

MALDEN'S CURRENT LANGUAGE ACCESS PLAN AND POLICY

The City Language Access plan has been reviewed and updated from its original 2022 format. It reflects guidelines and recommended solutions after reviewing a variety of departments' daily operations and assessing community needs. I have been using these documents as guidelines and training tools.

The Malden Language Access Plan has 3 main components:

1. Citywide Plan
2. Department Plan
 - Every department shall prepare a Language Access Plan to ensure effective communication with Limited English Proficient (LEP) individuals. The Language Access Plan will be used as department TOOLKIT that contains operating policies, procedures, and services.
3. Program Specific Outreach Guide and Community Engagement Worksheet

I worked directly with staff members to create their unique plans and strategies for successful Program Specific

I'm attaching the following documents to this packet:

- Citywide Language Access Plan
- Department Language Access Template
- Program Specific Outreach
 - Part 1-Program-Specific-Guide
 - Part 2-Community-Engagement-Worksheet
- Language Access Laws

Respectfully,

Elena Martinez, Language Access Coordinator



June 9, 2026



CITY OF MALDEN LANGUAGE ACCESS PLAN & PROTOCOL

DRAFTED by Elena Martinez
Language Access Coordinator February 2025

DRAFT TEMPLATE FOR
REVIEW / APPROVAL

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③ Standard

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CITY OF MALDEN LANGUAGE ACCESS PLAN

Introduction

The City of Malden has adopted the present Language Access Plan (LAP or Plan), which defines the actions to be taken by the City of Malden to ensure meaningful access to City services, programs, and activities on the part of persons who have Limited English Proficiency (LEP). The city will review and update this LAP on a biennial basis to ensure continued responsiveness to community needs.

It is the policy of the City of Malden that department staff shall take reasonable steps to provide persons with Limited English Proficiency (LEP) with timely, meaningful access to all programs, services and activities conducted by the City. All personnel shall provide free language assistance to LEP individuals whom they assist through their work duties and whenever people who identify as LEP request language assistance.

This Language Access Department Plan informs the staff and residents of the City of Malden about Language Services and Procedures. The City of Malden staff shall take reasonable steps to effectively inform members of the public that language assistance services are available free of charge to people who identify as LEP to ensure understanding and accessibility.

Purpose

The purpose of this plan is to ensure that limited English proficiency (LEP) residents of the City of Malden have meaningful access to services, programs, and activities.

A Limited English Proficient (LEP) individual is someone who is not able to speak, read, write, or understand the English language at a level that allows them to interact effectively with the city and its staff.

These guidelines also ensure that the departments within the City of Malden meet the requirements of the law, helping the city maintain a high standard of public access and increase community participation in government services, programs and activities. The City of Malden is committed to non-discrimination, providing equal access to programs and services to everyone living in the City of Malden, regardless of their ability or linguistic capacity.

By recommendation of this Plan, each department within the City of Malden must:

1. Develop a Language Access Plan to identify specific accommodations available across programs, services, or activities.
2. Promote availability of language access assistance through notices displayed on counter, babel notices and on the department webpage.
3. Offer interpretation services as needed.
4. Provide translations, for threshold languages, of vital documents and summarized instructions as needed and upon approval of Department Head.
5. Collect and analyze data on the demand for language assistance in department services.

Authority

The City of Malden is committed to compliance with **Title VI of the Civil Rights Act of 1964** and **Public Law 111–274 / Plain Writing Act of 2010** , in ensuring meaningful access to City services and programs for individuals with Limited English Proficiency (LEP).

Applicability

The requirements under this plan apply to all City of Malden offices, departments, boards and commissions, which list is non-exhaustive and shall also encompass any other person or entity covered by the laws presented under the Authority Segment.

This plan is intended only to improve the internal management of the City of Malden’s Language Access program. Administration of the programs discussed herein is within the sole discretion of the City of Malden and its departments.

Language Access Office

The Language Access Coordinator is responsible for assessing, developing and implementing the City of Malden language Access Plan and providing support to ensure that the city departments adhere to it. The Language Access Coordinator functions include (but are not limited to the following):

- Assist departments to develop their language access plan.
- Assist departments with the annual review of their language access plan.
- Develop and provide training and resources for departments to adequately provide language access services.
- Develop and support connections with community organizations and leaders that support the diverse ethnic population of Malden.

CONTACT

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CITY OF MALDEN LANGUAGE ACCESS NEEDS ASSESSMENT

Malden data has been collected through information reported to the U.S. Census, Malden Public Schools Enrollment, Malden Housing Authority, local schools and points of contact.

To understand the needs of current residents of Malden with limited English proficiency, we look at a few principal factors:

1. Population/Number of individuals with limited English proficiency
2. Points of Contact
3. Level of interaction

Population

City of Malden: 65,133 Residents

Foreign-Born Residents: 40.8%

Malden has more than 1.5 times the rate in Middlesex County: 23.2%, and more than double the rate in Massachusetts: 18.1%

Language Other Than English Spoken at Home, Age 5 Years and Over: 49.1%

Race And Hispanic Origin

White alone: 44.4%

Black alone 13.8%

American Indian and Alaska Native alone 0.3%

Asian alone 28.6%

Two or More Races 8.6%

Hispanic or Latino 8.1%

White alone, not Hispanic or Latino 42.4%

MALDEN PUBLIC SCHOOLS ENROLLMENT (2024)

6,500 Students (As of February 2024) Speaking Home Languages Other Than English									
Language	Total	Language	Total	Language	Total	Language	Total	Language	Total
Afroasiatic	1	Creole	493	Hindi	20	Nepali	84	Spanish	711
Albanian	7	Dari Persian	2	Hungarian	1	Other	30	Swahili	3
American Sign Lang	1	Dinka	1	Ibo	2	Patois	1	Tagalog	6
Amharic	56	English	2626	Indian	1	Persian	1	Taiwan	1
Arabic	277	Ethiopic	1	Italian	4	Portuguese	1095	Tamil	11
Assamese	1	Thai	4	Japanese	5	Punjabi	18	Telugu	23
Bahasa Indonesian	1	Tibetan	13	Kabyle	1	Pushto	9	Tigrinya	4
Bengali	16	Tigre	2	Kazakh	8	Pushtu	3	Turkish	1
Berber	9	Farsi	2	Khmer	3	Romanian	3	Twi	1
Bulgarian	2	French	45	Korean	3	Russian	10	Ukrainian	2
Burmese	3	German	4	Luganda	6	Serbo-Croatian	1	Urdu	10
Canton Dialect	92	Gujarati	6	Malayalam	2	Somali	5	Vietnamese	186
Chinese	471	Hausa	1	Mandarin	88				

MALDEN HOUSING AUTHORITY / SPOKEN LANGUAGES (2023)

Cantonese	340	Russian	12
Mandarin	71	Spanish	26
Taishanese	4	Moroccan	4
Amharic	19	Igbo	2
Portuguese	7	Burmese	4
Vietnamese	90	Punjabi	1
Albanian	3	Italian	1
Haitian	98	Korean	1
French	3	Tibetan	2
Arabic	17	Bengali	1

Malden Top Spoken languages

Current Top Spoken Languages has been determined using the analysis of the American Community Survey of the U.S. Census, Malden Public Schools enrollment data and department interactions with LEP constituents.

