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FINAL REPORT – United Way Bay Area (Region 3 ACBO)

General Information

Date of report	November 16, 2020
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Due Date: November 16, 2020

Narrative Report

1) List your goal(s) and objectives as it appears in your strategic and implementation plan. What and how did you revise the objectives due to COVID-19 and the U.S. Census Bureau's operational adjustments?

While our tactics changed, the goals and objectives submitted in UWBA's strategic and implementation plans remained consistent despite COVID-19 and the U.S. Census Bureau's operational adjustments. We took a multilateral approach in curating a network of trusted messenger partners across Region 3, providing them with a full suite of partner-informed tools and technical assistance, and supporting local efforts through an umbrella outreach campaign. Trust-building early-on through transparency, communication, and accountability was key to ensuring that our partners could trust our decisions, products, and thought leadership throughout what became an extraordinarily tumultuous journey.

Our efforts were always about reaching every person in the Bay Area, and especially those who have been historically "hard to count" (HTC). This meant that while we mobilized to target census tracts with a HTC score greater than 57, once the counting operation began, we prioritized our targeting based on self-response rates knowing that while those two characteristics often appeared together they also could present separately. The pandemic shifted the definition and degrees of "HTC" on multiple axes: many people who were already considered HTC soon became extremely so given the disproportionate impacts of COVID-19 on BIPOC communities; census tracts that were not historically HTC in San Francisco experienced population loss due shelter-in-place ordinances; college students shifting to remote learning became even more difficult to reach while higher education partners struggled to navigate the changes alongside them. Building a broad, inclusive campaign from the outset allowed us and our partners to continue to flex and reach a diverse set of populations who were historically HTC and/or also became HTC through the various unanticipated challenges that arose through the census life cycle.

The pandemic challenged us to execute our work and actualize our role as ACBO to a degree that stretched our capacity and imagination. We continued to take an equity-based approach which meant bolstering supports especially in under-resourced areas and using a sliding scale to budget for cost-per-person-counted. This applied as the census counting timeline was extended, dollars were mostly expended, the State's media campaign was in its final phases, and we continued to learn about the Census Bureau's operational challenges which we feared would jeopardize the completeness and accuracy of the count. We continued to respond through investments prioritizing under-resourced areas with lower SRRs. This included an extensive multilingual media/ad campaign, grants to support the counting of unhoused community members via self-response, and funding, toolkits, and technical infrastructure to support canvassing, phone banking, and safe in-person questionnaire assistance during NRFU for both regular and special enumeration operations such as SBE/TNSOL.

Just as many of our plans and activities had to shift due to the pandemic and operational hurdles, we knew the same would be the case for our partners. Maintaining a collaborative approach to our role meant working compassionately and efficiently with them to revise their scopes of work as needed and adjusting timelines and expectations based on their capacity and resources. Our partners were deeply impacted by COVID-19 and of all stakeholders, felt the significance of the need to get their community members counted in the census especially during a pandemic. Trusting them and their dedication to the work as partners and fellow nonprofits and not just as vendors or subcontractors allowed our network, relationships, and productivity to survive what felt like insurmountable challenges throughout the spring and summer.

The most significant shifts in plans were around in-person outreach events and questionnaire assistance activities. UWBA had prepared to open a network of 525 Questionnaire Assistance Centers (QACs) which involved developing, producing, and distributing turnkey toolkits and training materials. We had also equipped dozens of community outreach partners with canvassing kits for door-to-door outreach. In the space of a few weeks after regional shelter-in-place ordinances were set, we helped our network successfully shift to virtual outreach and questionnaire assistance by creating new toolkits, building out our phone banking infrastructure, and providing additional grants. Our Volunteer Income Tax Assistance (VITA) site network jumped into overdrive with their outreach given the similar extension and challenges of a pandemic tax season, and our 211 partners ended up reaching an unprecedented number of HTC individuals given the volume of calls they were receiving due to COVID-19 and wildfires.

As resources became increasingly thin, the census counting timeline more volatile and the political climate even more unstable due to the July 21 presidential memorandum and upcoming elections, UWBA and our partners dug deep and barreled towards the end of the counting operation at full-steam despite our plans to operate a "Census Lite" campaign during NRFU. We got the region outfitted and set up to utilize a new predictive dialing phone banking platform within a week, continued to update all our toolkits, scripts, and FAQs with the constantly shifting deadlines and responses to legal and policy questions, and provided continued analysis and communications to the network in hopes that our guidance and feedback can help sustain everyone's push to the end.

Region 3's final self-response rates (SRRs) speak for themselves, and more importantly speak to the creativity, tenacity, and resilience of everyone involved. The end results we see are not because of the pandemic and the tensions in Washington D.C., but despite them. UWBA is proud to have facilitated these results through quick, decisive actions that stayed true to our stated goals and objectives while also continuing to center our community partners and those we were ultimately trying to count.

2) Reflecting on your own operations and outreach strategies throughout the campaign, please provide a response with specific examples for the following questions. Please also indicate which timeframe you are referring to in your response (i.e., education, NRFU period).

Contracted partner's operations

What worked well operationally?

- **STAFFING**: In addition to the countless hours of in-kind support provided by UWBA's impact, marketing, finance, and executive teams, UWBA hired a dedicated full-time census team to execute our State contract. This included a senior director with a high level of census expertise, 1-2 data and GIS experts to manage SwORD and regional planning/reporting, and a strong program manager to facilitate the coordination and communications needed to support a network of our size. We believe that the significant volume, scale, and depth of our outputs and outcomes was made possible by having the staff capacity and technical expertise to deliver.
- **FUNDING**: Most ACBOs ended up being either foundations or philanthropy-serving organizations to be able to serve as a resource administrator for the region. UWBA, as a nonprofit philanthropy-serving organization, was uniquely positioned to be able to serve as a fiscal agent not only for the regional State contract (most of which we deployed through five rolling grant cycles) but also for six of the seven counties in Region 3. For State funding dispersal that came late in the census life cycle, UWBA approved the necessary contract amendments and passed funding through more expeditiously than most counties would have been able to. By establishing trust, transparency, and a spirit of collaboration early on and consulting with the relevant county census partners when needed, we were able to get resources into the hands of our partners in a timely manner.
- **TIMELINE**: Anticipating regional needs and addressing them early on was key to being able to execute efforts on time. Knowing that a branded, multilingual outreach campaign would serve as scaffolding for all our work, we worked with regional partners to establish Bay Area Counts 2020 in July 2019. Knowing that QACs and canvassing would be a key component of our outreach efforts, we worked with regional partners to establish a mutually agreed-upon QAC kit and with the State to set up a tailored Census PDI account in January 2020. Knowing that the census would begin in earnest in March (with or without the pandemic), we co-organized with each county a "gametime rundown" event to serve as a final "dress rehearsal" for partners. Having all partners on the same page operationally and outreach-wise by the end of February helped us immensely with pivoting collectively as a region in March when COVID-19 hit.
- **TECHNICAL EXPERTISE**: Subject matter expertise was an important priority in our strategy, especially given the prevalence of misinformation and risks of disinformation throughout the campaign. We worked to not only equip our network with as much information as possible, but also to provide it in a timely

and accessible manner that could be easily shared. All trainings and factsheets on subjects such as census 101, applying for census jobs, questionnaire assistance, and our monthly regional calls with policy, operational, and SRR updates were recorded and posted with sharable slides in our open-access resource folder and heavily referenced throughout the campaign by partners across Region 3 as well as across the state. Especially during some of the more tumultuous and volatile moments of the census campaign, being able to rely on our own expertise and analysis allowed for timely decision-making as well as effective communication throughout the network.

- INFRASTRUCTURE: Much of the positive feedback UWBA received was around the fact that we built an inclusive, centralized, co-branded campaign with toolkits, technical infrastructure, and shared reporting. This infrastructure provided a strong foundation for our partners while lowering barriers to entry and scaled up our regional capacity to execute localized, community-based campaigns.

County-Level Observations

A fascinating takeaway from Region 3 is that a diversity of local organizing tactics at the county level led to very similar results across the Bay Area. Below are some observations about the region which would be interesting to cross-reference with County-level reports:

- TIMELINE: Santa Clara, San Mateo, San Francisco, and Contra Costa Counties all engaged very early with the census and actively invested in LUCA in 2018. Solano County started its census engagement the latest (Summer 2019).
- FUNDING: Contra Costa, Marin, San Mateo, and Solano counties executed their campaigns with incredibly lean budgets from the State. Santa Clara, San Mateo, San Francisco, and Alameda Counties put in sizeable investments from their own county budgets. While the Bay Area Census Collaborative put out funding across the Bay Area, Silicon Valley Community Foundation was most heavily involved as a partner for Santa Clara and San Mateo Counties and provided strong guidance and oversight for census activities. Solano and Marin Counties were the only ones that did not issue direct grant funding to outreach partners.
- STAFFING: Most county census teams consisted of 2-4 people. Alameda and Santa Clara Counties had dedicated staff leadership, whereas other counties like San Mateo, San Francisco, and Contra Costa brought on staff from other departments to take on the work. Contra Costa and San Mateo Counties had GIS experts on their census teams, both of whom were involved in the LUCA operations and had a strong early understanding of the geographical characteristics of their counties. Marin and Solano Counties had county staff as liaisons but completely outsourced the coordination work to independent entities.
- COMPLETE COUNT COMMITTEES (CCC): Based on UWBA's observation and experience, some CCC's seemed ceremonial with occasional "report-outs" while others functioned as more active working groups. Contra Costa's CCC was

co-chaired and personally led by county supervisors, while Marin and Solano's CCCs were convened less formally by designated organizations (Canal Alliance and Solano Economic Development Commission). San Mateo had weekly email communications to the network, whereas Solano had a low-touch relationship with its partners. Santa Clara and San Francisco separated their CCC meetings from their "grantee" cohort meetings whereas San Mateo and Alameda invited everyone in their networks. Alameda and Santa Clara had many "subcommittees" while others took one unified approach. UWBA was always invited to the table as an active contributor in San Mateo and Contra Costa meetings, but rarely attended CCC meetings for Santa Clara or San Francisco. Based on these examples and more, it is interesting that no one clear archetype emerged of the ideal "structure" of a CCC or plan of activity.

- COORDINATION WITH UWBA: All 7 counties were involved in the regional coordination activities—some more than others. Alameda, Contra Costa, Marin, and San Mateo census teams seemed to most actively engaged with UWBA, but all 7 counties utilized the resources that we put out and adopted our regional toolkits and reporting mechanisms. UWBA also served as a fiscal agent by receiving and distributing additional State funding for 6 of the 7 counties (the seventh county being San Francisco).

What hindered the operations?

- STATE MEDIA OUTREACH: There was an overall lack of clarity on both statewide and regional media outreach plans that led to slowed media outreach operations. While partners were initially informed that the state contractor would cover media outreach in all languages needed, it was finally clarified that it would only cover 8 of the 13 Bay Area languages required in the state Language and Communications Accessibility Plan (LACAP). The local micro-media contractor would cover even fewer, and the translations produced required an extra quality assurance check from our partners after a few translated ads were deemed to be determined culturally incongruent. Work products from the micro-media contractor were also repeated from another region due to time constraints from approval delays that came from both the micro-media and State teams. After conversations that began in December 2019, including a region-wide convening of all county partners in January 2020, the micro-media plan failed to coalesce around a coherent and timely strategy despite countless hours of coordination put in by the ACBO. Working with State media partners ultimately presented as a liability due to the lack of confidence the region had in the process and in the work products, and so UWBA and a number of counties ended up investing time and resources into extra media coverage with local media vendors in order to ensure adequate regional coverage.

Contracted partner's outreach

What outreach tactics worked well?

