



Action Plan

Economic Development Program

For the Latino Community

Arkansas

2016-2017

June 2016

Table of Contents

- A. Economic Development Program for the Latino Community in Arkansas 3**
- B. Current Situation 3**
- C. Problem Statement 4**
 - 1. Security 4**
 - 2. Education 5**
 - 3. Culture..... 5**
 - 4. Health & Communication 5**
- D. Support groups 5**
- E. Academy of entrepreneurs 7**
 - 1. Description of Objectives and Activities 8**
 - a. Security Objective..... 8**
 - b. Education Objective..... 8**
 - c. Cultural Objective 9**
 - d. Health-Communication Objective..... 10**
- F. Coordination and monitoring..... 10**
 - 1. Follow-up Actions 11**
 - 2. Profile Monitors..... 11**
 - 3. Financing 11**
- G. Activities in schedule and verification tool 12**
- Annexes..... 14**



A. Economic Development Program for the Latino Community in Arkansas

City Connections is an institution that has been working in the City of Little Rock since 2009. Our vision is a city where the ideals of our faith are lived out through service - in a way that is authentic and transforming. It is our missional goal to help engage people of faith (who stand ready to give of themselves) to surrender themselves in service to others in their unique area of giftedness, life experiences, and passion.

In recent years the Latino community in Arkansas has experienced unprecedented growth and because it has been impossible to predict and prepare for all the economic and social implications of such, the State of Arkansas like many other states has been much more reactionary and therefore not maximizing all the economic benefits from the presence of this population who have come to our state to improve their earning potential through their hard work.

Our team has two experienced Latinos who are well respected in our community and who are committed to provide servant leadership in building a dynamic coalition devoted to this growing Latino population. Partners in this coalition include Spanish and English speaking leaders from businesses, non-profit organizations, city and state governmental officials, and local church leaders. The early meetings we have facilitated have revealed there are many resources available in our community to promote cross-cultural connections and interdependence to address the varied social issues that plague many Latino individuals and families in Central Arkansas.

B. Current Situation

The most current data on immigration in the state of Arkansas is presented below. This data is from the 2013 publication titled "A Profile of Immigrants in Arkansas". The publication was commissioned by the Winthrop Rockefeller Foundation based in Little Rock, Arkansas.

In 2010, 44 percent of immigrants lived in the three counties of Northwest Arkansas. These counties include Sebastian, Benton and Washington covering the area that spans from Fort Smith, Fayetteville, Springdale, Rogers and Bentonville. Another 17 percent of immigrants lived in Pulaski County.

During the ten-year period from 2000 through 2010, the number of Latino children (including both children of immigrants and children of non-immigrants) grew by 38,000, while the number of non-Hispanic Caucasian children fell by 23,000.

The share of Latino immigrant in the workforce doubled from 2 percent to 4 percent from during the same ten-year period.

In Arkansas the fiscal cost of essential services was \$2,300.00. On a per capita basis, immigrants' contributions of \$16,300.00 exceeded the fiscal cost of these essential

services by \$13,900.00. As a result, it is estimated that immigrants generated \$7.00 in business revenue and tax contributions for every \$1.00 the state spent on these services to immigrant households. This included state spending in the areas of K–12 education, health-care, and corrections in 2010.

In 2010 the poverty rate for Latino immigrants was 30 percent. Sixty-three percent of these Latino immigrants under the age of 65 had no health insurance.

The children of immigrants compared to all children in the state of Arkansas doubled at a rate of 5% to 10% during the 10-year span from 2000 to 2010. Latino students during the 2010-2011 school year accounted for 10% of Arkansas' students in grades K-12.

In addition to the analysis of the findings of the Winthrop Rockefeller Foundation, meetings we hosted on November 11th and December 3rd, 2015 consisting of local businessmen, law enforcement representatives and officials of various government departments from the cities of Little Rock, North Little Rock and the State of Arkansas, local church leaders, representatives of non-profit organizations, local Spanish language radio leadership, and representatives of the health and education sectors at both the city and state level were present. These leaders help to identify commonly viewed major challenges, opportunities and problems that the Latino community is facing while immersing into the local communities and the State of Arkansas. Challenges identified and ideas shared among leaders have become part of the basis for establishing an action plan with goals and activities necessary to address the most pressing needs to reach out to Latinos living in Central Arkansas.