Cantonese	广东话	Mandarin	普通话
Vietnamese	Tiếng Việt	Spanish	Español
Portuguese (Brazilian)	Português Brasileiro	Arabic	العربية
Haitian Creole	Kreyòl Ayisyen		

Other Languages Spoken in Malden

Albanian	Amharic	American Sign Language (ASL)	Arabic	Armenian
Assamese	Bengali	Berber	Bulgarian	Burmese
Cantonese	Cape Verdean	Chinese	Haitian Creole	Czech
Dari Persian	Dinka	English	Farsi	French
German	Greek	Gujarati	Hindi	Ibo
Indian	Italian	Japanese	Kabyle	Kannada
Khmer	Kinyarwanda	Korean	Luganda	Mandarin
Nepali	Patois	Portuguese (Brazil)	Punjabi	Pushtu
Romanian	Russian	Serbo-Croatian	Somali	Spanish
Swahili	Tagalog	Tajik	Tamil	Telugu
Thai	Tibetan	Tigre	Tigrinya	Turkish
Ukrainian	Urdu	Vietnamese		

CITY PLAN IMPLEMENTATION

The City of Malden recognizing the cultural and linguistic makeup of the community and in compliance with applicable federal civil rights laws offers language accommodations to people whose primary language is not English with limited English proficiency (LEP), free of charge.

Language Service Protocols

In ensuring that the city meets the language needs of its membership, the City currently provides the following services:

The City of Malden prominently displays the Multilanguage taglines (ISpeak Poster) to inform individuals of their right to a free interpreter in City of Malden physical locations where it interacts with the public.

In-person interpretation

For walk-in services at City offices, language interpretation is provided in one of two ways.

- City departments have been provided with **Pocketalk**, portable translation devices and trained in the use of the devices. These devices support translations between over 70 languages and enable real-time assistance to our LEP residents.
- For LEP residents speaking a language not supported by the translation devices, or in situations where the nature of the assistance being provided would benefit from a live translator, City staff members are trained to determine if an LEP resident would be better served using the **services of a third-party translator** and will take steps to provide “real time” access to the service.
- The City of Malden has a dedicated vendor to provide the **Malden Multilingual Language Line. (617) 865-2273**
 - Staff members can place a direct call using a speaker phone and select the language needed from the menu to be connected to an interpreter.
 - When connected, the staff member provides their own name and department name. Let the interpreter know the reason you are calling, and they will help you with direct interpretation.
- LEP persons are not required to provide their own interpreters, however, individuals accompanying LEP individuals, such as family, may be used as interpreters at the specific request of an LEP individual.
- Individuals requesting an American Sign Language (ASL) interpreter can contact the City of Malden Disability Officer at mluise@cityofmalden.org for assistance.

Phone interpretation

The City of Malden provides phone interpretation services to callers. Interpretation services for callers to the City’s local offices are provided through the Malden Multilingual Language Line.

- LEP residents calling the City of Malden, the **Malden Multilingual Language Line** is available during business hours to connect directly to a department via interpreter services.

- Malden Multilingual Language Line interpreters collaborate with the Language Access Coordinator which provides a “Quick Reference & FAQ Guide” for Malden City Departments, to help provide efficient and fast connection to the right department.

Vital Document Translation and other content

City publication translations are done on a case-by-case basis. Commonly handled by a department releasing information to be of significant importance to groups with LEP individuals.

LEP individuals may request translation of vital records. Where appropriate, the City shall use translated summaries to provide the vital information contained in a Vital Document to an LEP person. City departments will follow the protocol defined on their Language Access Plan handle requests based on the contents on and Language Access Coordinator support.

Summaries, invitations, event flyers and other content of significantly low consequences may be translated using in-house technology such as Smartcat or community partner translation at the discretion of the Language Access Office and based upon the content of the document to be translated.

Public Meetings

The City of Malden conducts many public meetings such as City Council, Boards and Commissions. Each of these bodies is required to follow Commonwealth of Massachusetts Open Meeting Laws in publishing Agendas and Minutes from each meeting.

- All meetings of the City of Malden will accommodate on-demand translation by using Teams, a link with instructions to Multilingual Captions setup must be added to the agenda.
- Requests for live translation will be handled on a case-by-case basis.

Agendas

- All agendas shall be published as accessible PDF to allow for Google Translate assistance.
- Additionally, all agendas must contain the Malden Multilanguage tagline with the contact information provided being the person or person(s) responsible for the creation of the agenda.
- Where appropriate and to accommodate interpretation on-demand add the Teams link to the agenda with instructions to Multilingual Captions setup.

Minutes

- All minutes shall be published as accessible PDF to allow Google Translate assistance.
- Additionally, all minutes shall contain the Multilanguage tagline with the contact information provided being the person or person(s) responsible for the creation of the minutes.

Live Meeting Translation

- **City Council**
All meetings of the Malden City Council will accommodate on-demand translation by using Teams, a link with instructions to Multilingual Captions setup must be added to the agenda. Requests for live translation will be handled on a case-by-case basis.

All Other Public Boards and Commissions Meeting

- **Requests for live translation** at any city public meeting, will be handled on a case-by-case basis. Requests for live translation will be determined by considering the public interest in the topic or meeting requesting to be translated and other factors as the Mayor's office and the planning staff may consider.
- **Translation requests for board and commissions** meeting materials shall be made through the appropriate board and commission's email. Note that documents may be translated using technology at the discretion of the board to expedite interactions and responses and based upon the content of the document to be translated.

The City of Malden Website

The City of Malden website, cityofmalden.org, is a valuable tool providing residents with current services and alerts. The City of Malden website to accommodate multilingual communication incorporates the third-party Google Translate, this allows residents to choose a different language to display the information.

While machine translation continues to get more accurate, it should be expected that some translation inaccuracies will exist. Keeping this fact in mind, it provides the on-demand translation needed to point the user in the right direction.

All department webpages should include a multilingual tagline about Google Translate availability, provide a link to the legal disclaimer and Babel notice of how to request accurate translations with contact.

Staff Training

Because service to LEP populations is, and has been for many years, integral to City operations, all staff are required to attend Language Access training. In addition, the Language Access Plan (LAP) should be shared with The City of Malden employees as part of new hire training.

Notice to Public

The Multilanguage taglines are posted in any City of Malden physical space that is open to the public, including each of The City of Malden's Public Buildings, the Library, and on each of the customer-facing offices at Malden City Hall.

The current Language Access Plan should be made public through the City of Malden website.

Complaints

The City of Malden welcomes everyone and does not discriminate on the basis of race, color, national origin, age, disability, religion, creed, sexual orientation, or sex (including gender identity and gender stereotyping).

A City of Malden resident may file a complaint with the Mayor's Chief of Staff if they believe they have been denied the benefits of this Plan. This complaint should be filed within six months of the alleged denial. To file a complaint with the Chief of Staff, submit the written complaint to:

Maria Luise
Chief of Staff
Office of Mayor Gary Christenson
215 Pleasant Street, Malden, MA 02148

MALDEN LANGUAGE ACCESS PLAN REQUIREMENTS

The City of Malden Language Access Plan requires that every department prepare a Language Access Plan to ensure effective communication with Limited English Proficient (LEP) individuals using their services.

These Language Access Plans will represent the City of Malden's administrative blueprint to provide meaningful access to City services, programs, and activities on the part of LEP individuals and outline the tasks the city will undertake to meet this objective.

- Every department shall prepare a Language Access Plan to ensure effective communication with Limited English Proficient (LEP) individuals. The Language Access Plan will be used as department TOOLKIT that contains operating policies, procedures and services.
- Language Access plans shall be updated every two years, as needed, and submitted to the Language Access Office for inclusion in the City of Malden Language Access Plan Dashboard. The Department Head and/or department Liaison shall be responsible for submitting the plan.
- A copy of this plan must be easily accessible to staff and made publicly available via the department's website.