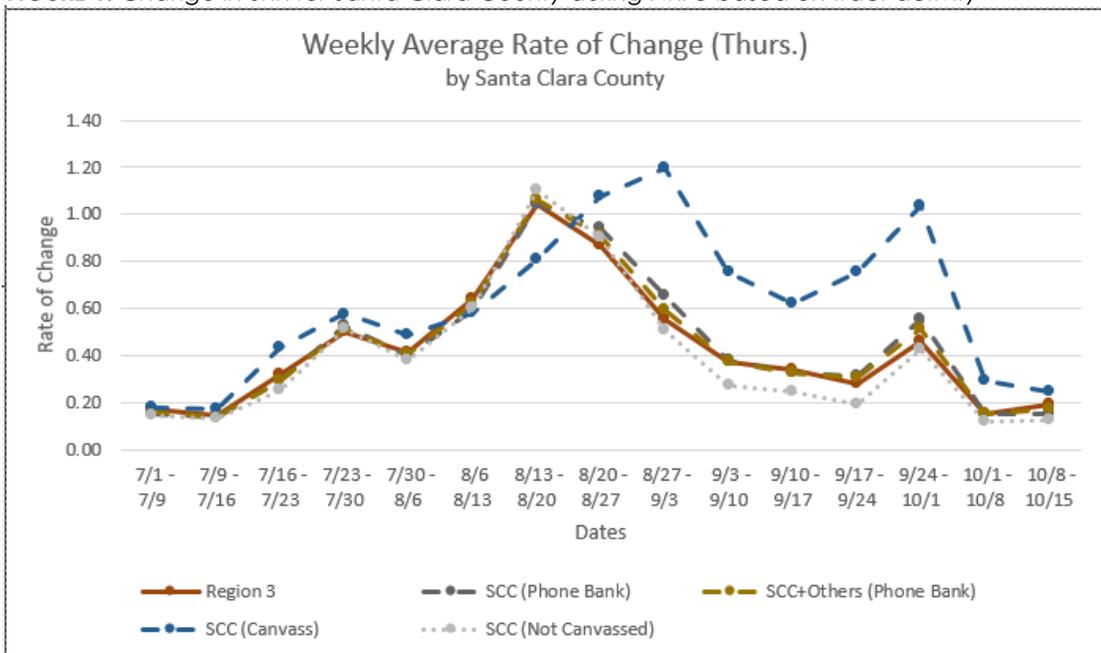
- **211 NUDGES**: 211 is a statewide and national resource heavily utilized by HTC community members to access important information and resources for needs such as food, shelter, and healthcare. UWBA contracted with Bay Area 211 call centers to conduct census outreach for every non-crisis call they received between February and October 2020. 211 received a record number of callers due to the COVID-19 and wildfire crises and even had to staff up their centers to meet call demand. Callers consistently presented as having the highest percentage of people who had not yet completed the census when asked; close to half of all callers had not yet been counted. UWBA trained call specialists to provide information and offer to patch callers through to the census phone lines. This outreach strategy resulted in over 70,000 high-quality impressions with minimal lift. UWBA had approached the State with a proposal for a statewide 211 partnership and we believe had that come to fruition, especially given the unprecedented challenges of 2020, many more people could have been reached.
- **MEDIA COORDINATION**: Media played an important role in shaping the outreach narrative and informing the public about the important current events around the census. We viewed the media as an essential partner and took care to ensure they had full access to information and updates as well as to Stephanie's expertise on this extremely niche subject. UWBA hosted bimonthly media briefings, provided programmatic grants, purchased ads from local and ethnic media partners, co-produced a multilingual OpEd with Asian Americans Advancing Justice – Asian Law Caucus with support from Ethnic Media Services, and participated in dozens of interviews for TV, radio, and print coverage of the census. Breaking down data and sharing helpful primers such as how to interpret SRR and how to navigate an interview with a reporter proved helpful to both media and community outreach partners.
- **CANVASSING & PHONE BANKING (NRFU)**: Grassroots questionnaire assistance and census completion efforts during the Non-Response Follow Up (NRFU) operation were critical given the known operational shortcuts the Census Bureau took during the truncated door knocking operation. Region 3 partners had little confidence that the Bureau would follow-up with all non-responding housing units with the thoroughness needed to count our lowest responding (and arguably hardest to count) communities, especially in areas where the 2020 SRR was still lower than the 2010 SRR indicating a greater workload for the Bureau than anticipated. Since we had no visibility into the Bureau's progress past early August, the next best approach was to continue to encourage self-response even though Census Takers were in the field. Self-response, while still at risk of collecting flawed data, is known to be the most reliable way to collect complete and accurate data.

Santa Clara County's final gains in SRR percentage points can be strongly attributed to an eleventh-hour \$1.1 million investment in canvassing and phone

banking outreach by the County, powered by UWBA (via State NRFU funding accepted on behalf of Santa Clara County) and Silicon Valley Community Foundation (SVCF) in August 2020.

The phone banking and door-to-door canvassing efforts reached similar numbers of housing units— close to 90,000 each. Both operations were conducted by a contracted partner, Working Partnerships USA, and the goal was to provide questionnaire assistance and/or connect residents to census phone lines to guarantee census completions. Canvassers were deployed to the lowest responding tracts in Santa Clara County, while phone bankers were assigned to underperforming tracts much closer to the average county SRR.

FIGURE 1: Change in SRR for Santa Clara County during NRFU based on tract activity



As demonstrated in Figure 1, there was a significant increase in the rate of change of SRR for canvassed tracts and a sizeable increase in the rate of change in SRR for phone banked tracts. At some points, the rates of increase in the targeted tracts were nearly double the average rates of increase across the region. It is possible that the greater rate of change in the canvassed tracts was in part because there were more households that have not yet completed the census, whereas it was potentially more difficult to find such households in the phone banked tracts.

Canvassing was significantly more expensive (10x the cost of phone banking in Santa Clara County) due to the amount of time, technology, materials (PPE, etc.), and oversight required. However, both activities had a similar “new completions” rate of 9% per successful contact. Because canvassing yielded a 4x higher rate of successful contacts than phone banking did, the actual number of new completions from canvassing was ultimately 4x higher than that

for phone banking. This begs the question of what the results would have looked like if the canvassing and phone banking investments were more balanced.

TABLE 1: SRR and change in SRR for Santa Clara County during NRFU based on tract activity

Santa Clara County SRR changes during NRFU	SRR 8/3	SRR increase 8/3-9/28
All Santa Clara County	73.0%	4.7
Not Canvassed	75.9%	4.2
Canvassed (\$1M County/Philanthropic investment) <ul style="list-style-type: none"> • 90,000 doors knocked • 43,000 successful contacts (48% of attempted contacts) • 4,100 new completions (~9% of successful contacts - \$244/completion) 	62.6%	6.6
Phone Banked (\$93K UWBA/State investment) <ul style="list-style-type: none"> • 86,000 calls made • 12,000 successful contacts (~14% of attempted contacts) • 1,100 new completions (~9% of successful contacts - \$11/completion) 	71.9%	4.6

Regionally, UWBA along with 50 other organizations and hundreds of volunteers made over 250,000 phone calls to 96% of all census tracts in Region 3, with 100% coverage of tracts with HTC > 57. Over 115,000 successful contacts were made. These numbers were made possible both with Census PDI and with UWBA's additional investments into the CallHub dialing platform (with thanks to San Mateo County and Storefront Political Media).¹

TABLE 2: Phone banking coverage of census tracts by county according to successful contacts

County	# Successful Contacts	# of Tracts Phone Banked	Total # of Tracts	% of Tracts Phone Banked
Alameda	25,603	358	360	99.4%
Contra Costa	8,564	206	207	99.5%
Marin	1,854	47	55	85.5%
San Francisco	9,946	189	195	96.9%
San Mateo	7,207	122	156	78.2%
Santa Clara	60,157	372	372	100%
Solano	2,391	94	94	100%
All Region 3	115,722	1388	1440	96.4%
	HTC > 57	290	290	100%
	HTC > 69	157	157	100%

¹ See "EXHIBIT B: UWBA Outreach Maps" to see outreach coverage by census tract compared to SRR.

It is important to note that the phone banking and canvassing described here consisted of geographically targeted “cold calls” using purchased phone lists and facilitated by Census PDI or CallHub. What is less accurately captured and tracked are the thousands of phone calls that our direct-service partner organizations made to their client base (generally HTC individuals and families). While we know that our partners collectively made over 160,000 impressions via targeted phone calls to people with whom they have an existing relationship, it is difficult to track impact on response rates because the geography is widespread and thus difficult to tell which tactic (general phone banking or targeted client calls) have a better return on investment.

Additional Analysis: Texting

UWBA invested in a texting outreach tool that turned out to be less effective than anticipated. The tool involved a virtual pledge card and nudge reminders in 13 languages for anyone who signed up via text or online form which was linked on several partners' websites. All our collateral and partners' materials had the same call to action prior to the start of census counting operations: text into this tool and receive a reminder when it is time to complete the census.

The tool produced a little over 40,000 impressions to 10,000 unique individuals across the region when we had hoped for more given the time and resources invested. We believe this was largely because the program required contact lists of hard-to-count community members (which despite our best efforts, organizations were reluctant to share), and otherwise required inbound messaging to grow its audience. Furthermore, we think partners had less of an appetite for mass outbound texting tools because while quicker, it facilitated shallower interactions with their target audience than other more time and resource intensive tactics. As demonstrated in Figure 2 in Question 5, the texting tool was ultimately underutilized by partners compared to other provided resources.

It will be interesting to see how the mobile messaging landscape evolves in the coming years, especially in light of how it was heavily utilized for the 2020 elections as well and the public is generally fatigued from over-messaging. For future outreach campaigns, we recommend mass texting reminders to be sent via existing channels and messengers such as county/city alerts, which have pre-populated contact information that can potentially be geotargeted. We also recommend geofencing as another geographically based targeting technique that could be effective in generating more impressions in low-responding, hard-to-reach census tracts.

What hindered the outreach?

- LIMITED IN-PERSON INTERACTIONS: Outreach reports confirmed that in-person touchpoints—specifically through door-to-door canvassing and questionnaire assistance—generated the highest quality impressions. COVID-19 and shelter-in-place ordinances dealt a significant blow to our network's ability to have high-quality interactions with HTC community members. Phone banking, digital

events, and virtual assistance presented as the next best options but required a significantly higher volume to be just as effective.

- U.S. CENSUS BUREAU OPERATIONS: In addition to the Census Bureau's political challenges on the national stage, challenges with local coordination and operations added further complications to outreach efforts.
 - Extremely high turnover for Partnership Specialists and inaccessible Area Census Offices (ACOs) left most partners flying in the dark. In December 2019, UWBA gave a training to Northern California Census Bureau Partnership Specialists to help onboard them more expeditiously and bring them along existing efforts, including connecting them with County census partners. Unfortunately, many of those staff members were soon replaced. County partners often reported their designated Partnership Specialists and ACO contacts as "missing in action".
 - National Census Bureau phone lines were understaffed and overwhelmed in the early months of the counting operation. Non-English language lines reported wait times of over an hour, which significantly jeopardized a community member's chance of getting counted. Partners had to follow up with community members multiple times knowing that there was a high possibility for abandoned attempts via the phone lines.
 - Lack of transparency around NRFU operations made it extremely difficult for partners to support what we knew was an understaffed and overambitious counting timeline. We had no visibility into which census tracts or neighborhoods were being followed up by Census Takers and when, while simultaneously receiving reports that Census Takers were marking whole buildings as vacant or not following up with housing units the number of times that was communicated to us. UWBA fielded and attempted to escalate to the Bureau multiple complaints from Census Takers themselves. Some Census Takers even joined onto UWBA's outreach and phone banking efforts in hopes that they could be more effective there. We welcomed the help; the only way for us to ensure a thorough and accurate job was to directly follow up with each housing units in areas with low SRR, despite the frustrating redundancy of the efforts.
 - The Census Bureau presented very little information about their plans for the rescheduled special enumeration operations, especially SBE/TNSOL. Community outreach partners including homeless service providers were repeatedly instructed to stay out of the way and make room for the Bureau to do its work. UWBA attempted to support by broadcasting the stated instructions from the Bureau. However, partners were not contacted for the add-template and received no word from the Bureau even with just a few days leading up to the count. Even after the SBE/TNSOL event took place, there was no follow up on which partners or outdoor locations were visited, preventing any further follow-up.

