehigh Valley Health Network and I'm working on becoming a Certified Medical Interpreter.	Language training and hiring bilingual workforce	Reliance on bilingual staff and fair compensation	Special services and information
Health Bureau	It would be more helpful if all staff were bilingual.	Language training and hiring bilingual workforce		
Health Bureau	It's essential that we communicate with clients/community in their language they are comfortable with in order to get a good history, and understanding of their needs.	Effective communication and efficiency	Diversity and cultural competence	Customer service and empathy
Health Bureau	In a healthcare setting, I think it is imperative we have more bilingual staff officially certified as medical interpreters.			
Health Bureau	I think it would be amazing to be able to communicate with my patients. A lot of patients don't like phone interpreters, at least from my experience at AHB and in past jobs in healthcare. I am with my patients for 6-9months of TB treatment, so being able to communicate (even a little bit) would improve their care.	Language training and hiring bilingual workforce	Diversity and cultural competence	Customer service and empathy

Appendix 4. Language Line Instructions



**LANGUAGE
LINE**

INSTRUCTIONS

1-800-523-1786

Client ID: 991016

For internal use only.

To access an interpreter:

1. Dial 1-800-523-1786
2. Provide client ID: 991016
3. Indicate language
4. Provide Bureau Code

When interpreting a phone conversation:

1. On the call with the taxpayer.
2. Hit add user.
3. If not on main screen, tab over.
 - a. Hit language line.
4. Once Language Line starts, enter Bureau Code.
 - a. If asked, enter Client ID: 991016
5. Language interpreter will introduce themselves.
 - a. Tell them they are on the other line, and you need to join the calls.
6. Hit "join calls".

<i>Code</i>	<i>Bureau</i>	<i>Code</i>	<i>Bureau</i>
2300	Building Standard / Code E	2700	Parks
2600	Building Standards / Inspe	2500	Planning
100	City Council	1900	Police
2400	Community Development Dire	1100	Public Works Director's Of
400	Controller	2800	Recreation
1500	EMS	2100	Recycling
1200	Engineering	600	Solicitor's Office
700	Finance Director / General	1300	Street
2000	Fire	1600	Streets (Solid Wastes)
3000	Golf Course	2900	Swimming Pools
3100	Health Bureau	800	Tax and Utilities
900	Human Resources	1800	Technical Services / Commu
2200	Information System	5200	Treasury
200	Mayor's Office		

