The Black Hub Strategic Pivot Plan
in Response to Covid-19 Reality
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California
Black Census & Redistricting Hub
Our New Reality...

The Covid-19 health pandemic is a harsh reminder that our work is more urgent than we even imagined. Our ability to handle this pandemic has brought into sharp focus the need to invest more deeply in our state and civic infrastructure to ensure our responsiveness and resilience to public health and other crises. The truth is every day our most vulnerable communities feel discounted and failed by our public infrastructure and institutions. Those of us navigating an unfair healthcare, criminal justice, education and housing system have for years felt invisible, failed, abandoned in our time of need.

Hopefully, this crisis reminds us that our current and future resiliency depends on the investments we make today and ten years from now in our state and civic infrastructure. This is why we need an accurate census count to invest in our people and fortify our institutions. We often talk about redistricting and census as different sides of the same coin. Ensuring civic engagement in census and redistricting is critical to making California’s institutions and resources responsive, proactive, and accessible for all, not just the privileged few.

In the face of these new realities, the CA Black Hub team is getting ever-creative about civic engagement--we’re getting even more nimble and innovative as we prepare to deploy new digital outreach, technology and communications strategies to reach and count our Black community amidst new fears, quarantines, and shelter-in-place policies. This document details our plan to pivot the Black Hub’s strategy, operations and coalition to meet this new challenge.
Our Biggest Risks

The Covid-19 pandemic presents the following challenges to the Black Hub strategy of reaching 140,000 HTC Blacks in CA

- Inability to conduct door-to-door canvassing and traditional in-person phone banking during current shelter-in-place and other state public health policies and guidance

- Needed reliance on technology-enabled virtual outreach that requires hardware, software and reliable internet connectivity which will present further challenges for coalition members and our Black HTC audiences that do not have reliable connectivity, phones or computers.

- Threats to predictability and feasibility of state and federal census timelines based on the unknown length of time that counties will have closures, shutdowns, shelter-in-place policies

- Our target audience is most likely to be negatively impacted by the COVID-19 pandemic because HTC Blacks are overly represented in the following groups: unemployed and underemployed, homeless, food insecure, justice-impacted, immigrant/refugees and those with underlying health conditions and poor access to good healthcare
Biggest Opportunities to Mitigate Risk

At the same time, we are well poised to mitigate some of these risks by overhauling our strategy to focus on the following during the April-June Covid-19 Ready to Get Out the Count campaign phase:

- Capturing HTC Blacks who are now relying on internet, radio and television to connect with social networks and get critical news

- Capturing HTC Blacks who are homebound, but accessible via phone

- Helping HTC Blacks connect this public health crisis and moment to the need to invest in our institutions (schools, hospitals, public welfare, etc.) through a complete census count

- Pioneering new and emerging outreach technologies and tools to reach communities creatively through phone and digital organizing
Our Managed Strategic Pivot

**Strategy**
Pivoting our approach in light of pandemic

**Goals**
Aligning goals to our pivoted strategy

**Measurement**
Setting clear metrics and ways of measuring our progress and impact
VIRTUAL PHONE BANKING
- Support 15 organizations participating in phone banking
- Run 9 weeks of phone banking
- Conduct 20,000 GOTC census conversations
- Secure 12,000 commits to take the census
- Secure 6,000 commits to spread the word

RESPONSIVE COMMUNICATIONS
- Develop messaging framework
- Develop phone bank, social text and social media scripts and messages
- Develop creative content for digital ads

POLICY, ADVOCACY, FUNDRAISING
- Participate in Census Policy Advocacy Network (co-chair State Funds Cmte)
- Provide weekly census updates to Black Hub coalition
- Coordinate with local and state agencies and advocate where needed
- Raise $60K in additional funds for digital advertising and virtual phone banking programs

TECHNICAL SUPPORT
- Provide phone banking and text message trainings
- Provide ongoing 1:1 technical assistance and media support

DIGITAL ADVERTISING
- Place digital ads in Facebook, youtube, twitter, instagram, etc.
- Run 9 weeks of digital ad campaign to engage, saturate and convert users
- Ensure 1.2M+ impressions
- Reach 500,000+ HTC Blacks digitally

The Black Hub New Goals for GOTC Campaign
<table>
<thead>
<tr>
<th>Pivot Strategy</th>
<th>Goal</th>
<th>Measurement Tool</th>
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<tbody>
<tr>
<td>Virtual phone banking to educate, persuade and convert</td>
<td>20,000 Contacts 12,000 Commits 6,000 Agrees to spread the word</td>
<td>● PDI, SWoRD  ● Action builder  ● Mobile Commons  ● Outreach Circle</td>
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<tr>
<td>Responsive communications development to connect this pandemic to an immediate</td>
<td>Develop pivot script Develop pivot social media messaging Develop pivot ad campaign</td>
<td>● Website  ● Facebook  ● Instagram  ● Twitter  ● Youtube  ● Outreach Circle</td>
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<td>call to act by taking the census</td>
<td>messaging</td>
<td></td>
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<tr>
<td>Digital advertising to reach HTC Blacks online</td>
<td>Launch 9-week digital advertising campaign Secure 1.2M+ impressions Reach 500,000+</td>
<td>● Website analytics  ● Digital ad analytics</td>
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<tr>
<td>Policy, advocacy and fundraising to mitigate threat to HTC census outreach</td>
<td>Census policy and procedure monitoring and advocacy Raise $60,000 additional dollars to</td>
<td>● Media tracking  ● Coalition and state stakeholder engagement  ● Public records</td>
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<td>amid Covid-19</td>
<td>fund pivot plan</td>
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<td>Technical assistance to support Black Hub coalition members to make this swift</td>
<td>Ongoing group and 1:1 assistance for all Black Hub members</td>
<td>● Black Hub coalition satisfaction surveys and interviews  ● Coalition performance to goals</td>
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Some Nitty Gritty Details...

OPERATIONS
- Developed and shared pivot plan with funders and partners
- Purchased new virtual phone bank, relational organizing and digital advertising tools
- Mapped out new expenses, financial losses from vendors, and realigned budget
- Revised regrant levels and amounts

COMMUNICATIONS
- Set communications goals and budget
- Redesigned comms and data program and team
- Developed targeting strategy for digital ad campaign
- Incorporating ladders of engagement
- Developed new landing pages and email templates for digital ad campaign

OUTREACH
- Developed new virtual phone bank universes
- Developed new script
- Held 1:1 trainings with team leaders to roll out new program
...thank you for supporting The CA Black Hub

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