



STRATEGIC PLAN TEMPLATE FOR ACBOs/CBOs

----- Ventura County Community Foundation -----

Elements of Strategic Plan

- 1.1 Outreach Approach
- 1.2 Partnership Coordination
- 1.3 Resources and Infrastructure
- 1.4 Training Methods
- 1.5 Data Management
- 1.6 Language and Communication Access Standards (LACAS) Plan
- 1.7 Workforce Development
- 1.8 Budget
- 1.9 Timeline and Calendar
 - a. Educational Phase February – September 2019
 - b. Awareness Phase April 2019
 - c. Motivation Phase March – Census Day (April 1st)
 - d. Census Day
 - e. Reminder Phase
 - f. Celebration Phase
- 1.10 Volunteer Plan
- 1.11 Social Media and Non-Traditional Communications Methods
- 1.12 Ethnic and Hyper-local Media Plan

1.1

Outreach Approach –

- to reaching the HTC with specific strategies, tactics, and timeline(s),
- description of specific collaboration(s), partnership(s),
- plan for leveraging of resources to achieve the highest self-response rate on the census

Specific components required in this section are listed below:

- Description of HTC demographic populations and least likely to respond census tracts that the contractor is addressing in SOW
- Description of research methodologies used to identify HTC/least likely to respond populations/census tracts, barriers, challenges and opportunities for outreach.
- Description of contractors' resources and network to communicate census messaging and its ability to respond rapidly to crisis communication, mis-information, and/or potential threats to the Census outreach effort.
- Description of approaches and tactics that contractor will utilize to motivate, educate and activate the HTC/least likely to respond populations/census tracts.

1.1 OUTREACH APPROACH

Region 5 has an estimated population of 2,336,051 people with 1,305,599 (60%) deemed HTC

- Specifically these HTC populations include Hispanic, Black, Asian American, American Indian or Alaska Native, and Native American or Pacific Islander.
- 408,484 people have been identified as living in HTC neighborhoods, which include neighborhoods with young children, immigrants, homeless and rural residents.
- Region 5's largest concentration of HTC population can be found in Ventura County with more than 37% of the HTC population. The remaining HTC population in the region is as follows: 24.2% - Monterey County, 19.7% - Santa Barbara County, 9.2% - Santa Cruz County, 6.9% - San Luis Obispo County, and 3% - San Benito County.
- As of 2017, about 331,330 people in Region 5 either do not have Internet access or broadband access is limited.
- One-third of those without internet live in Ventura County, 25% in Monterey County, and 20% reside in Santa Barbara County.
- A further complication is that the region has been impacted by the Thomas, Hill, and Woolsey wildfires, with a resulting catastrophic mudslide following the Thomas fire, leaving many in transitional or temporary housing. More research is needed to fully understand the impact; however, the disasters have served as a catalyst in building strong, tightly knit communities throughout Region 5.

From these statistics it is clear Region 5 is critically at risk for an undercount.

- It is our goal at Ventura County Community Foundation (VCCF) to ensure that the resources are equitably made available to Region 5 as a whole to achieve a complete and accurate count in the 2020 Census.
- using State provided data and online interactive mapping tools, we identified Census tracts throughout Reg 5 with Low Response Scores (LRS) considered least likely to respond and represented by an HTC index number. This index refers to demographics and living/geographic environments that include housing complexes, trailer parks, and neighborhoods with high densities of HTC populations with limited English proficiency (LEP). Overriding characteristics among almost all counties are non-high school graduates, crowded living conditions, incomes below 150% of poverty level and those on public assistance.

For outreach prioritization and to utilize resources more efficiently, we've grouped census tracts into two levels as indicated in the following table:

Table: Moderate and High HTC index census tracts by County

County	Moderate (60-89 HTC)	High (90 and above)
Ventura	- 38.02, 39, 87, 45.03, 50.02, 16.01 and 7.01	- 91, 45.06, 30.12, and 6
Santa Barbara	- 12.06, 10, 9, 3.01, 29.15, 29.26, 27.05 and 26.03	- 11.02, 22.05 and 24.03
San Luis Obispo	- 109.01	- none -
Monterey	- 113.04, 111.01, 108.04, 141.02, 141.05, 6, 104 and 104.06	- 105.06 and 101.01
San Benito County	- 3	- none -
Santa Cruz	- 1104, 1010 and 1004	- none -

- Additional methodologies VCCF is currently using include draws on data from previously implemented community programs, collecting guidance from an extensive network of other service organizations, and analyzing existing demographic information from tools such as CalEnviroScreen.
- To assist in the formulation and execution of the outreach strategy to HTC communities, we created a comprehensive survey and distributed it to numerous CBOs and local governments. *(See attached survey.)*
- This survey helped to identify some of the main challenges in Region 5, which include lack of internet access, lack of trust in both enumerators and in the federal government, particularly regarding immigration and language barriers.
- Additional barriers include a large concentration of elderly in our coastal communities, a lack of philanthropic institutions in HTC tracts, impact of natural disasters, perceived and real cyber security issues, immigration questions, time, lack of both nonprofit infrastructure and unrestricted resources among organizations working with HTC populations, public transportation, and a lack of public understanding on the importance of a complete and accurate count.
- Ultimately, a full enumeration requires positive messaging about the census through our “**Somos Vecinos**”, - neighbor to neighbor- strategy operationalized by local trusted messengers from HTC groups and geographic areas. The concept behind this strategy includes not only residential neighbors, i.e. individuals and families living next door to each other, but also “social” neighbors which incorporates other both formal and informal social networks that HTC individuals regularly engage in and trust. Community members will be contacted in environments where they feel safe: their churches and faith communities, in homes and personal social environments, and at neighborhood businesses. **Somos Vecinos** also includes individuals who are “digital” neighbors utilizing social media platforms for connection and communication purposes.