Appendix 5. Document inventory

Community and Economic Development

Bureau	Name of document	Type of document	Priority	Language (s) available	Who translated the document?
Building Standards and Safety	Receipt of pre-sale inspections report	Forms and applications	High	English	
Building Standards and Safety	At risk property registration form	Forms and applications	High	English	
Building Standards and Safety	Request for pre-sales inspection	Forms and applications	High	English	
Building Standards and Safety	Pre-sales inspection notice	Notice	Medium	English	
Building Standards and Safety	Basic housing requirements	Information	Low	English	
Building Standards and Safety	Contact notice	Notice	N/A	English, Spanish	Internal employee
Building Standards and Safety	Unsafe structure	Letter	Medium	English	
Building Standards and Safety	Stop work order	Letter	Medium	English	
Building Standards and Safety	Stop work order	Notice	High	English	
Building Standards and Safety	Unlawful Rental Registration	Notice	High	English	
Building Standards and Safety	Residential Rental Unit Registration Application	Forms and applications	High	English	
Building Standards and Safety	Smoke detector installation guidelines	Information	Low	English	
Building Standards and Safety	Notice of code violations	Notice	High	English	
Building Standards and Safety	Immediate public nuisance violation	Notice	High	English	
Building Standards and Safety	Inspection report	Forms and applications	High	English	
Building Standards and Safety	Window Opening Control Device Grant Application	Forms and applications	Low	English	
Building Standards and Safety	Master/journeyman letter	Letter	Low	English	
Building Standards and Safety	Sheet Metal technician letter	Letter	Low	English	
Building Standards and Safety	Community Housing Email Questionnaire	Forms and applications	Medium	English	
Building Standards and Safety	Financial Record Form	Forms and applications	High	English	
Building Standards and Safety	Owner occupied Household & Income Verification Application	Forms and applications	High	English	
Building Standards and Safety	Tenant Occupied Household & Income Application	Forms and applications	High	English	
Building Standards and Safety	Service Agreement & Notice to Applicant	Information	Medium	English	
Building Standards and Safety	Authorization To Share Information & Media Release Form	Forms and applications	Medium	English	
Building Standards and Safety	Lead Pamphlet Sign off - protect Your Family Brochure	Forms and applications	Medium	English	
Building Standards and Safety	Lead & Healthy Homes Program Renovate Right Form	Forms and applications	Medium	English	
Building Standards and Safety	No Income/Unemployed Affidavit	Forms and applications	Medium	English	
Building Standards and Safety	Affidavit of Separation & Non-Support	Forms and applications	Medium	English	
Building Standards and Safety	T.C. Approval Letter	Information	High	English	
Building Standards and Safety	T.J. Lead Based Paint Disclosure Notice	Information	Medium	English	
Building Standards and Safety	T.P. Temporary Relocation Notice	Information	Medium	English	
Building Standards and Safety	T.Q. Request for Relocation Assistance	Forms and applications	Medium	English	
Building Standards and Safety	T.R. Terms of Relocation Agreement	Forms and applications	High	English	
Building Standards and Safety	T.T.a. Prep for Contractors	Information	High	English	
Building Standards and Safety	T.x. Property Owner Maintenance Agreement	Forms and applications	Medium	English	
Building Standards and Safety	T.Y.a. Landlord Agreement	Forms and applications	Medium	English	
Building Standards and Safety	T.Y.b. Owner Occupied Agreement	Forms and applications	Medium	English	
Building Standards and Safety	T.Z.a. Awareness & Relocation Release - Tenant	Forms and applications	Medium	English	
Building Standards and Safety	T.Z.b. Awareness & Relocation Release - Owner	Forms and applications	Medium	English	
Building Standards and Safety	T.z.c. NO RELO Awareness & Relocation Release	Forms and applications	Medium	English	
Planning and Zoning	Zoning Application	Forms and applications	High	English	
Planning and Zoning	Zoning Hearing Board (Appeal)	Forms and applications	High	English	
Planning and Zoning	60 Day Waiver	Forms and applications	High	English	
Planning and Zoning	Zoning Hearing Board Appeal Checklist	Forms and applications	High	English	
Planning and Zoning	Application for Hamilton Street Overlay District (HSO)	Forms and applications	High	English	
Planning and Zoning	New form being created for Home-Based Business Zoning Questionnaire	Forms and applications	High	English	
Health Bureau	Animal Bite letter 1	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 2	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 3	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 4	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 5	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 6	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 7	Letters		English, Spanish	External
Health Bureau	Animal Bite letter 8	Letters		English, Spanish	External