3) Describe challenges and changes occurring outside or within your organization / agency that had an impact on the outreach work. Describe how you responded to these changes to work toward achieving a complete count.

The root of all the unanticipated challenges and changes to the region's outreach work was of course, the COVID-19 pandemic. Shelter-in-place directives forced the cancellation of hundreds of in-person outreach activities. A resulting suspension and then extension of the counting operation timeline caused simultaneous confusion, a reduced public sense of urgency, significant distractions, and the looming threat of wildfires and elections complicating in-person enumeration. Outreach partners who were funded and expected to complete their work by July 31 (many of whom had plans to pivot into Get Out the Vote work for the election) were asked to stretch their funds and staff capacity while simultaneously dealing with the fallout of the pandemic themselves. Staff were being furloughed or losing their jobs, and all the while their existing work around public health and economic relief programs increased.

The Administration's continued efforts to interfere with the census count also impacted outreach efforts. A deadline that changed five times, a series of very public legal battles, unclear NRFU operations, and lack of congressional action to extend the data processing deadlines created a taxing environment for both outreach workers and the public. Towards the end of the counting operation, there was very low confidence in the Census Bureau's ability to conduct a complete and accurate count and thus a more intensified effort on the ground to ensure that self-response rates (which were the only publicly available success metrics and the best indicator for a complete and accurate count) were as high as possible. A more intense effort which, as described above, was significantly challenged due to pandemic situations.

UWBA and our partners responded in the only way that we could. Everyone grappled with the same difficult decisions of when and how to step up and also when and how to step back. As ACBO, we knew that our investment was needed more than ever and so in addition to providing our continued supports to the network, we took a more aggressive approach with our direct outreach. While more than 40 organizations across Region 3 were using PDI, we "upgraded" to a predictive dialing and patch-through phone banking platform to maximize the number of households we could call and transfer directly to the Census phone lines.

We also took a more liberal approach to outreach during NRFU, SBE, and TNSOL operations. In a non-pandemic scenario with a counting deadline of July 31 and the full five months for data processing, the plan was to get the SRR as high as possible before the start of NRFU and then clear the path for the Census Bureau to do the rest of its job. This is how we were instructed; in fact, in both the pandemic and non-pandemic scenarios, the Bureau had requested that community-based organizations do not facilitate census responses, do not be involved with SBE/TNSOL counting operations, and do not conduct any door-knocking once Census Takers

are deployed in the field. Unfortunately, low SRR in our HTC communities, concerning feedback from homeless service providers about the lack of coordination from the Bureau, and disturbing reports of Census Takers cutting corners during NRFU made it very difficult for us to stand by and let the count play out without intervention. We encouraged and equipped willing and able service providers to provide in-person questionnaire assistance according to public health safety guidelines (thanks to the State of CA's provision of PPE), conducted outreach to encourage unhoused community members to not wait for SBE/TNSOL and instead to self-respond on their own, and supported door-to-door canvassing by community outreach workers to get people to complete the census on the spot in case they were missed by a Census Taker.

As the Bureau continues with its data processing and the final numbers are made public in the coming months, an important question will be how confident we can be in the completeness and accuracy of those numbers. We believe that given the higher-than-average final SRR in our region—reached thanks to the unprecedented level of direct outreach and questionnaire assistance provided by our partners all the way through the final day of the counting operation and not just through the start of NRFU as planned—that the Bay Area's confidence level in the numbers can be relatively strong.

4) For county and ACBO partners, what was the county (or region's) 2010 response rate and what was the 2020 response rate? If the response rate met and exceeded the 2010 response rate, what contributed to that? If it did not meet the 2010 response rate, what were some of the challenges for that? For other partners, please note what data you used and how you used data for your strategies.

The Bay Area's final regional SRR was 75.7%, more than 6% higher than the state SRR and almost 9% higher than the national SRR.²

Six out of Region 3's seven counties exceeded their 2010 SRR. Those same six counties were also consistently ranked as the top 10 highest responding counties out of 58 since the start of the counting operations, meaning that they had objectively high SRRs regardless of their 2010 SRRs.

Despite San Francisco falling short of its 2010 SRR, the overall Bay Area's performance still exceeded its average regional SRR in 2010 by 3.7%. Even Region 3's hardest to count tracts (HTC>57) exceeded their 2010 SRRs on average by 0.2%; this goal was surpassed in the final days of NRFU, largely due a focused outreach push for the lowest-responding tracts HTC>69 to self-respond while Census Takers were in the field.

Apart from Santa Clara County, all counties that exceeded their 2010 SRR did so before the start of NRFU operations. Santa Clara County and the Bay Area region

² See "EXHIBIT A: Region 3 2020 SRR Overview" for graphic representations of regional and county SRR and changes in SRR over time.

exceeded their 2010 SRRs shortly after NRFU began. It's important to note that while Santa Clara County appeared to be behind the pace of the other counties, it had the highest 2010 SRR (and thus the furthest goal post) and also the largest population (nearly a quarter of Bay Area residents), making it the most difficult to raise their SRR by 1 percentage point.

TABLE 3: Final 2020 SRR Results by County & Region compared to 2010

State Rank (58 counties)	County	Final 2020 SRR	Final 2010 SRR	2010 SRR Reached	Diff. 2020 vs 2010
1	San Mateo	78.6%	73.2%	7/19	+5.4
2	Santa Clara	77.7%	74.0%	8/19	+3.7
3	Contra Costa	77.4%	72.1%	7/28	+5.3
6	Marin	76.3%	72.1%	8/4	+4.2
7	Alameda	75.8%	70.2%	7/29	+5.6
10	Solano	74.1%	67.9%	7/20	+6.2
26	San Francisco	66.9%	68.5%	N/A	-1.6
	Region 3 Total	75.7%	72.0%	8/18	+3.7
	Region 3 HTC > 57	64.8%	64.6%	10/14	+0.2
	State of CA	69.6%	68.2%	9/28	+1.4
	National	67.0%	66.5%	9/29	+1.5

Previous censuses have shown that during NRFU, roughly 10% of housing units visited by enumerators end up responding on their own (via self-response). Using that projection in Marin County, for example, a 72.1% SRR at the start of NRFU should show a 2.8% gain in SRR throughout the door knocking operation and result in a final SRR of 74.9%. Marin County, however, increased its SRR by 4.2% during the NRFU period, which demonstrates the impacts of the grassroots questionnaire assistance efforts led by Marin County's designated lead outreach agency, Canal Alliance.

San Francisco

San Francisco was the one county that was not able to reach its 2010 SRR of 68.5% despite valiant efforts from the OCEIA team, especially in September and October. On September 30 (the initial shortened end-date of the census response period), San Francisco's SRR was 66.1%. It would have needed an increase of 0.60% per week to reach 68.5% by October 31. However, the County's SRR showed an average gain of 0.46% each week in September, which was stronger than other counties but also included all-hands activities such as in-person questionnaire assistance events and phone banking. Especially between September 24 and October 5 (San Francisco's final "Week of Action"), while most of the counties in the region increased their SRR on average by 0.2-0.5 percentage points, San Francisco's census tracts that had in-person WOA events actually increased their SRR by 0.5-0.7 percentage points. All things equal, San Francisco's SRR was on a trajectory to reach at most 67.9% by October 31.

San Francisco's response rates were enigmatic in Region 3. Like the other counties, it had a sizeable, activated grantee coalition between UWBA, the City/County, and the Bay Area Census Funders Network and a dedicated team of census outreach coordinators from OCEIA. San Francisco, however, is unique as the first of the Bay Area counties to issue a stay-at-home order due to the COVID-19 pandemic (March 17, 1 week after census invitations were mailed out). San Francisco has one of the most expensive housing markets in the Bay Area, and according to Zillow³ saw a mass exodus of residents as shelter-in-place ordinances remained and companies and universities transitioned into remote operations. National experts noted that population displacement across the country due to COVID-19 is around 3%, and significantly more pronounced in areas with high costs of living like San Francisco.

Therefore, the reason that fewer households in San Francisco self-responded to the 2020 Census could very well be that there were fewer households around in San Francisco to be counted in the first place. If the Census Bureau was able to accurately account for the county's vacant/unoccupied units, we may see a slight increase in the final 2020 SRR after the data processing is complete in 2021. However, we fear this will be a largely inaccurate calculation because the census count (including accounting for unoccupied housing units) needs to be based around April, not August.

It is important to note as a reminder that self-response was only one method of enumeration for the census. Because it is the only publicly visible metric and because it can be influenced by outreach, it is easy to fixate on it as the primary indicator for a complete and accurate count. The expectation for San Francisco (and any tract with a lower final SRR, for that matter) has always been for the Census Bureau to finish the enumeration and achieve that goal of a complete and accurate count via the NRFU operation. Our hope for San Francisco is that despite a final SRR that was lower than hoped, the final count was still as complete and as accurate as it could be.

5) Please describe the process and results of your partnership coordination and how it educated and motivated the hard-to-count populations to complete the Census questionnaire.

UWBA's work as ACBO focused largely on the organizing infrastructure that supported the outreach that then resulted in census completions. We knew that by creating a community-centered campaign focused on supporting our partners, it would enable them to do what they did best: serve as trusted messengers to our HTC community members.

The challenge in Region 3 was bringing together seven unique, regionalized counties with their own campaigns and priorities to work in a coordinated and

³ Zillow, "2020 Urban-Suburban Market Report": <https://www.zillow.com/research/2020-urb-suburb-market-report-27712/>. Summary by SFGate: <https://www.sfgate.com/local/article/2020-San-Francisco-exodus-is-real-and-historic-15484785.php>

collaborative fashion. We knew that whatever campaign UWBA created, it would need to be one that complemented existing ones without overpowering them while also serving as a stand-alone campaign when it needed to. It would require transparency, trust-building, and community input from the outset to result in a process and product that people can trust. Lastly, we would need to provide a unique, 40-thousand-foot perspective and help connect dots between disparate groups to truly serve as a value-add to the existing regional ecosystem.

The Bay Area Counts 2020 concept came together in Summer 2019 after weeks of community input, design iterations, and feedback from both county and grassroots-level partners. Everything from the concept to the design, every image used, and the resulting copy and translations were all discussed and agreed upon as a region. UWBA continued with this approach for all other major regional resources that followed: our reporting templates and questionnaire assistance kits were reviewed and iterated upon with all partners until we finished with a set of tools that would be fully usable and useful to the users on the ground. All resources were shared in an openly accessible folder online.

At the grassroots community-partner level, we sought to bring as many organizations as possible to the table by lowering barriers and fostering a spirit of inclusion. This included accommodating special circumstances for grant applications (for example, the principal of our grantee organization transWomen4transWomen did not have computer access except via libraries, so we accepted a non-traditional format for a grant application to fund her work reaching the extremely HTC trans women community); issuing calls for specific organizations to come to the table (for example, seeking specifically organizations serving veterans or doing outreach to the Black/African American community); and inviting all to join our efforts and utilize our resources regardless of funding relationship.

Flexibility was also key especially in the wake of COVID-19. The ability for an organization to survive the social and economic impacts of a pandemic is an equity issue. UWBA was proud to support Bay Area organizations by deploying both additional census funds to supplement the existing work as well as dedicated COVID-relief funds to ensure our partners could continue despite the surrounding challenges.

Lastly, data accessibility and literacy were an important priority in our partnership coordination. There was an overwhelming amount of data available for use in this work, but much of it required a certain capacity to investigate and manipulate it as well as a certain degree of literacy to draw actionable conclusions from it. A data-informed campaign comes from not just collecting and having data, but from examining and acting on it. From UWBA's HTC Population Guides to our SRR Snapshots and Monthly Regional Update Calls, we made it a priority to distill the wealth of information we were consuming in an accessible, actionable format by sharing not only what to know but also what to do with the information.⁴

⁴ See "EXHIBIT C: SRR Analysis Examples" for a case study on the types of SRR information provided on Alameda County.