In order of priority, our **Communications Action Plan** is to:

1. Throughout Region 5, create a trustworthy, unifying brand and promotional materials that communicate both emotional and intellectual reasons for an accurate count to motivate action. (See attached Brand Style Guide)
2. Leverage what already exists by attending local community events and utilizing our trusted messengers at information booths. This information will be compiled and updated on our website.
3. Deploy a suite of marketing tactics and strategies that build public awareness through engaging interviews, presentations, and activities with diverse groups in multiple languages. A “speakers bureau” will be organized with a focus on ethnic and HTC representative speakers, both grasstops and grassroots. Speakers will be census ambassadors trusted in their community and knowledgeable of the 2020 Census through training and/or their participation in their county’s CCC. Speakers will be available to make presentations at community events and a wide range of organizational meetings throughout their respective counties.
4. Onboard thousands of volunteers throughout Region 5 in partnership with local community college districts who have widespread reach, local campuses and adult education centers. We will collaborate with our partners from county offices of education on curricula and to utilize school facilities as “natural centers of congregation” for children and families. Representatives from county offices of education will become partners through participation in Complete Count Committees and will disseminate census information through their various communication channels as well as utilize state and CBO generated curricula as well as highlighting our partnership with Sesame Street for using Count von Count as our leading iconic emissary for the elementary grades. Programming, outreach and implementation will dovetail with the various phases of the campaign.
5. Spread positive information on the census. Each organization will receive a toolkit upon request that includes meeting agenda templates, links to Census Bureau and CA 2020 Census resources as well as various census articles and messages they can personalize. This toolkit will be localized for linguistic access and cultural appropriateness.
6. Beginning March 2020, hold numerous Census Days in places of congregation among HTC populations. During Census Days, mobile libraries equipped with internet, tablets, and laptops will be taken to HTC communities to help educate and provide the tools needed for people to learn about and complete the Census. This template for action will be shared with Complete Count Committees from other counties and VCCF will facilitate administrative guidance and support to educate and encourage maximum census participation. These events will take the form of community rallies and/or faires that will bring together the diverse community through trusted speakers and culturally-focused presentations. There will also be mobile units (clinic and library services) to help acquaint the community with our ambulant and mobile outreach strategy. A calendar of events will be posted on our website and with all local jurisdictions.
7. Send text message “nudges” and follow-ups to activate HTC people to self-respond tracking live engagement data to send directly to SwORD for reporting.

Education, motivation, and activation of the public, as well as non-response follow-up (NRFU) will happen through a multi-pronged approach focusing on personal outreach from trusted messengers with HTC communities on the benefits of being counted. Two principles will guide this effort: (1) the importance of true trusted messengers as well as formal and informal trusted social networks for sharing information with HTC individuals, and (2) the need to prioritize personal outreach through small local, community and neighborhood events over mass media or large participation events. Trusted community leaders will access their formal and informal

social networks and members of these networks will then reach out to their own networks to magnify overall reach. This will help galvanize HTC communities where our CBO partners have presence as well as energize community leaders with whom our CBO partners have existing relationships.

1. Our educational messaging through outreach will counter mistrust through coordinated work with local social services, nonprofit agencies, faith-based organizations, charitable groups, and other trusted organizations that provide know-your-rights community education and assurances of confidentiality. Coordination also will be key with Complete Count Committees and the Census Bureau to produce social media messages, public service announcements (PSAs) and localized videos. The importance of the census will be addressed with explanatory materials, visual presentations, social media, earned media (i.e. news coverage, opinion pieces from trusted leaders and elected officials, on-air interviews and informational segments). Also, focused presentations about the importance of an accurate census count, and demonstration of community improvements will be provided. Messaging will include federal legal protections around confidentiality, the importance of HTC communities in California and future benefits to children. Information will include the availability of assistance in native languages at pre-identified locations and how they can access support at QACs and QAKs.
2. Motivation will be addressed by emphasizing civic duty and dispelling myths and eliminating fear involving mistrust of the government and the citizenship question. Should the citizenship question be excluded, messaging will claim victory for a census that favors the people, processes that are responsive to residents' concerns, and the effectiveness of participation and making your voice heard. If the citizenship question is included, the emphasis will focus on the need for census participation as part of the long-term march toward equity, resistance to harmful policies, and efforts contributing to democracy. Messaging will focus on the power to use the census to generate change, shape the future, and maintain hope. Counter-narratives will be developed to address negative messaging or misinformation, and CBO partners will work with regional program managers and state CCC office and use media to respond to sudden or crisis situations.
3. Activation will occur through an expanded and intensified neighbor-to-neighbor strategy utilizing residential, social and digital connections.

Somos Vecinos, our widespread regional strategy will include:

- A campaign, described in the marketing plan, that will harness the power of personalized connection and social media to encourage people to share with their friends they have completed the census form. Our ground game will take a “neighbor-to-neighbor” approach where trusted messengers will come from the HTC communities. This level of personal familiarity and connection will enhance and encourage census participation.
- “I Count” stickers will be given for submission of census forms at QAC’s and Census Day events. These stickers will be culturally focused and include local sayings, slogans and imagery.
- Pledge cards will be distributed during the Motivation phase to identify households already committed to completing the census and will help us focus our outreach on other areas of low response.
- Outreach will include attendance at community and cultural events and hosting informational booths with trusted messengers.
- Organizations will provide training for other organizations during the Educational Phase. Local colleges, universities and adult schools will help provide this training directly to organizations as well as utilizing a “train the trainer” model. These colleges and

universities include the Ventura County Community College District’s three colleges as well as Cal Lutheran and CSU Channel Islands. Other county institutions are as follows:

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- Santa Barbara County:* UCSB, SB City College, Hancock College and Westmont College
- San Luis Obispo County:* Cal Poly SLO and Cuesta College
- Monterey County:* CSU Monterey Bay and Hartnell College
- Santa Cruz County:* UCSC, Cabrillo College
- San Benito County:* Gavilan College

Regional Coordination -- VCCF will provide regional coordination through our Region 5 Coordinator who is providing consultation with Complete Count Committees, identifying and recruiting grassroots leaders and community based organizations as well as monitoring of ACBO contractors (county community foundations) and their implementation and completion of contract requirements and deliverables.

As an example, Ventura County has been working for the past nine months to form the Ventura County 2020 Complete Count Committee (Committee), which VCCF co-leads. The Committee consists of a powerful and diverse group of community leaders and includes numerous translators and language access specialists at each meeting. Its formation is based on the community model as described in the “2020 Census Complete Count Committee Guide” by the US Census Bureau. In Ventura County, more than 150 CBOs, local government representatives and divisions, business owners, and faith-based organizations make up the Committee and the effort continues to grow.

Throughout Region 5, Complete Count Committees include members who have amassed positions of trust through consistent outreach with HTC populations over time.

- Members include organizations dedicated to reaching and servicing populations identified as HTC.
- The network of collaborating organizations extends throughout Region 5 and will be the basis for partner recruitment to ensure HTC populations in all 6 counties are reached. Media and marketing experts will have dedicated time to assist in media campaigns.