Plan Components

To ensure complete compliance, the following sections should be included and addressed in the department's language access plan:

1. Purpose and Authority
2. General Policy
3. Direct Contact with LEP Individuals
4. Language Access Services and Protocols
 - a. Notice of Rights and Accommodations
 - b. Interpretation
 - c. Services Provided
 - d. Protocols & Procedures
 - e. Translation
 - f. Services Provided
 - g. Protocols & Procedures
 - h. Signage
 - i. Website
 - j. Bilingual Staff
 - k. Training Staff on Protocols and Procedures
 - l. Community Engagement (Multilingual / multicultural)
 - m. Notice of the Right to Language Access
 - n. Multilingual & Multicultural Marketing
5. Data Collection and Annual Report
6. Language Access Complaint Process
7. Signature Page

Definitions for LAP

For the purpose of this LAP, the following definitions apply:

- **ACCOMMODATION** services provided to allow LEP individuals linguistic access and understanding of a program, service or activity. Interpretation, translation and assistive technology are three types of accommodation available to provide language access.
- **ASSISTIVE TECHNOLOGY** describes equipment and/or products used to provide the necessary language accessibility services.
 - **POCKETALK INTERPRETATION EQUIPMENT** is a device that helps facilitate direct multilingual communications for in-person interactions.
 - **SIMULTANEOUS INTERPRETATION EQUIPMENT** is a device that helps facilitate communications during simultaneous interpretation. Available for multilingual and large meetings.
 - **COMMUNICATIONS ACCESS REALTIME TRANSLATION (C.A.R.T.)** is a system to convert speech into text. Also referred to as real-time captioning, CART is primarily used by individuals who are Deaf or have a hearing difficulty, and do not use Sign Language.
- **BILINGUAL / MULTILINGUAL STAFF** refers to an employee who has demonstrated proficiency in English and understanding of at least one other language. Setting clear expectations that bilingual staff are not interpreters but serve as a bridge for better communication. Bilingual Staff may be used for communicating simple messages unless staff are specifically trained to do this work.
- **CITY MULTILINGUAL LINE** refers to the telephonic interpretation service, available to all City departments, and managed by the Language Access office.
- **DIRECT “IN-LANGUAGE” COMMUNICATION** references monolingual communication in a language other than English between a multilingual staff and a person with LEP (e.g., Vietnamese to Vietnamese).
- **INTERPRETATION** describes the act of listening to communication in one language and converting it to another spoken language while retaining the same meaning.
 - **CONSECUTIVE INTERPRETATION** describes interpretation where the interpreter speaks after the presenter. This type of interpretation significantly increases the time required for a given interaction, sometimes doubling or tripling total event times.
 - **ON DEMAND INTERPRETATION** refers to situations where there is a need for interpretation services on short notice, or unexpectedly.
 - **SIMULTANEOUS INTERPRETATION** describes interpretation where the interpreter speaks at the same time as the presenter. To facilitate this, often simultaneous interpretation equipment is used.
 - **TELEPHONIC INTERPRETATION** describes interpretation that takes place by a telephone.
 - **VIDEO REMOTE INTERPRETATION** is a service that relies on video and audio input to

provide interpretation. This service is often used to provide on-demand interpretation in Sign Language.

- **LANGUAGE IDENTIFICATION** is a signage used between constituents and staff to identify the needed language and procure language assistance.
- **LIMITED ENGLISH PROFICIENCY (LEP)** refers to persons who do not speak English as their primary language and who have a limited ability to read, write, speak, or understand English.
- **MEANINGFUL ACCESS** provides accurate, timely and effective language access at no cost to the same benefits and offerings provided to individuals without LEP.
- **NOTICE OF MUNICIPAL RIGHTS** refers to a distinct set of communications that notify the public of their language access rights in Malden.
 - **BABEL NOTICE** is a short notice included in a document or electronic medium in multiple languages informing the reader that the communication contains vital information and explaining how to request translations and other accessible formats for the document.
 - **NOTICE OF ACCOMMODATIONS** a short notice included in all promotional materials in multiple languages informing the reader that for the identified program, service or activity, any accommodation needed will be made available upon request.
 - **YOUR MUNICIPAL RIGHTS POSTER** refers to a large multilingual poster that identifies information about the individual's right to request whichever accommodations they need to access the department's programs, services, or activities.
- **PRIMARY LANGUAGE** refers to the language in which an individual most effectively communicates.
- **QUALIFIED INTERPRETER OR TRANSLATOR** refers to an in-house or contracted interpreter or translator who has demonstrated their competence to interpret or translate through certification or is authorized to do so by contract with the City of Malden or upon approval of Department Head.
- **THRESHOLD LANGUAGES / TOP SPOKEN LANGUAGES** denotes a department's exposure to a language spoken by LEP population.
- **TRANSLATION** describes the replacement of communication from one language into an equivalent written text in another language. Departments should also ensure that all translations are completed by qualified translators and not by bilingual staff.
- **SIGHT TRANSLATION** reading to the constituent a letter (or source of information) into the language required by the constituent without change in meaning of the original text.
- **VITAL DOCUMENT** refers to any form, permit, record, or other document that individuals applying for services or benefits must understand, respond to or complete to access or continue receiving the services/benefits.
- Where appropriate, Malden staff will use translated summaries to provide the vital information contained in a Vital Document to an LEP person.

“Vital documents” may include, but are not limited to:

- Certain public outreach or educational materials (including web-based material) when specifically determined by a department to be of significant importance to groups of individuals with LEP intended to be reached by the department
- Written notice of rights, denial, loss or decreases in benefits of services, parole, and other hearings
- Notices regarding the availability of language assistance services provided at no cost to individuals with LEP, including notices on public outreach and educational materials and notices of community meetings
- Forms or written material related to services or claim
- Certain notices of community meetings when specifically determined by a department to be of significant importance to groups of individuals with LEP likely to be affected by the subject of the community meeting
- Administrative complaints, release, or waiver forms

CITY OF MALDEN LANGUAGE ACCESS STANDARDS

The City of Malden operates out of multiple locations across the city. All offices are equipped with technology to assist communication with LEP residents and have access to interpretation equipment. In addition, the City contracted a vendor to provide phone interpretation services for non-English speaking individuals via the City Multilingual Line. Standards for threshold languages for any planned constituent-facing interaction depend on the intended service and type of interaction in consideration.

Staff Training

For policies and procedures to be effective, departments must make reasonable efforts to ensure that new and existing staff members periodically receive training on: the content of the language access plan; identifying language access needs; and, providing language assistance services to LEP persons.

- Staff are responsible for understanding their department language access plan, policies and protocols.
- All staff should be trained and expected to provide language access services, unless there are departmental policies in place.
- Language Access liaisons will provide department staff with guidance and to ensure they're complying with their department's language access plans.

Bilingual / Multilingual Staff

Multilingual Staff are staff members that have self-identified their language skills other than English and have agreed to be a part of Multilingual Staff List. Bilingual staff are not interpreters but serve as a bridge for better communication. Bilingual / Multilingual Staff may be used for communicating simple messages unless staff are specifically trained to do this work.

- Multilingual staff can be reached for in-language communications within their department (and other offices) if needed by a constituent.
- All department multilingual staff should be provided with training that includes ethics of interpretation, techniques in interpretation.

Language Assistance Assessment

City staff can determine whether a person needs language assistance in several ways:

- Place ISpeak cards or signs in multiple languages at all public-facing service desks or windows informing people of the opportunity to obtain language accommodations.
- Individual self identifies as speaking a Language other than English;
- Individual asks for an interpreter;
- Individual asks for a vital document translation;
- Individual cannot grasp or respond to questions in English;
- Individual does not speak or understand English well enough to effectively take part in the conversation.

If it is determined that the individual needs language assistance:

- The staff member should identify the language for the service using the language identification card
- If the interaction is over the phone, connecting to the language line, the City's telephonic interpretation service.
- When interpreting is required for a constituent, the department is responsible for ensuring an interpreter is booked and paid.
- Language access needs should be recorded and shared with other appropriate staff when constituent is referred to another department for additional assistance.

Planned Program, Service or Activity

City staff can identify whether a planned program, service or activity requires **interpretation services** in several ways:

- An individual attending is determined to require some sort of language assistance.
- The planned interaction is of legal consequence or holds legal precedence.
- The planned interaction is hosted for a community with specific language assistance needs.
- The planned interaction is a primary function of the department.
- The planned interaction is a citywide event or sponsored through the Mayor's Office. City staff can identify whether a planned interaction requires **assistive technology** in several ways:
- The planned interaction requires simultaneous interpretation services in one or more languages.
- Several languages are present on the same interaction.

