

COUNT ME 2020

STRATEGIC PLAN

REGION10: SAN DIEGO & IMPERIAL COUNTIES



STRATEGIC PLAN TEMPLATE FOR ACBOs/CBOs

INFORMATION

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STRATEGIC PLAN

United Way of San Diego County (UWSD), in partnership with over 100+ collaborators, is serving as the Regional Administrative Community-Based Organization (ACBO) for Region 10 with the purpose of coordinating outreach to reach approximately 255,612 individuals who are among the region's hardest-to-count (HTC) Californians in San Diego and Imperial counties (7.26% of total HTC population). As a regional coalition, we have convened regularly since July 2018 in preparation for Census 2020 and formed the **COUNT ME 2020 Coalition**. Most of our organizations have worked together to successfully provide services, education, and outreach to HTC populations across the region. Following CA State contract award the Coalition launched April 1st with a press conference hosted alongside SANDAG, the San Diego County Census lead. The event was led by County Board of Supervisor Nathan Fletcher with support from city officials, Federal and State Census staff, and community leaders. To date the Coalition has scheduled quarterly coalition meetings through September of 2020 and established six working groups, plus an executive committee. This collaborative model will support the direction and implementation of all elements of the Strategic Plan through the 14 month census project. At the next coalition meeting (July 30, 2019) Outreach and Education, Communications, and Data subcontractors will have been selected and will be announced, preparing to kick off the COUNT ME 2020 campaign August 1, 2019.

A detailed description of our outreach plan follows below.

1.1 OUTREACH APPROACH

CULTURAL WEALTH: Our overarching Census 2020 outreach approach is to nurture a **culture of trust** and **civic participation** in our nation's democratic process. The COUNT ME 2020 Coalition aims to reach, educate, motivate and activate individuals who are traditionally excluded and undercounted. We draw upon Tara Yosso's (2005) theory of *cultural wealth* to propose a community outreach strategy that situates the HTC community as an **active** partner and agent of change. The strength-based theory recognizes that communities of color have familial and cultural beliefs and practices that can help them be successful. In the case of Census 2020, we understand the need to validate and activate their strengths (e.g., skills, abilities, contacts, knowledge) so they want to be counted. Therefore, trusted members and representatives from HTC communities work closely with COUNT ME 2020 Coalition.

IDENTIFICATION OF HTC: We have prioritized outreach to Latinos, African-Americans, Asian Americans/Pacific Islanders, Middle Eastern North Africans, immigrants and refugees, farmworkers, people with disabilities, lesbian gay bisexual transgender queer questioning (LGBTQ), seniors/older adults, homeless individuals and families, children ages 0-5, veterans, areas with low, limited or no access to broadband, households with Limited English Proficiency and Native Americans/Tribal Communities. In Region 10, we identified 230 census tracts designated as hard-to-count population areas: cities, unincorporated areas, suburban and urban neighborhoods. **North San Diego County** has 48 HTC census tracts (among cities and areas in the 78-Corridor and 76-Corridor); **South San Diego County** has 50 HTC census tracts (unincorporated areas in eastern regions and cities along the border); **City of San Diego** has 107 HTC census tracts (City Heights, Logan Heights, Mira Mesa); and, **Imperial County** has 25 HTC census tracts.

CONSIDERATIONS: Many San Diegans live in immigrant “mixed-status” communities with Limited English Proficiency and distrust government, which decreased their census participation (Fanestil, 2010). A related issue is the growing refugee community. San Diego has been home to many refugees because we have major resettlement agencies and existing rooted communities.

HTC INDEX: Using the California Hard-to-Count (CA-HTC) Index by census tract-level data, we identified the hardest-to-count tracts across San Diego and Imperial Counties. Funding and efforts will be focused on and allocated to reach prioritized demographic populations with the highest HTC index. **Imperial County:** 25 of 30 census tracts have been identified as Hard-to-Count areas. The more densely populated cities of Calexico, El Centro, Brawley, Heber, and Westmorland range from ranging from 47 to 115, which is double and triple the state’s index of 37. **San Diego County (North County):** The cities of Oceanside, Vista, San Marcos, and Escondido along the 78-Corridor have high HTC indexes, ranging from 41 to 107. Although some census tracts in North San Diego County may be well below the state’s HTC index, there are block groups within that are designated as hard-to-reach. For example, Census Tract 196.02 in Vista has an HTC index of 12; however, Census Block 060730196023 within CT 196.02 reaches an HTC Index of 81. This pattern is present in many Census tracts in North San Diego

County. 20 census tracts in the region are twice or more the state's HTC index. **San Diego County (South, Central and East County):** The region comprises cities, neighborhoods, suburban areas, and unincorporated areas around the city of San Diego. Cities along the U.S.-Mexico border such as Chula Vista, National City and El Cajon have high HTC indexes, between 81 and 113. Within the City of San Diego, the neighborhoods with higher rates of HTC populations are found in the most diverse and historically disenfranchised border communities in City Heights, East San Diego, Logan Heights. These Latino and Black communities are home to immigrants and refugees. Summary data report is available upon request.

QUALIFICATIONS AND RESOURCES: UWSD is uniquely qualified to coordinate outreach and leverage the expertise and resources of partner subcontractors in order to reach the goal of finding, connecting with, educating, motivating and activating specific populations to achieve an accurate count. UWSD is a neutral party that will manage this process with its collective impact model, leading the effort to facilitate funding and administrative support to ultimately ensure that the region's HTC communities are counted. UWSD currently works to successfully unify the resources of dozens of local partners with the goal of improving the lives of children and their families across the region. We will be able to use this cross-sector collaborative approach that takes all of us working together to be a part of local solutions.

RESEARCH METHODOLOGY: The COUNT ME 2020 Coalition will employ an evidence-based and data driven approach to identify the HTC populations and their geographic distribution. **First**, we analyzed the newest 2017 ACS 1-YR Census microdata to identify geographic areas where HTC populations are concentrated. **Second**, we reviewed relevant research about HTC populations (Nunez-Alvarez, A. et al, 2007; Fanestil, 2010). **Third**, we convened two community planning meetings with groups and organizations working in HTC communities to discuss challenges to participation and opportunities for outreach. **Finally**, we developed a survey and invited CBOs to describe the HTC populations they serve directly and the geographic areas where their services are administered. Their responses are integrated throughout the proposal.

COMMUNICATIONS INFRASTRUCTURE: COUNT ME 2020 is building on existing communications infrastructure that UWSD and community partners already use to deliver trusted, culturally informed, timely, and sensitive information to HTC communities. Overall, we have an extensive capability to respond rapidly to crisis. Existing outreach resources include **Rapid Response** infrastructure to reach refugees and newcomer families in multiple languages; experience using predictive dialer that reaches thousands of households; one-on-one communication via trained counselors and case managers; trusted community leaders; trained *promotores*; Google alerts; press conferences; public service announcements; text messages; conferences; trained home visitors; outreach workers; social media; face-to-face contact; small group educational classes; workshops; and tabling. To specifically respond to misinformation and support crisis communication we will partner with 211 San Diego and 211 Imperial Valley to act as a collection hub where users can call in and report a threat or misinformation.

Additional support, at the minimum, will be provided as follows:

- A recorded message when someone calls 2-1-1 with Census info
- Direct users to local in-person assistance at CBO's, libraries, etc. via website
- Email signatures with Census messaging

APPROACHES TO MOTIVATE, EDUCATE AND ACTIVATE: The outreach campaign builds upon the participants' strengths consisting of the knowledge and skills they have honed through life experiences and situation. Increased knowledge of the importance of the census will lead to increased completion rates of the actual questionnaire. To achieve an accurate count, we are mobilizing expertise and uplifting evidence-based approaches that promote access to holistic support resources, strengthen cultural bonds, and respond to language needs.

Motivate: Our motivation plan is based on instilling trust that the government will not use this data in a negative way, utilizing trusted messengers to encourage HTC populations to participate in the census, and establishing safe and comfortable environments and settings for people to participate. Strategies to eliminate fear of completing the census questionnaire include:

- 1) Rigorous protection of privacy and confidentiality (creation of protocol, training, and communication to communities)
- 2) Direct involvement of community-based organizations who reflect the communities they serve
- 3) Prepare trusted messengers about the Census

- 4) Utilize data to identify the challenges and barrier and to continuously track progress
- 5) Address communities' questions and concerns immediately
- 6) Employ an intergenerational approach to outreach to build trust within extended families.