All in all, our partners appreciated UWBA's approach of investing in the infrastructure, the process, and the messengers doing the work. Figure 2 demonstrates that our partners valued turnkey materials (print collateral, swag), detailed updates on regional progress and national operations (monthly update calls, email newsletters), and detailed toolkits to guide their work with minimal lift (social media, questionnaire assistance). The canvassing toolkit was underutilized from changes in outreach strategies due to the pandemic.

FIGURE 2: UWBA resources ranked according to usage and usefulness by UWBA grantees



Resource Details

See below for more detailed descriptions of the resources, coordination, and technical support UWBA provided to Region 3:

FUNDING: 116 grants to organizations conducting outreach in 68+ languages:

- 5 RFP rounds over 12 months to account for evolving plans and new partners;
- \$400K+ distributed in biweekly rapid-response grants to help organizations continue their outreach amidst COVID;
- Coordination on grantmaking decisions with Bay Area philanthropies and County leads to ensure effective distribution of resources;
- Regional reporting between the various funding entities to minimize the burden on grantee organize and ensure information (even from non-State contracted partners) ends up in SwORD;
- Training provided to all grantees to ensure they are equipped with the information needed to effectively deliver on their scopes;

- Grantee “report-backs” and personalized thank you notes after census to acknowledge their efforts and impact

MATERIALS⁵: Turnkey materials printed and delivered to partners free of charge:

- Stakeholder-approved posters, infographic flyers, postcards, rotating slide decks, and social media assets in 18 languages;
- “We Hella Count” t-shirts, tote bags, and other “swag” items;
- Region-wide branded Questionnaire Assistance & Canvassing kits

INFORMATION-SHARING⁶: Plain-language, accessible, actionable updates and analysis on census operations, policies, and response rates:

- Monthly region-wide county coordination calls with all counties and RPM since May 2019;
- Monthly region-wide partner coordination calls with ~75 attendees since September 2019;
- Bimonthly media briefings since October 2019
- Monthly regional newsletters to 900+ contacts with census operations, policy, and outreach updates, social media assets, funding opportunities, and other relevant resources such as COVID-relief information;
- Virtual open “working sessions” with State CBOs in September 2019;
- Weekly regional self-response snapshots showing the top 10% lowest responding tracts per county, tracts in the national bottom quintile of response rates, number of households needed to respond per day to reach 2010 SRR, and demographic and language make-up of lowest responding tracts

TOOLKITS⁷: Multilingual regional toolkits updated real-time to reflect census operations timeline changes, operational phases (education, self-response, NRFU), and shifts in messaging strategy:

- Canvassing
- Phone banking (via PDI and CallHub)
- Questionnaire Assistance (in-person and virtual)
- Call centers
- Business engagement
- Social media outreach

COORDINATION: Streamlined strategies for canvassing, phone banking, questionnaire assistance, and state micro-media plan:

- PDI – coordinating with regional and statewide partners to create a specially-tailored survey tool better suited to our partners’ needs;

⁵ See “Outreach Materials” folder.

⁶ See “Regional Updates” folder.

⁷ See “Toolkits” folder.

United Way Bay Area

- QAC Kits – evaluating with County partners key priorities and needs for QACs and agreeing upon a locally-produced kit;
- Flagship Media contract – serving as a spokesperson and advocate for the \$1M micro-media dollars to be spent in Region 3;
- U.S. Census Bureau – regional partnership coordination including a training provided to regional partnership specialists

Partner Testimonials

- “The monthly update calls and chats were very helpful in allowing us to all stay on the same page, keep up-to-date with the available resources and stay focused and energized.”
- “Having phone banking technical support and training was crucial for our team to understand and have better use of the PDI Application. Assigning specific areas with Census Low response helped us approach communities that needed support the most. Swag items were very attractive for residents and were a great opportunity to start a friendly conversation about the Census. All the UWBA meetings were very well organized, providing updated information, and resources for the new ongoing needs. The UWBA Census team was very responsive and supportive and made our experience and work very successful.”
- “We appreciated the training and support from the team. When we had questions or needed clarity about system requirements for the PDI app, they worked diligently to get answers and then folded each new lesson into the next phone banking check in. Their expertise was the #1 resource.”
- “Super comprehensive resources. Lessons learned from other orgs helpful. Being able to track the impact of our work through live census counts was great and inspired our team!!”

6) Please provide a list of key partners and describe their contributions of how they made a difference in your outreach efforts.

While the outreach partners on the attached subcontractor list played a critical role in reaching our HTC community members, the behind-the-scenes work of funding and organizing partners were just as integral to our region's success. More should be done in future organizing efforts to bring these partners to the table.

Table 4 shows a conservative estimate of total dollars spent in Region 3 for census outreach.

TABLE 4: *Conservative budget estimates of total dollars invested into Region 3 census outreach*

	Amount	% Total
State	\$8.5 million	31%
Counties/Cities	\$14 million	51%
Philanthropy	\$5 million	18%

United Way Bay Area

- PHILANTHROPY: The Bay Area Census Funders Collaborative consisted of more than 18 community, corporate, and private family foundations. Combined with contributions from other foundations, philanthropy financed more than \$5 million in organizing efforts dating back to 2018. Philanthropic dollars paved the way for early outreach work before state and county funding were made available. Additional investments from foundations like Silicon Valley Community Foundation, East Bay Community Foundation, and Tipping Point Community allowed for flexibility and speed that state and county dollars would not allow.
- COUNTY/CITY DEPARTMENTS: Counties and cities put significant resources into census outreach through both financial and in-kind support. The City of San Jose, for instance, invested \$765 thousand in addition to the \$6 million invested by the County of Santa Clara. Conservatively, County/City contributions amounted to over \$14 million in additional census outreach dollars, roughly half of the total amount invested in the region by all sources combined. The City of Richmond provided paid time to staff to participate in phone banking, as did the City of South San Francisco. These are just a few examples of how cities mobilized around the census, each with varying degrees of coordination with their respective counties.
- NATIONAL NETWORKS: The organizers of the national Census Counts campaign (the Leadership Conference for Civil Rights) and Funders Census Initiative (Funders Committee for Civic Participation) provided invaluable leadership and information that was not shared anywhere else. Our ability to keep partners informed on what was going on and join onto advocacy efforts was thanks to them being a direct source of information and analysis. Sheila Chung Hagen from GCIR (Grantmakers Concerned with Immigrants and Refugees) was also an active part of this network and not only helped mobilize statewide funders but also sent helpful email digests with information captured from these national partners.
- EXTERNAL REGION 3 PARTNERS: Communication between state subcontractors became an integral part of knowledge and resource-sharing. UWBA formed a statewide Slack channel for state subcontractors, where especially during legal rulings and timeline shifts, counties, ACBOs, and State CBOs alike gave alerts and shared what we knew. There was also constant email and phone communication between partners as well—advice sharing around outreach strategies and tools so that people do not need to reinvent the wheel. Looking across the State, one can find UWBA-generated materials for call centers, questionnaire assistance, phone banking/canvassing, outreach collateral, and copy in different languages in places like Regions 2, 5, 9, and 10.
- LEGISLATIVE PARTNERS: Chris Wagaman and her team provided invaluable support by bridging between state and local efforts and providing relevant advocacy where needed. Furthermore, she recruited multiple assemblymember offices to support local phone banking efforts. This took legislative engagement in census efforts seriously and was an important ally in Region 3's work.

7) Please describe how you provided accessible and in-language outreach activities, including how you ensured equal and meaningful access to limited English proficient individuals and people with disabilities?

Language Access

Region 3's counties collectively were required to conduct census outreach in 13 languages. However, there are far more than 13 languages spoken in Region 3 and historically undercounted communities often spoke underrepresented languages that were not of the 13. As the ACBO, we were not leading direct outreach in the same way that the counties were, but we knew that many outreach partners would be relying on the materials we produced for the region.

To us, language was not only an access issue but an inclusion issue. Bilingual English speakers can access the census in English, but what language would help them understand that their community should *really* be included in the census? Furthermore, having the right message was important, but having the right messengers was just as important. For these reasons, we made our primary outreach materials available in 18 languages, sought outreach partners who would ultimately help us outreach in 68 languages, and made language support a primary metric in our grantmaking.

FIGURE 3: Funded language access supports in Region 3 compared to need

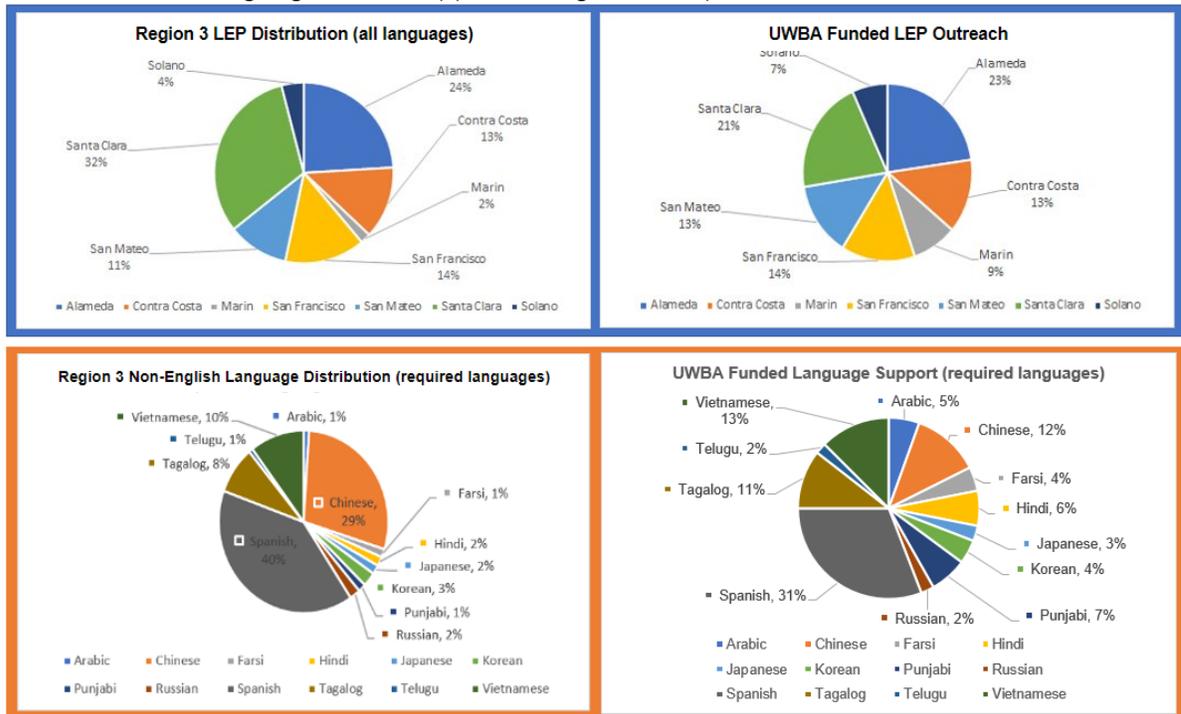


Figure 3 demonstrates that Region 3's Limited English Proficient (LEP) population is primarily concentrated in Alameda, San Francisco, and Santa Clara Counties, and the primary non-English languages spoken in the region are Spanish, Chinese, Vietnamese, and Tagalog. In addition to ensuring strong coverage over these

groups, we also took care to provide robust support to the less-represented languages.

Consistently providing materials in multiple languages was a significant undertaking because each piece of translated material needed to be checked for grammar (was the translation done correctly?), phrasing (does the translated sentence use the correct words for context and make sense?), design (are any characters split where they shouldn't be; are the numbers going in the correct direction?), and assets (do the images reflect the population we are trying to reach?). All this quality assurance work had to be done out-of-house via a trusted partner, and our work was at the mercy of our partners' capacities. UWBA is especially grateful to partners like the Canal Alliance, San Mateo County census team, San Francisco OCEIA language access team, City of San Jose, Council on American-Islamic Relations (CAIR), Peninsula Conflict Resolution Center, Korean Community Center of the East Bay, Korean American Community of Silicon Valley, African Community Health Institute, and Self Help for the Elderly for their continued translation assistance throughout the extended life cycle of the census. By investing up-front in a multicultural campaign with inclusive imagery and easily editable files, posting all resources organized by language for all partners to use, and sharing other in-language resources from trusted national partner campaigns such as Asian Americans Advancing Justice, NALEO, and Yalla Count Me In, we and our partners were able to conduct in-language outreach at scale.