C. Problem Statement

During the first community leadership meeting on November 11th, 2015, each of the participants had a chance to express the challenges, problems and barriers they believed to be the most important to the central Arkansas Latino community. Based on the list generated, the challenges were separated into four categories for volunteers to address in work groups based on common interest. These categories include: Security, Education, Culture and Health & Communication. Each of the challenges or problems identified was then listed by category:

1. Security

- a. Lack of trust in dealing with the police.
- b. Afraid to contact the police, schools, hospitals, etc.
- c. Lack of valid state recognized identification.
- d. Lack of driver's license for undocumented immigrants.

2. Education

- a) Little parental involvement in school.
- b) School performance, only 14% of students taking the ACT make acceptable scores.
- c) More access to after school programs is needed.
- d) Youth social and arts programs needed (sports, painting, drama, debate, etc.)
- e) No access to scholarships for undocumented immigrant students to study in college.

3. Culture

- a) Lack of cultural understanding between different cultural communities.
- b) Lack of a relationship between the Latino and African American communities.
- c) Lack of a united community initiative.
- d) Transient perspective making it hard for immigrants to put down roots
- e) Low income

4. Health & Communication

- a) Language barrier prevent clear communication in medical and other contexts; ideally information at clinics and community service providers would be available in Spanish.
- b) Immigrants don't know how to access many available community services
- c) Quality English as a Second Language (E.S.L.) Program are needed.
- d) Lack of Latino chaplains in prisons, etc.

This list is not intended to be exhaustive. There are many other challenges, problems and barriers that could be addressed. The current list is prioritized by challenges that the group participants listed and considered highest in priority.

D. Support groups

On Thursday, December 3rd, 2015 the second meeting was held with leaders interested in the Hispanic community. The following work groups were established as volunteers offered to help in each of the four categories identified:

Seguridad/ Security		
#	Nombre/Name	Institución / Institution
1	Alexander, Keith	Department of Community Programs LR
2	Zenaido Garcia	Iglesia Cristiana Cristo Vision
3	Hector Zetino	Ministerios Nueva vida
4	Oscar Pérez	Nazarene Church
5	Mynor Veliz	Monte Ebrom
6	Mike Davis	Police Department North Little Rock
7	Kenton Buckner	Police Department Little Rock
8	Karl Sorrells	Police Department North Little Rock
9	Jay Kovach	NLR Police Department
10	Yessica Jones	Governor's Office
11	Benjamin Salas	La Regional
12	John Molina	Iglesia CCH
Educación/Education		
#	Nombre/Name	Institución / Institution
1	María Elena de Avila	Arkansas Department of Career Education
2	Ali Velasquez	Down Line Institute
3	Dana Dossett	City of Little Rock Community Programs
4	Kiji Fitzpatrick	Job Corps
5	Barbara Osborne	Department of Community Programs LR
6	Pridgeon, Dwight	Department of Community Programs LR
7	Ray Williams	Local Missions, Fellowship Bible Church
8	Rubén J Istiruz	Iglesia Bautista Enmanuel
9	Baker Kurrus	Little Rock School District
10	Kelly Rodgers	North Little Rock School District
11	María de Monservat Aguilar Rodriguez	Consulado de México
12	Maria Touchstone	Seis Puentes
13	Jorge Vásquez	Iglesia El Faro
14	Zenaido García	Iglesia Cristo Visión
Cutura/Culture		
#	Nombre/Name	Institución / Institution
1	Steve Turnage	NLR Hispanic Mission
2	Mark Perry	New Futures For Youth
3	Sandra Sulvarán	Hispanic Radio La Pantera
4	Vontia Mitchell	City of Little Rock Community Programs
5	Barbara Osborne	Department of Community Programs LR
6	Pridgeon, Dwight	Department of Community Programs LR
7	Alexander, Keith	Department of Community Programs LR
8	Hector Zetino	Ministerios Nueva vida
9	María de Monservat Aguilar Rodriguez	Consulado de México