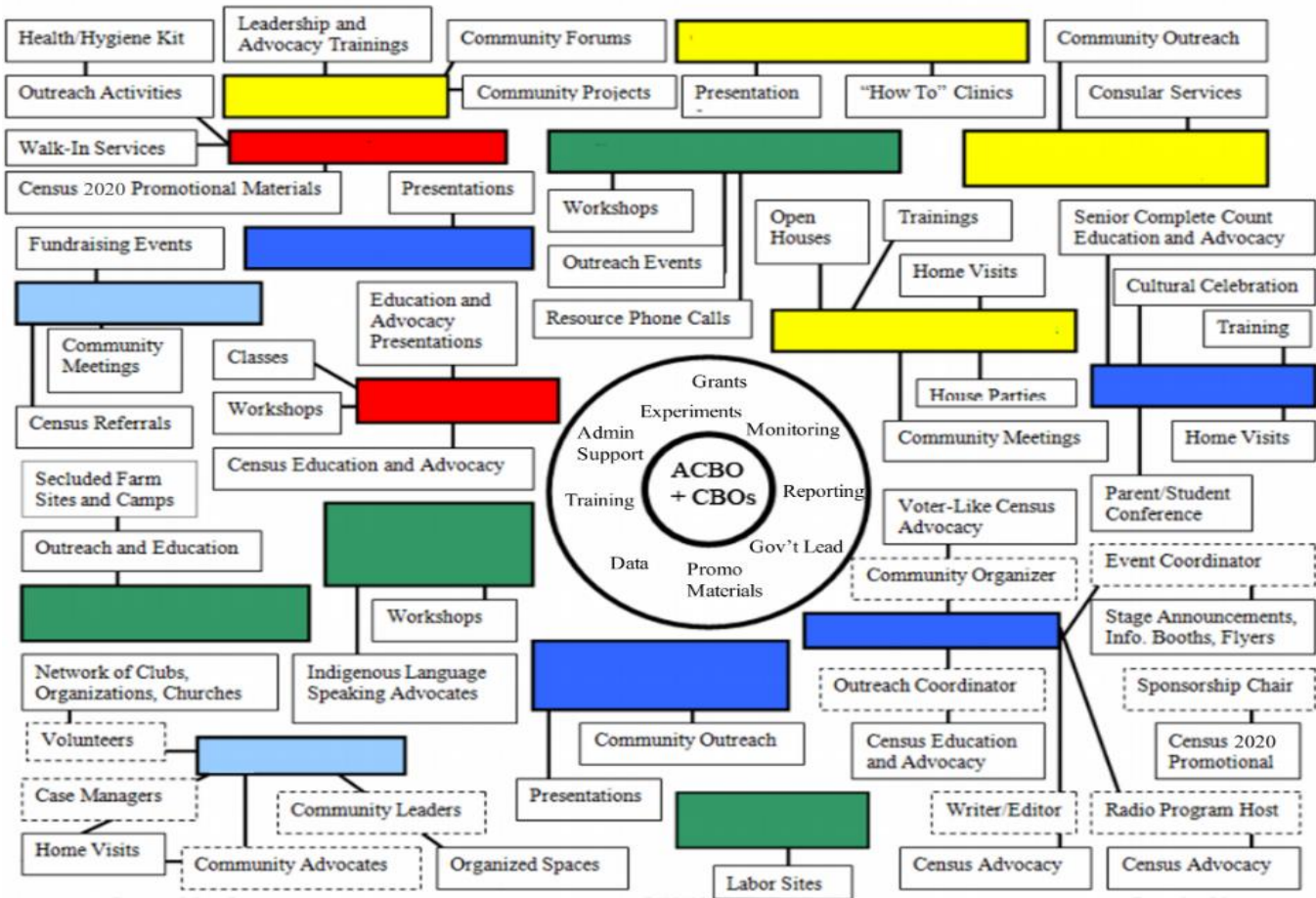
Educate: Community-based education strategies will be tailored to teach the community about the census process, purpose, and timeline. Specifically, we will work with their HTC communities to:

- 1) Inform about the importance of the census and how federal funding is used for job training, transportation and education
- 2) Assure that census data is confidential and describe security safeguards
- 3) Promote awareness about locations where individuals may receive information regarding the census in their native language and assistance completing the census questionnaire.

Education strategies include: *Train-the-Trainer*; *Face to Face (individual and group) meetings*; *Community forums and workshops*; and, offer *free community classes*.

Activate: Our strength is to engage trusted messengers in the activation of HTC populations. We will engage grassroots community organizations in all steps of the outreach so that we build on their experiences of regularly working with trusted messengers (e.g., *promotores*, community leaders, navigators). We will involve trusted messengers in all aspects of outreach plan from planning to implementation, especially in the local canvassing strategy to go door-to-door. We will establish a permanent presence in the community in trusted, safe spaces. We will also conduct intentional gatherings of all sizes including home visits, community forums making accommodations for language interpretation, childcare, transportation, disabilities, and work schedules. Additionally, we will collaborate and be present for existing community events that are trusted and familiar and related to HTC populations; participating in current and ongoing scheduled activities and others identified others throughout the community.

Sample Activities & Flow (colored boxes indicate potential subcontractors and regions):



1.2 PARTNERSHIP COORDINATION

UWSD will facilitate an integrated and coordinated approach with diverse stakeholders. UWSD is coordinating a regional coalition, COUNT ME 2020, which will serve in an advisory capacity through the duration of the census process. *Each member brings to the group strong, vibrant threads from the community they represent. These are interwoven to form a unique network that blankets the HTC communities of San Diego and Imperial counties.*

EXTERNAL COORDINATION: COUNT ME 2020 will collaborate with the U.S. Census Bureau by consulting regularly with the local and regional field representatives, obtaining updates and disseminating outreach and education materials, partnering to conduct training and community presentations, and publicizing employment opportunities. We will cooperate and take direction from the CCC Office and the assigned State RPM, which has the final oversight over all outreach activities ensuring all work is performed pursuant to the requirements of the

agreement. We will collaborate and coordinate strategically and professionally with relevant CA Census Statewide contractors, and county entities including SANDAG and the County of Imperial, to share outreach plans, leverage resources, and avoid service duplication. We will link with city governments, school districts and other CBOs by attending formal meetings, doing census presentations and working closely with city managers, clerks and elected officials to ensure jurisdiction is actively reaching out to HTC. Appendix 1 is the organizational chart of Federal to Local entities.

IDENTIFYING SUBCONTRACTORS AND COLLABORATORS: Potential subcontractors have been identified because they possess organizational infrastructure, administrative experience, cultural and language proficiency and extensive experience working as trusted messengers in target communities. In the cases where CBOs overlap geographically and/or with population, we will coordinate outreach approach efforts focusing on subsets of the population. June 7 will open an application period for potential subcontractors to apply to lead outreach and education in their specific HTC population and/or identified Census Tract/Block; specific to their role as a trusted messenger in the region. An independent review of subcontractor applications will occur in early July to evaluate and award subcontracts to the key partners in the region. The review will also be an opportunity to identify gaps and duplication, as well as assess additional needs to complete the work. Appendix 2 is a comprehensive list of potential subcontractors and collaborators.

1.3 RESOURCES AND INFRASTRUCTURE

DATA/SwORD: COUNT ME 2020 will have a primary data management designee to do reporting through UWSD. Debbie Lieberman, Director, Strategy & Evaluation will support the geographic information systems (GIS) that interfaces with the Statewide Outreach and Rapid Deployment (SwORD) mapping portal. Alan Kaplan, Engage San Diego and Oren Robinson, Data Consultant, both members of the COUNT ME 2020 coalition, will be leading data management and collection and local infrastructure to support identified subcontracts and outreach groups in making sure that technology is available, training is provided, collection methods are implemented, and the full scope of work reported. COUNT ME 2020 is also working closely with SANDAG and receiving support from Adam Attar, Associate Researcher

and Modeler to support GIS and mapping. COUNT ME 2020, through a subcontract, will establish a Census Data Team, with full-time staff to serve as primary designee working with the SwORD portal. Subcontractors and other COUNT ME 2020 partners will use local data infrastructure systems to collect data, and then report it to the UWSD staff who will relay the data to the State through SwORD. The subcontracted Data Team will work with the COUNT ME 2020 Implementation & Admin workgroup consisting of local experts and staff to gather and report data on outreach progress, including: geographical information, gaps and redundancies, response rates, most frequently asked questions, technical issues, and other matters.

Questionnaire Assistance Centers and Kiosks: COUNT ME 2020 will develop a robust network of Questionnaire Assistance Centers (QACs) staffed with trained partner staff who can guide people through the Census and Questionnaire Action Kiosks (QAKs) with materials in at least 13 languages, and options for others depending on location and language prevalence. QACs and QAKs will be located at different target locations throughout the HTC target communities in Region 10. A list of locations will be available online and printed versions will be available at partner locations. A press announcement and coordinated community outreach will be launched concurrently. The COUNT ME 2020 Strategic Planning Work Group has been created to support the identification of and implementation of QAK's and QAC's. Coordination through SANDAG and the County of Imperial will also be in place to ensure effective identification for locations. Currently, the working group is reviewing the Community Anchor Institutions in Hard To Count communities as identified in SwORD to support selection of locations and identify gaps where additional locations or mobile kiosks will be needed. Appendix 3 includes the current list of Anchor Institutions by HTC derived from SwORD, an additional list identified by North County San Diego community members, and a list of potential locations in Imperial County.

Local Data Collection and Integrated Outreach Infrastructure: COUNT ME 2020 will collect data efficiently because the technology will be mobile and monitored. Partners will be trained in uniform methods for collecting the proper metrics.

Integrated Online/Offline Outreach: Website and social media will integrate with mobile tech to connect to people through texts, online, on the phone, or in person.

1.4 TRAINING METHODS

We will offer a **COUNT ME 2020 Training Institute** that is linguistically and culturally relevant to ensure the local stakeholders receive the necessary preparation and support to effectively educate, motivate and activate HTC populations in our communities. Training modules include: Introduction to Census 2020; Strengths of Cultural Wealth Model; Cultural and Linguistic Responsiveness; Confidentiality and Data Safeguards; Understanding our HTC Communities; Use of Technology in Census Outreach; Data Collection and Management; Power of *Promotores* and Community Leaders; Introduction to Canvassing; and, Media and Storytelling.

APPROACH: We will employ a multi-pronged approach to training including webinars, livestream, and classroom training. We will primarily rely on the Train-the-Trainer approach, a culturally responsive method that validates and integrates the lived experiences of the HTC populations into the role of trusted messengers and cultural liaisons. This approach includes the “best practices” for organizing a civic education curriculum (Fields, 2002), taught with an *educación popular* or popular education pedagogy, and the material is presented through a culturally responsive lens in multilingual formats which resonate with participants’ histories and lived experiences. A hallmark to the effectiveness of this approach is that the entire family shares learning together.