Unfortunately, we had less confidence in the in-language resources and outreach conducted by the State via their contracted media partners. Early versions of collateral had incongruent messaging with imagery as well as copy that was not optimally translated, according to our partners. Furthermore, though we were informed that the State contractors would be providing resources in accordance with the LACAP, at most only eight of Region 3's languages were covered. Rather than depend on the State's media contractors for future materials that might have potential issues or incomplete coverage for our needs, we made the decision to double down on our locally produced assets instead. This extended out all the way to our QAC kits, for example, for which we printed enough Census Bureau language guides to ensure every organization had a supply of 5 complete sets of the 59 languages.

A secondary priority was language access for outreach workers supporting our partner agencies. Especially for organizations deploying canvassers and phone bankers, we knew that some of the workers would be monolingual speakers (mostly Spanish and Chinese). With help from our partners, we translated our canvassing and phone banking materials into Spanish and Chinese so that monolingual outreach workers can utilize them. It was a significant challenge maintaining these translated toolkits, however, since the census kept evolving and we kept needing to update our original English language materials with new deadlines, frequently asked questions, and other operational updates. Having an in-house language access team like OCEIA did and/or having fluent multilingual speakers directly on census teams was certainly a best practice.

Disability Access

Disability access is an area which we (and our partners) could continue to do much better. Failure to keep the needs of people with disabilities in mind is as much of an oversight on the census outreach front as it is on the general organizational and societal front. Organizations that are accustomed to offering and providing accommodations for people with disabilities were more likely to be able to incorporate such practices into their census work.

For our work supporting partner operations as ACBO, access for people with disabilities was largely around ensuring that the outreach tactics and materials provided to regional partners were fully accessible. The most important application of this was in our QAC kits: incorporating ADA accessibility guidelines and best practices into the set-up instructions, creating signage and protocol around requesting assistance, and ensuring printed materials had an appropriate font size.

Better accessibility in our work as ACBO could have included:

- Offering disability accommodations in advance during event sign-ups and being prepared to provide an ASL interpreter and captioning services for webinars and presentations
- Working to procure COVID-safe face masks with clear screens for canvassing and questionnaire assistance work
- Writing comprehensive image captions for charts, graphics, and social media posts

8) Please share a story(s) of how your work has made a difference to Census 2020 and the impact on the community. Please include images and quotes, so we are able to understand the narrative behind the numbers.

The 2020 Census stories shared in the coming months will largely be of the creative outreach activities and valiant workers braving the COVID-19 pandemic, wildfires, orange skies, and the many other challenges of 2020 in the name of a more inclusive and equitable Bay Area. As ACBO, UWBA had a unique perspective to be able to see what went on behind the scenes to make those activities and impressions happen:

- PDI PLANNING: In January 2020, UWBA convened a dozen “power” canvassing organizations to evaluate our technology needs against the provided Census PDI tool. As early adopters of the tool, we examined with our partners every screen, button, line, and data functionality on both the platform and on the app, applying it to every possible use case and user type we can think of. A few days later, UWBA's team took the train to Sacramento to meet directly with the State data leads and PDI team to convey our feedback, needs, and requests for Region 3. The State and PDI teams worked collaboratively at impressive speed to enable us to emerge with a tool that was community-informed and tailor-made for Bay Area canvassing.

- QAC KITS: Preparing to open 525 Questionnaire Assistance Centers (pre-pandemic) across 7 counties required an extraordinary amount of materials and muscle. Local printers went into overdrive to produce and deliver over a million pieces of collateral, language guides, signage, and swag items to include in our pre-made boxes. For two weeks straight, UWBA staff, volunteers from other companies, family, friends, and even family and friends of friends came to UWBA's boardroom and sorted, packed, and stacked boxes late into the night, including weekends. Region 3's RPM spent an afternoon assembling boxes by himself in a conference room while taking calls. The local building café brought coffee, desserts, and plated dinners to feed volunteers. Music was played and hours of mindless TV shows were projected on the wall to distract from the papercuts, snapped rubber bands, and sore muscles. Meanwhile, Silicon Valley Community Foundation hosted a similar packing effort with staff and community partners to ensure sufficient supply for South Bay partners. By the start of March, all kits were stacked into UWBA staff vans and personally delivered to 7 county offices to easy access and quick distribution by partners. One week later, the Bay Area was ordered to shelter in place from the COVID-19 pandemic and QAC activities were paused indefinitely.
- FINAL DAY PHONE BANK: On October 14, the country received news that the census counting operation would officially end in a little over 24 hours and that Census Bureau phone lines would begin shutting down for the last time at 7pm October 15. For the past few weeks, UWBA and the San Francisco census outreach team had been relentlessly phone banking to follow up with low-responding census tracts across the city and county in an attempt to patch more households through to the census phone lines. We were beyond exhausted after countless late evening phone banks but pulled together for a final day of calls. At 6:50pm on Thursday October 15, a team of staff and volunteers from UWBA, City and County of San Francisco, State of California Census Office, and the Census Bureau wrapped up our last phone bank of the 2020 Census. That final hour, we made 2,400 phone calls to some of San Francisco's lowest-responding neighborhoods and managed to patch 18 additional households through to the official Census Bureau phone lines before they shut down for the last time. 18 households that would otherwise have been missed.

9) Please add any suggestions for the 2030 Census efforts, including timelines.

- REGIONAL COORDINATION: While creating a hyper-regional structure was a good strategy on the State's part, the lines that were drawn presented some challenges. Bay Area funders and partners often work in Napa and Sonoma Counties which means we needed to draw artificial boundaries for the use of state dollars. We suggest that if the State decides to take a similar regional approach in 2030, that the line-drawing process begins earlier to take into existing infrastructure from regional organizations who are doing a significant amount of work in the years between.

- INTER-REGIONAL COLLABORATION: UWBA and other partners benefited from communication and collaboration with other ACBOs, counties, and statewide organizations. UWBA built many close, positive relationships with other state contractors and that was due to an active investment in knowledge and resource-sharing early on. During the August 2019 statewide convening in Los Angeles, a request was made for statewide infrastructure to facilitate inter-regional collaboration, and this request was never really met. Something like a statewide Slack channel or other virtual workspace would be beneficial for future work.
- PARTNERS AT THE TABLE: The State did a good job engaging with Counties, County Offices of Education, and Statewide CBOs. Not all ACBOs seemed to be within those close circles, and non-state contractors such as philanthropies and cities were relatively invisible. ACBOs, philanthropies, and other philanthropy-serving organizations played a significant role in census organizing and infrastructure and will do so again in 2030. Cities often stepped up with their own investments to ensure local needs were met. We hope for future work that the State consider ways to better engage those partners and invite them into the system through providing context and background. The 10 state census regions, the term “HTC”, the way State CBOs and COEs and other partners worked can be unfamiliar concepts to external partners and to the media.
- RELATED EFFORTS: Issues like redistricting and national advocacy around timelines are integral parts of the census machine. A more comprehensive, cohesive effort should be encouraged where partners can engage with the census on multiple fronts.
- GUIDANCE: The 2020 Census was fraught with political landmines, and the State was thus unfortunately silent in several situations. Partners needed the State to provide honest and unfiltered updates, guidance to be able to make informed decisions, and advocacy to the Census Bureau. Instead, partners ended up having to find these critical resources elsewhere and share information through informal channels to act in a timely and effective manner. If the State cannot provide these key resources themselves due to political constraints, we would benefit from them referring partners somewhere reliable to access them.
- CAMPAIGN SUPPORT: The State media and communications campaign and much of its other resources were difficult to use because they often seemed more like a PR campaign for the State of California than an actual census participation campaign. Calls to action took people to the California Census website; press kits focused on the State’s investments, and very little information about current events was shared. The QAC kits seemed largely focused on legal compliance to protect the State’s brand rather than supporting questionnaire assistance. The survey questions on PDI seemed more about research and data collection than an actual canvassing interaction. We hope future resources are developed with a better sense of the community-based users’ needs.

- SwORD: Jim, Ben, Nick, and the whole SwORD team deserve so much credit for the tool they built. The information about census tracts and response rates were useful to see and utilize, as demonstrated in the attached Exhibits. However, the information about activities was less useful. SwORD is ultimately a geography-based tool, but outreach work is often done via population-based outreach. It thus lacked certain preciseness for reporting, and inconsistency in partners' reporting exacerbated that. Especially knowing that lots of non-State contractors are doing outreach work as well, unless that information makes its way into SwORD it is difficult to create an accurate snapshot of activities. Regardless, again due to the merits of its planning capabilities, we hope the State offers SwORD as a permanent resource so that its wealth of relevant data can be utilized for other challenges beyond census.
- REGIONAL PROGRAM MANAGERS: Region 3's RPM, David Tucker, was someone who demonstrated true support and allyship towards the work being done on the ground. He was deeply involved in the local work and made sure to reliably show up, even if he did not have an active role in the event. With every request or requirement from the State, David made it make sense for us. With every request or petition from local partners, David made sure our messages were relayed upwards and answers were found. Should the State take an RPM model for future work, we hope they take inspiration from people like David.

Attachments

10) Please confirm that you have submitted the following which will help us better understand the full breadth of the Census work and achievements.

- a) **SwORD uploads of completed activities** - completed
- b) **Updated list of subcontractors** - attached
- c) **Evaluations or analytical reports, if any** - see folder
- d) **Sample products*** - see folder

* communication collaterals, including those in additional languages; toolkits; newsletters; phone or radio scripts; guidelines; communication analytics; articles; trainings; and other graphics (a digital copy is sufficient, the original copy is not required)

Submission

Please submit your final report and attachments no later than November 16, 2020 to: outreach@census.ca.gov with a copy to the RPM/contract manager. Please include your organization name in the subject line.



EXHIBIT A

Region 3 SRR Overview

Final Report to State of California Complete Count Office
November 16, 2020

Bay Area Census Ecosystem (Region 3)



Coordinating Groups Include:

- US Census Bureau
- State of CA Complete Count Office
- Regional ACBO (United Way Bay Area)
- Congressional & Assembly District Offices
- County Complete Count Committees
- Cities
- State CBOs
- Bay Area Census Funders Collaborative
- Hundreds of other government, nonprofit, philanthropic, labor, business organizations and individual volunteers

Final Bay Area Self-Response Rates (75.7% for Region 3)

State Rank (58 counties)	County	Final 2020 SRR	Final 2010 SRR	2010 SRR Reached	Diff. 2020 vs 2010
1	San Mateo	78.6%	73.2%	7/19	+5.4
					+3.7
3	Contra Costa	77.4%	72.1%	7/28	+5.3
6	Marin	76.3%	72.1%	8/4	+4.2
7	Alameda	75.8%	70.2%	7/29	+5.6
10	Solano	74.1%	67.9%	7/20	+6.2
26	San Francisco	66.9%	68.5%	N/A	-1.6
	Region 3 Total	75.7%	72.0%	8/18	+3.7
	Region 3 HTC > 57	64.8%	64.6%	10/14	+0.2
16/50	State of CA	69.6%	68.2%	9/28	+1.4
	National	67.0%	66.5%	9/29	+1.5

Self-Response Rates DO NOT indicate the overall share of households or people counted in the census, but just the share of housing units that filled out the form on their own.