Salud-Comunicación / Health- Communication		
#	Nombre/Name	Institución / Institution
1	Steve Turnage	NLR Hispanic Mission
2	Mark Perry	New Futures For Youth
3	Barbara Osborne	Department of Community Programs LR
4	Louise Scott	AR Minority Health Commission
5	Rosa M. Hatch	Office of Minority Health and Health Disparities
6	Danny Jones	Pastor Summit Church
7	Ray Williams	Local Missions, Fellowship Bible Church
8	Rubén J Isturiz	Iglesia Bautista Emmanuel
9	Suyapa Espinoza	Arkansas Human Development Corporation
10	Edna Isela Ramirez	Center for Healing Hearts and Spirits
11	Cory Anderson	Wintrop Rockefeller Foundation
12	Abel Martínez	Iglesia Nueva Jerusalem

E. Academy of entrepreneurs

To channel all efforts to reach the Latino community, it is proposed to create an organization that will be called Latinos Arkansas, with an initial strategy being to develop an “Academy of Entrepreneurship”, through which we intend to meet the four strategic areas that were defined by representatives of different sectors of society.

This Academy will develop activities with the purpose of assisting the economic development of the community in general and Latino sector specifically.

Through workshops and personalized coaching on business development, completing business permits and licensing, regulations, accreditation, market research, banking, marketing, etc. -- the business skills of entrepreneurs in the community will be strengthened.

Additionally, an “entrepreneurial incubator” could be created to offer these much needed services such as workspace, mailbox, fax, internet, copying, printing, accounting, tax calculation, etc.

Arkansas Latinos will also unite to address many of the specific needs that have identified in the four work categories:

- ✓ Security - Fear of contacting local law enforcement
- ✓ Education – Little parental involvement in the school activities of their children
- ✓ Culture - Lack of cultural understanding between different cultural communities
- ✓ Health-Communication - Language barriers prevent clear communication

Each objective is achieved through various activities and each activity must have a responsible point person who will be responsible for developing a Gantt chart in Excel that establishes a roadmap for facilitating and monitoring each of the actions to develop the activity and accomplish the objective.

1. Description of Objectives and Activities

a. Security Objective

The level of communication between the Latino community in Arkansas and local law enforcement departments has improved in clarity and effectiveness

To achieve the objective, the following activities are proposed:

- i. Spanish speaking law enforcement officers are hired
- ii. The number of law enforcement chaplains increased
- iii. Hispanic pastors provide support services to troubled Latino families
- iv. Police officers are actively involved in Hispanic community activities
- v. Local law enforcement departments accept membership cards of 'Arkansas Latinos' as identification.
- vi. Law enforcement departments issue official documentation in Spanish and revise to improve existing Spanish translations.
- vii. Supported and further developed the services of shelters serving the at-risk Latino community in cases of violence or domestic abuse.
- viii. Develop a large community event that celebrates Hispanic Heritage, which will double as opportunity for local law enforcement agencies to participate and develop closer ties with the Hispanic community.
- ix. Local law enforcement agencies partner to develop "Mi Amigo El Policía".

b. Education Objective

Increase parental involvement in children's school activities and education

To achieve the objective, the following activities are proposed:

- x. Schools make official parental communication available in Spanish.
- xi. Each school develops new Spanish student orientation for Spanish speaking parents and students to be conducted previous at the beginning of each school year.
- xii. Each school's Parent Teacher Association (P.T.A.) annually nominates and seats at least one Spanish-speaking parent.
- xiii. Each school with Hispanic students adds one or more Spanish-speaking staff members who will attend meetings with Hispanic parents who need an interpreter.
- xiv. Information about afterschool programs is available in Spanish.
- xv. Each School District has prepared Hispanic radio and television ads promoting awareness and encouraging parental involvement of parents in their children's education.
- xvi. High impact community event celebrating Hispanic Heritage, used to encourage parental involvement in children's school activities.