LOGISTICS: Educators/Trainers will be identified coalition network and prepared to train outreach teams by geography, culture, and language.

1.5 DATA MANAGEMENT

COUNT ME 2020 will create a local integrated data collection and reporting infrastructure that is connected to the Statewide data support structures.

TRACKING AND FIELD-OUTREACH SUPPORT: Using established field outreach tools like PDI, VAN, or NationBuilder/Organizer, COUNT ME 2020 partners will be able to target specific HTC areas, collect live data using mobile apps, and manage teams remotely. All of these applications have integrated GIS mapping and would be able to track activities in real-time. By

using the data reporting methodology provided by the State for import to SwORD, all partners will collect uniform data, and reporting will be much faster and easier.

DIGITAL OUTREACH AND DATA COLLECTION: By using a digital outreach system, like EveryAction, or ActionNetwork, or NGP, or NationBuilder, through the website and social media channels, COUNT ME 2020 will be able to connect to people online and build a digital outreach database, which can then be used to amplify reach by using digital ads, running engagement campaigns online, or even for seamless managing of off-line events. Since all of the above CRM systems integrate with field-outreach apps, this digital-outreach data can seamlessly combine with field-outreach data, allowing COUNT ME 2020 to provide direct reporting of both field and digital outreach metrics.

STAFFING: A local staffer will be hired to manage the tech/data infrastructure support, develop digital outreach, and interface with UWSD’s data staff to collect, format, and report local data. This designated staffer will be supported by the COUNT ME 2020 Implementation/Admin and Strategic Planning/Training work groups, who will help guide, support, and help manage the workload.

GEOGRAPHIC / DEMOGRAPHIC FOCUS: COUNT ME 2020 Coalition and 100+ partners cover the majority of Region 10 HTC communities. Following review of current coalition partners and applying subcontractors gaps and duplication will be identified to ensure adequate coverage.

CENTRALIZED SUPPORT: In addition to the above local data infrastructure, UWSD may choose to, select a subcontractor to support local data management services.

LOCAL EXECUTION: Partners will be involved in constructing and managing their own integrated outreach and data-management system, with oversight from COUNT ME 2020 and coordination with SANDAG and other Ca Census statewide contractors.

1.6 LANGUAGE AND COMMUNICATION ACCESS PLAN

Limited English Proficiency (LEP) persons are routinely undercounted in census participation due to second-language learning, and/or lower levels of education and literacy. The Count Me 2020 Coalition's Language and Communication Access Plan (LACAP) aims to ensure that language and communication access is linguistically and culturally appropriate and provides equal and meaningful access to California's HTC and vulnerable populations. Limited English Proficient (LEP) individuals and people with disabilities are part of California's HTC demographic populations. Providing language and communication access to LEP individuals and people with disabilities is a priority for the Count Me 2020 Coalition and its contracted partners.

IDENTIFYING LEP INDIVIDUALS: San Diego and Imperial Counties are home to a culturally and linguistically diverse population that speak over 80 distinct languages. According to 2017 ACS 1-YR Census microdata, over 413,177 persons are limited English proficient in San Diego County (SD) and 122,217 in Imperial County (IC). **Spanish** (266,031 in SD; 119,375 in IC) is the highest non-English spoken and is influenced by regional dialect. Other languages: **Filipino/Tagalog** (32,655 in SD; 487 in IC), **Chinese** (24,118 in SD; 619 in IC), **Vietnamese** (21,844), and **Arabic** (9,345). HTC ELD groups also include: **Somali** (10,000), **Farsi** (7,012), **Burmese** (1,329).

Additional characteristics associated with LEP populations, include the following:

- Newcomers, refugees, and asylees
- Low educational attainment or illiteracy
- Low digital literacy
- Lack of access to broadband
- Socioeconomic barriers
- Lack of understanding of the civic process
- Heightened distrust in government, especially among mixed-status families

These barriers compound the levels of isolation and exclusion from social and civic processes making it difficult to reach these communities and to strategize on ways to disseminate information. We will take into consideration the characteristics listed above in the design and implementation of outreach and education strategies.

| SAN DIEGO COUNTY | |
|---|---|
| Required Languages | Languages Not Required That Have At Least 100 Estimated Speakers |
| Spanish Tagalog Vietnamese Chinese Arabic Korean Filipino Farsi Japanese Mandarin Russian Chaldean Neo-Aramaic | Lao, Assyrian Neo-Aramaic, Cantonese, Italian, Portuguese, Khmer, French, Hindi, Somali, German, Amharic, Thai, Punjabi, Telugu, Ilocano, Gujarati, Min Nan Chinese, Bengali, Swahili, Samoan, Urdu, Polish, Greek, Hebrew, Cebuano, Kurdish, Ukrainian, Hungarian, Dari, Other languages of Asia, Armenian, Romanian, Pashto, Serbian, Karen languages, Burmese, Tamil, Hmong, Other Central and South American languages, Other and unspecified languages, Oromo, Turkish, Tigrinya, Czech, Other Indo-Iranian languages, Marathi, Bulgarian, Tongan, Haitian, Malayalam, Other Philippine languages, Chamorro, Other Afro-Asiatic languages, India N0E0C0, Kannada, Dutch, Indonesian, Serbo-Croatian, Other Bantu languages |
| IMPERIAL COUNTY | |
| Required Languages | Languages Not Required That Have At Least 100 Estimated Speakers |
| Spanish | Korean, Chinese, Tagalog, Arabic, Japanese |

Appendix 4 describes the geography where spoken languages are clustered.

Linguistic Minority Groups: There are smaller linguistic groups that have been historically undercounted and continue to face disproportionate barriers in the Census 2020 count. The factors that make linguistic minority groups hard to count include:

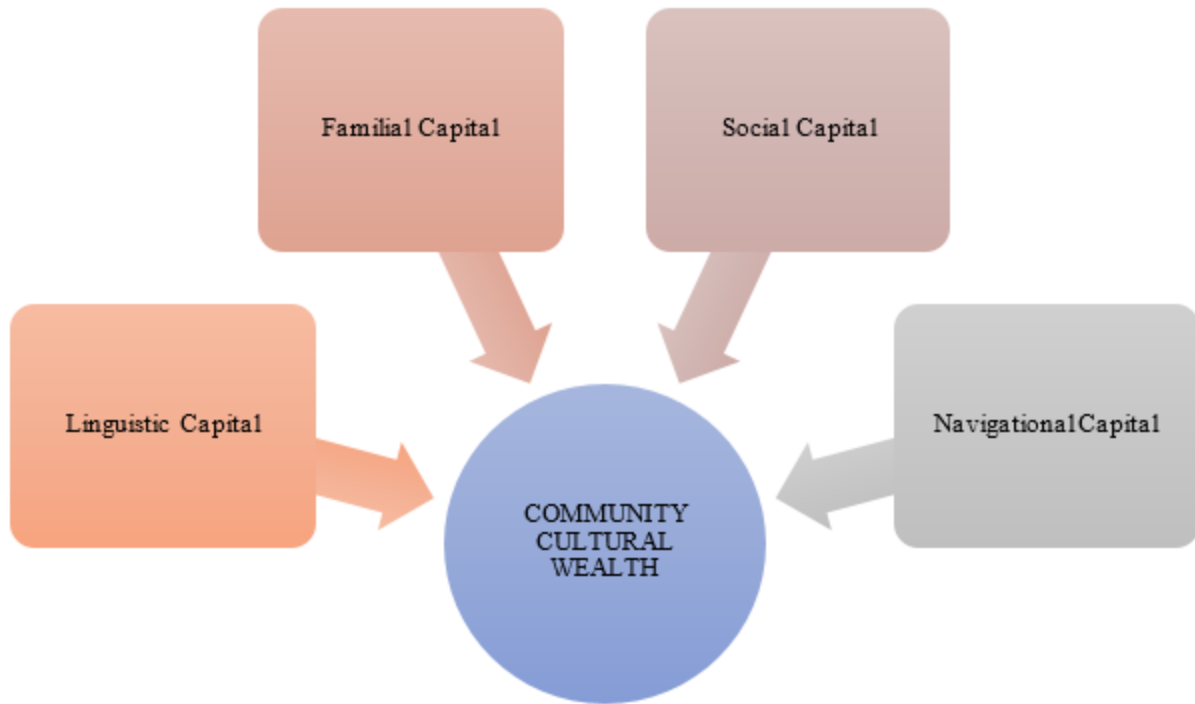
- No information or data for linguistic minority groups
- Limited capacity of organizations that serve these groups
- Low literacy levels
- No written system of the language

San Diego County is home to linguistic minority groups that will need targeted outreach and messaging. For example, a growing indigenous population from the Mexican states of Oaxaca, Puebla, and Guerrero, and from Central American countries such as Guatemala, Honduras, and El Salvador (Martinez, 2005). Many of these populations speak an indigenous language such as

Mixtec, Zapotec, and Mayan languages and may not be fluent in Spanish; as a consequence, they are ignored in the Census count. In addition to the array of indigenous languages originating from Latin America countries, there are growing language groups of Asian-American & Pacific Islanders (API) populations clustered in San Diego and Imperial Counties. In order to reduce or eliminate language barriers, diverse translation and interpretation services in written and spoken forms are critical to communication. We will pilot approaches that address these factors for identified smaller linguistic groups. We will continue efforts to identify resources to reach smaller linguistic groups.