Health Bureau	Attempt to Contact Patient	Letters	Medium	English	
Health Bureau	Cholesterol, Blood Sugar, and Blood Pressure Screenings	Flyer	Low	English, Spanish	Internal staff
Health Bureau	Youth Overweight Nutrition Counseling	Flyer	Low	English, Spanish	Internal staff
Health Bureau	Million Clicks for Million Hearts	Flyer	Medium	English	
Health Bureau	Million Clicks for Million Hearts welcome mailer	Information	Medium	English	
Health Bureau	Cholesterol, Blood Sugar, and Blood Pressure Screening letters	Letters	Low	English, Spanish	Internal staff
Health Bureau	Summer Meal mailer	Information	Low	English, Spanish	External
Health Bureau	Alliance Summer Rec Forms	Forms and applications	Low	English, Spanish	Internal staff
Health Bureau	CC-9 POSTING - NOTICE OF SUSPENSION	Forms and applications	Medium	English	
Health Bureau	CC-10 POSTING ADMIN NONCOMPL	Forms and applications	Medium	English	
Health Bureau	ENV-4 - UNSAFE USE OR HUMAN HABITATION	Forms and applications	Medium	English	
Health Bureau	FIELD SUSPENSION FOOD	Forms and applications	Medium	English	
Health Bureau	FS-7 POSTING STOP WORK	Forms and applications	Medium	English	
Health Bureau	FS-9 FIELD SUSPENSION FOOD	Forms and applications	Medium	English	
Health Bureau	FS-12 POSTING FIRE DAMAGE SUSP	Forms and applications	Medium	English	
Health Bureau	FS-15 OPER W-O FOOD SERVICE LIC	Forms and applications	Medium	English	
Health Bureau	FS-16 POSTING NONCOMPL	Forms and applications	Medium	English	
Health Bureau	2021-2022 Plan Review Application Packet - English	Forms and applications	Medium	English, Spanish	Internal staff
Health Bureau	2021-2022 Plan Review Instructions - English	Information	Low	English, Spanish	Internal staff
Health Bureau	HANDWASHING AND DISHWASHING AT TEMPORARY EVENTS - ENGLISH AND SPANISH	Information	Low	English, Spanish	Internal staff
Health Bureau	HANDWASHING AT TEMP EVENTS - ENG & SPAN - 1.22.21	Information	Low	English, Spanish	Internal staff
Health Bureau	TEMP - POP UP - SEASONAL - 2022	Forms and applications	Medium	English, Spanish	Internal staff
Health Bureau	Temp Guidelines 2021	Information	Low	English, Spanish	Internal staff
Health Bureau	TEMP NON-PROFIT - NON-PROFIT FOOD DIST 2022	Forms and applications	Medium	English	
Health Bureau	TEMPORARY FOOD LICENSE APPLICATION 2022	Forms and applications	Medium	English	
Health Bureau	BATHING PLACE INSP FORM	Forms and applications	Medium	English	
Health Bureau	CHILD CARE FACILITY INSP FORM	Forms and applications	Medium	English	
Health Bureau	LANGELIER SATURATION INDEX	Forms and applications	Medium	English	
Health Bureau	NOTICE OF VIOLATION - PROPERTY REHAB CODE (WHITE & YELLOW)	Forms and applications	Medium	English	
Health Bureau	NOTICE OF VIOLATION - WP7A-126 (WHITE & YELLOW)	Forms and applications	Medium	English	
Health Bureau	SCHOOL FACILITY INSP FORM (NCR)	Forms and applications	Medium	English	
Health Bureau	2021 2022 Mobile Food Facility Application Packet	Forms and applications	Medium	English, Spanish	Internal staff
Health Bureau	Commissary - Depot Agreement	Forms and applications	Medium	English, Spanish	Internal staff
Health Bureau	MOBILE FOOD SLF INSP FRM	Information	Low	English	
Health Bureau	LEAD PRESENCE NOTIFICATION	Forms and applications	Medium	English	
Health Bureau	LEAD WARNING POSTING (WHITE STICKER) W-COLOR	Forms and applications	Medium	English	
Health Bureau	LEAD-6 - STOP WORK ORDER (YELLOW STICKER) W-COLOR	Forms and applications	Medium	English	
Health Bureau	VACANT LEAD POSTING	Forms and applications	Medium	English	
Health Bureau	Daily Checks fsms-templates	Information	Low	English	
Health Bureau	Deep Cleaning Checklist fsms-templates	Information	Low	English	
Health Bureau	DISEASE REPORTING IN FOOD FACILITY - (GREEN)	Information	Low	English	
Health Bureau	DISHWASHER MACHINE - INSPECTION LOG - (WHITE)	Information	Low	English	
Health Bureau	EMPLOYEE LAW W-BARE-HAND RTE - (SALMON - BACK 2 BACK)	Information	Low	English	
Health Bureau	FACILITY INSPECTION LOG - RVSD - 02.16.16	Information	Low	English	
Health Bureau	FEI REPORT	Forms and applications	Medium	English	
Health Bureau	FOOD FACTS - FOOD ALLERGIES (WHITE - BACK 2 BACK)	Information	Low	English	
Health Bureau	FOOD FACTS - SAFE FOOD HANDLING - (WHITE - BACK 2 BACK)	Information	Low	English	
Health Bureau	FOOD PROTECTION	Information	Low	English, Spanish	Internal staff
Health Bureau	Freezer Template fsms-templates - Revised	Information	Low	English	
Health Bureau	FRIDGE STORAGE POSTER	Information	Low	English	