c. Cultural Objective

Create opportunities to expose native central Arkansans to diverse, rich and colorful Hispanic Culture

To achieve the objective, the following activities are proposed:

- xvii. Arkansas cities with at least 5% of Latinos, Latino leaders has been integrated in different governmental organizations or community-based programs.
- xviii. Arkansas cities with at least 5% Latino population, establish community programs aimed at promoting Latin American culture, including art, sports, history and heritage.
- xix. Community centers built or developed with soccer fields.
- xx. City of Little Rock has completed the Museum of Latin American Heritage; each Hispanic country's government representatives or immigrants providing art and other elements for exhibition.
- xxi. High impact community wide event developed for celebrating Hispanic Heritage with food, music and Latin customs displayed.

d. Health-Communication Objective

There are established channels that allow overcoming the barriers of language and facilitating clear communication

To achieve the objective, the following activities are proposed:

- xxii. Official information from local governments is available in Spanish, especially community services.
- xxiii. Interpreting services in hospitals is mandatory and conducted by accredited persons to ensure high quality interpretation.
- xxiv. Schools with a minimum of 20 students struggling to understand the English language have implemented quality E.S.L. program, with the level of quality that ensures students have the ability to be fully integrated in one year.
- xxv. Has created a mobile “App” (program application) that makes Spanish central Arkansas information available in Spanish regarding community services, hospitals, schools, government offices, utilities, etc.
- xxvi. High impact community wide event developed celebrating Hispanic Heritage, utilized to disseminate information on available preventive medicine in the community.
- xxvii. City and state government offices promote the development of health fairs including Spanish language resources and vendors.

F. Coordination and monitoring

For the implementation of the Economic Development Plan of the Latino community in Arkansas, we will establish an academy for entrepreneurs that will serve to incubate small businesses, and lead specific intervention actions in the community in the areas of safety, education, health, communication and culture.

For this purpose, City Connections has available two professionals with extensive and proven experience in the development and management of projects. They have knowledge of the Latin American culture, speak Spanish as their mother tongue, speak English as a second language, exercise the pastorate in multicultural churches, and have the ability to speak in public and facilitate bilingual meetings with people of different educational levels and effectiveness in communication, providing a unique product to our city.

Also, we have a network of contacts, at the local and state levels, which has served the community for a number of years, resulting in a reputation of real commitment, honesty, and ability to work together with other organizations.

This allows the team of City Connections to provide a valuable service to connect the Latino community to the City and in pursuit of economic development in general.

1. Follow-up Actions

The implementation and monitoring of the plan involves different actions:

- a. Organize meetings with representatives and leaders of the Latino community, non-profit institutions, and different government offices at the federal, state, and local level.
- b. Coordinate and develop logistics for meetings, including: making calls, sending reminders, reserving meeting locations, facilitating discussions, preparing and sending documents, catalyzing proposals.
- c. Follow up on agreements and maintain contact between members of the support groups.
- d. Coordinate meetings between members of the support groups.
- e. Prepare action plans with specific activities and their respective budgets.
- f. Measure the progress of each of the activities and determine whether or not the scope is appropriate.
- g. Participate in activities related to the work plan in order to stimulate input for economic development.
- h. Establish strategic alliances with other institutions.
- i. Keep all group members informed.
- j. Publicize the work plan and the progress of implementation.

2. Profile Monitors

Characteristics and requirements of people who develop these activities:

- a. Ability to mobilize by land and air, including a driver's license issued by a State of the United States of America and availability to travel outside and inside said State.
- b. Ability to use programs such as Word, Excel, and Power Point.
- c. Ability to speak in public and conduct meetings to heterogeneous groups of people, ranging from basic education to primary education at university level.
- d. Bilingual, English and Spanish.
- e. Deep knowledge of Latin culture and able to communicate with people from the North American culture.
- f. Enjoy a reputation of integrity, especially in the Latino community.
- g. Able to work in team.
- h. Possess university-level education.
- i. Have a recognized commitment to the community.