Committee leaders include representatives from

- Mixteco Indigena Community Organizing Project (MICOP), Central Coast Alliance United for a Sustainable Economy (CAUSE), Gold Coast Veterans Foundation, Child Development Resources, chambers of commerce, economic development collaboratives, First 5s, United Farmworkers Foundation, elected officials throughout the county, private sector leaders, philanthropic institutions, Catholic Charities, Imams from local mosques, other faith-based groups, homeless advocates, entrepreneurs, immigrant service institutions, 805 UndocuFund, healthcare leaders, educators, community college districts, Cal State universities, Cal Lutheran University, tribal communities, central labor councils, public library representatives, organizations serving the elderly, organizations serving LGBTQ communities, organizations working with differently abled adults, youth serving CBOs, National Association of Latino Elected and Appointed Officials (NALEO), Rotary and other service clubs and organizations...
- Through the establishment of subcommittees, additional community members are joining the effort to increase response rates, facilitate census awareness and get the census message to all community households, using local newspapers, newsletters, fliers, local festivals, billboards, social media, radio, television, and Spanish language outlets. A recruitment subcommittee will ensure all HTC populations throughout Region 5 have sufficient outreach to inspire census response form completion. We will maintain a complete list of all partners, the specific HTC populations served, and specific geography

	<p>served. If there is overlap of services, those partners will be notified and we will help those organizations coordinate efforts to minimize duplication. If there is a lack of services, we will identify and recruit a partner to provide needed outreach.</p> <p>To support the efforts of Complete Count Committees throughout Region 5, the Ventura County Complete Count Committee has been developing a Scalable Census Toolkit solution that includes instructions, checklists, meeting formats, translation services and prepared materials. A sample calendar will provide suggested activities to fit the needs of each community. We have created a website (www.VenturaCountyCounts.org) as a transparent reference tool that can be replicated and scaled for each county.</p> <ul style="list-style-type: none"> - The goal of the Toolkit is to reduce the demand on lead partners in each county, increase the capability of local organizations, and allow other Complete Count Committees to quickly form into robust, inclusive, and responsive Committees. The Toolkit is not a requirement but will be available as an Opt-In program for each of the Complete Count Committees in all counties of Region 5. This Toolkit will be available by July 1st. <p>Most importantly, we want to leverage the power of Complete Count Committees throughout Region 5 as they work with county administration and community foundations within fully articulated committees that align with and mutually support and complement ACBO goals, objectives and strategies. County services networks have frequent and ongoing contact with members of HTC communities and service centers are seen as neutral and safe venues for addressing personal and community needs. In this regard, outreach and communication channels associated with county and city services will be leveraged. Counties and cities typically provide a variety of critical social, healthcare, public health, behavioral health, aging, workforce, veteran, and homeless services, as well as utilities and other services. Each of these programs and services touch HTC populations every day and education and messaging can be provided at their points of access including ongoing lobby visits and client contacts.</p>
1.2	<p>Partnership Coordination -- Contractor shall provide a plan showing its integrated and coordinated approach working with the US Census Bureau, the CA Complete Count (CCC) Office, cities, schools, other CBOs, sector partners, and other civil society organizations to avoid duplication and identify methodology to address gaps. Contractor shall describe partners' and its own roles and responsibilities, communication and meeting protocols, including how census information will be accessible to the public and/or targeted HTC. Additionally, where applicable, in the <i>specific sectors</i> listed below specify any organizations/entities that contractor may be sub-contracting with. This will assist the CCC as it develops its Sector Outreach Strategy by understanding what is already being activated</p> <ol style="list-style-type: none"> a. Health Services (<i>Clinicas del Camino Real, Simi Valley Free Clinic, Conejo Free Clinic, Las Islas Clinic, Santa Paula West (LGTBQ) Clinic, Salvation Army Clinic ...</i>) b. Faith-based (<i>Proyecto Esperanza, Las Guadalupanas, ministerial associations...</i>) c. Labor/Unions (<i>Service Employees, International Union, United Farm Workers, Laborers ...</i>) d. Business/Corporate (Chambers of Commerce, Economic Development Corporation, Non-Profit Resource Networks, Workforce Investment Boards, SCORE, Women's Business Centers, Women's Business Networks, Hispanic Business Associations, County Business Councils, Economic Partnership Collaboratives, Farm Bureaus) e. Prenatal to 5 --- 0-5 Service Providers/Transitional Kindergarten/Parent Organizations (First 5, Child Development Resources, Headstart programs, Pre-Kindergarten and Transitional Kindergarten programs...) f. K-12 Service Providers/Schools/Districts (county offices of education and all elementary and secondary schools, both public and private, charter schools...)

- g. Higher Education (all college and vocational schools will be involved in providing actual training or with assisting HTC individuals register with the census including community college districts, Cal States, UCs and private universities ...)
- h. Libraries (we have requested all public libraries to assist with outreach and to serve as sites for QACs and QAKs including mobile library and health services units...)
- i. Adult Education/Vocational (Employment and Training Centers, adult and ESL programs...)

1.2 PARTNERSHIP COORDINATION

Leadership on the census throughout Region 5 is in various stages of development, from nascent to more established efforts.

- Ventura County Community Foundation has secured agreement from community foundations in each of the other five counties in Region 5 and will be forwarding the state calculated funding amounts based on percentage of HTC populations in each county. We will be providing coordination support and assistance with strategic sessions through our Region 5 consultant.
- Will support Complete Count Committees by sharing our experience and lessons learned. VCCF is committed to partnering with all Complete Count Committee efforts in Region 5 will share our materials, efforts and strategies.
- Re subcontractors, each county will take responsibility for sub-contracting with trusted local community-based organizations and provide ongoing monitoring and guidance for completion of specific contract deliverables.
- While we are not specifically identifying subcontractors in this proposal, deep conversations of partnership and collaborations are underway.
- VCCF will award funding based on percentage of HTC population to each county’s 2020 Complete Count Committee, 10% of which can be used by them towards their own administrative costs to support their efforts. Percentages of county HTC populations, total state allocation and total dollars available for the 10% administrative portion are listed on the following table.