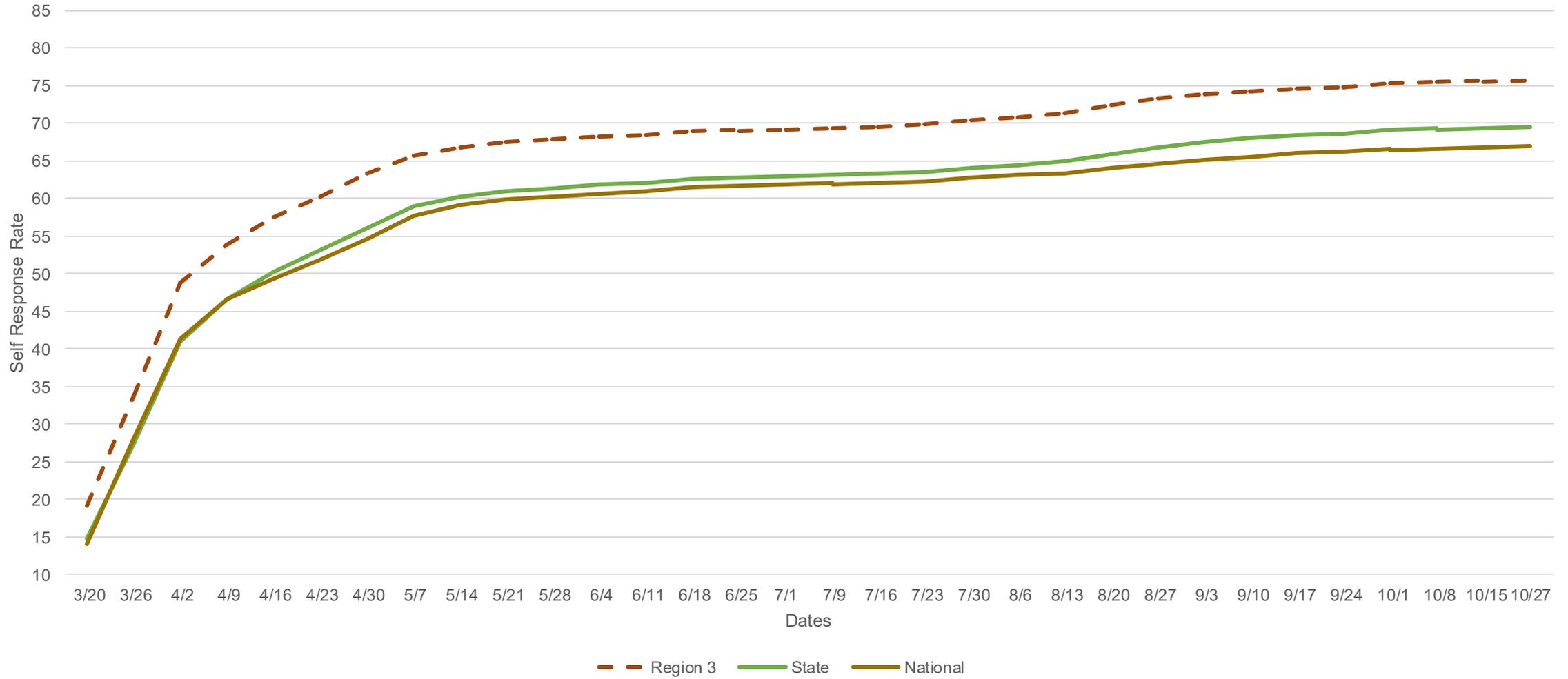
The remaining housing units have been "accounted for" via NRFU, though we don't know how well the population of those remaining units was actually counted.

When evaluating the success of the census, the key metric is not the overall response rate but **how accurate and fair the count was of the population (not just housing units) and the demographic characteristics of the population.**

Explainer Credit: Steven Romalewski, Center for Urban Research at the Graduate Center, CUNY

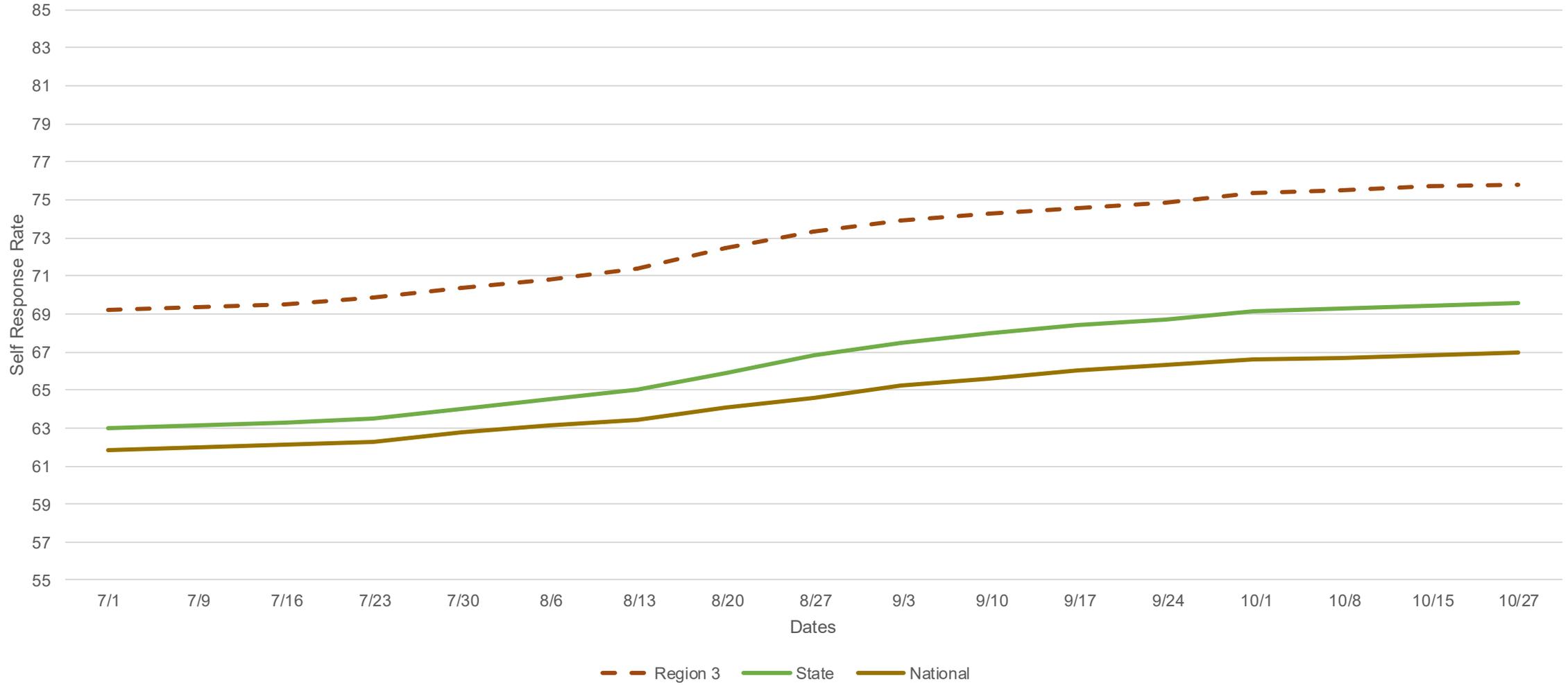
Regional SRR – Weekly Average SRR

Weekly Average Self Response Rate (Thurs.)
by Region



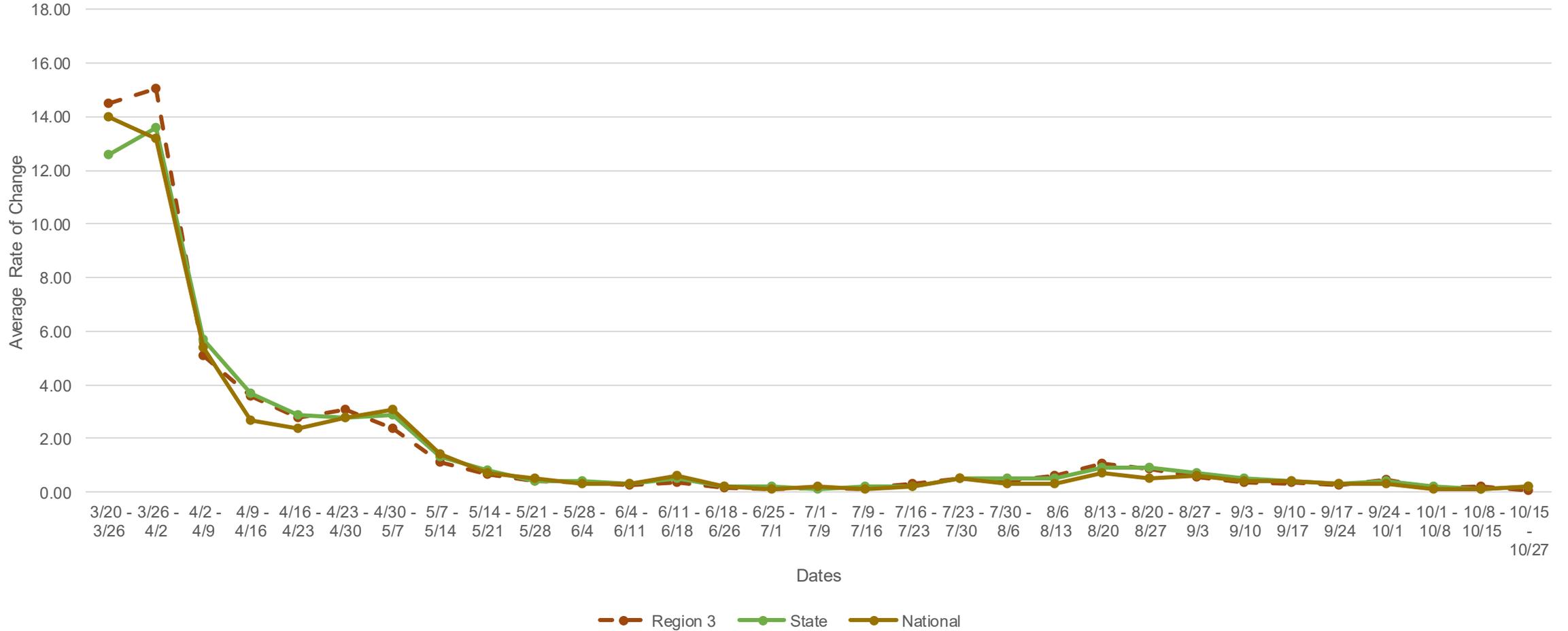
Regional SRR – Weekly Average SRR (close-up 7/1 - 10/27)