Planned Constituent-Facing Interactions

If the **interaction planned is citywide** or the purpose is to be **accessible to constituents across all neighborhoods**, interpretation services will be made available in Malden Top Spoken languages.

The top spoken languages denote the department's exposure to a language spoken by the Limited English Proficiency (LEP) population within the City of Malden that constitutes either 5% of the department's customers or 1,000 individuals, whichever is less.

The department running the meeting or interaction **should allocate language accessibility funds** and make such services available as follows:

- When advertising or organizing the planned interaction, the department should include in such advertisements or invitations notice in the top spoken languages notifying people that they can inform the department in advance that they will attend and need interpretation services.
- When informed that someone attending needs interpretation services the department will take reasonable steps to provide for such interpretation.
- A department has the sole discretion of offering interpretation services at planned interactions only if requested by LEP residents attending the event.

Department Vital Documents

All vital documents produced by the City of Malden are required to be standardized in their accessible formatting.

The determination of what documents are considered “vital” is left to the discretion of individual departments, which are in the best position to understand their services and language access needs for daily interactions with LEP individuals.

- Once the department determines which are the top documents that individuals applying for services or benefits must understand, respond or complete to access or continue receiving the services/benefits, they can review them for standardization.
- Departments should also ensure that all translations are completed by qualified translators and not by bilingual staff. Bilingual Staff may be used for communicating simple messages unless staff are specifically trained to do this work.
- Translation of documents can include reading to the constituent of a letter (or source of information) into the language required by the constituent — known as sight translation.
- All vital documents shall be created applying **Plain Language principles and best practices**.
- All vital documents that have not yet been translated must include a **Babel Notice**.
- All vital documents shall adhere to an **8th grade reading level**, as possible.
- All vital documents shall be made **digitally accessible in text readable formatting**. Most scanned copies violate this, therefore scanned copies should not be used unless the department has confirmed the form is digitally accessible.
- All public outreach material advertising specific programs, services, or activities shall additionally include a **Notice of Accommodations**
- All images, infographics, and pictures shall be accompanied by **context-specific image descriptions**.

Notice of Rights and Accommodations

A necessary component in addressing constituent needs of language assistance is communicating the availability of accommodation and providing readily available directions on how to access these services.

Each department should inform constituents about the availability of language access services via department website and all public outreach materials.

- **BABEL NOTICE** a short notice included in a document or electronic medium in multiple languages informing the reader that the communication contains vital information and explaining how to request translations for the document.
- **NOTICE OF ACCOMMODATIONS** a short notice included in all promotional materials in multiple languages informing the reader that for the identified program, service or activity, any accommodation needed will be made available upon request.
- **YOUR MUNICIPAL RIGHTS POSTER** refers to a large multilingual poster that identifies information about the individual’s right to request language accommodation needed to access the department’s programs, services, or activities.

Web Content

The content for the web should reflect a professional, friendly and helpful tone. Writing in plain language will promote transparency and provide clear information about government services. Remember not all our target audiences are familiar with government acronyms.

Department webpages should include a multilingual tagline about Google Translate availability. The tool can help the user translate into multiple languages to get an overview of each department's services. This translation feature is automated by a third party: Google Translate. Each department should provide a link to the legal disclaimer and Babel notice of how to request accurate translations with contact.

- **Multilingual Marketing for top services**

Data Collection

All City departments shall keep a record of the identified need for specific language assistance. Data collection serves several purposes (**starts one year after plan implementation**):

- Determine current capacity in providing accommodation.
- Anticipate internal need for resources and assistance.
- Update existing program resources and prioritize allocated funding.
- Assess the implementation progress across internal departments.

Each year following implementation of the plan, departments will conduct an annual review of its Language Access Plan to determine overall effectiveness, review the progress of department goals and identify new goals or strategies for serving LEP constituents. The Department head will lead the review with the assistance of the Language Access Coordinator.

The evaluation will include the following:

- Assessment of the use of telephonic interpretation, in-person interpretation and translation services
- Assessment of data collected about LEP's primary language
- Assessment of the number and types of accommodations requests during the past year
- Assessment of whether staff members understand the LA plan and procedures, how to carry them out, and whether language assistance resources and arrangements for those resources are up-to-date and accessible
- Assessment of complaint information

Each department will be required to create an annual summary report, which collects specific metrics regarding:

- Number of multilingual staff
- Number of staff trained in Language Access
- Number of encounters with LEP constituents
- Number of vital documents translated
- Language Access expenditures

Compliance

- Every department shall prepare a Language Access Plan which include all Plan sections to ensure effective communication with Limited English Proficient (LEP) individuals.
- All departments must keep a “Department Document List” of all the written materials that are required to be translated and ensure all documents translated are shareable format.
- Review and submit yearly Language Access Plan.

ACKNOWLEDGMENT SIGNATURES

The head of each department and the Language Access Coordinator are responsible for establishing and overseeing a plan.

The Language Access Coordinator will assist all City departments in creating and implementing plans, as well as supervising compliance by the department.

(Department Name)

Supervisor

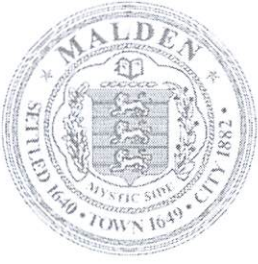
(Department Name)

Language Access Coordinator

RESOURCES

The following document was created using existing resources, effective solutions and experiential learning from related community partnerships.

- City of Malden Language Access Plan. Adopted January 2022
- Resources from MLAN (Municipal Language Access Network)
- Local and Regional Language Access Roundtable
- City of Boston, Language and Communication Office
- City of Somerville
- City and County of Denver
- Malden Public Schools
- Malden Housing Authority



CITY OF MALDEN – (Fill in) DEPARTMENT LANGUAGE ACCESS PLAN & PROTOCOL 2025

DRAFTED by Elena Martinez
Language Access Coordinator
March 2025

DRAFT TEMPLATE FOR
REVIEW / APPROVAL

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LANGUAGE ACCESS NEEDS ASSESSMENT

Malden data has been collected through information reported to the U.S. Census, Malden Public Schools Enrollment, Malden Housing Authority, local schools and points of contact.

To understand the needs of current residents of Malden with limited English proficiency, we look at a few principal factors:

1. Population/Number of individuals with limited English proficiency
2. Points of Contact
3. Level of interaction

Population

City of Malden: 65,133 Residents

Foreign-Born Residents: 40.8%

Malden has more than 1.5 times the rate in Middlesex County: 23.2%, and more than double the rate in Massachusetts: 18.1%

Language Other Than English Spoken at Home, Age 5 Years and Over: 49.1%

Race And Hispanic Origin

White alone: 44.4%

Black alone 13.8%

American Indian and Alaska Native alone 0.3%

Asian alone 28.6%

Two or More Races 8.6%

Hispanic or Latino 8.1%

White alone, not Hispanic or Latino 42.4%

Malden Top Spoken languages

Current Top Spoken Languages has been determined using the analysis of the American Community Survey of the U.S. Census, Malden Public Schools enrollment data and department interactions with LEP constituents.

Cantonese	广东话	Portuguese (Brazilian)	Português Brasileiro	Arabic	العربية
Vietnamese	Tiếng Việt	Haitian Creole	Kreyòl Ayisyen		
Spanish	Español	Mandarin	普通话		

Points of Contact for (xxxx) Department

-
-
-

LANGUAGE ACCESS OFFICE

The Language Access Coordinator assists the **(xxxx – not bold)** department in developing and implementing the language Access Plan and provides support to ensure that the department adheres to it. The Language Access Coordinator functions include (but are not limited to the following):

- Assist in the development of the language access plan.
- Assist in the development of multilingual outreach strategies and materials using existing community engagement tools.
- Assist the department with the annual review of their language access plan.
- Develop and provide training and resources for the department to adequately provide language access services.
- Develop connections with community organizations supporting the local diverse ethnic population that the **(xxxx – not bold)** department serves.