APPROACH: We believe that it will be essential to the success of the Census 2020 count to draw upon and mobilize partnerships and existing community resources and assets that support linguistic capital. Our approach draws upon Tara Yosso's Community Cultural Wealth Model (2005), we recognize and acknowledge that linguistic capital, which refers to the various languages and communication skills people possess and bring with them, must be used as a solid foundation for successful community outreach. Native speakers need to be included and integrated into all aspects of the communication plan. The figure below displays key aspects of the Community Cultural Wealth Model and four different types of capital found in local communities.

Source: Tara J. Yosso * (2005) Whose culture has capital? A critical race theory discussion of community cultural wealth, *Race Ethnicity and Education*, 8:1, 69-91.



STRATEGIES AND TACTICS: Informed by best practices and existing successful approaches, we will engage in the following to disseminate information regarding programs, activities and services: *work through trusted sources in the community; participate in events where the LEP populations are already present; distribute information through social services; reach LEP parents of children through educational institutions; provide translated information using regionally recognized language; communicate through ethnic media; staff the Questionnaire Assistance Centers (QACs) and Questionnaire Action Kiosks (QAKs) with appropriate linguistic assistance; and, identify safe places that will provide assistance in native languages.*

To gain insight into the types of language assistance strategies needed in our region, we surveyed CBOs serving LEP populations, reviewed literature for best practices and studied sample language assistance plans currently available through San Diego and Imperial counties to identify an inventory of language assistance measures and best practices to disseminate information regarding programs, activities and services. Based on data collected, we identified strategies and tactics including:

- Identifying community leaders and promotores who speak target languages: We will be intentional about our outreach, engagement and recruitment of educators.

- Working through trusted messengers in the community: We will train outreach teams to ensure they understand the required information to be shared with the community. Increase awareness regarding availability of materials and resources in multiple questions.
- Participating in events where the LEP populations are already present: We will have bilingual teams at all community outreach events and will have interpreters present at community meetings with translated materials to be distributed as needed.
- Distributing information through social services and education programs: We will partner with service providers who interact with HTC population to share and distribute information.
- Reaching LEP parents of children through educational institutions: We will work closely with schools and education institutions to distribute information and offer support.
- Providing translated information using regionally recognized language: To ensure culturally relevant messages, native speakers from the coalition will review documents for accuracy, relevance, and consistency. Furthermore, when using translation companies for groups, moderator training will be conducted to ensure culturally relevant styles are used, as well as comprehension of content is insured.
- Getting information to LEP populations through ethnic media: We will establish a collaborative working relationship with ethnic and multi-language media (e.g. TV, radio, electronic media, newspaper) to broadcast public service announcements that share information about the census, direct people to where they can receive support, and guide people to complete the questionnaire.
- Staff the Questionnaire Assistance Centers (QACs) and Questionnaire Action Kiosks (QAKs) with appropriate linguistic assistance: We will coordinate closely with CBOs and public agencies to identify and secure convenient and accessible locations to serve as assistance centers;
- Identify safe places that will provide assistance in native languages: We will identify locations such as libraries, churches, community centers, community clinics, CBO offices, schools, etc.

We will follow established guidelines and requirements for translation and interpretation services as provided in the California Complete Count – Census 2020 Office Language and Communication Access Plan (LACAP).

METHODS: The Count Me 2020 Coalition will utilize three methods to inform and engage San Diego and Imperial County residents in Census activities: 1) Language assistance in written format; 2) language assistance in oral format; and 3) assistance with technology.

1. **Written Language Assistance:** We will develop written materials in the required languages that into brochures, instructions, announcements, notices, signage, events, newsletters, online content for websites and social media accounts, among other materials. Some LEP speakers may have limited formal education; therefore, simply offering documents into written formats will not help them to understand information. We will present information in visual formats whenever possible and will ensure signage is visible.
2. **Oral Language Assistance:** We will provide communication in oral formats including automated announcements, access to bilingual personnel and interpreters as needed, on-call translation services, working with community volunteers to interpret information, and provide access to interpreter services over the phone.
3. **Technology Assistance:** Technology is the means to interface and the pathway to complete the census questionnaire. We will provide linguistically relevant access to technology resources and user support to complete the census questionnaire in the form of assistance centers with dedicated spaces and computers that can be physically located or mobile.

ACTIVITIES: We will provide language assistance support to access the information, programs and support services. Activities include translation of materials and documents, interpretation during meetings, planning efforts, use of mobile applications, registration with phone system, websites, and communication of updates. Resources are based on established networks of native language speakers who will assist with communication.

DISABILITY ASSISTANCE: We are committed to ensuring that no person is excluded from participation or discriminated against from participating programs or activities on the basis of race, color, creed, national origin, sex, age, or disability as provided in Title VI of the Civil Rights Act, the Americans with Disabilities Act, and 49 United States Code Section 5332. We will make every effort to provide reasonable accommodations for disabled populations in an effective and timely manner.

QUESTIONNAIRE ASSISTANCE CENTERS (QACS)

We will identify and locate Questionnaire Assistance Centers (QACs) in various strategic community spaces and will provide language support in completing the Census questionnaire. We will include language and communication access into our QACs. QACs will be both a stationary location and a mobile site. Mobile QACs are designed to reach our hard-to-count communities. QACs are designed to:

- Answer questions about completing the census questionnaire
- Assist those with specific language access needs
- Provide online access to those who do not have access or have limited broadband access.

We are mapping the location of HTC communities. Based on the size and language needs of the HTC areas in our region, we will determine how many QACs (stationary or mobile) will be needed for each area to include in our Strategic Plan. We will add our stationary and mobile QACs locations in SwORD in advance via various communication methods, such as website, social media, and local media. When canvassing areas, if a household is unavailable, we will leave door hangers with locations of QACs in the appropriate languages. Mobile QACs will be announced by dates and locations in the appropriate languages.

ORGANIZATIONS

We are collaborating with a broad-based network of organizations and agencies that are located in target communities and are trusted entities within the community. These organizations are willing to serve as assistance centers throughout the region and have established relationships with the target communities. These organizations conducting in-language outreach services include (but are not limited to): Alliance San Diego; Bayside Community Center; Chula Vista Community Collaborative; City Heights Community Development Corporation; Casa Familiar; Comite Civico del Valle; Community HousingWorks; CSA San Diego County; Engage San Diego; Environmental Health Coalition; Karen Organization of San Diego; Mabuhay Foundation; National Latino Research Center; Partnership for the Advancement of New Americans; Pillars of the Community; SAY San Diego; San Diego Hunger Coalition; Somali Bantu Association of America; Survivors of Torture, International; Think Dignity; Union of Pan Asian Communities (UPAC); Universidad Popular; Urban League of San Diego County; Viet

Vote; Vista Community Clinic; North County Health Services. The latest list of organizations is included in Appendix 2.

1.7 WORKFORCE DEVELOPMENT

COUNT ME 2020 plans to prioritize recruitment of personnel that reflects and represents the demographics of the local HTC community. We will work closely with the U.S. Census Bureau and the CCC to promote hiring a diverse team with all federal, state and local partners and stakeholders. We can source a pipeline of eligible candidates and ensure that strong, local candidates remain engaged through the process. We will:

- 1) Identify local candidates with language skills to create a workforce that is uniquely qualified to work with HTC communities
- 2) Keep qualified candidates engaged and motivated
- 3) Enable viral sharing of enumerator opportunity
- 4) Track/monitor progress of recruitment efforts on live dashboard so as to better coordinate sourcing efforts.

TRUSTED MESSENGERS: COUNT ME 2020 is building on an extensive network of grassroots community leaders, promotores and organizations that are embedded in HTC communities and are trusted messengers in each of those communities. They speak over 42 different languages and have decades of combined experience facilitating outreach and education opportunities. Overall, they are trusted because they live in their communities, know the neighborhoods and families, speak the language, share and value the culture, and are connected to resources that positively impact the community.

BACKGROUND CHECKS: For the Census 2020 outreach efforts, UWSD will ensure that all subcontractors have a satisfactory criminal background check in place and in use before hiring community outreach workers. The process that UWSD uses is that following an interview, there is a reference check and presentation of an offer for successful candidate. After the offer, a criminal check, Social Security verification, and credit check for those who are working with money is conducted. UWSD Employment is contingent on a satisfactory background check.

1.8 REGION'S BUDGET

| Expenses | | Budget | |
|-----------------------|--|--------------------|------------|
| OUTREACH | | | |
| 1 | Subcontractors | 1,019,000 | |
| 2 | Data Management | 160,000 | |
| 3 | Program Manager | 135,000 | |
| 4 | Training, Language translation/interpretation, Additional Outreach Costs | 60,000 | |
| 5 | Launch & Regional | 26,000 | |
| Total Outreach | | 1,400,000 | 84% |
| MEDIA | | | |
| 1 | Media/Communications | 100,000 | |
| Total Media | | 100,000 | 6% |
| Admin | | | |
| 1 | Human resources, budgeting, accounting, contracting, legal, facilities, information technology equipment and support, etc. | 166,170 | |
| Total Admin | | 166,170 | 10% |
| Total Costs | | \$1,666,170 | |

1.9 TIMELINE/CALENDAR

Below is a list of education and outreach activities from March 1, 2019 - December 31, 2020. Further events and activities will be identified as further community planning advances. The COUNT ME 2020 Strategic Planning/Training and Implementation/Admin work groups will work together to ensure that the timeline aligns with Federal, State, and Local census activities/events and effectively supports the subcontractors and the coalition partners to be trained and effective in their work and in the execution of the Strategic and Implementation plans.