Health Bureau	HANDWASHING	Information	Low	English, Spanish	Internal staff
Health Bureau	HOT FOOD HANDLING - INSPECTION LOG - (WHITE)	Information	Low	English	
Health Bureau	Maintenance Check - fsms-templates	Information	Low	English	
Health Bureau	REFRIGERATION TEMPERATURE LOG - (WHITE)	Information	Low	English	
Health Bureau	Refrigerator Log - fsms-templates - Revised	Information	Low	English	
Health Bureau	REST MGRS TALK W-SICK WORKERS - (BLACK & WHITE PRINT)	Information	Low	English	
Health Bureau	Technical Information - TCS - Aw - pH	Information	Low	English	
Health Bureau	Training Record fsms-templates	Information	Low	English	
Health Bureau	FOOD LICENSE APP 2021	Forms and applications	Medium	English	
Health Bureau	FS COVER LTR - DS - 8.01.22	Letters	Medium	English	
Health Bureau	LICENSE COND'L COVER LTR - SW	Letters	Medium	English	
Health Bureau	RENEWAL FS AP LTR - SW - 2021 - SIGN	Letters	Medium	English	
Health Bureau	RENEWAL FS APP LTR W-TICKET - SW - SIGN	Letters	Medium	English	
Health Bureau	SELF INSP FRM FS - (SALMON - BACK 2 BACK)	Information	Low	English	
Health Bureau	CC COND'L LIC COVER LTR - SW	Letters	Medium	English	
Health Bureau	CC LIC COVER LTR - DS - 8.01.22	Letters	Medium	English	
Health Bureau	CC LICENSE APP 2020	Forms and applications	Medium	English	
Health Bureau	Child Care Inspection Form	Forms and applications	Medium	English	
Health Bureau	CHILDCARE FACILITY VIOLATIONS	Forms and applications	Medium	English	
Health Bureau	CHILDCARE VIOLATION-BLUE CARD with SEAL2	Forms and applications	Medium	English	
Health Bureau	GUIDE CC CENTER ENG - RVSD 10.2022	Information	Low	English, Spanish	Internal staff
Health Bureau	GUIDE FAM GROUP CC ENG - RVSD 07.15.2021	Information	Low	English, Spanish	Internal staff
Health Bureau	MEDICAL RECORDS - RVSD 10.01.19	Forms and applications	Medium	English	
Health Bureau	RENEWAL CC APP LTR - SW - SIGN	Letters	Medium	English	
Health Bureau	ALWAYS REMEMBER POSTER - POSTER (Information	Low	English	
Health Bureau	BIG 6 PATHOGENS	Information	Low	English	
Health Bureau	CLEAN-UP & DISINFECTION FOR NOROV	Information	Low	English	
Health Bureau	CONSUMER ADVISORY & FOOD SERVICE	Information	Low	English	
Health Bureau	EMPLOYEE HANDWASHING - POSTER	Information	Low	English	
Health Bureau	NO EATING DRINKING SMOKING - POSTI	Information	Low	English	
Health Bureau	NOTICE OF VIOLATION_NCR - Property F	Information	Low	English	
Health Bureau	PRE OP CHECKLIST	Information	Low	English	
Health Bureau	PROP PROCED-MANUAL WASHNG OF U'	Information	Low	English	
Health Bureau	PROPER PROC FOR MANUAL DSHWSHG	Information	Low	English	
Health Bureau	What to do about Bed Bugs 3_17_17	Information	Low	English, Spanish	Unknown

Police Department

Bureau	Name of document	Type of document	Priority	Language (s) available	Who translated the document?
Police Department	Advertencia y Renuncia de Derechos	Notice		English, Spanish	
Police Department	Formulario de autorizacion implicita de sangre	Notice		English, Spanish	
Police Department	Consentimiento para buscar	Form		English, Spanish	
Police Department	Official Dispersal Order	Notice		English, Spanish, Arabic	