Contact

Elena Martinez, Language Access Coordinator
215 Pleasant Street, 3rd Floor, Malden, MA 02148
emartinez@cityofmalden.org

PURPOSE AND AUTHORITY

This section provides the legal basis for the department's plan and protocol and connects the plan and protocol to the Department's mission.

- a) In Cooperation with the Mayor's Office, the **(xxxx – not bold)** Department is committed to compliance with Title VI of the Civil Rights Act of 1964 and Public Law 111–274 / Plain Writing Act of 2010 , in ensuring meaningful access to City services and programs for individuals with Limited English Proficiency (LEP).
- b) "The purpose of this document is to establish an effective plan and protocol for the Malden **(xxxx – not bold)** Department personnel to follow when providing services to, or interacting with, individuals who have limited English proficiency (LEP).

GENERAL POLICIES FOR THE **(xxxx)** DEPARTMENT

This section explains the policy of the department. It is the commitment of the department and its employees to ensuring meaningful language access.

The City of Malden recognizing the cultural and linguistic makeup of the community and in compliance with applicable federal civil rights laws offers language accommodations to people whose primary language is not English with limited English proficiency (LEP), free of charge.

The City of Malden requires that department staff shall take reasonable steps to provide persons with Limited English Proficiency (LEP) with timely, meaningful access to all programs, services and activities conducted by the City.

It is the policy of the **(xxxx – not bold)** Department to ensure meaningful access to LEP

individuals. The (xxxx – not bold) Department has developed the following Language Access Plan to ensure that LEP individuals can gain equal access to all services and communicate effectively. This Plan applies to (xxxx – not bold) Department offices and related activities.

Responsibility Statement

The following statements should be part of your department's plan and implemented:

- The department, rather than the LEP customer, bears the responsibility for providing appropriate language services. Staff at the initial point of contact have the specific duty to identify and record language needs.
- Use of informal interpreters such as family, friends of the person seeking service, or other customers must be discouraged. Minor children are prohibited from acting as interpreters.
- No staff may suggest or require that an LEP customer provide an interpreter in order to receive services

Direct Contact with LEP Individuals and Preferred Method of Service

This section will identify all the department's primary points of contact with the public and areas of service in which contact with LEP individuals is most likely.

For each such area of contact the department shall identify the language access service that will be available. This services will include interpretation (in person or telephonic) and translation services.

- Staff should seek assistance from professional in-person or telephone interpreters when staff cannot meet language needs. Departments should recognize that certain circumstances may require specialized interpretation and translation services even when staff with bilingual abilities are available.

In-person Interpretation

- When LEP individuals come into the office looking for help to obtain services and there is no bilingual staff available to interpret, staff will use **Pocketalk**, portable translation devices. These devices support translations in over 70 languages and enable real-time assistance to our LEP residents.
- For LEP residents speaking a language not supported by the translation devices, or in situations where the nature of the assistance being provided would benefit from a live translator, City staff members are trained to determine if an LEP resident would be better served using the **services of a third-party translator** and will take steps to provide "real time" access to the service.
- The City of Malden has a dedicated vendor to provide the **Malden Multilingual Language Line. (617) 865-2273**
 - Staff members will place the call using the phone speaker feature and select the language needed from the menu to be connected to an interpreter.
 - When connected, the staff member provides their own name and department name. They will let the interpreter know the reason for the call; the interpreter will help with direct interpretation.
- LEP persons are not required to provide their own interpreters, however, individuals

accompanying LEP individuals, such as family, may be used as interpreters at the specific request of an LEP individual.

- Individuals requesting an American Sign Language (ASL) interpreter can contact the City of Malden Disability Officer at mluise@cityofmalden.org for assistance.

Phone Interpretation

- Malden residents will call the department during business hours using the interpreter services of the Malden Multilingual Language Line.
- Staff members needing to contact a LEP resident can use the Malden Multilingual Language Line interpreters to facilitate the call or leave a message.

Vital Document Translation

- Department translations are done on a case-by-case basis and prioritize information to be of significant importance to groups with LEP individuals.
- LEP individuals may request translation of vital records. Where appropriate, the City shall use translated summaries to provide the vital information contained in a Vital Document to an LEP person.
- The department will fulfill the request directly by using their allocated budget and the Malden Translation Interpretation vendor list.

LANGUAGE ACCESS SERVICES AVAILABLE

This section will identify the services that are in place to provide language access to LEP individuals. These services include Interpretation (in person and telephonic), as well as translation of documents and websites. This section should also outline the protocols that are currently in place to instruct staff on how and when to procure services.

Interpretation

Interpretation is the immediate oral rendering of the source language into the target language.

List the interpretation services provided by your department. Also list the protocol for telephonic and in person interpretation.

Services Provided

To ensure that LEP individuals have complete access to services and information, our department will provide interpretation, at no cost to the residents. Services offered include telephonic interpretation and in person interpretation.

Protocols for Interpretation

This section will include protocols of when to use interpretation services.

- **An individual approaches an employee and appears to be asking for help but has difficulty communicating what he or she needs, and/or**
- **When a request for an interpreter is made either orally, in writing or by pointing to a language I Speak poster, the employee shall determine whether bilingual staff in the office is available who speaks the language being requested.**

Procedures

This section will include the procedure for using language access interpretation services.

When bilingual staff is not available, the employee shall contact Malden Multilingual Line to provide interpreter services, the process to do so outlined below:

Telephonic Interpretation

- **Staff can get an over-the-phone interpreter by calling the following vendor: Malden Multilingual Line. This service is available Monday-Friday, 8 am-5 pm.**

1. **Dial (617) 865-2273**
2. **Select Language prompt, dial 0 or stay on the line**
3. **Once connected provide your name and department name**
4. **When an interpreter is on the line, let them know they are on speaker and the LEP individual is with you.**
5. **Briefly describe what the situation, explain the reason for the call**
6. **The interpreter will help with direct interpretation with limited English-proficient (LEP) individual.**

In-Person Interpretation

When an LEP person requests in-person interpretation for a future meeting, telephonic or in-person interpretation may be used, at the department's discretion and availability of resources.

The staff member working with the LEP individual is responsible for scheduling the interpreter for the meeting. To schedule an interpreter, follow the following steps:

1. Notify department supervisor and request approval to schedule an in-person interpreter
2. Contact Vendor for Quote; use Malden Translation Interpretation Vendor list
3. Use the Vendor quote to request a Purchase Order (PO)
4. Provide PO to vendor to complete and secure the Interpreter Services
5. You will receive an email once an interpreter has been confirmed

Please give more than 48 hours' notice whenever possible. In an emergency, use a telephonic interpreter

Translation

Translation is the rendering of a written text from the source language into the target language.

This section will list:

What vital documents are translated and in what languages?

What material on the website is currently translated?

What signs in your offices are displayed in other languages?

Please also list the Procedures and Protocols for submitting a document for translation.

Services Provided

To ensure that LEP individuals have complete access to services and information, our department will provide interpretation, at no cost to the residents. This includes translations of vital documents, signage and portions of our website.

Protocols for Document Translation

Vital documents include but are not limited to forms, permits, records, or other documents that individuals applying for services or benefits must understand, respond to or complete to access or continue receiving the services/benefits.