3. Financing

The cost for the management and monitoring of the program during the first two years of work is 159,550.00, this cost is not considering the costs associated with the

activity of great impact and others. For these actions we hope to have sponsors so that costs will be covered timely (We already have advance talks with some candidates to sponsor this event).

Actually, we have financial support from institutions like The Walton Family Foundation, Jesus Found, Winthrop Rockefeller Foundation, and in process with City of Little Rock and Arkansas Workforce Center at Little Rock. The whole of the Budget is not covered yet, we keep looking for other sources of finance.

Cost of the Coordination and monitoring, for two years of operation.

Table 1: Cost of the Cost of the Coordination and monitoring

Expense/Line Item	Year 1 Project Budget	Year 2 Project Budget	Total Project Budget
Personnel Expenses:			
Salaries	\$ 60,000.00	\$ 60,000.00	\$ 120,000.00
Non-Personnel Expenses:			
Web design and management	\$ 2,000.00	\$ 500.00	\$ 2,500.00
Credentials Software	\$ 10,000.00		\$ 10,000.00
Credentials printer & materials	\$ 5,000.00	\$ 1,000.00	\$ 6,000.00
Office Materials	\$ 500.00	\$ 500.00	\$ 1,000.00
Meeting expenses	\$ 2,500.00	\$ 2,500.00	\$ 5,000.00
Office expenses	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00
Travel expenses	\$ 4,000.00	\$ 1,000.00	\$ 5,000.00
Translations services	\$ 4,000.00	\$ 1,000.00	\$ 5,000.00
Projector	\$ 600.00		\$ 600.00
Projection screen	\$ 150.00		\$ 150.00
Laptops	\$ 1,300.00		\$ 1,300.00
Total	\$ 91,550.00	\$ 68,000.00	\$ 159,550.00

G. Activities in schedule and verification tool

There are some activities that we can be directly involved, therefore we can control or trigger the development with the collaboration of our partners. This are the ones that we can schedule and assign a way to measure the achievement of the goal. Above you will find a table describing the activities and the way of verification

Table 2: Activities and instrument of measure

#	Description	Instrument to measure accomplishment
1	60 people received training about how to start a business	List of the participants with names and phone numbers
2	60 people received training about how to make estimations	List of the participants with names and phone numbers
3	5 web pages are developed	The links of the web pages
4	1 big event celebrating Hispanic heritage is developed	Flyers and pictures of the event
5	30 people participate in talks about preventative healthcare	List of the participants with names and phone numbers
6	30 people participate in talks about school parental involvement	List of the participants with names and phone numbers
7	Membership cards are issued	List of members with names and phone number
8	30 people receive training about finance education	List of the participants with names and phone numbers
9	The police department is involved in at least two friendly activities with Latinos	Pictures of the events
10	Paint exposition	Pictures of the event
11	Soccer tournament	Pictures of the event
12	Show of typical dance from Latino countries	Pictures of the event
13	Health exams (glucose, pressure, vision, depression, anxiety, and flu shots)	Pictures of the event
14	Hand out Tobacco, autism and cancer information	Pictures of the event
15	Bike Fest (Bici Fiesta)	Pictures of the event
16	Latino food trucks in events	Pictures of the event
17	Recruiting candidates for YouthBuild Little Rock, Operation Restore, and others	Pictures of the event, and copies of forms filled
18	Incubator services for business	Contracts

In the annexes it is a schedule of activities.

Annexes

Schedule of the Program
October 2015 – March 2016

Description	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Planning process of the program in General						
Contact keep people	Programmed					
	Realized					
Planning meetings		Programmed	Programmed			Programmed
		Realized	Realized			Realized
Final plan Document						
Pursuing of the finance for the program					Programmed	
					Realized	
60 people received training about how to start a business						
60 people received training about how to make estimations						
5 web pages are developed						
1 big event celebrating Hispanic heritage is developed						
30 people participate in talks about preventative healthcare						
30 people participate in talks about school parental involvement						
Membership cards are issued						
30 people receive training about finance education/other						
The police department is involved in at least two friendly activities with Latinos						
Paint exposition						
Soccer tournament						
Country typical dance						
Bike Fest (Bici Fiesta)						
Health exams (glucose, pressure, vision, depression, anxiety, and flu shots)						
Hand out Tobacco, autism and cancer information						
Recruiting candidates for YouthBuild Little Rock, Operation Restore, and others						
Incubator services for business						