Finance

Bureau	Name of document	Type of document	Priority	Language (s) available	Who translated the document?
Revenue and Audit	CITY REAL ESTATE BILL	Bill	High	English	
Revenue and Audit				English	
Revenue and Audit	CITY REAL ESTATE INSTALLMENT BILLS	Bill	High		
Revenue and Audit	BUSINESS PRIVILEGE TAX INVOICE	Bill	High	English	
Revenue and Audit	BUSINESS LICENSE INVOICE	Bill	High	English	
Revenue and Audit	DELINQUENT TRASH LETTER	Letter and bill	Medium	English	
Revenue and Audit	DELINQUENT STORMWATER LETTER	Letter and bill	Medium	English	
Revenue and Audit	DELINQUENT BPT LETTER	Letter and bill	Medium	English	
Revenue and Audit	DELINQUENT BL LETTER	Letter and bill	Medium	English	
Revenue and Audit	DELINQUENT TRASH LETTER (AGENCY RET)	Letter and bill	Medium	English	
Revenue and Audit	DELINQUENT STORMWATER LETTER (AGENCY RET)	Letter and bill	Medium	English	
Revenue and Audit	OVERPAID CRE LETTERS	Letter	Medium	English	
Revenue and Audit	REFUND REQUEST FORM	Forms and applications	Medium	English	
Revenue and Audit	DELINQUENT CRE BILLS	Letter and bill	High	English	
Revenue and Audit	BUSINESS REGISTRATION APPLICATION (IN-CITY)	Forms and applications	Medium	English	
Revenue and Audit	BUSINESS REGISTRATION APPLICATION (OUT OF CITY)	Forms and applications	Medium	English	
Revenue and Audit	CHANGE OF ADDRESS FORM	Forms and applications	Medium	English	
Revenue and Audit				English	
Revenue and Audit	PHONE NUMBER INFORMATION SHEET	Information	Medium		
Revenue and Audit	IRS-OBTAINING A TRANSCRIPT	Information	Medium	English	
Revenue and Audit	LIEN LETTERS	Letters	Medium	English	
Revenue and Audit	LIEN SATISFACTION PIECE	Letters	Medium	English	
Revenue and Audit	30 DAY REQUEST FOR TAXPAYER INFO LETTER	Letters	Medium	English	
Revenue and Audit	90 DAY ASSESSMENT LETTER	Letters	Medium	English	
Revenue and Audit	10 DAY FINAL LETTER	Letters	Medium	English	
Revenue and Audit	HEALTH LETTERS	Letters	Medium	English	
Revenue and Audit	DELINQUENT HEALTH RE-INSPECTION LETTERS	Letters	Medium	English	
Revenue and Audit	TAX CERTIFICATION REQUEST	Forms and applications	Medium	English	
Revenue and Audit	SOLICITOR PERMIT REQUEST	Forms and applications	Medium	English	
Revenue and Audit	BUSINESS LICENSE	License	High	English	
Revenue and Audit	GARBAGE/WATER REBATE FORM	Forms and applications	Medium	English	
Revenue and Audit	RETURN CHECK LETTER	Letters	Medium	English	
Revenue and Audit	REJECT CHECK LETTER	Letters	Medium	English	
Purchasing	Vendor Handbook	Information	Medium	English	
Purchasing	Vendor Info brochure	Information	Medium	English	
Purchasing	Public Purchase Guide	Information	Medium	English	
Risk Management	General Liability Claim Form	Forms and applications	Low	English, Spanish	Internal employee
Risk Management	General Release	Letters	Low	English, Spanish	Unknown

Parks and Recreation

Bureau	Name of document	Type of document	Priority	Language (s) available	Who translated the document?
Parks and Recreation	Pool Season Pass	Membership	Medium	English	
Parks and Recreation	Dixon Street Dog Park- New Memberships	Membership	Medium	English	
Parks and Recreation	Metal detector permit	Membership	Medium	English	
Special Events	Special Event petition	Forms and Applications	Medium	English	
Special Events	Checklist for special events	Forms and Applications	Medium	English	
Special Events	Special Event Committee Contact List	Information	Low	English	
Special Events	Special Event Insurance Requirements	Information	Medium	English	
Special Events	Band trailer dimensions	Information	Low	English	