VITAL DOCUMENT may also include:

- Certain public outreach or educational materials (including web-based material) when specifically determined by a department to be of significant importance to groups of individuals with LEP intended to be reached by the department
- Notices regarding the availability of language assistance services provided at no cost to individuals with LEP, including notices on public outreach and educational materials and notices of community meetings
- **(xxxx) Department Vital Documents** – Translations are done on a case-by-case basis. LEP individuals may request translation of vital records. Where appropriate, the

department should use translated summaries to provide the vital information contained in a Vital Document to an LEP person.

The following documents have been identified by the (xxxx) department to contain important information that all Malden residents must understand:

-
-
-
-
-

Procedures

Submitting a document for translation

Summaries, invitations, event flyers and other content of significantly low consequences may be translated using in-house technology such as Smartcat or community partner translation at the discretion of the Language Access Office and based upon the content of the document to be translated.

Documents

NOTE: Before submitting a document for translation, please review your document and ensure the following:

- The content has not already been translated in another document.
- The document is in a format that can be edited (e.g. MS Word, Publisher, Canva, etc.)
- Terms you do not want translated are highlighted, i.e. the name of your department, program or street.
- The document is written so it can be understood by readers with lower literacy skills.
- If the translation is a continuation of a series or collection of documents, you may request the same vendor to keep the translation consistent.

- 1) Notify department supervisor and request approval for the translation
- 2) Contact Vendor for Quote; use Malden Translation Interpretation Vendor list
- 3) Use the Vendor quote to request a Purchase Order (PO)
- 4) Provide PO to vendor to start the translation Services
- 5) You will receive a confirmation email

Signage

What signs does your department need to display in languages other than English?

The Department might have signs to better aid the public in obtaining services.

For example, the following signs will be translated into Spanish /Portuguese / Haitian Creole:

- The Line Forms Here

- Please Make Check payable to City of Malden

Website

Identify what material on the department's website is translated into other languages.

The (xxxx) departments shall take reasonable steps to post translating instructions for website content and electronic documents that contain vital information about agency programs and services.

- The department will post and inform the public about using google translate as a temporary solution to overview services.
- (xxxx) department will Identify area on website where multilingual taglines are appropriate.
- The department will periodically review the webpages with the goal of improving its accessibility to LEP persons. This includes identifying the most important information to be translated and the best means for disseminating translations to LEP.
- Tag lines will be included in the website that explain that LEP individuals can obtain a translation of documents or that interpretation is available in our office.
- Add a how to fill a Complaint document: Top Malden Spoken languages in addition to English

Bilingual Staff

Identify existing bilingual staff who are competent to deliver services directly in a second language, or to serve as interpreters for other employees. Identify the language(s) each staff member speaks, and their contact phone numbers and email addresses.

- **Current department staff.** Create a list that identifies the languages spoken by (xxxx) Department staff who are linguistically, culturally, and technically able to deliver services in a language other than English and/or to serve as interpreters.

Services Support Materials

- Plain Writing Toolkit ([plain-writing-toolkit.pdf](#))
- Working With Interpreters - Training Guide / 5-min Video (<https://www.youtube.com/watch?v=pVm27Hd1t0>)
- How to Guide: Phone Interpretation ([How-To: Phone Interpretation.pdf](#))
- How to Guide: Content Translation Protocol ([How-To: Content Translation Protocol.docx](#))
- How to Guide: Did you Know/Website translation ([Did you know website translation.pdf](#))
- How to Guide: Video Relay Services ([VRS.pdf](#))
- I Speak Card ([I-Speak-Card-1024.pdf](#))
- Language Line Poster ([Language-Line-Poster.pdf](#))

Training Staff on Policy, Plan, and Protocols

This section lays out what the department's training policy and schedule will be to ensure that all

staff are familiar and aware with the Department's language access policy, plan, and the protocols for language services. When completing this section, please keep the following in mind:

-
-

Notice of the Right to Language Access

This section will identify your department's plans to give notice to the public and LEP population of the language access services available. Please keep the following in mind when writing this section:

The plan must address the need to inform the public of the availability of language services and how to access them through public advertising, community outreach, posted notices in public service areas, tag lines on department documents, the department's content on the City's website, telephone answering systems and other media systems. The policy, plan, and protocols should be made available to the public as well.

EXAMPLE:

- "Posters notifying LEP individuals of their right to language services will be developed and displayed in areas of public contact. These posters will contain a simple message - such as 'Free Interpreter services are available. Please ask for assistance.' - and will be in English as well as the top languages spoken in the service area.
- Department notices and flyers will also provide notice of the availability of language services and simple instructions on how to request language assistance.
- Tag lines will be included in or attached to a document. Taglines in languages other than English can be used on documents written in English that describe individuals with LEP can obtain translation of the document or an interpreter to read or explain the document.
- In all areas of public contact and on its website, (xxxx) Department will post and maintain clear and readable signs in the languages most prevalent in the City notifying LEP individuals that free translation and interpretation services are available to them.



CITY OF MALDEN PROGRAM-SPECIFIC ENGAGEMENT GUIDE 2025

DRAFTED by
Elena Martinez, Language Access Coordinator
March 2025

DRAFT TEMPLATE
TEAM REVIEW

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KEY STEPS TO EXECUTE PROGRAM-SPECIFIC ENGAGEMENT

This Community Engagement Guide is intended to assist City of Malden departments in creating a consistent approach when planning a Program-Specific community outreach.

There are two parts:

- **Part1:** Program-Specific-Plan: this document presents detailed information necessary to create a community engagement strategy
- **Part2:** Community-Engagement-Worksheet

OUR GOALS FOR THE ENGAGEMENT GUIDE

- Ensure culturally and linguistically appropriate engagement
- Improving the efficiency and effectiveness of City services
- Engaging hard-to-reach communities
- Better integration of new community residents
- Highlight the availability of multilingual support in marketing campaigns and communications.
- Community Education and Empowerment: Including tutorials, application guides in multiple languages, and teaching users how to change the language setting in the website.

PROGRAM-SPECIFIC ENGAGEMENT STEP-BY-STEP

Each Program-specific engagement would follow a step-by-step approach to create a strategy and delivery timeline.

1. Define the purpose – the reason for undertaking engagement

- Outlining the problem / issue you are trying to address
- Pre-season or educational campaigns prior to recurring events. For example, Winter Parking, knowing the rules, how to follow them and receiving updates have a high impact city-wide
- Clear communication with residents is essential. Informing residents of services, schedules and regulations keeps everyone in the loop, minimizing confusion, frustration, and hazards.
- Categorize Information:
 - General Information
 - Real-time / program updates
 - Regulations and Restrictions
 - Assistance Guides
 - Emergency or Service Information
 - FAQs: Anticipate residents questions, by using frequently encountered issues. Addressing these questions upfront eases concerns and clarifies information.

2. Develop specific goals

- Desired outcome you wish to reach
- Relationships you wish to build

3. Identify target audience(s) and the interaction with the specific issue or program

- City-wide or group-specific
- Challenges

4. Identify level of community engagement

- **Inform** — Provide the public with objective information to assist them in understanding problems, solutions or alternatives.
- **Consult** — Work directly with the public to ensure their concerns and aspirations are consistently understood and considered.
- **Involve** — Obtain feedback from the public on analyses of problems, solutions or alternatives.
- **Collaborate** — Partner with the public in the development of alternatives, identification of the preferred solution and decision making.
- **Empower** — Place decision making in the public's hands.

5. Identify tools and techniques to get the word out

Effective community engagement often involves multiple audiences, which means more than one method of communication is required for success.