Weekly Average Self Response Rate (Thurs.)
by Region

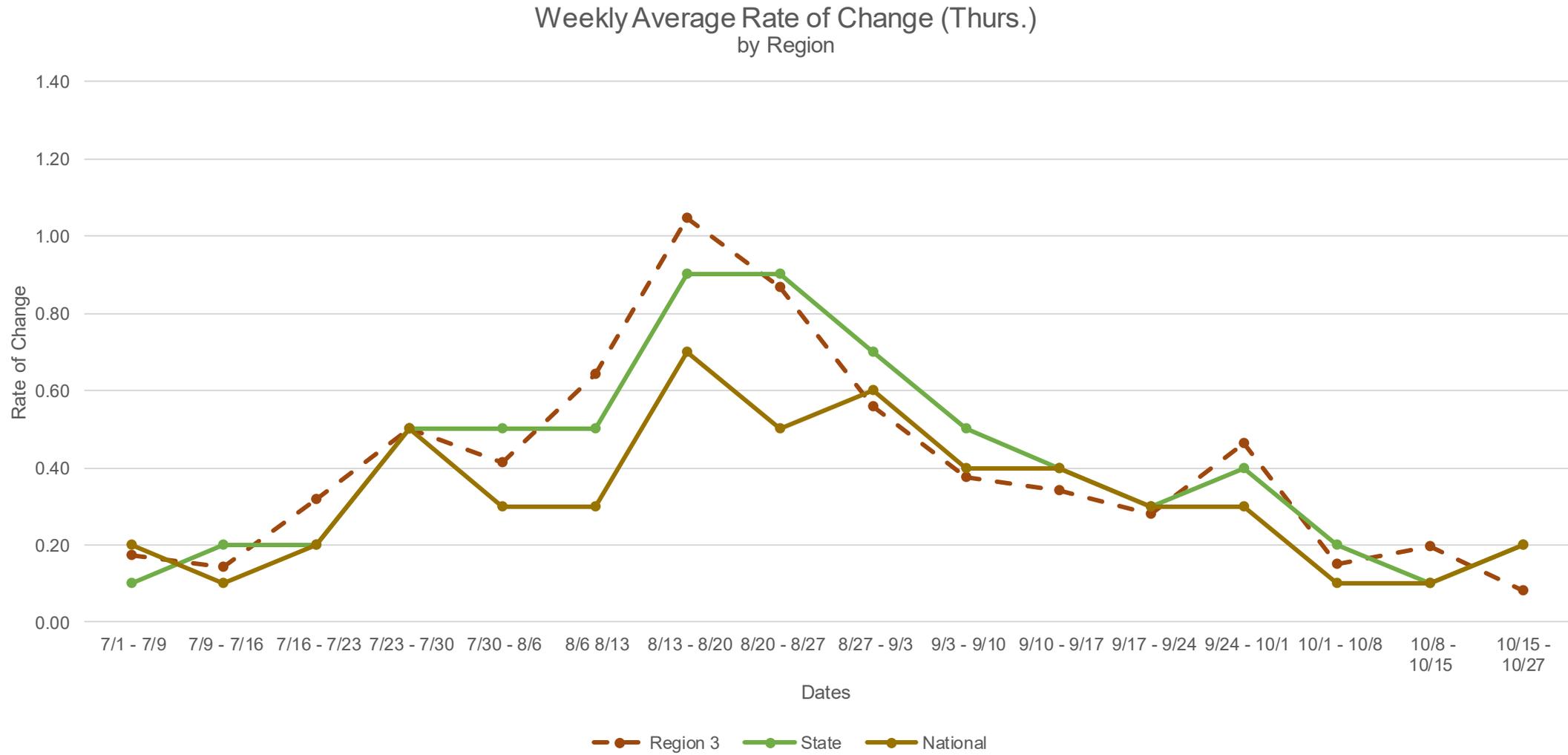


Regional SRR – Weekly CHANGE in Average SRR

Weekly Average Rate of Change (Thurs.)
by Region

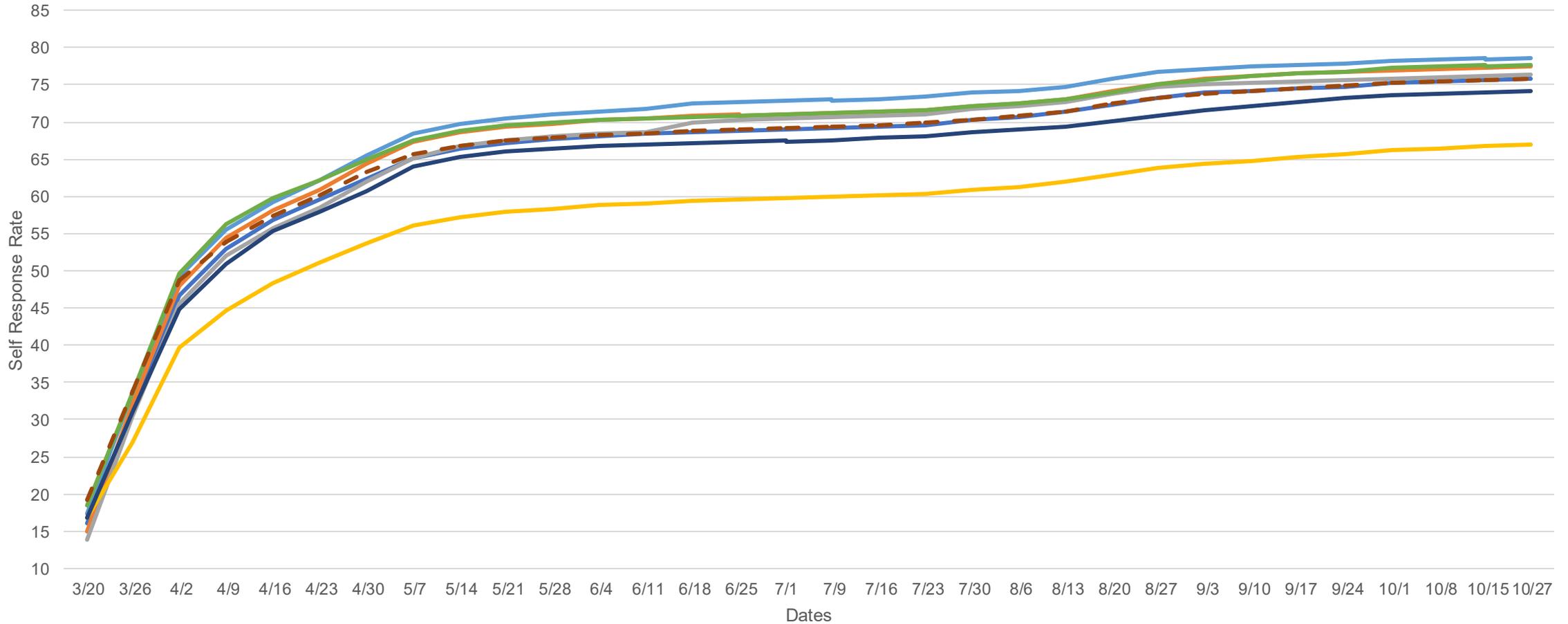


Regional SRR – Weekly CHANGE in Average SRR (close-up 7/1 - 10/27)



County SRR – Weekly Average SRR

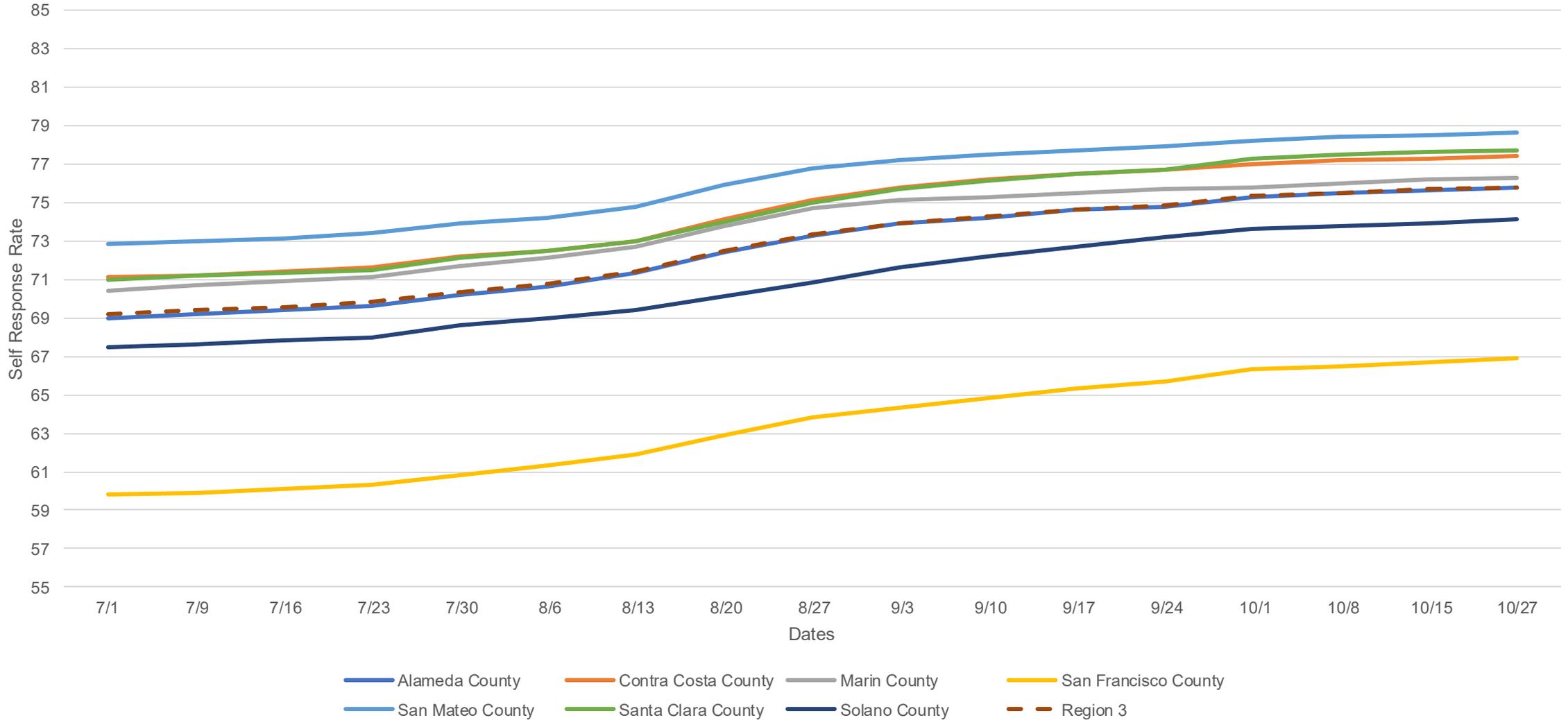
Weekly Average Self Response Rate (Thurs.)
By County



- Alameda County
- Contra Costa County
- Marin County
- San Francisco County
- San Mateo County
- Santa Clara County
- Solano County
- Region 3

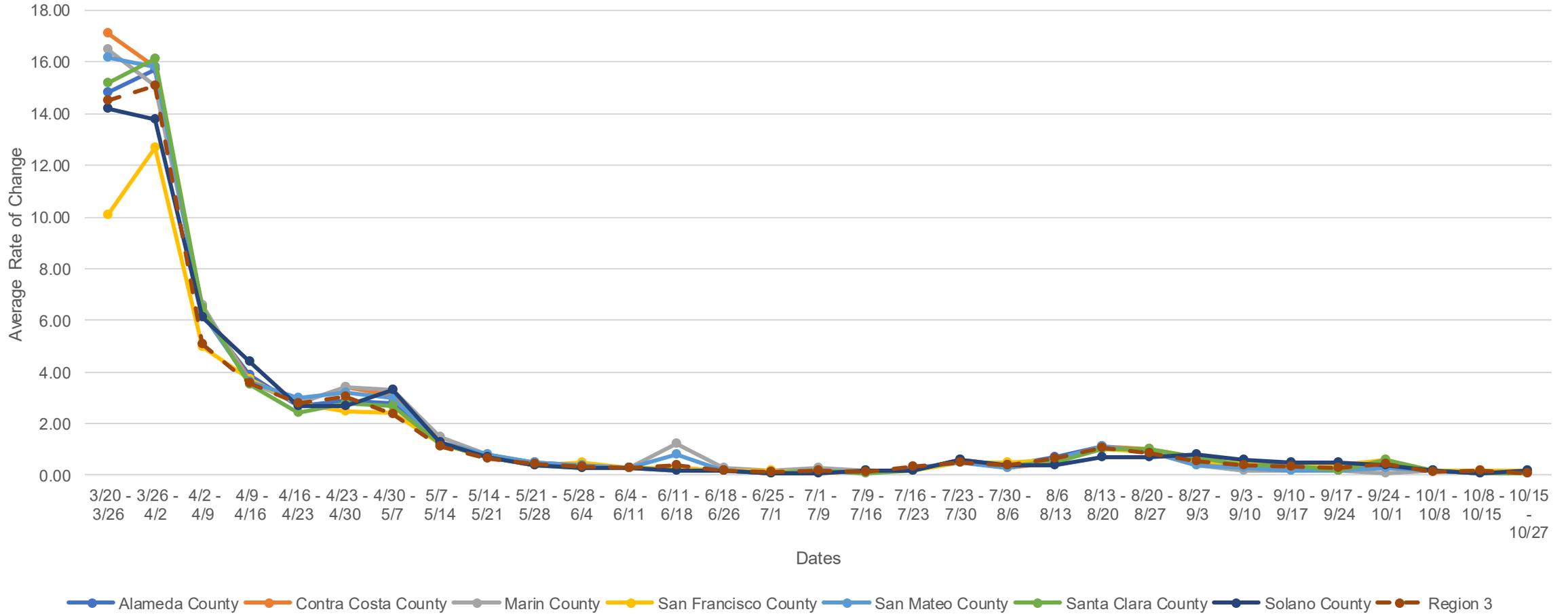
County SRR – Weekly Average SRR (close-up 7/1 - 10/27)