Public Works

Bureau	Name of document	Type of document	Priority	Language (s) available	Who translated the document?
Engineering	Hazardous Tree Letter	Letters	High	English	
Engineering	Obstruction letter - final notice	Letters	High	English	
Engineering	ISA List for Trees	Information	Low	English	
Engineering	Frequently asked questions	Information	Low	English	
Engineering	Arborist License Renewal	Forms and applications	Medium	English	
Engineering	Permit Requirements	Information	Medium	English	
Engineering	Crane Application	Forms and applications	Medium	English	
Engineering	Crossover Application	Forms and applications	Medium	English	
Engineering	Curb and Sidewalk App	Forms and applications	Medium	English	
Engineering	Curb and Sidewalk Specs	Information	Medium	English	
Engineering	Curb Appeal Denial	Letters	Medium	English	
Engineering	Curb sidewalk notice	Letters	Medium	English	
Engineering	EEX Letter	Letters	Medium	English	
Engineering	Engineering permit fees	Information	Medium	English	
Engineering	Hamilton Street Permit	Forms and applications	Medium	English	
Engineering	Hazard letter	Letters	Medium	English	
Engineering	Hazard removal notice	Letters	Medium	English	
Engineering	Illegal crossover	Letters	Medium	English	
Engineering	Obstruction letter - new ordinance	Letters	Medium	English	
Engineering	SCA Permit	Forms and applications	Medium	English	
Engineering	Sidewalk cafes	Forms and applications	Medium	English	
Engineering	Street Vacation Procedure	Information	Medium	English	
Engineering	Moratorium Notice	Letters	Medium	English	
Engineering	Street Vacation Petition	Forms and applications	Medium	English	
Engineering	Tree Letter Removal	Letters	Medium	English	
Engineering	Tree Pruning	Letters	Medium	English	
Engineering	Vacation letter	Letters	Medium	English	
Engineering	Work with no permit letter	Letters	Medium	English	
Engineering	Encroachment Application	Forms and applications	Medium	English	
Recycling & Solid Waste	Bite Follow Up	Letters	High	English	
Recycling & Solid Waste	AC-1 Responsibilities	Letters	Medium	English	
Recycling & Solid Waste	Feed Strays	Letters	Medium	English	
Recycling & Solid Waste	Feeding Strays - Landlord	Letters	Medium	English	
Recycling & Solid Waste	At Large	Letters	Medium	English	
Recycling & Solid Waste	Barking Dog - Spanish	Information	Medium	Spanish	Internal employee
Recycling & Solid Waste	Barking Dog	Information	Medium	English	
Recycling & Solid Waste	Fecal Matter - Landlord	Letters	Medium	English	
Recycling & Solid Waste	Fecal Matter	Letters	Medium	English	
Recycling & Solid Waste	Fecal Matter - on other property	Letters	Medium	English	
Recycling & Solid Waste	Farm Animals - Landlord	Letters	Medium	English	
Recycling & Solid Waste	Farm Animals	Letters	Medium	English	
Recycling & Solid Waste	Slaughter	Letters	Medium	English	
Recycling & Solid Waste	Landlord	Letters	Medium	English	
Recycling & Solid Waste	Landlord Feces	Letters	Medium	English	
Recycling & Solid Waste	Animal Information	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Pet Certification	Forms and applications	Medium	English	
Recycling & Solid Waste	A17 - High grass & weed letter	Letters	Medium	English	
Recycling & Solid Waste	Appeal Translation	Letters	Medium	Spanish	Internal employee
Recycling & Solid Waste	Appeal	Letters	Medium	English	
Recycling & Solid Waste	Bamboo	Letters	Medium	English	
Recycling & Solid Waste	Curbside insert	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Last Chance	Letters	Medium	English	
Recycling & Solid Waste	PK1 - Parking on grass	Letters	Medium	English	
Recycling & Solid Waste	Ticket	Letters	Medium	English	
Recycling & Solid Waste	Warning letter	Letters	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Postcard	Information	Medium	English	
Recycling & Solid Waste	2022 rejection notice	Information	Medium	English, Spanish	
Recycling & Solid Waste	Appliance notice sticker	Information	Medium	English	
Recycling & Solid Waste	DOC Brochure	Information	Medium	English	
Recycling & Solid Waste	Electronics Flyer	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Freon Drop Off Sticker	Information	Medium	English	
Recycling & Solid Waste	Fri_Tues flyer	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Mon_Thurs flyer	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Shredding Flyer	Information	Medium	English, Spanish	Internal employee

Recycling & Solid Waste	Sun_Wed Flyer	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Thurs_Mon Flyer	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	Trash_Recycling Haulers	Information	Medium	English	
Recycling & Solid Waste	Tue_Fri Flyer	Information	Medium	English, Spanish	Internal employee
Recycling & Solid Waste	TV Voucher	Forms and applications	Medium	English	
Recycling & Solid Waste	Yard waste sticker	Information	Medium	English	
Recycling & Solid Waste	2023 Application for Inclusion	Forms and applications	Medium	English	
Recycling & Solid Waste	2023 Business Brochure	Information	Medium	English	
Recycling & Solid Waste	Annual Report	Forms and applications	Medium	English	
Recycling & Solid Waste	Commercial Bill	Information	Medium	English	
Recycling & Solid Waste	Delinquent Trash	Letters	Medium	English	
Recycling & Solid Waste	Exemption Request	Forms and applications	Medium	English	
Stormwater	Stormwater User Fee_Appeal Instructions & Application	Forms and applications	High	English	
Stormwater	Notice of Violation	Letters	Low	English	
Stormwater	Stormwater Utility Credit Program	Forms and applications	Medium	English	
Stormwater	Stormwater Connection Permit Application	Forms and applications	Medium	English	
Traffic	Street Light request	Forms and applications	Medium	English	