Programmed 
 Realized 

Schedule of the Program
April 2016 - September 2016

Description	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Planning process of the program in General						
Contact keep people						
Planning meetings						
Final plan Document		■				
Pursuing of the finance for the program	■	■	■	■	■	■
60 people received training about how to start a business				■		
60 people received training about how to make estimations					■	
5 web pages are developed						■
1 big event celebrating Hispanic heritage is developed					■	
30 people participate in talks about preventative healthcare						
30 people participate in talks about school parental involvement						
Membership cards are issued					■	■
30 people receive training about finance education/other					■	
The police department is involved in at least two friendly activities with Latinos						
Paint exposition						
Soccer tournament						
Country typical dance						
Bike Fest (Bici Fiesta)						
Health exams (glucose, pressure, vision, depression, anxiety, and flu shots)						
Hand out Tobacco, autism and cancer information						
Recruiting candidates for YouthBuild Little Rock, Operation Restore, and others					■	■
Incubator services for business						

Programmed 
 Realized 

**Schedule of the Program
October 2016 - March 2017**

Description	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Planning process of the program in General						
Contact keep people						
Planning meetings						
Final plan Document						
Pursuing of the finance for the program						
60 people received training about how to start a business		■				■
60 people received training about how to make estimations			■			■
5 web pages are developed						
1 big event celebrating Hispanic heritage is developed	■					
30 people participate in talks about preventative healthcare	■					
30 people participate in talks about school parental involvement	■					
Membership cards are issued						
30 people receive training about finance education/other				■	■	
The police department is involved in at least two friendly activities with Latinos	■					
Paint exposition	■					
Soccer tournament	■					
Country typical dance	■					
Bike Fest (Bici Fiesta)	■					
Health exams (glucose, pressure, vision, depression, anxiety, and flu shots)	■					
Hand out Tobacco, autism and cancer information	■					
Recruiting candidates for YouthBuild Little Rock, Operation Restore, and oth						
Incubator services for business						

Programmed 
 Realized 


Schedule of the Program
April 2017 – September 2017

Description	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Planning process of the program in General						
Contact keep people						
Planning meetings						
Final plan Document						
Pursuing of the finance for the program						
60 people received training about how to start a business						
60 people received training about how to make estimations						
5 web pages are developed						
1 big event celebrating Hispanic heritage is developed						
30 people participate in talks about preventative healthcare						
30 people participate in talks about school parental involvement						
Membership cards are issued						
30 people receive training about finance education/other						
The police department is involved in at least two friendly activities with Latinos						
Paint exposition						
Soccer tournament						
Country typical dance						
Bike Fest (Bici Fiesta)						
Health exams (glucose, pressure, vision, depression, anxiety, and flu shots)						
Hand out Tobacco, autism and cancer information						
Recruiting candidates for YouthBuild Little Rock, Operation Restore, and oth						
Incubator services for business						

Programmed 
 Realized 

**Schedule of the Program
October 2017 – December 2017**

Description	Oct-17	Nov-17	Dec-17
Planning process of the program in General			
Contact keep people			
Planning meetings			
Final plan Document			
Pursuing of the finance for the program			
60 people received training about how to start a business			
60 people received training about how to make estimations			
5 web pages are developed			
1 big event celebrating Hispanic heritage is developed			
30 people participate in talks about preventative healthcare			
30 people participate in talks about school parental involvement			
Membership cards are issued			
30 people receive training about finance education/other			
The police department is involved in at least two friendly activities with Latinos			
Paint exposition			
Soccer tournament			
Country typical dance			
Bike Fest (Bici Fiesta)			
Health exams (glucose, pressure, vision, depression, anxiety, and flu shots)			
Hand out Tobacco, autism and cancer information			
Recruiting candidates for YouthBuild Little Rock, Operation Restore, and other			
Incubator services for business			

Programmed 
 Realized 