- **Social media:** is a great way to link viewers to detailed general information online.
 - Strategically used, social media platforms can be very effective, however, despite their popularity they shouldn't be considered the only way to engage these days. No matter the platform used, it's important to know that your target audience likely already uses the platform or could be persuaded to.
 - Social media platforms, in general, are becoming much more visual than ever before, so photos and videos accompanying your messaging can be very effective.
 - Online channels include Facebook, Twitter, Instagram, websites, email, (UMA) local government channel, local forums like Nextdoor, blogs, podcasts and other digital apps where people talk about local issues.
- **Printed Material Distribution:** posters, flyers, one page program guides, newspaper articles.
- **Flyer Distribution:** Equip street teams with flyers in multiple languages to distribute to pedestrians, visitors, and commuters.
- **In-Person Promotion (Outreach Teams)**
 - Outreach teams set up informational tables at key locations, such as schools, near busy parking lots, shopping areas, libraries, where your target demographic can see the benefits
- **Website:** developing content for the department website and driving viewers there by using multiple engagement tools.
 - Create Program-Specific landing page on your website with all the program details and direct people to it through social media posts
 - FAQs and multilingual one-page guides: provide a multilingual FAQ and multilingual one-page guides to answer common questions and application processes
- **Surveys:** applied at the right time and asking the right cultural appropriate questions, surveys remain an excellent way to efficiently collect important information resulting in better understanding of a target audience's views on a topic.
- **Email marketing:** reaching an audience for which you have gathered email contact information. Examples include email, newsletters, etc. There are several in use by city departments to communicate with various audiences.
- **Community events:** attaching your engagement campaign to city-sponsored events, or community events. This can be particularly effective when targeting a very broad audience. Expect to provide event attendees with something that showcases your topic. It could be a brochure or a one-page guide — anything that may prompt them to tune in to your topic later. This is also a good opportunity to collect contact information from interested parties.
- **Community meetings:** at city hall, a network of churches, schools, library, community centers and other public places used for face-to-face meetings that typically feature a speaker(s) and time for those choosing to speak to do so one by one. This is a very common approach in local government that enables a lot of information to be delivered at one time, in one place.

- **Community workshops:** similar to community meetings but much more personal, informal, flexible and less structured, enabling people to speak one-on-one with subject-matter experts or in small groups. This is an excellent method that ensures equal face time for all participants, preventing one person or a small group from commanding a discussion. It also generally enables more detailed discussions with individuals who have high interest in a topic than does a standard community meeting.
- **Focus groups or roundtable discussions:** facilitated discussions with small groups (typically 10 or fewer per group). This is a powerful way to collect ideas, opinions, experiences and beliefs about community issues. Focus groups also enable in-depth discussion, providing clarity about how different people view issues. Participants typically are selected, or are drawn to the discussion, for having knowledge about a topic or issue. It's best to have experienced facilitators manage the group discussions.

6. One-page Program-specific Visual Guide

This should capture the theme and information you want to weave into your promotional assets, such as messaging, colors, logistical information, and imagery.

- Use this guide to develop campaign assets that deliver a consistent message with an unified style for online and print. ***What are promotional assets?*** posters, flyers, postcards, social media graphics, videos, landing page, email newsletter, onsite announcements.

7. Translate Materials

Translation is not the aim. Because it's impossible to translate everything word for word, instead look at the idea of "cultural interpretation". This helps people feel more comfortable and engaged.

8. Get the word out in your community!

Once your content is ready, you can start executing your online and offline outreach plans.

Distribution. Take your printed materials, such as posters and flyers, to libraries and local businesses that have space dedicated to promoting local announcements. At the same time, start posting your social media graphics in coordination with your efforts on the ground.

9. Engagement Timeline

For each of the tasks, identify **what, how, when and where**.

Based on the in-person and online channels you identified for reaching your target audience, list the assets you need to create and timeline for development and distribution.

10. Evaluate your community outreach marketing successes and challenges.

After the engagement evaluate your goals, engagement, and outcomes. Document what you have learned for your next event.

BEST PRACTICES AND ACTION STEPS FOR EFFECTIVE RESIDENT INTERACTION

- Create a tagline for the program engagement.
- Program-introduction QR code card and One-page guides
- Distribute program information for posting at local libraries, schools and community centers
- Promote options for the community to receive program-specific email and text updates
- Promote Live Support in multiple languages via phone: Malden Multilingual line, tor email: departments email. Promote this feature on your website and through advertising.
- Make it easy to locate materials online in languages other than English.
- Display Google disclaimer and translation guide on every page:
*"We currently offer language translations on our site primarily through **Google Translate**. This helps visitors find and use information in the languages they speak. Automated translation may be inaccurate, or errors may be displayed on translated pages. **Google Translate is an external website which facilitates an initial overview of services**. The city of Malden does not control the quality or accuracy of translated content."*
- Pop-up engagements are quick and casual ways of educating and hearing from members of the community, especially those who typically would not attend a traditional community consultation.
- Create an evaluative track system (Excel sheet) to analyze the frequency and type of issues. They would become an useful tool to plan outreach strategy and FAQs.

Creating “Cultural Interpretation”

You do this by partnering with local community leaders, bilingual staff or volunteers, schools, local community organizations. These collaborations provide advice and feedback on how to communicate information in a culturally appropriate way.

- Would it be easier to create an infographic rather than translating some text?
- Can you hold language-specific meetings or events?
- Can you provide multiple ways for people to respond to you?

Remember that people often have a range of strengths. If English is their second language, they might be very good at listening and understanding, but struggle with speaking or writing. Often, people can read English better than they can write it.

Bearing that in mind, can you produce written work in simple or plain English, but offer ways for them to contact you that don't rely on writing? If you're conducting a session online, how about language-specific breakout rooms?

If you work with someone who is a translator, see them as an active partner. Encourage them to work with you and give them the freedom to communicate in a way that's natural for that audience.

This all takes time, just like any community engagement. Adapt and adjust as you go and actively seek feedback so you can make changes.

Pop-up Materials List

- Large -format surveys printed on foam core
- Sticky notes / Sticky dots / Markers and pens / Easels

1. Design your engagement materials

What do you want to ask people? The easiest and most straightforward method in our experience is to use big, colorful large-format surveys (at least 24" x 36") where people can respond to multiple choice questions using colorful sticky dots. Attach the surveys (or print directly) on foam core or coroplast and display them on easels, hanging on a wall, or any other means you have available to you.

Another option is to design surveys that require a bit more movement and activity. For example, you can ask people to respond to multiple-choice survey questions by dropping a ball into a basket representing their answer. Given the simplicity of the exercise, there are many creative ways of going about it!

2. Go to where the people are

You want to set up in locations where people already spend time. In some communities, these places could be popular parks, transit stations, busy street corners, libraries, markets, community centers, etc.

In other communities, there may be few places where people publicly gather which means you will have to do a little research. Talk to community leaders and organizations to get a sense of where people spend time. This could mean going to private spaces, such as school grounds, stores, or church basements in order to catch community members during their regular routines.

Another good way to reach a lot of people is to piggyback on existing community events that will draw a large audience, such as a festival.

3. Give people a reason to stop and talk about Winter

Think about what might make people want to stop and talk to you.

When doing winter engagements, it's best to do pop-ups at both indoor and outdoor locations so that you can reach different audiences. Setting up a free hot chocolate stand right outside a community building or right inside a community building on a chilly day is exceptionally easy and enticing for passersby of all ages. When planning an outdoor pop-up make sure you have access to an indoor space to warm up as you can't stay outside as long. Have at least 2 people at a time to take shifts.

4. Invite people to provide feedback

Prepare a few different ways to greet people and invite them to stop at your pop-up engagement. It could be as simple as "Hey, do you have two minutes to talk to us about how you feel about winter?" Try out a few different versions and you will quickly find out what works and what doesn't.

Also prepare a quick elevator pitch for your project. Use language that most people are familiar with. Avoid any jargon and of course it doesn't hurt to smile and be friendly.

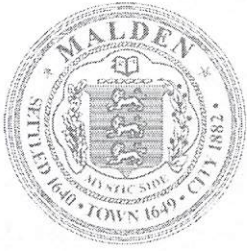
5. Document the event

Take photos of the pop-up engagement. If you are taking photos of children, make sure to ask for permission from their parent/caregiver. These photos will come in handy if you put together a report and want to show the community what types of engagements you hosted.