Fire Department

Bureau	Name of document	Type of document	Priority	Language (s) available	Who translated the document?
Fire	Fire Department Permit Application-Home Daycare	Forms and applications	High	English	
Fire	Fire Department Permit Application-Dormitories	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Flame Effect	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Haz Mat	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Healthcare	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Hotel-Motel	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Lumberyard-Woodworking	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Tire Storage	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Waste Handling	Forms and applications	Low	English	
Fire	Fire Department Permit Application-Assembly	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Aviation	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Bonfire	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Campfire	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Commercial Daycare	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Garage	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Pyrotechnic	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Spray	Forms and applications	Medium	English	
Fire	Fire Department Permit Application-Tent	Forms and applications	Medium	English	
Fire	After the fire brochure	Information	Medium	English	
Fire	Visit notice	Information	Medium	English	
Fire Prevention	Fire Department Permit Application-Blasting	Forms and applications	Low	English	

Appendix 6. Spanish Classes Pilot Program

Why are we running this pilot?

Speaking Spanish is a great skill to have in a city where a large part of the population speaks Spanish as their first language. We want to provide City employees with the opportunity to learn to communicate in Spanish as part of their personal and professional development.

We are launching a pilot through the *Spanish Immersion Center* to help us plan a future City-wide program. Your feedback will help us design this program.

What is the purpose of the weekly lunches?

We want to make these lunches a fun opportunity for employees to practice their Spanish with other employees. We will provide refreshments and organize activities- like fun board games in Spanish. The lunches are optional. Any employee is invited to participate.

Will employees get paid?

This is a voluntary, unpaid opportunity.

Important dates

The first Spanish class is on September 6th, from 6 to 9 pm.

The final class is on November 8th.

Weekly on Wednesdays:

Session #1----- 9/6/23

Session #2----- 9/13/23

Session #3----- 9/20/23

Session #4----- 9/27/23

Session #5----- 10/4/23

Session #6----- 10/11/23

Session #7----- 10/18/23

Session #8----- 10/25/23

Session #9----- 11/1/23



GREETINGS AND COMMON PHRASES



ENGLISH	SPANISH
Hello	Hola
Good morning!	¡Buenos días!
Good afternoon!	¡Buenas tardes!
How are you?	¿Cómo está?
What can I do for you?	¿En que le puedo servir?
Do you speak Spanish?	¿Habla español?
Do you need help in Spanish?	¿Necesita ayuda en español?
Give me a moment while I look for help.	Deme un momento mientras busco ayuda.
Thank you.	Gracias.
You are welcome.	Con mucho gusto.
Have a good day.	Que tenga un buen día.

Appendix 8. Vendors for language services

Translation- Certified					
Language	Name of translator/ company	E-mail/ website	Phone	Local	Comments/ feedback
Spanish	The Spanish Group	Certified Professional Translation Servi	(855) 765-2644	No	
Multiple	FCI	FCI – The Language Experts Customi	(610) 438-8900	Yes (Easton)	
Multiple	Clear Language Communication	clearlanguage.net	(484) 954-7878	Yes (Easton)	

ASL Interpreting				
Language	Name of translator/ company	E-mail/ website	Phone	Contact person
ASL	Lehigh Valley Center for Independent L	https://lvcil.org/	610-770-9781	Amy Beck
ASL	Words for the eyes	https://www.words4eyes.com/home	484-597-4190	

Appendix 9. Template for Volunteer list

STAFF						
Language (s) <i>other than English</i>	Name	Department	Spoken		Written	
			<i>Can volunteer to interpret* (YES or NO) * < 15 minutes</i>	<i>Can volunteer to translate* (YES or NO) * < 10 sentences</i>	Email	Phone



Assistance must
be provided in
any language
requested.

You have a right to be assisted in
your language at no cost.
Ask for help.