County	Region HTC %age	Total Funding	10% Administrative Allowance
Ventura	37%	\$ 412,686.90	\$ 41,268.69
Monterey	24%	\$ 267,688.80	\$ 26,768.88
Santa Barbara	20%	\$ 223,074.00	\$ 22,307.40
Santa Cruz	9%	\$ 100,383.30	\$ 10,038.33
San Luis Obispo	7%	\$ 78,075.90	\$ 7,807.59
San Benito	3%	\$ 33,461.10	\$ 3,346.11
Total	100%	\$ 1,115,370.00	\$ 111,537.00

Other partners we are currently working with include:

- California Rural Legal Assistance, Inc. (CRLA), which is a statewide, nonprofit legal services provider. CRLA works with a robust group of organizations serving HTC populations to provide community education on the importance of participating in the 2020 Census, and to form a cohesive coalition of agencies to guide these efforts. CRLA and its partner organizations are working to advance a regional and county-based agenda, coordinate actions to increase census participation, and monitor census operations to achieve representative outcomes.
- 2-1-1, a nation-wide service connecting more than 14 million people to services every year. They are one of VCCF’s key nonprofit partners and operate in all counties of Region 5. 2-1-1 has a text message option and runs a 24-hour call-center. They will serve as a

	<p>permanent assistance center during the 2020 Census and can assist with outbound information and receive calls from those who need assistance.</p> <ul style="list-style-type: none"> - Other partners include Hermandad Mexicana, Promotoras Inc., Ventura Avenue Council, Food Share, Peoples Self-Help Housing, Cabrillo Economic Development, ARC of Ventura County, Proyecto Esperanza, Poder Popular, Barrios Unidos, CAUSE and Diversity Collective. This list will continue to grow as county CCCs continue to organize and advance through the various phases of this campaign. - Business and corporate entities will be incorporated through outreach and guidance provided by the Business and Economic Sub-Committees within county complete count committees. Their primary purpose is to create and coordinate activities that involve businesses in census awareness, such as distribution of census information and census messages by local businesses and the inclusion of the census logo and message on sales promotion materials. It will coordinate with other sub-committees to insure a unified message and approach. For example, they will consult with the PR, Marketing and Media sub-committees regarding message and appropriateness of outreach materials and their distribution and or utilization. <p>VCCF will utilize Political Data , Inc. (PDI) which the state is providing to its partners free of charge. This tool is typically used for conducting and tracking voter counts. PDI will be adapted to census outreach efforts in the field with data uploads to and integration with SwORD reporting services and LUCA software platforms. Trained volunteers will use multi-language mobile texting canvassing tools to conduct outreach enabling organization-level tracking to ensure partner efforts are not duplicated in reaching HTC communities.</p>
<p>1.3</p>	<p>Resources and Infrastructure -- Contractor shall provide a primary designee who has geographic information systems (GIS) knowledge that will interface with the Statewide Outreach and Rapid Deployment (SwORD) mapping portal. shall also provide a plan for establishing, managing, and announcing Questionnaire Assistance Centers (QACs) and/or Questionnaire Action Kiosks (QAKs) which should include locations and resources, including in-language and accessibility assistance.</p> <ul style="list-style-type: none"> - shall coordinate with other entities, including relevant counties, other CBOs, among others to activate a reasonable number of QACs/QAKs within the awarded region(s). - County of Ventura will be providing GIS assistance and resources and we will work with other counties to do the same. <p>1.3 RESOURCES AND INFRASTRUCTURE</p> <p>We are working closely with Ventura County who has agreed to make their department available to serve some of these functions. Similar collaboration with county departments will be encouraged for other Region 5 counties.</p> <p><u>SwORD Background:</u> VCCF will partner with PDI, who will serve as the primary SwORD designee and will receive county GIS support and consulting services to fulfill planning and reporting requirements. County GIS departments have the experience and knowledge to include collecting, storing and analyzing tabular and/or spatial data and ensuring data quality in formats such as Excel, .csv format or others used in geographic information systems. Currently, the County of Ventura is providing training to sub-committee members and we will advocate for and encourage other counties to provide similar trainings.</p> <p><u>QAC and QAK:</u> QACs and QAKs will be used to assist with questions about the census, helping respondents who did not receive a form or those who lost their forms, helping</p>

	<p>minorities and immigrants with language barriers, and assisting those in need of technology assistance.</p> <ul style="list-style-type: none"> - Based on population density and location in the county, we estimate up to 60 QAKs and 15 QACs will be needed in the region. - Many of the QACs and QAKs will be placed within libraries, service delivery centers like foodbanks and childcare sites, and heavily utilized community spaces such as community centers, city halls, and recreation centers. - There are existing mobile libraries that will serve as mobile QACs for Census Day completion events. QACs will be staffed by volunteers and/or library staff, as permitted, and periodically updated as needed. All QAK sites will be visually inspected regularly and any needed repairs or updates will be performed. <p><u>QAC and QAK locations</u> throughout the region will be announced and publicized locally through social media posts, community newspaper or newsletter press releases, and printed posters at churches, shopping centers, libraries, office buildings, and schools. - -</p> <ul style="list-style-type: none"> - Chambers of Commerce and coalition partnerships (spanning multiple counties in Region 5) will be asked to make announcements to their employees. - Through our media software and technical partners, we will be able to send out text messages directing people to their local QAC/QAKs including location, map link, hours and languages available, etc. - A plan for training, securing and implementing a QAC-QAK strategy is being developed and will be available by the end of September. <p><u>Additional Resources:</u> VCCF is uniquely positioned to mobilize the nonprofit community because of the in-depth knowledge it has through its grantmaking process reaching hundreds of nonprofit organizations each year in HTC communities. VCCF was established in 1987, growing to over \$120 million in net assets and awarding millions to local nonprofits each year. In the past twelve months, we have granted over \$7.86 million in funds to our community and have a proven track record for addressing community needs. Recipient sectors of support by VCCF include animal welfare, arts and culture, education, environment, health medicines and science, human services, faith-based organizations, youth services, social justice, and other. VCCF serves as fiduciary to over 600 unique philanthropic funds and in the past year has helped thousands of donors achieve their philanthropic objectives. VCCF is committed to raising both awareness and additional funds to support the efforts of the Complete Count Committee.</p> <p>As an active member of the League of California Community Foundations, VCCF is intimately connected with 33 additional community foundations across California (cumulatively managing 10% of the nation’s philanthropic capital) and is one of 800 in the nation. VCCF is a member of Southern California Grantmakers, a powerhouse of philanthropic organizations and closely connected with Northern California Grantmakers and San Diego Grantmakers. Outreach to other counties and regions is currently in process for collaboration on broad initiatives which will better position us for larger foundation support...</p>
<p>1.4</p>	<p>Training Methods – Contractor shall identify training methods to be used to conduct outreach, including the “Train the Trainer” method, and any others. Training shall include various topics, including informing the public on how to complete the census questionnaire online, as well as training staff and CBO subcontractors on how to use SwORD effectively.</p> <p>1.4 TRAINING METHODS</p> <p>Our trainers will be equipped with the knowledge and skills needed to convey information in a compelling, sensitive manner. We will utilize the “Train the Trainer” method and work with the</p>