Spring 2019:

- Convene and educate CBO partners/subcontractors
- Develop data, communications, and collaboration infrastructure

- Map out outreach activities for 2019 and 2020 GOTC
- Create first educational initiative for Census Advocacy Day April 1, 2019
- Participate and assist in the formation of a Complete Count Committee
- May 31, 2019: File Strategic Plan
- Solicit subcontractors to support execution of Strategic and Implementation plans; application opens June 7, 2019

Summer 2019:

- Begin recruitment of volunteers, canvassers, and kiosk staff
- Recruit and formalize partnerships, subcontractors awarded contracts July/August
- Draft Kiosk and Centers locations
- Continuous education of the 2020 Census (internally and externally)
- July 1, 2019: File 1st Quarterly Report
- August 16, 2019 Implementation Planning Workshop

Fall 2019:

- Recruit volunteers, canvassers, and kiosk/center staff
- Provide Train the Trainer Workshops
- September 1, 2019: File 2nd Quarterly Report
- October 30, 2019: File Implementation Plan

Winter 2019:

- Formalize GOTC plan
- Finalize Volunteer and Staffing Plan
- Formalize Kiosk and Center Locations
- Larger mobilizing effort towards the Census
- Begin mass distribution of promotional materials
- February 15, 2020: File Non-Responsive Implementation Plan

Spring 2020:

- **“Be Counted California” Events** *During the month of March and April 2020, San Diego and Imperial Counties will focus on activities that have historically experienced outreach success in HTC communities.*

March 2020: GOTC Canvassing

- Promote Census hotline, directory of centers, community partners
- Consider need for additional subcontracts for NRFU period
- Hyper outreach on key dates: March 2020 (Census forms began to arrive)
- March 11: Activate Community Assistance Centers
- March 11- April 30, 2020: Maintain Operational Centers
- March 29 – April 5: National Week of Action

April 2020:

- April 1, 2020: Day of Action
- Support Non-Responsive Follow-Up (NRFU)
- April 30, 2020: Implement Enumeration Outreach Plan

May 2020:

- Implement Non-Responsive Plan
- Provide additional locations for the public to fill out the census.

Summer - Fall 2020:

- Close campaign
- Thank everyone
- Gather evaluation reports from subcontractors
- Submit final reports and evaluations
- Evaluate success of campaign based on reapportionment/census data results.

| OUTREACH PLAN | | Train the Trainer | | | | ACTIVITIES | Awareness | | | TIMELINE |
|----------------------|--|-------------------|----------------------|---|----------|--------------------------------|------------|--|---|--|
| | | Key Issues | Technical Assistance | Materials | Outreach | | Assistance | | | |
| CATEGORY | GOAL | | | | | | | | | |
| CAKs | Coordinate with Census Bureau Staff, partners, and volunteers, to identify and activate Census Action Kiosks (CAKs) and Census Action Centers | X | X | X | X | KIOSKS | X | X | X | Jun 2019 - Dec 2020; Mar 11 - April 30, 2020 |
| | | X | X | X | X | CENTERS | X | X | X | Jun 2019 - Dec 2020; Mar 11 - April 30, 2020 |
| | | X | X | X | X | VOLUNTEERS | X | X | X | Jun 2019 - Dec 2020; Mar 11 - April 30, 2020 |
| Media | Develop media relationships to promote a full count. Collaborate with Partners to produce local op-ed pieces. Be ready for any rapid response (all MEDIA activities). | | X | | X | Newspapers | | | | May, Aug, Nov 2019; Jan - Apr 2020 |
| | | | X | X | X | TV | X | X | X | May, Aug, Nov 2019; Jan - Apr 2020 |
| | | | X | X | X | Radio | X | X | X | May, Aug, Nov 2019; Jan - Apr 2020 |
| | | | X | X | X | Text Campaign | X | X | X | Apr, Aug, Nov 2019; Feb - May 2020 |
| | | | X | | | Press Release | X | X | X | Mar 11, 2020; Mar 29, 2020; April 1, 2020 |
| | | | X | | | Press Conference | X | X | X | Mar 11, 2020; Mar 29, 2020; April 1, 2020 |
| | | X | X | X | X | Census Hotline/Mis-information | X | X | X | Jan - June 2020 |
| Outreach & Awareness | Expand the knowledge and awareness of 2020 Census by presenting to a wide range of audiences to increase 2020 Census awareness, provide updates and disseminate materials. Provide technical assistance to organizations, leaders, and volunteers that are engaging in 2020 Census outreach. | X | X | X | X | Presentations | X | X | X | Mar - Jun 2019; Sep - Nov 2019, Jan - Feb 2020 |
| | | X | X | X | X | Information Panels | X | X | | Jul - Nov 2019, Feb - Mar 2020 |
| | | X | X | X | X | Community Forums | X | X | | Jul - Nov 2019, Feb - Mar 2020 |
| | | X | X | X | X | Train the Trainer Workshop | X | X | X | Mar, Sep, Nov 2019, Feb - Apr 2020 |
| | | X | X | X | X | Provide Resources | X | X | X | Feb 2019 - April 2020 |
| | | X | X | X | X | Provide Materials | X | X | X | Feb 2019 - April 2020 |
| | | | X | X | X | Interactive Booth | X | X | X | San Diego Latino Film Festival |
| | | | | | | San Diego Latino Film Festival | | | | Mar 23, 2019; Mar 2020 |
| | | | | | | Chicano Park Day | | | | Apr 20, 2019; Apr 20, 2020 |
| | | | | | | Fiestas Patrias | | | | Sep 2019 |
| | | | X | X | X | Festivals | X | X | X | |
| | | | | | | Lunar New Year Festival | | | | Feb 2020 |
| | | | | | | Earth Day | | | | Apr 2019; Apr 2020 |
| | | | | | | Marichi Festival | | | | Mar 10, 2019; Mar 2020 |
| | | | X | | X | Ethnic Holidays | X | X | X | |
| | | | | | | MLK | | | | Jan 2020 |
| | | | | | | Cesar Chavez | | | | Mar 31, 2019; Mar 31, 2020 |
| | | | | | | Cinco de Mayo | | | | May 5, 2019; May, 5 2020 |
| | | | | | | Dia del Nino | | | | Jun 6, 2019; Jun 6 2020 |
| | | | | | | Dia de los Muertos | | | | Oct - Nov 2019 |
| | | | | | | Posadas Navidenas | | | | Dec 2019 |
| | | | X | | | Other Holidays | X | X | | |
| | | | | | | Valentines Day | | | | Feb 14, 2020 |
| | | | | | | Independence Day | | | | Jul 4, 2019 |
| | | | | | | Veterans Day | | | | Nov 11, 2019 |
| | | | | | | Christmas | | | | Dec 2019 |
| | | | | | | New Year | | | | Jan 2019 |
| | X | | X | Flyering | X | X | | Mar - Apr 2020 | | |
| | X | | X | Canvassing | X | X | | TBD - Aug 2019 and/or Feb 2020 and/or Mar 2020 | | |
| | | | | Additional Events as identified by SubContractors | | | | | | |

1.10 VOLUNTEERS PLAN

COUNT ME 2020 will engage hundreds of diverse community volunteers from HTC communities and grassroots organizations to assist with census outreach. Volunteers will be utilized in part to supplement execution plans in order to support cost efficiencies.

ACTIVITIES: We will work closely with local partners, we will leverage additional volunteers in the following ways:

- 1) Reaching out to CBOs with volunteers who have capability to speak target languages
- 2) Connecting with colleges and universities to engage college and university students (e.g., through service learning and volunteer programs)
- 3) Collaborating with CBOs that have networks of promotores and community leaders
- 4) Partnering with CBOs who have volunteers from refugee and immigrant populations
- 5) Networking with local public library systems
- 6) Building on capacity of established Service Enterprise Initiative hubs such as SAY San Diego to strategically engage volunteer time and talent
- 6) Working closely with the U.S. Census Bureau to solicit volunteers through existing volunteer networks and organizations.

RESOURCES: Our volunteer plan includes development of volunteer description, processing a volunteer application, building a pipeline of volunteers, protocol to screen potential volunteers, orientation of volunteers, training to nurture their involvement, strategies to retain volunteers, evaluation of volunteers, and recognition of volunteer efforts and achievements. We will track recruitment and actual volunteer hours on dashboards to better coordinate sourcing efforts.

PLANNING: We foresee engaging volunteers to assist in every step of the outreach process. Prior to onboarding and in the initial planning stage review of insurance coverage and liability waivers will be reviewed and utilized where necessary. Background checks will also be instituted as necessary, particularly if volunteers will be engaging with minors. It will be important to clarify volunteer role, services, and provide for confidentiality of both volunteer information and any information a volunteer may encounter during their course of work.

1.11 SOCIAL MEDIA AND NON-TRADITIONAL COMMUNICATIONS METHODS

COUNT ME 2020 will create a campaign that encompasses recruiting supporters online, communicating with team members, mapping neighborhoods, and communicating with target HTC communities. **METHODS:** COUNT ME 2020 will engage with Twitter, Facebook, and Instagram to highlight events and field outreach. Email will be used to inform and connect partners and allies. Relational organizing tools, such as Voter Circle and Hustle, apps like Hustle will allow field outreach and event-based outreach to immediately connect with new attendees and recruits for deep reach. Website will serve as a hub for information sharing, social media, email blasts, and events management. Mobile apps serve to connect field groups, communications resources, data management, and updates. YouTube highlights the work of COUNT ME 2020 and partner groups. Other public-engagement methods include: a) bus and bus-stop ads; b) posters at businesses; c) event promotions; d) digital ads on Google and Social Media; and e) promotional materials: flyers, postcards, buttons, stickers, and banners.