Usted tiene derecho a que le asistan
en su idioma sin ningún costo.
Pida ayuda.

Bạn có quyền được hỗ trợ miễn phí
bằng ngôn ngữ của mình.
Yêu cầu giúp đỡ.

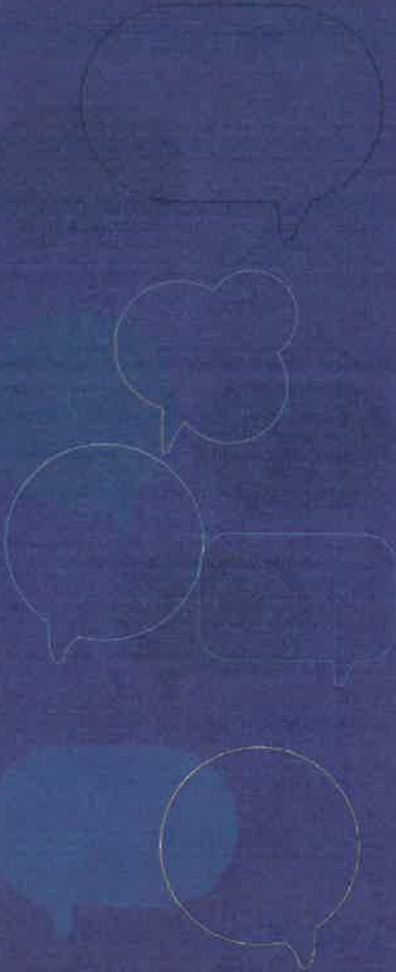
تاسو حق لری چي ستاسو په
ژبه کي پرته له کوم لگښت
څخه مرسته وشي.
د مرستي غوښتنه وکړئ.

لديك الحق في الحصول على
المساعدة بلغتك مجاناً.
طلب المساعدة.

شما حق دارید که بدون
هیچ هزینه ای به زبان
خود کمک کنید.
درخواست کمک کن



Assistance must be provided in **any** language requested.



Spanish

Yo hablo español



Vietnamese

Tôi nói tiếng Việt



Pashto

زه په پښتو خبرې كوم



Arabic

أنا أتحدث اللغة العربية



Dari

من دری حرف می زنم



If your language is not here, you can request the list of other languages.

Appendix 11. All-in-town template

This template can be given to community organizations to plan their All-in-town presentation. The template provides guidelines, but using it is optional. Communities are welcome to organize their presentation in any way.

Slide 1: Introduction

Introduce yourself and your connection to the culture you'll be discussing.

State the purpose of the presentation: to foster cultural competence and appreciation for [Your Specific Culture].

Slide 3: Overview of [Your Specific Culture]

Provide a brief overview of the culture's history, geographic location, and significant milestones.

Slide 4: Cultural Norms and Values

Discuss the core values and norms that guide [Your Specific Culture].

Highlight examples of how these values impact daily life, interactions, and decision-making.

Slide 5: Communication Styles

Describe the preferred communication styles in [Your Specific Culture].

Share insights into verbal and nonverbal cues, including gestures, eye contact, and personal space.

Slide 6: Traditions and Celebrations

Showcase the most important traditions, festivals, and celebrations in [Your Specific Culture].

Explain the significance of these events and how they are observed.

Slide 7: Cuisine and Culinary Traditions

Explore the unique flavors and dishes of [Your Specific Culture].

Discuss the cultural importance of food and any dining etiquette that's observed.

Slide 8: Family and Social Structure

Describe the family dynamics and social structure in [Your Specific Culture].

Explain the roles of different family members.

Slide 9: Challenges and Misconceptions

Address common misconceptions or stereotypes about [Your Specific Culture].

Discuss any challenges the culture has faced historically or currently.

Slide 10: Cultural Adaptation and Integration

Share stories of individuals from [Your Specific Culture] who have navigated cultural adaptation in different parts of the world.

Discuss strategies for integrating cultural competence when interacting with members of [Your Specific Culture].

Slide 11: Bridging Cultural Gaps

Offer tips for individuals from outside [Your Specific Culture] to effectively engage and connect with its members.

Provide examples of successful cross-cultural interactions.

Slide 12: Resources for Further Learning

Share recommended books, documentaries, websites, or cultural events related to [Your Specific Culture].

Slide 13: Q&A Session

Allocate time for the audience to ask questions and seek clarifications.