	<p>Ventura County Community College District who will provide accessible training and certification of Census volunteers with ten adult education campuses and three main college campuses. We are also partnering with Cal State Channel Islands to empower student volunteers in outreach efforts. Additionally, we will be calling on CA 2020, sector grantees and other CBOs for training opportunities in a variety of outreach and canvassing strategies.</p> <p>Outreach orientation begins by explaining our organization history and how we operate. We will provide a detailed description of what we are trying to accomplish, as well as goals of specific programs and projects. We will train volunteers on tasks and best practices, informing how to complete the census, how to use SwORD, and who and where to go for help. We will focus on the strengths of our volunteers and leaders will be trained to ensure goals are accomplished using streamlined methods that provide support to those in their group. Training will be available in multiple languages with language accessibility as well.</p>
1.5	<p>Data Management - Contractor shall describe how it plans to provide data, in tabular and/or spatial format, for each of the following:</p> <ul style="list-style-type: none">• Describe how Contractor intends to track outreach activities geographically.• Describe software, staff capability and other resources to work with data to leverage outreach to the HTC/least likely to respond.• Identify the geographic coverage area and communities served by the Prime Contractor, as well as partnering and subcontracting parties (as applicable). <p>1.5 DATA MANAGEMENT</p> <ul style="list-style-type: none">• Leveraging mapping technology, such as the State’s free ESRI-based canvassing tool, Survey123, VCCF can work with our partners to GPS coordinate-level data on canvassing activities and progress. That way we can ensure that the outreach efforts specifically targets HTC groups and areas with historically low response scores.• Using PDI, the state provided data tool, VCCF will provide live geographic data at a zip code level via API to the SwORD platform.• Using Asana project management software we will organize and delegate specific tasks.• VCCF has a dedicated 2020 Complete Count Committee website and email account.• The outreach program will include a unified event and activity calendar to coordinate groups across all counties in Region 5.

1.6

Language and Communication Access Standards (LACAS) – California has over 200 non-English languages spoken across the state. Contractor shall provide a plan that includes strategies, tactics and resources, including partnerships, to address language and communication access in the relevant jurisdiction. This component shall address both access for individuals with *limited English proficiency (LEP) and people with development disabilities*.

For the SP May 2019 timeframe, contractors should be able to generate the following information: partners, tactics, activities, estimated budget allocation, quality assurance methods, types of services, and general overall approach to addressing language and communication access. (The LACAS requirements and best practices will be released at the end of April 2019 and become part of the Contractors' Implementation Plan, which is due in October 2019).

Describe the overall approach to reach Limited English Proficient (LEP) individuals and people with disabilities:

- Ability to engage in activities and services to meet the minimum required language threshold as defined by CA Complete Count (CCC) Office
- Capacity to reach HTCs in the geographical area of concentration (CA HTC-Index, SwORD)
- Approach to address barriers and challenges (fear, distrust, and misinformation)
- Define specific priorities to reach LEPs and people with disabilities
- Describe policies, development, and procedures to govern the delivery of adequate quality meaningful communication

1.6 LANGUAGE AND COMMUNICATION ACCESS PLAN

We will be utilizing State Census office translation services for their recommended languages for our area. The top six non-English languages spoken in Region 5 are Spanish, Mixteco, Tagalog, Mandarin, Vietnamese, and Arabic, with Spanish being the second most spoken language in the region. State-mandated language requirements for Region 5 are Spanish for all six counties with Tagalog as an additional language for Ventura County. In partnership with MICOP, indigenous Mixteco, Zapoteco and Triqui languages will also be addressed.

Specific strategies to reach LEP populations include direct contact via door-to-door, phone banks, texting, and pledge cards. Forums and events will be held, and census outreach will be integrated with other social services. QACs will be placed in neighborhoods for easy access and media outreach will include trusted sources, such as local radio stations and cultural publications.

All electronic and print publications will be made in both English and Spanish and usually within the same document. QAKs will include information and referrals for assistance in all six identified languages. VCCF subscribes to interpreter and translation services for all census-related meetings and we plan to use their services along with our partner networks to reach HTC population through the region, especially during Census Day outreach activities. Additionally, volunteer language ambassadors will be selected to lead presentations, lectures, or make videos for educational and motivational activities

QACs will be established in HTC neighborhoods with a total population of at least 250 people and a total number of housing units of at least 100. Working with local officials, VCCF will partner with libraries throughout Region 5 to serve as QACs and will form coalitions with colleges campuses, First 5 organizations, food banks, chambers of commerce, shopping centers, and school districts. Partnership Specialists are being recruited to identify free space provided by community organizations to house QACs.