1.12 ETHNIC AND HYPER-LOCAL MEDIA PLAN

The COUNT ME 2020 Campaign will work to reach hyper-local and ethnic media outlets with Census 2020 messages and to ensure that accurate information reaches HTC communities. **IMPERIAL COUNTY:** Comité Cívico del Valle will work to partner with Spanish language media, including: print (Hechos y Opinión and Adelante Valle,) Radio (La Suavecita, La TriColor, and KXO Radio,) and TV (Estrella TV and Entravision.) **SAN DIEGO:** Outreach will span Spanish, Vietnamese, Filipino, Arabic, Chinese, Russian, Somali, Farsi, and other ethnic media outlets serving the diverse immigrant and refugee populations. Translated materials and messages will be shared with media outlets, while ads and editorials will be used to amplify. In addition, the COUNT ME 2020 campaign will develop relationships with hyper-local media outlets, like Voice of San Diego, to provide coverage and deliver information to hard-to-reach communities.

NON-RESPONSE FOLLOW-UP (NFRU) PERIOD

As addressed in the Outreach Plan, community-based organizations in the COUNT ME 2020 coalition are critical players in San Diego and Imperial Counties Get Out the Count efforts. These players will prove their community connection and role as trusted messenger leading up to, during the enumeration period, and most critical in the Non-Response Follow-Up period. As indicated in the *2020 Census Detailed Operational Plan for: 18. Nonresponse Follow up Operation (NRFU)* this period is the most expensive aspect of the Census. With the cost of the 2010 Census at more than \$2.01 billion (Walker et al., 2012) it will be critical to employ not only effective efforts, but also the most cost effective during this costly period.

To minimize cost and ensure the highest response all efforts will be made so that the initial outreach plan to educate, motivate, and activate are exceedingly effective, impactful, and evidence-based. Key to ensuring initial efforts will be building upon existing civic infrastructure to deepen engagement and strengthen communication in order to maximize organizational impact and reach the HTC communities to ensure an accurate count.

Plans and activities for NRFU period

Where response rates remain low (when/where identifiable) following the initial enumeration period the following will be considered and implemented. Strategies and next steps will be centered on evaluation, data, and qualitative responses to the campaign and where available actual response during the enumeration period. This review will support decision making to further plan and employ best strategies.

To ensure the highest response rate, most accurate count, and reach to HTC communities during the follow up period, efforts will focus on:

- 1- Reinforcing education at trusted community planned activities and events
 - Identify supplementary activities that occur during the NRFU period to further educate and address non response.
 - Host or lead new activities or events if appropriate and needed.
- 2- Employ proven efforts in strategic regions to motivate for completion and review strategies to eliminate fear of completing the census questionnaire

- Identify the key strategies for particular HTC communities and high index tracts through the evaluation of the response data to outreach efforts.
 - Review data for efforts that impacted response rate, activity, and attendance at Questionnaire Assistance Centers (QACs) and Questionnaire Action Kiosks (QAKs).
 - Track and review data to identify incompletes; using interfacing canvassing data platforms track contact and engagement through completion.
 - Reassure establishing safe and comfortable environments and settings for people to participate, in some cases coordinate joint visits (enumerators and the trusted messengers) to ensure individuals/families have needed support to complete.
- 3- Work with relevant state and local entities to identify and learn data on precise addresses, units, blocks, tracts of non-response
- Identify as specific as possible, based on real time data, target outreach for specific tracts and locations that lack response following initial enumeration.
 - Jointly employ efforts to reach locations, particularly between the enumerators and the trusted messengers.

Timeline

Planning

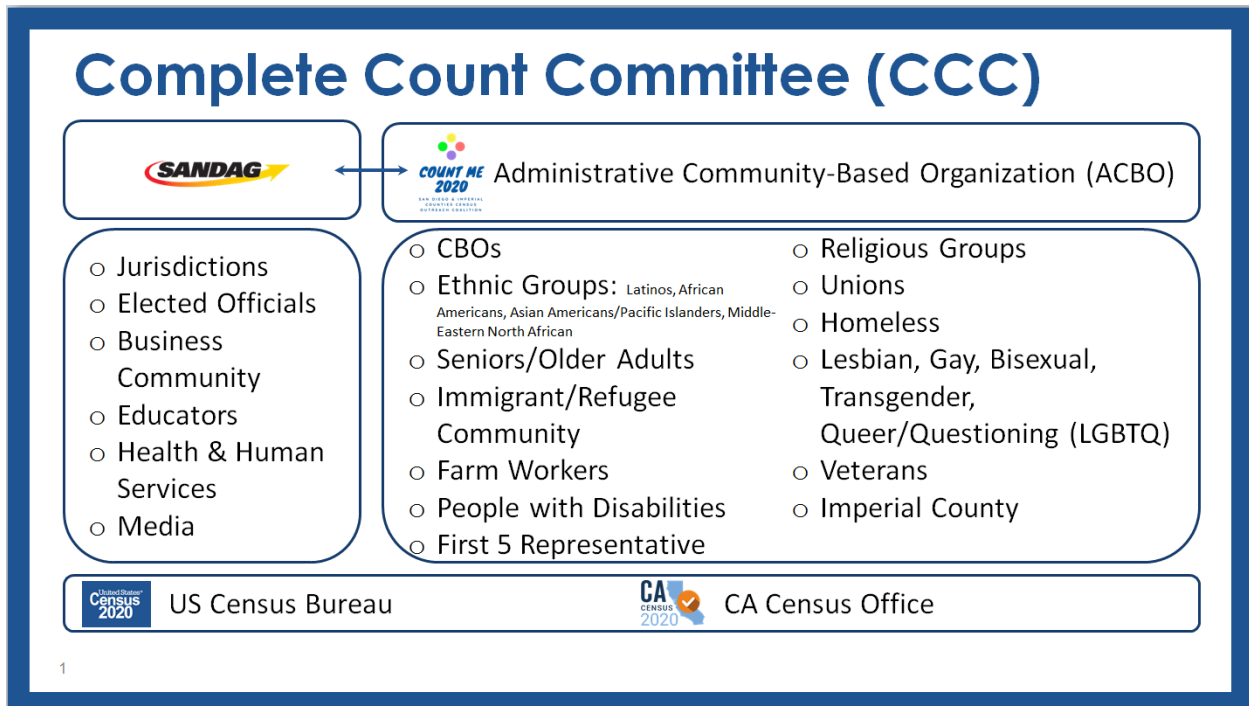
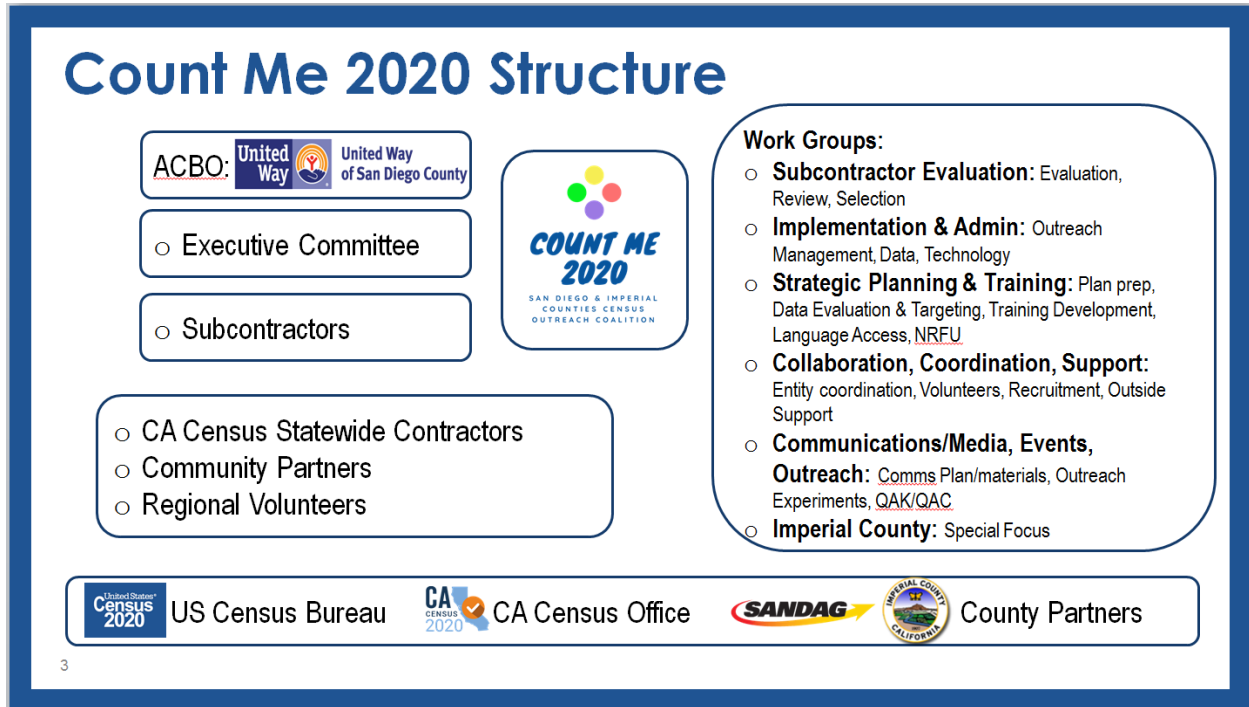
April 2019 – 2020 - Continue to gather dates and details for trusted community events and activities that occur during May – August 2020. Further explore evidence based strategies in expected low response high HTC index tracts.

NRFU Period

April – May 2020 - Review and evaluate employed outreach strategies and data that reflect response rates to plan and assess best next steps to motivate for completion.