If you are using survey boards, take photos of the results prior to putting them away, just in case any information gets lost during transport.

SOURCE

ICMA Resource Center
Winter Cities Resources



CITY OF MALDEN

COMMUNITY ENGAGEMENT WORKSHEET

DRAFTED by Elena Martinez
Language Access Coordinator
March 2025

DRAFT TEMPLATE FOR
TEAM REVIEW

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COMMUNITY ENGAGEMENT WORKSHEET

Department:
Project Lead:
Program Name:
Timeline:

How to use this worksheet:

This worksheet will assist you in thinking about your process, purpose, primary audience, potential barriers, impacts and strategies to inform and involve your intended audience before you begin.

Below are some key questions with prompts to guide and direct you before beginning and during your engagement process. You may reference the Community Engagement Toolkit to determine the level and methods of engagement that best suit the type of work you are doing.

1. Define the purpose - the reason for undertaking engagement.

What do you hope to achieve? Where does your engagement fit best on the continuum? Is there enough time to carry out the engagement properly?

-
-

2. Develop specific goals

Desired outcome you wish to reach or the relationships you wish to build

-
-

3. Identify target audience and interaction with the program

-
-

4. Identify level of community engagement

Have you taken into account that alternative and non-traditional approaches to consider before proceeding?

Does your intended audience have their own engagement practices that should be considered? Alternatively, does your audience or community use new and social media (e.g., web videos, texting), and could this be an effective way of reaching them?

How do you plan to address language and literacy needs including translations, interpretations and reading levels?

-
-

What do you perceive as barriers?

-
-

5. Identify tools and techniques to get the word out

Effective engagement often involves multiple audiences, which means more than one method of communication is required for success.

-
-

6. Techniques / Timeline

-
-

7. Assets Sample

-
-



Malden Language Access Office

Federal Laws and Guidelines on Language Access

Meaningful language access is defined as "language assistance that results in accurate, timely, and effective communication at no cost to the Limited English Proficient individual"

– U.S. Department of Justice, 2012

The federal government places a high priority on language access to federally funded services, whether in a state or local government agency. Several federal laws and guidelines mandate language assistance to LEP individuals.

Federal Requirements

Title VI of the Civil Rights Act of 1964

"Ensuring language access is considered a civil rights issue under Title VI of the Civil Rights Act."

Title VI of the Civil Rights Act of 1964 prohibits recipients of federal financial assistance from discriminating based on race, color, or national origin. It states, "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."

The application of Title VI extends to providing meaningful access to individuals who have limited English proficiency (LEP) as languages are related to national origins.

<https://www.justice.gov/crt/fcs/TitleVI>

The Voting Rights Act of 1975

Section 203 of the Voting Rights Act (VRA) mandates language assistance if more than 10,000 or over 5 percent of the citizens of voting age in a jurisdiction are members of a single-language minority group who do not speak or understand English adequately enough to participate in the electoral process.

American with Disabilities Act of 1990

Title II of the ADA, 42 U.S.C. §§ 12101-12213, requires comparable access by all state and local government programs, regardless of whether or not the programs get federal financial assistance.

Reasonable steps shall be taken to members of the public with disabilities have an equal opportunity to participate in, and enjoy the benefits of service, program or activity conducted by a public entity.

<https://www.ada.gov/law-and-regs/regulations/title-ii-2010-regulations/>

Executive Order 13166 of 2000

President Bill Clinton signed Executive Order 13166 in 2000, Improving Access to Services for Persons with Limited English Proficiency to Federal Agencies. The Executive Order requires all federal agencies to establish guidelines on providing meaningful access to LEP individuals in compliance with Title VI of the Civil Rights Act of 1964, and to issue guidelines to recipients of their funding to clarify what they must do to provide meaningful access to LEP persons.

<https://www.justice.gov/crt/executive-order-13166>

State Requirements

The Stafford Act

Requires the Administrator of FEMA to lead efforts to prevent discrimination against LEP individuals in emergency management and assistance. (§5151. Nondiscrimination in disaster assistance)

<https://www.govinfo.gov/content/pkg/USCODE-2009-title42/html/USCODE-2009-title42-chap68.htm>

City Requirements

Malden Language Access Plan

Represents the City of Malden's administrative blueprint to provide meaningful access to City services, programs, and activities to Malden's LEP population.

The City of Malden provides free language services in person or remote to people whose primary language is not English.

City staff and departments have access to: Qualified interpreters, Translation devices, Multilingual Language line, Video conferencing and a Translation platform.

Guidelines

Department of Justice Guidelines of 2001

- The Civil Rights Division of the Department of Justice (DOJ) developed guidelines in 2001 that provided a four-factor test that federal agencies and other entities can use in the determination of "reasonable steps to ensure meaningful access." These factors include:
 - The number or proportion of LEP individuals eligible to be served or likely to be encountered by the program
 - The frequency with which LEP individuals come in contact with the program
 - The nature and importance of the program, activity, or service provided by the program to individual's lives
 - The resources available to the grantee/recipient and costs
- According to DOJ guidelines, quality interpretation and translation services may be provided in numerous ways, including:
 - Multilingual staff, telephone interpreter lines, written language services, and community volunteers

The Plain Writing Act of 2010

The Plain Writing Act of 2010 requires federal agencies to write "clear government communication that the public can understand and use." President Obama also emphasized the importance of establishing "a system of transparency, public participation, and collaboration" in his Jan. 21, 2009 (Memorandum on Transparency and Open Government).

<https://www.plainlanguage.gov/law/>

Language Access Laws and Legal Issues

Who Do Language Access Laws Apply to?

Language access laws are intended to be comprehensive. Under these laws, all public entities, as well as any organization receiving Federal financial assistance of any amount, are required to provide meaningful language access services. This includes:

- State and local governments and tribal authorities
- Law enforcement agencies
- School districts
- Hospitals, health care providers, and health facilities (including those that receive any amount of reimbursement through Medicaid/Medicare)
- Federally funded programs providing social services or public benefits (such as SNAP, WIC, and TANF)
- Financial institutions (including banks, credit unions, and mortgage lenders)
- Any business or nonprofit providing public services
- Contractors or subcontractors of any of the above entities
- Vendors supplying goods to any of the above entities
- Any other organizations that receive Federal funds

Resources

- [U.S. Department of Justice LEP Guidance: LEP.gov](http://www.dhs.gov/lepguidance)
The USDOJ coordinates Title VI compliance strategies and provides resources for Language Access Program Development. Its website contains useful information on Title VI.
- [Common Language Access Questions, Technical Assistance, and Guidance for Federally Conducted and Federally Assisted Programs \(PDF\)](#) - August 15, 2011

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QUESTIONS FOR CITY HALL?



Language Access
MALDEN

Receive assistance in Malden's most spoken languages.

Resevwa asistans nan lang ki pi pale nan Malden.

获取用您的语言提供的帮助。

Receba assistência nas línguas mais faladas de Malden.

احصل على المساعدة بلغات مالدن الأكثر استخدامًا.

Reciba asistencia en los idiomas más hablados de Malden.

617-865-2273

Español (Spanish)	1
Português (Portuguese)	2
Kreyòl Ayisyen (Haitian Creole)	3
普通话 (Mandarin)	4
广东话 (Cantonese)	5
Tiếng Việt (Vietnamese)	6
عربي (Arabic)	7
አማርኛ (Amharic)	8
हिंदी (Hindi)	9
Operator	0



Language Access

MALDEN

617-865-2273



MALDEN CONNECT

Register now to receive important city services notifications, schedules and emergency updates!



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¡Inscríbete ahora para recibir
notificaciones importantes sobre los
servicios de la ciudad, horarios y
actualizaciones de emergencia!



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Enskri kounye a pou resevwa
notifikasyon sèvis enpòtan nan vil la,
orè ak dènye nouvèl sou ijans!



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