	<p>Other specific strategies to reach Limited-English Proficient populations include:</p> <ul style="list-style-type: none"> - forums and kick-off events - integration of census outreach with other county and community social and healthcare service outreach and provisioning - media outreach through trusted sources, such as local radio stations and cultural publications in addition to county, city and CBO websites and social media platforms - consistent with the state’s LACAS plan, all electronic and print materials will be in English and Spanish (usually within the same document) and will adapt and localize materials in other region’s languages including Mixteco, Zapoteco, Triqui, Tagalog, Mandarin, Vietnamese and Arabic. - Interpreter and translation services will be provided for all census-related meetings and events - Volunteer language ambassadors will be selected to lead community presentations, lectures or videos for educational and motivational activities in targeted HTC community areas - QAKs will be co-located with as many QAC locations as is fiscally and technologically possible. - QACs and QAKs will include information and referrals for assistance in each of the six HTC languages applicable to the language of a particular area - mobile QACs will be utilized strategically and to cover more territory as well as scheduled community events
<p>1.7</p>	<p>Workforce Development</p> <p>A. Contractor shall provide a plan describing how it may assist the U.S. Census Bureau with local hiring of census enumerators and other personnel. Based on previous census efforts, it is known that hiring locally for these critical jobs is an important factor in establishing trusted messengers that may impact the enumeration positively.</p> <p>B. The CCC Office wants to ensure that those providing community outreach are indeed trusted messengers.</p> <ol style="list-style-type: none"> 1. Contractor shall explain what makes its community outreach workers trusted messengers in the community. 2. Contractor shall include a detailed summary of its criminal background check screening process for community outreach workers, including any existing policies and procedures. If the organization does not currently have a process, the processes and procedures that will be implemented for Census 2020 outreach efforts shall be described here. <p>1.7 WORKFORCE DEVELOPMENT</p> <p>The 2020 Complete Count Committees will help advertise job openings at QAKs and QACs throughout the region via local governments, faith-based organizations, CBOs, Workforce Investment Boards and local colleges. VCCF will coordinate with other committee members and partners to provide space for testing, interviewing, and training.</p> <p>Community outreach members will be recommended and vetted by organizations dedicated to serving HTC populations, thereby, ensuring trust in leaders and messengers. VCCF already performs extensive background checks as do many of the partnering organizations. We will comply with the process and procedures required by the state in this matter. Trusted messengers</p>

are individuals who have a history of working with HTC populations and areas through advocacy or facilitating safety net services. They will be familiar to these communities and will be readily identifiable. We will be contracting with Live Scan. a fingerprinting, background check and drug testing firm to assist with this. Live Scan will forward fingerprints and other information to the state attorney general/justice department as well as the FBI. We will also be checking sexual offender registries for all applicants.

1.8 Budget - Contractor shall provide a budget which shall include, but not be limited to:

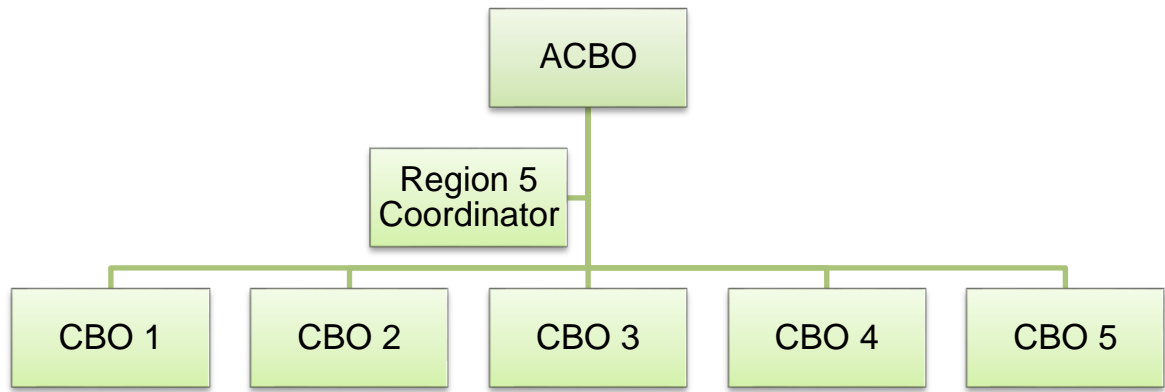
- Administrative costs (not to exceed 10% of total allocation). Contractor shall identify cost breakdown of Executive team and salaries for paid employees assigned to the work. Administrative costs include, but are not limited to: human resources, budgeting, contracting, legal, facilities, information technology equipment and support, etc.
- Outreach – Contractor shall identify the budget allocated for providing outreach to the specified demographic populations. Budget must cover the entire outreach period, including non-response follow-up period (NRFU). Outreach costs include all costs related to doing outreach, such as, hosting an event (which may include facility rental, food, etc.), hiring outreach workers, outreach materials, etc.
- Media (to the extent that media is included in the contractor’s work). The State will be contracting with an Outreach and Public Relations prime contracting firm to develop media, branding, messaging, etc. that can be used by the contracted ACBOs and Statewide CBOs.

Tentative Region Budget <i>(Note: sub category allocations will occur as the campaign evolves and the mix of state, in-kind, philanthropic and county financial resources becomes clarified.)</i>	Total
May 2019 – 30% minus 10% hold (Strategic Plan)	\$301,149.90
Administrative Costs* (10%)	\$30,114.99
<i>Region 5 Coordinator</i>	<i>\$30,114.99</i>
<i>Other</i>	--
Outreach Costs	\$180,689.94
<i>Support of Subcommittees</i>	
<i>Creation of Region 5 Toolkit</i>	
<i>Translation Services</i>	
<i>Other</i>	
Media Costs	\$90,344.97
<i>Creation of Website</i>	<i>\$10,000</i>
<i>Marketing</i>	
<i>Other</i>	

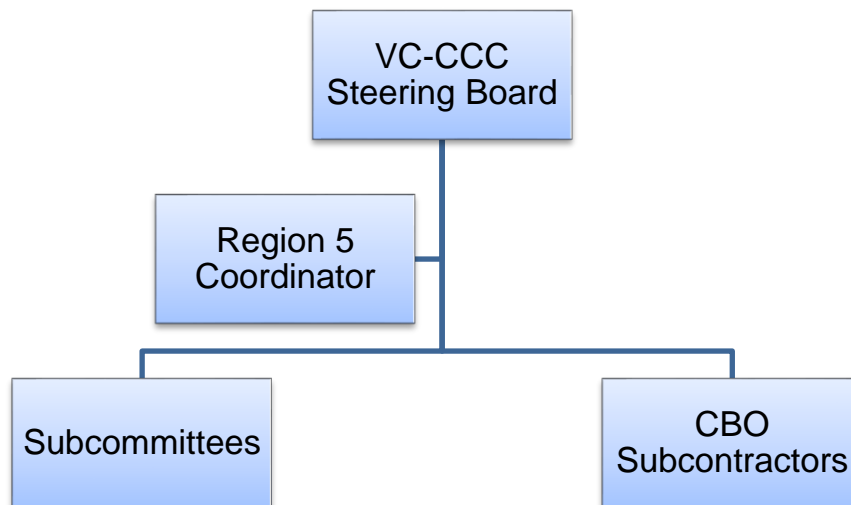
July 2019 – 20% minus 10% hold (1st Qtr Report)	\$200,766.60
Administrative Costs*	\$20,076.66
Outreach Costs	
Media Costs	
September 2019 – 20% minus 10% hold (2nd Qtr Report)	\$200,766.60
Administrative Costs*	\$20,076.66
Outreach Costs	
Media Costs	
October 2019 – 20% minus 10% hold (Impl. Plan)	\$200,766.60
Administrative Costs*	\$20,076.66
Outreach Costs	
Media Costs	
January 2020 – Release of Withhold (Outreach Period)	\$100,383.30
Administrative Costs*	\$10,038.33
Outreach Costs	
Media Costs	
February 2020 – 5% (NRFU Plan)	\$55,786.50
Administrative Costs*	\$5,578.65
Outreach Costs	
Media Costs	
September 2020 – 5% (Final Report)	\$55,786.50
Administrative Costs*	\$5,578.65
Outreach Costs	
Media Costs	

*All administrative duties will be performed and funded by community foundations as ACBO contractors in each county. Salaries are not applicable as no duties performed by VCCF staff members will be compensated through this contract.