May – August 2020 - Remain in contact and reach-out to CountME 2020 coalition to distribute materials, hold events, and strategize to reach the highest response.

APPENDIX 1: ORGANIZATIONAL CHARTS



CCC Subcommittee Structure



- Transportation
- SANDAG CBO Group
- Native Americans/Tribal Governments
- Unincorporated Area of Region

- Imperial County
- Alternative Funding
- Help Desk

- | | | |
|----------------------|-----------------------------|--------------------------|
| ○ Strategic Planning | ○ Language Access | ○ Non-Response Follow-up |
| ○ Implementation | ○ Recruitment | ○ Volunteers |
| ○ Media & Events | ○ Assistance Centers/Kiosks | |



US Census Bureau



CA Census Office

APPENDIX 2: LIST OF COLLABORATORS, GEOGRAPHY AND LANGUAGE

| ORGANIZATIONS | GEOGRAPHY & LANGUAGES |
|--|--|
| 211 San Diego | San Diego County |
| A Reason to Survive (ARTS) | |
| ACCE | |
| ACLU of San Diego and Imperial Counties | Region 10 |
| Alliance San Diego | City of San Diego / Spanish, Sign Language |
| American Friends Service Committee | San Diego County |
| Asian Pacific Islander Initiative | |
| Asian Solidarity Collective | San Diego County |
| Bayside Community Center | Linda Vista / Spanish, Vietnamese |
| Black American Political Association of California | |
| Brawley Get Together Senior Citizen Club | Imperial Valley |
| Brown Bag Coalition | Imperial Valley |
| Calexico Neighborhood House | Imperial Valley |
| CA State Assembly | Statewide |
| CA State Assembly 76 th District, Tasha Boerner Horvath | North County San Diego |
| CA State Assembly 79 th District, Shirley Weber | San Diego County |
| CA State Assembly 80 th District, Lorena Gonzalez | San Diego County |
| CA State Senate | Statewide |
| CA State Senate 39 th District, Toni Atkins | Statewide / Countywide |
| Cal Organize | |
| Campesinos Unidos | Imperial Valley |
| Casa Familiar | San Ysidro / Spanish |
| Center for Social Advocacy (CSA) | El Cajon, La Mesa, Santee, National City, Chula Vista, East County San Diego / Spanish |
| Center on Policy Initiatives | San Diego County |
| Central San Diego Black Chamber of Commerce | |

| | |
|---|---|
| Central Labor Council (AFL-CIO) | Region 10 |
| Chula Vista Community Collaborative | South Bay, Chula Vista / Spanish |
| City Heights Community Development Corp | City Heights / Spanish, Somali, Cambodian |
| City of Carlsbad | Citywide |
| City of Chula Vista | Citywide |
| City of El Centro | Citywide |
| City of Escondido | Citywide |
| City of Oceanside | Citywide |
| City of San Diego | Citywide |
| City of San Marcos | Citywide |
| City of Vista | Citywide |
| Comité Cívico del Valle | Imperial County / Spanish |
| Community Connect Labs | Region 10 |
| Community HousingWorks | Fallbrook, Lakeside, Escondido, Vista, Southeast, San Diego / Spanish, Arabic, Somali |
| COPAO | Central San Diego |
| County of San Diego – HHSA | San Diego County |
| Disability Rights San Diego | |
| Employee Rights Center | San Diego County |
| Engage San Diego | San Diego, National City, Chula Vista, El Cajon, Escondido, La Mesa, Lemon Grove, Imperial Beach, Oceanside, Carlsbad, Solana Beach |
| Environmental Health Coalition | San Diego, National City / Spanish, Vietnamese Karen |
| Farmworker CARE Coalition | North County San Diego / Spanish |
| Father Joe’s | San Diego County |
| Feeding San Diego | San Diego County |

| | |
|--------------------------------------|---|
| Fern Street Circus | |
| Filipino Press | |
| Friends of El Centro | El Centro |
| Gov House | |
| Hanana Community Center | |
| Home Start | |
| Horn of Africa | |
| House of China | |
| Imperial County | Countywide |
| Imperial Valley LGBT Resource Center | Imperial Valley |
| Imperial Valley Food Bank | Imperial Valley |
| Include People | |
| Interfaith Community Services | North County San Diego |
| International Rescue Committee | San Diego County |
| IWJSD | Countywide |
| Justice Overcoming Boundaries | North County San Diego, Countywide |
| Karen San Diego | City Heights / El Cajon: Karen, Karenni, Burmese |
| Kitchens for Good | |
| La Maestra Community Health Centers | City Heights |
| License to Freedom | East County San Diego |
| Mabuhay Foundation | National City, Chula Vista: Tagalog, Ilocano, Visayan |
| MAS-San Diego | |
| Mid-City CAN | City of San Diego / Spanish |
| Migrant Education Region IX | San Diego County / Spanish |
| NALEO | Region 10 / Spanish |
| National Latino Research Center | North County San Diego / Spanish |

| | |
|---|---|
| Naval Support Services | County wide |
| Neighborhood House Association | San Diego County |
| Nile Sisters Development Initiative | |
| North County Health Services | San Marcos / Spanish |
| North County Lifeline | North County San Diego / Spanish |
| Nunez Law Corporation | San Diego County / Spanish |
| Operation Samahan | |
| Our Roots | Imperial Valley |
| Partnership for the Advancement of New Americans (PANA) | San Diego, Spring Valley, La Mesa, Lemon Grove, National City, El Cajon: Arabic, Somali, Karen, Karini, Brumese, Kwazigua, Mai Mai, dinka, Oromo, Amharic, other African dialects |
| Paving Great Futures | South East San Diego, Lemon Grove, Spring Valley, El Cajon |
| Pillars of the Community | South East San Diego, Central San Diego |
| Planned Parenthood | Region 10 |
| Poder Popular para la Salud del Pueblo | North County San Diego / Spanish |
| Rincon Band of Luiseño Indians | |
| Rise San Diego | |
| San Diego Alliance for Asian Pacific Islander | |
| San Diego Association of Governments | San Diego County |
| San Diego Grantmakers | San Diego County |
| San Diego Hunger Coalition | County / Spanish, Arabic, Farsi, Somali |
| San Diego Organizing Project | County / Spanish, Vietnamese, Sudanese, Tagalog |
| San Diego Youth Services | |
| San Pascual Band of Mission Indians | |
| SAY San Diego | City Heights, South East San Diego / Spanish |

| | |
|--|---|
| SEIU 221 | San Diego County |
| Somali Bantu Association of America | City Heights / Somali |
| Somali Family Service | Central San Diego |
| South Bay Community Services | |
| Survivors of Torture, International | San Diego County / Spanish, Farsi, Tagalog, Urdu, Hindi and Punjabi |
| Swift Solutions Consulting | |
| The California Endowment | Statewide |
| The San Diego LGBT Community Center | San Diego County |
| The San Diego Foundation | San Diego County |
| Think Dignity | San Diego, Vista, El Cajon, and Chula Vista / Spanish, Italian, Tagalog, French, Yoruba |
| U.S. Senator Kamala Harris | Statewide |
| U.S. Census Bureau | |
| Universidad Popular | North County San Diego / Spanish |
| University of California, San Diego | |
| Union of Pan Asian Communities (UPAC) | Mira Mesa, Linda Vista, Bay Terrace, Southeast San Diego, Kearny Mesa, Convoy District, College area, City Heights, National City, Chula Vista, North County / Vietnamese, Mandarin, Cantonese, Karen, Korean, Japanese, Tagalog, Lao, Japanese, Samoan, Hmong, Thai, Khmer |
| United Taxi Workers of San Diego (UTWSD) | San Diego / Somalia (all 9 dialects), Ethiopia, (including Oromo), Eritrea, Iraq, Syria, Congo, Afghanistan, Burundi |
| United Way of Imperial County | Imperial County |
| United Way of San Diego | San Diego County |
| United Way of California | California |
| United Women of East Africa | |
| Urban League of San Diego County | San Diego County / Spanish |

| | |
|------------------------|--|
| UURISE | North County San Diego / Spanish |
| Viet Vote | City Heights, South East SD / Vietnamese |
| Vista Community Clinic | North County San Diego / Spanish |
| Woman Haven | Imperial Valley |
| YMCA of San Diego | |
| Youth Will | |

APPENDIX 3: QAC's / QAK's

See Attachment, Appendix 3 for San Diego HTC Anchor Institutions

North San Diego County: Identified Locations for QAC's / QAK's

| Anchor_name | Address | Bldg_n | City | ZIP | BB_servi | Public_W | CAI_type | HTC | CT | |
|--|------------------------------|--------|--------------|-------|----------|----------|------------------|--------|--------|--|
| National Latino Research Center, California State University San Marcos, Social & Behavioral Science Building, SBSB 2142 | 333 S. Twin Oaks Valley Road | | San Marcos | 92096 | Y | Y | College_Schools | | 203.06 | A research center with WiFi access and computer access that can serve as an assistance center. |
| Universidad Popular | 1234 N. Santa Fe Avenue | 100 | Vista | 92083 | Y | Y | Community_Center | 61 | 192.06 | A community center with WiFi access, computer lab, meeting space and will become a kiosk and assistance center. |
| Vista Civic Center | 200 Civic Center Drive | | Vista | 92083 | Y | Y | | 64 | 194.03 | City government offices with WiFi access. |
| Linda Rhoades Community Center | 600 N Santa Fe Avenue | | Vista | 92083 | U | U | Community_Center | 74 | 195.01 | Community center with meeting space. |
| Church of St. Francis of Assisi | 525 W Vista Way | | Vista | 92083 | U | U | Church | 51 | 195.03 | |
| Paseo del Oro Apartments | 432 W Mission Road | | San Marcos | 92069 | U | Y | Multi_Housing | 57 | 200.21 | Multi-unit housing complex with wifi access, meeting space |
| House of Prayer | 795 N Rose Street | | Escondido | 92027 | U | Y | Church | 70 | 202.11 | A church with WiFi access and meeting space |
| Park Avenue Community Center | 201 E Park Avenue | | Escondido | 92025 | U | Y | Community_Center | 100 | 202.15 | A community center with WiFi access and meeting space. |
| Resurrection Community Church | 1445 Conway Dr | | Escondido | 92027 | U | U | Church | 36 | 202.15 | |
| Pauma Valley Community Center | 16650 CA-76 | | Pauma Valley | 92061 | U | U | Community_Center | 191.01 | 48 | A community center with meeting space. |
| League of Women Voters of North County | | | | | | | | | | Variety of Locations, will be conducting outreach and are willing to be census kiosks. |
| Alianza Comunitaria | | | | | | | | | | Based in North County, has a presence in social media, is a rapid response system that provides information to Spanish-speaking community and will serve as a census kiosk |