REGION 5 ORGANIZATIONAL CHART -----



VENTURA COUNTY ORGANIZATIONAL CHART -----



1.9

Timeline and Calendar – Describe in detail the specific outreach activities during the entire term of this contract, including NRFU (Non-Response Follow-Up Phase). The format is flexible and should be easy to read/follow, and include a calendar of activities/events. NRFU period should be clear and follow the preceding outreach activity. Contractor shall provide plans for “Be Counted California” events during March and/or April 2020.

2.9 TIMELINE/CALENDAR

1. EDUCATIONAL PHASE: FEBRUARY – SEPTEMBER 2019

- **ACTIVITY:** Preparation on development to execute field outreach plans
Currently working with partners and Complete Count Committees to educate and raise the

level of awareness on the Census highlighting the benefits and consequences, both resource and political.

• PLAN/TACTICS:

- Develop organizational outreach plans; recruit volunteers; develop training curriculum; marketing materials.
Outreach being conducted with all sectors of the community including labor unions and both formal (non-profits) and non-formal organizations.
- Presentations at city councils/service organizations/media outreach
Currently organizing a speakers bureau that includes both grass-tops and grassroots representatives. Working with a marketing firm to provide media outreach and translated materials/content.
- Engage Complete Count Committees & network in Region 5
Regional coordinator has reached out to other counties and will travel for consultation and support on a regular schedule.
- Prioritize HTC population and geographic areas/environments for strategic planning
- Identify locations for placement of QACs and QAKs

2. AWARENESS PHASE: APRIL 2019 – COMPLETION OF CENSUS

• ACTIVITY: Education and awareness for the public about the census
This period calls for an intensification of outreach in a variety of modalities: social media, face-to-face, texting, email and community events presentations.

• PLAN/TACTICS:

- Conduct public education workshops and volunteer training sessions
A template for these workshops will be jointly developed with local colleges and universities who will also be providing trainings.
- Launch social media campaign
We’re currently working on a schedule for launching.
- Service Organization presentations
Complete count committees will help schedule presentations by individuals from the Speakers Bureau.
- Develop Social Media tools
- “Gamify” census for schools
We expect “Count von Count” to be the poster icon for reaching elementary school children and their families.

3.. MOTIVATION PHASE: MARCH 2020 – CENSUS DAY

• ACTIVITY: Activation of the outreach intensity and providing support to communities

• PLAN/TACTICS:

- Continue workshops & media campaign
- Neighborhood canvassing, phone banking, kiosk readiness
- Intensify training for volunteers and staff on reaching nonresponsive groups

	<ul style="list-style-type: none"> ○ Distribute pledge cards ○ Coordinate and conduct “Be Counted California” events <p>4.. CENSUS DAY: APRIL 1, 2020</p> <p>• PLAN/TACTICS:</p> <ul style="list-style-type: none"> ○ Census Day events (mobile libraries) ○ Work with public libraries and partnering CBO’s to have Census zones <p>5.. REMINDER PHASE: MAY – JULY 2020</p> <p>• ACTIVITY: Follow up and increase targeted outreach to nonresponsive areas</p> <p>• PLAN/TACTICS:</p> <ul style="list-style-type: none"> ○ Continue workshops, neighborhood canvassing and phone banking ○ Organize data/mapping to develop and launch post-outreach evaluation ○ Attend community events ○ Send mobile library to HTC areas <p>6. CELEBRATION PHASE: AUGUST 2020</p> <p>Appreciation for participation will be shared by a variety of mediums (digital, phone, personal) as well as having local celebratory events.</p>
1.10	<p>Volunteers Plan – Contractor shall describe a plan to utilize and leverage volunteers, including quantities. Specifically, identify outreach activities, planning, and resources where volunteers may be utilized and how many volunteers. This should include the NRFU period as well.</p> <p>1.10 VOLUNTEER PLAN</p> <p>Region 5 is committed to speaking with one voice and working collaboratively with a broad and diverse group of leaders and volunteers through comprehensive training. VCCF will follow state guidelines that specify the following:</p> <ul style="list-style-type: none"> - Use of volunteers: how, what, training and supervision - Insurance <ul style="list-style-type: none"> ○ Reasonable steps towards extending insurance to volunteers including commercial general liability, auto and workers compensation - Release and Waiver of Liability <ul style="list-style-type: none"> ○ If contractor’s insurance plan does not extend Workers’ Compensation and Auto Liability Insurance Coverage to volunteers, contractor shall require all volunteers to complete a Release and Waiver of Liability form. - Background checks <ul style="list-style-type: none"> ○ Contractor shall provide non-discriminatory history background check policies and procedures and adherence when hiring. Contractor assumes responsibility