Imperial County: Identified Locations for QAC's / QAKS's

Calexico

Calexico Recreation Department
707 Dool Ave, Calexico, CA 92231

Calexico City Hall
608 Heber Avenue, Calexico, California 92231

Calexico Neighborhood House
506 Fourth St, Calexico, CA 92231

Camarena Calexico Library
850 Encinas Ave, Calexico, CA 92231

Consulado de Mexico
408 Heber Ave, Calexico, CA 92231

Calexico Cultural Arts
2741, 421 Heffernan Ave, Calexico, CA 92231

The Church of Jesus Christ of Latter-day Saints
741 Andrade Ave, Calexico, CA 92231

Sendero De La Cruz
711 Andrade Ave, Calexico, CA 92231

Imperial Valley Chinese Baptist
702 Encinas Ave, Calexico, CA 92231
San Diego State University | Imperial Valley Campus
720 Heber Ave, Calexico, CA 92231
Calexico United Methodist Church
1070 Blair Ave, Calexico, CA 92231

Cedes Comunidad Cristiana
120 W Cole Blvd # A, Calexico, CA 92231

Amistad Familiar Del Valle
280 Campillo St, Calexico, CA 92231

First Fundamental Bible Church
573 Scaroni Ave, Calexico, CA 92231

Heber

Heber Community Center
1132 Heber Ave, Heber, CA 92249

New Jerusalem
1100 Nina Rd, Heber, CA 92249

El Centro

Imperial County CalWORKS
2895 S 4th St, El Centro, CA 92243

Hunter Employment
605 Wake Ave #6, El Centro, CA 92243

Imperial Valley LGBT Resource Center
1073 Ross Ave D, El Centro, CA 92243

Central Baptist Church
1290 S Imperial Ave, El Centro, CA 92243

Imperial Valley Christian Center
610 S 10th St, El Centro, CA 92243

New Destiny International Christian Church
202 Cooley Rd, El Centro, CA 92243

Johnson Chapel African Methodist Episcopal Church
264 E Hamilton Ave, El Centro, CA 92243

Our Lady of Guadalupe Catholic Church
153 E Brighton Ave, El Centro, CA 92243

Center for Employment Training - El Centro
294 S 3rd St, El Centro, CA 92243

Christ Community Church
590 W Orange Ave, El Centro, CA 92243

Imperial Valley ROP
687 W State St, El Centro, CA 92243

Imperial County Office of Education
1398 Sperber Rd, El Centro, CA 92243

St Mary's Catholic Church
795 S La Brucherie Rd, El Centro, CA 92243

First Christian Church
450 S Waterman Ave, El Centro, CA 92243

Calvary Chapel El Centro
1923 Austin Rd, El Centro, CA 92243

El Centro Public Library
1140 N Imperial Ave, El Centro, CA 92243

Imperial Valley Food Bank
329 Applestill Rd, El Centro, CA 92243

Imperial

Faith Baptist Church
2353 La Brucherie Rd, Imperial, CA 92251

Jehovah's Witnesses-English
515 W Aten Rd, Imperial, CA 92251

Imperial Public Library
200 W 9 Th St, Imperial, CA 92251

Imperial 1st Southern Baptist
401 W 14th St, Imperial, CA 92251

Imperial Chamber of Commerce
101 E 4th St, Imperial, CA 92251

Solid Rock Christian Ministries
201 S K St, Imperial, CA 92251

Brawley

Imperial Heights Healthcare and Wellness Centre
320 Cattle Call Dr, Brawley, CA 92227

Sacred Heart Catholic Church
402 S Imperial Ave, Brawley, CA 92227

Brawley Public Library
400 Main St #1, Brawley, CA 92227

Comite Civico Del Valle Inc
235 Main St, Brawley, CA 92227

Boys & Girls Club of America
165 S Plaza St, Brawley, CA 92227

River of God Church
140 S 6th St, Brawley, CA 92227

One Stop Job Link Center
860 Main St, Brawley, CA 92227

Campesinos Unidos, Inc
1005 C St, Brawley, CA 92227

El Redentor Assembly of God
305 N 9th St, Brawley, CA 92227

Brawley Assembly of God Church
580 C St, Brawley, CA 92227

First Presbyterian Church
301 Main St, Brawley, CA 92227

Trinity Lutheran Church
275 N 1st St, Brawley, CA 92227

The Church of Jesus Christ of Latter-day Saints
490 W D St, Brawley, CA 92227

Holtville

Holtville City Hall

121 W 5th St, Holtville, CA 92250

St Joseph's Catholic Church

560 Maple Ave, Holtville, CA 92250

First Assembly of God

Holt Rd, Holtville, CA 92250

Iglesia Bethel

2302 Holt Rd, Holtville, CA 92250

Church of Christ

440 W 6th St, Holtville, CA 92250

Calipatria

Calipatria City Hall

125 Park St, Calipatria, CA 92233

Imperial County Free Library

105 S Lake Ave, Calipatria, CA 92233

Calipatria Foursquare Church

135 E Main, Calipatria, CA 92233

Niland

Bombay Beach Community Center

9590 Avenue C, Niland, CA 92257

Seaside Baptist Church

9558 Avenue H, Niland, CA 92257

American Legion Bombay Beach

2108 1st St, Niland, CA 92257

Niland Chamber of Commerce

8031 CA-111, Niland, CA 92257

Niland Full Gospel Lighthouse Church
Niland, CA 92257

Slab City

Slab City Information Kiosk
7G4H+GJ Slab City, California

Westmorland

Westmorland City Hall
355 S Center St, Westmorland, CA 92281

Lighthouse Church
299 S Center St, Westmorland, CA 92281

St Joseph Catholic Church
300 N Center St, Westmorland, CA 92281

Thermal

Salton Community Services District
1209 Van Buren St, Thermal, CA 92274

Save Our Sea by EcoMedia Compass at Rancho La Playa
2554 N Marina Dr, Thermal, CA 92274

The Church Of Jesus Is Coming
1261 Mullet Ave, Thermal, CA 92274

West Shores Baptist
3383 Seaview Ave, Thermal, CA 92274

Community Church By the Sea
228 Desert Shores Dr, Thermal, CA 92274

APPENDIX 4: LANGUAGES IN HARD-TO-REACH CENSUS TRACTS

In Region 10 (San Diego County and Imperial County), we have identified 225 census tracts designated as hard-to-count population areas; cities, unincorporated areas, suburban and urban neighborhoods. North San Diego County has 48 HTC census tracts, most long cities in the 78-Corridor; South San Diego County has 45 HTC census tracts, most in unincorporated areas in eastern regions and cities along the border; the City of San Diego has 107 HTC census tracts in City Heights, Logan Heights, Mira Mesa, among others; and Imperial County has 25 HTC census tracts.

The table below shows the languages spoken at home in the region. In San Diego County, Spanish is the most common language spoken at home after English; close to 40% of the population in HTC areas speaks Spanish at home (376,307). In Imperial County, Spanish is the predominant language spoken at home (76.9%); only a little over one-fifth of the population speaks English at home. There are five predominant languages besides English and Spanish spoken in San Diego County: Tagalog (27,537), Chinese (15,984), Vietnamese (15,382), Arabic (12,300), and Korean (3,300).

| HTC Census Tracts | San Diego County – North | San Diego County – South | City of San Diego | Imperial County |
|-------------------|--------------------------|--------------------------|-------------------|-----------------|
| Population | 285,029 | 210,983 | 492,911 | 121,578 |
| Only English | 162,785 (57.1%) | 93,978 (44.5%) | 226,468 (45.9%) | 26,579 (21.9%) |
| Spanish | 110,048 (38.6%) | 79,946 (37.9%) | 186,313 (37.8%) | 93,454 (76.9%) |
| Tagalog | 3,507 (1.2%) | 9,705 (4.6%) | 14,325 (2.9%) | 193 (0.2%) |
| Vietnamese | 1,328 (0.5%) | 732 (0.4%) | 13,322 (2.7%) | 31 (0.03%) |
| Chinese | 1,436 (0.5%) | 1,739 (0.8%) | 12,809 (2.6%) | 253 (0.2%) |
| Korean | 455 (0.2%) | 374 (0.2%) | 2,471 (0.5%) | 11 (0.01%) |
| Arabic | 395 (0.1%) | 9,575 (4.5%) | 2,330 (0.5%) | 149 (0.12%) |

Source: Language Spoken at Home for the Population 5 Years and Over, U.S. Census, American Community Survey, 2017 Estimates