	<p>for determining appropriate level of background check, including criminal and health, if any, for each type of volunteer.</p> <ul style="list-style-type: none"> o VCCF will contract with Live Scan Fingerprinting Services who will forward information for volunteer applicants to CA Attorney General/Justice Department and the FBI. Sexual Offender registries will also be checked for all applicants. <p>- Additional considerations</p> <ul style="list-style-type: none"> o Scope of volunteer service duties required and the interaction of the outreach volunteer with the community, especially with respect to children and the elderly o Who will pay for this service o Who will update records o Discovery of potential findings and what criteria to use to make decision for those having direct contact with children, contractors must verify if applicants have been included in any state or federal sexual offender registry o Contractor shall make clear in writing to its volunteers that they are performing volunteer services on behalf of VCCF and not the State of California or its CCC o Contractor will maintain personal information relating to volunteers in strict confidentiality as per the Information Practices Act of 1977 o Contractor shall ensure that contractual confidentiality provisions applying to Contractor and its affiliates are applied to contractor’s volunteers. o Contractor’s volunteers shall not use or disclose any personal information belonging to any individual gained by virtue of doing census-related outreach work. <p>VCCF will leverage our existing community resources and key volunteers to perform Census-related outreach, such as:</p> <ul style="list-style-type: none"> • Include information in multiple languages promoting the census in First 5’s new baby packages to parents. • Partner with community college districts to train volunteers and census outreach workers. • Mobilize youth and influence parental participation through the Associated Student Body (ASB) groups at local high schools. • Leverage existing infrastructure and outreach partnerships such as 805 UndocuFund. • Have volunteers at computer labs at local institutions to assist with online access • Utilize volunteers at caregiving organizations to help with outreach. • Partners with entrepreneurs to help gamify census education. • Work with volunteers from local faith-based organizations to help with outreach.
<p>1.11</p>	<p>Social Media and Non-Traditional Communications Methods – Contractor shall describe unique methods of providing outreach via digital and social media and other non-traditional communications methods.</p> <p>1.11 SOCIAL MEDIA AND NON-TRADITIONAL COMMUNICATIONS METHODS</p> <ul style="list-style-type: none"> • We will write a monthly column about the 2020 Census in online publications and produce “Facebook Live” type streaming events to communicate the importance of participation in the 2020 Census and answer questions posted by viewers during the broadcast. • Social media platforms will be utilized to access the Neighbor-2-Neighbor (N2N)/Somos Vecinos connections for members of HTC communities. They will be encouraged to forward census information to their own networks. • Social media ads will focus on specified locations based on HTC levels.

	<ul style="list-style-type: none"> • Target audiences will be defined by their demographic characteristics, online behaviors, interests, and geographic location. Audiences will be reached with the most appropriate online advertising tactics and will optimize as the campaign moves forward through its phased activity schedule. • The top platforms for outreach are Facebook, Instagram and Twitter. We will work with subcontractors to find, reach and engage audiences on these platforms with social ads delivered across desktop and mobile, in tandem with the overall digital campaign. • Audiences will be re-engaged after they’ve been contacted to increase exposure to census messaging. They will be encouraged to visit other links and websites for further information which in itself will trigger further engagement. • We will create banners and filters that can be used with photos on Facebook, Instagram, or Snapchat to highlight Census participation. • VCCF will work with Matter Labs, a locally-based think tank to gamify the Census and to appeal to younger populations. • Our web developers will create online “pledge cards”. This way, they can fill out an online “card” that says they pledge to complete the Census come 2020. These online cards will geotag to addresses and neighborhoods for tracking and outreach purposes. We will also have printed versions to hand out and collect at community events and gatherings.
<p>1.12</p>	<p>Ethnic and Hyper- Local Media Plan (Optional/Non-Mandatory Requirement)—Contractor shall describe plan to utilize ethnic and hyper-local media, if applicable.</p> <p>1.12 ETHNIC AND HYPER-LOCAL MEDIA PLAN</p> <p>VCCF has identified local ethnic radio and television programs broadcasting in specific HTC languages as well as ethnic local faith-based leaders that host public broadcasts. VCCF regularly supports these organizations. For example, VCCF recently granted approximately \$50,000 to help local radio stations rebuild transmitter towers after they were destroyed by California wildfires. VCCF, in conjunction with the regional Complete Count Committees, plans to record 30-second PSA’s to play several times throughout local broadcasts targeting HTC groups. VCCF will work with local radio and news programs to do a remote broadcast at our “Be Counted California” and Census Day events as well as other events throughout the campaign. We will continue to develop these relationships and request a recurring appearance through radio and television appearances.</p> <p>VCCF will contact the editors and journalists of local ethnic print and online publications to communicate the importance of 2020 Census participation to develop a marketing plan to convey this message to the HTC groups.</p> <ul style="list-style-type: none"> • Media subcontractors will focus on television, radio and texting which research has shown to be the favored modes of media contacts preferred by HTC communities. • Television and radio ads and videos will be provided during peak times of media engagement by target audiences. • VCCF will work with subcontractors to provide geo-targeting by radius with locations being identified through PDI and SwORD software mapping tools. This strategy will place census information and ads in front of these identified target audiences. • Ads for messaging will be produced to ensure display as intended regardless of the device or browser used by target audiences. • Creative messaging will focus on alignment with census goals and strategies to achieve maximum coverage and engagement by the campaign. • Subcontractor will provide campaign performance reports on a regular basis. An activity dashboard will show how many times the number of “impressions” by members of target

	audiences as indicated by the number of “clicks” and site visits generated by social media messages.

Attached Inormation:

VCCF Survey Questions administered to local CBOs, agencies and groups.

- Q1. First Name
- Q2. Last Name
- Q3. Organization Name
- Q4. Does your organization engage in activism?
- Q5. How many clients does your organization serve?
- Q6. How many volunteers does your organization have?
- Q7. Does your organization have volunteer training sessions annually?
- Q8. What is your organization’s annual budget?
- Q9. Is your organization willing to host a 2020 census kiosk with information available and assistance provided?
- Q10. What amount of funds has your organization already committed to 2020 Census outreach efforts?.
- Q11. Are you in need of funding to support outreach?
- Q12. What other additional affiliations does your organization have?
- Q13. Does your organization have a specific reach with hard-to-count (HTC) communities?
- Q14. If yes, which ones?
- Q15. What is your organization’s geographic reach?
- Q16. Which languages (besides English) do your clients speak?
- Q17. Are you affiliated with a specific faith-based community?
- Q18. What type of outreach is your organization able to take the lead on? (We will follow up with you later for more details.)
- Q19. What type of outreach is your organization able to support? (We will follow up with you later or more details.)
- Q20. What barriers to outreach do you anticipate?
- Q21. How would you recommend addressing these barriers?
- Q22. What organizations do you think should be on the 2020 Complete Count Committee that are not currently included (click here to view roster)?
- Q23. Who in our community do you think should be on the 2020 Complete Count Committee that are not currently included (click here for roster)?
- Q24. Have you sent your Resumé or Bio to Daniel Chong (dchong@vccf.org) with photo?

(Note: General conclusions drawn from this data is summarized on Page 2 of this narrative document)