Weekly Average Self Response Rate (Thurs.)
by County



County SRR – Weekly CHANGE in Average SRR

Weekly Average Rate of Change (Thurs.)
by County



County SRR – Weekly CHANGE in Average SRR (close-up 7/1 - 10/27)

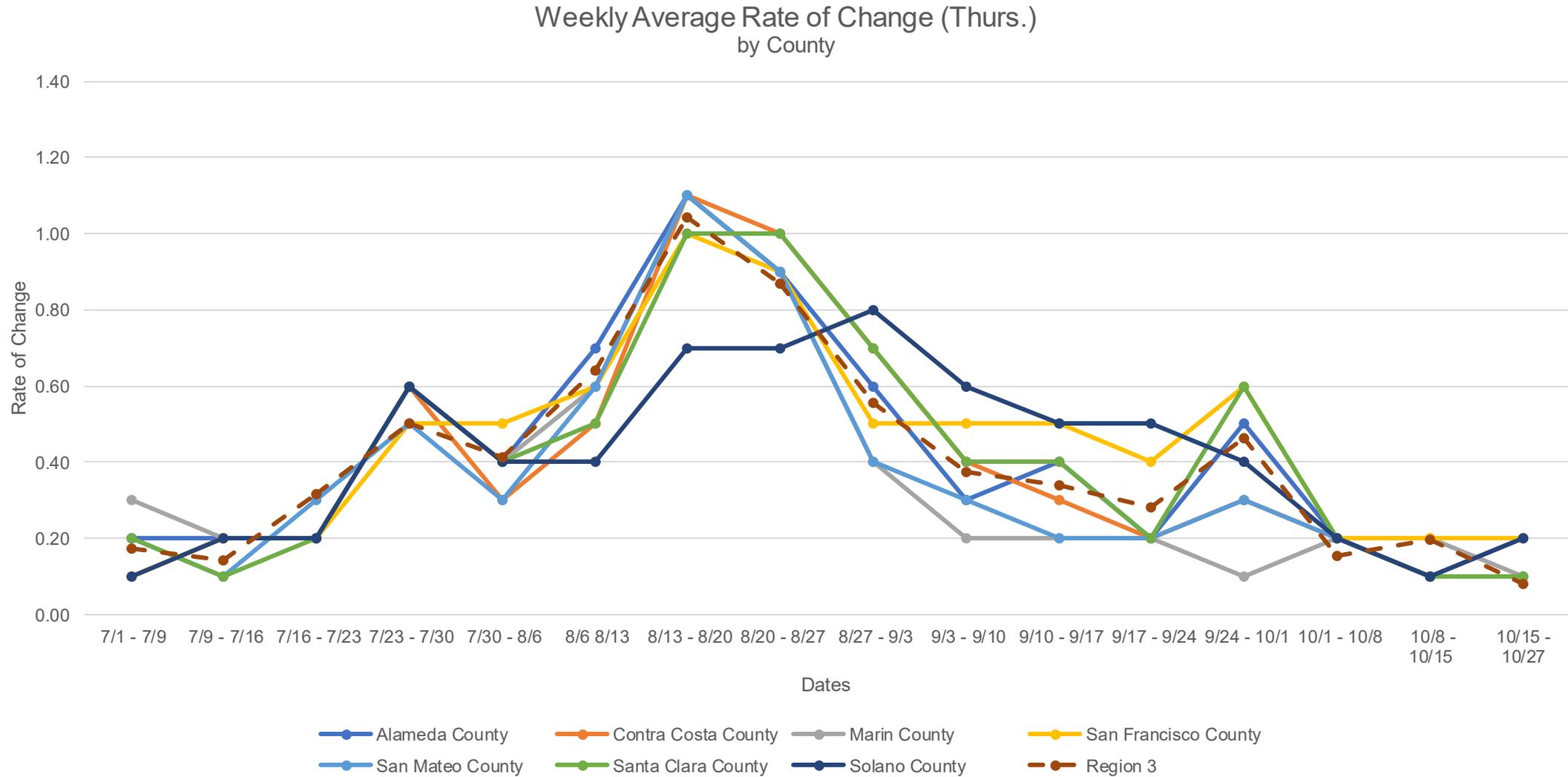




EXHIBIT B

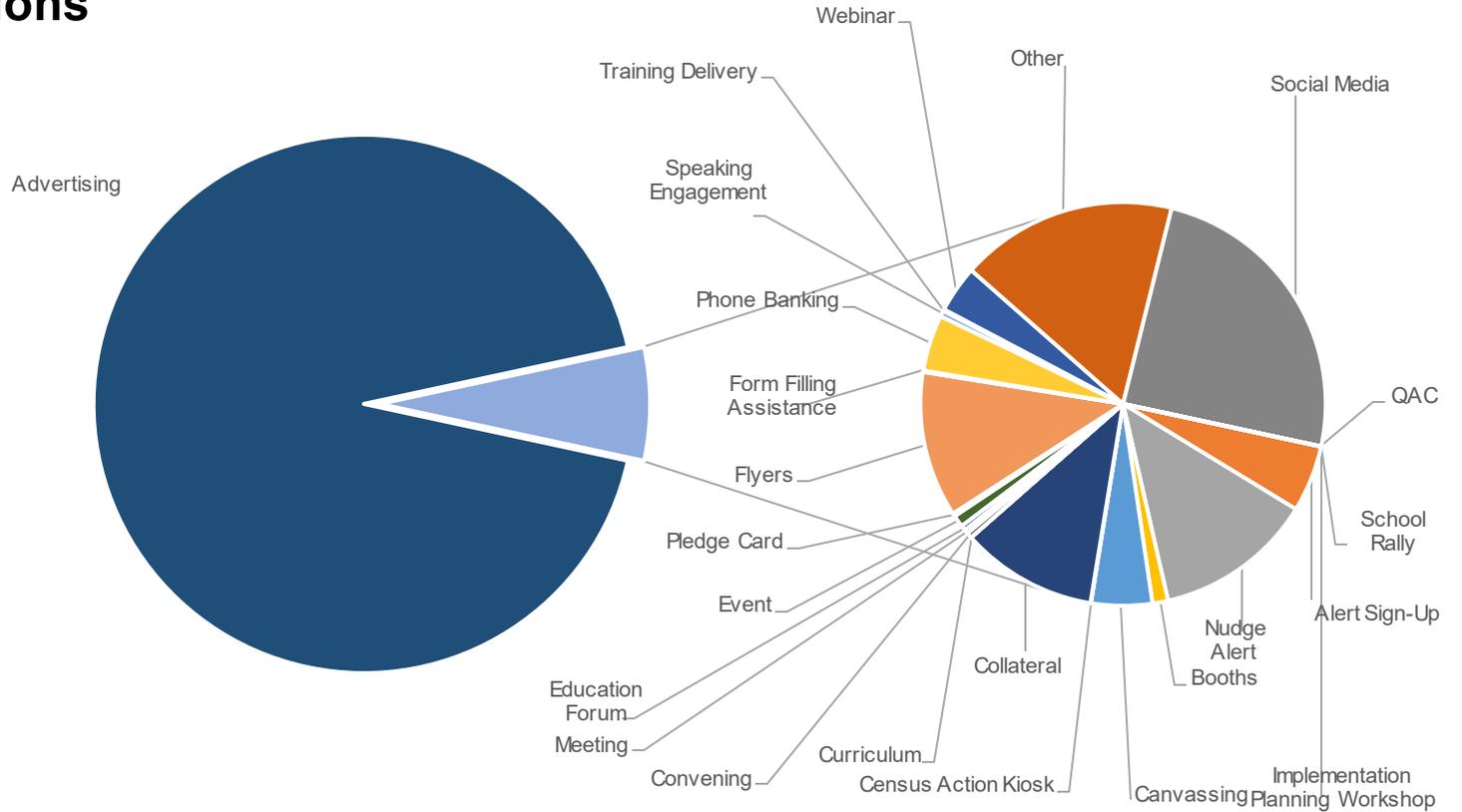
UWBA Outreach Maps

Final Report to State of California Complete Count Office
November 16, 2020



Region 3 Outreach Activities & Impressions

Activity	Total	%
Social Media	2,327,999	24.515%
Other	1,645,931	17.332%
Nudge Alert	1,205,824	12.698%
Flyers	1,108,927	11.677%
Collateral	1,036,295	10.913%
Alert Sign-Up	507,647	5.346%
Canvassing	461,420	4.859%
Phone Banking	427,768	4.505%
Webinar	357,173	3.761%
Booths	117,873	1.241%
Event	90,096	0.949%
Speaking Engagement	45,191	0.476%
Convening	41,482	0.437%
Education Forum	37,848	0.399%
Meeting	31,502	0.332%
Pledge Card	23,324	0.246%
Training Delivery	11,981	0.126%
Form Filling Assistance	11,717	0.123%
Census Action Kiosk	4,317	0.045%
QAC	894	0.009%
Curriculum	564	0.006%
School Rally	320	0.003%
Implementation Planning Workshop	214	0.002%
Total	9496307	

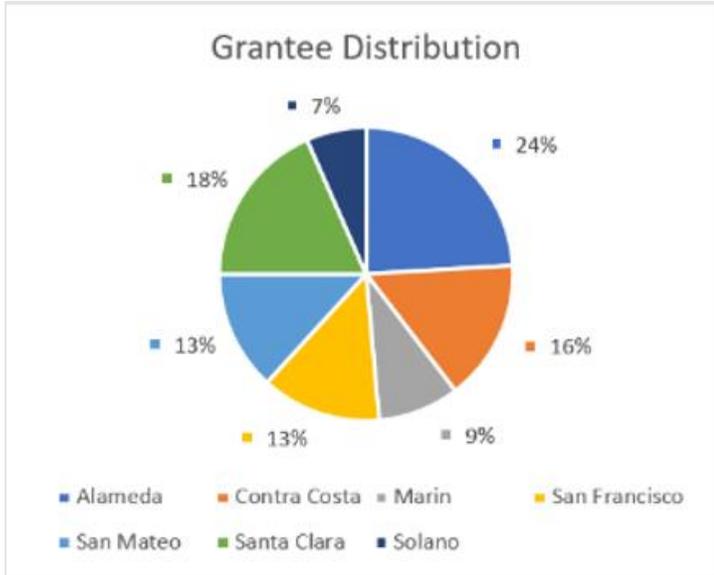
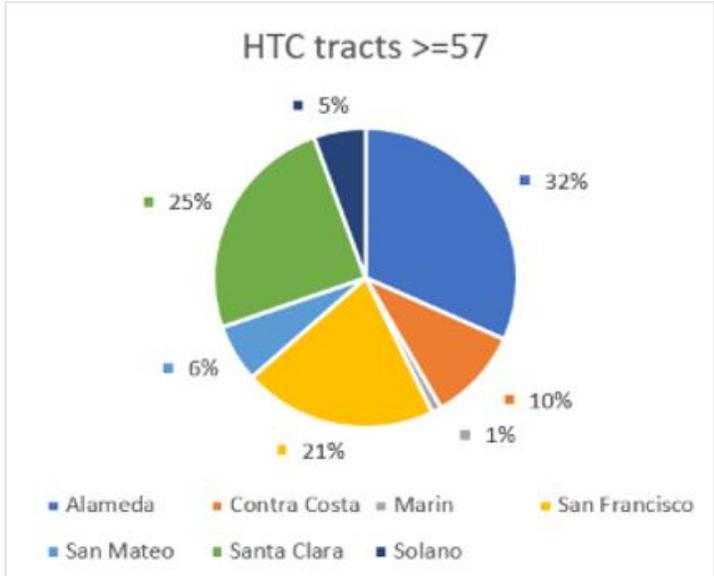
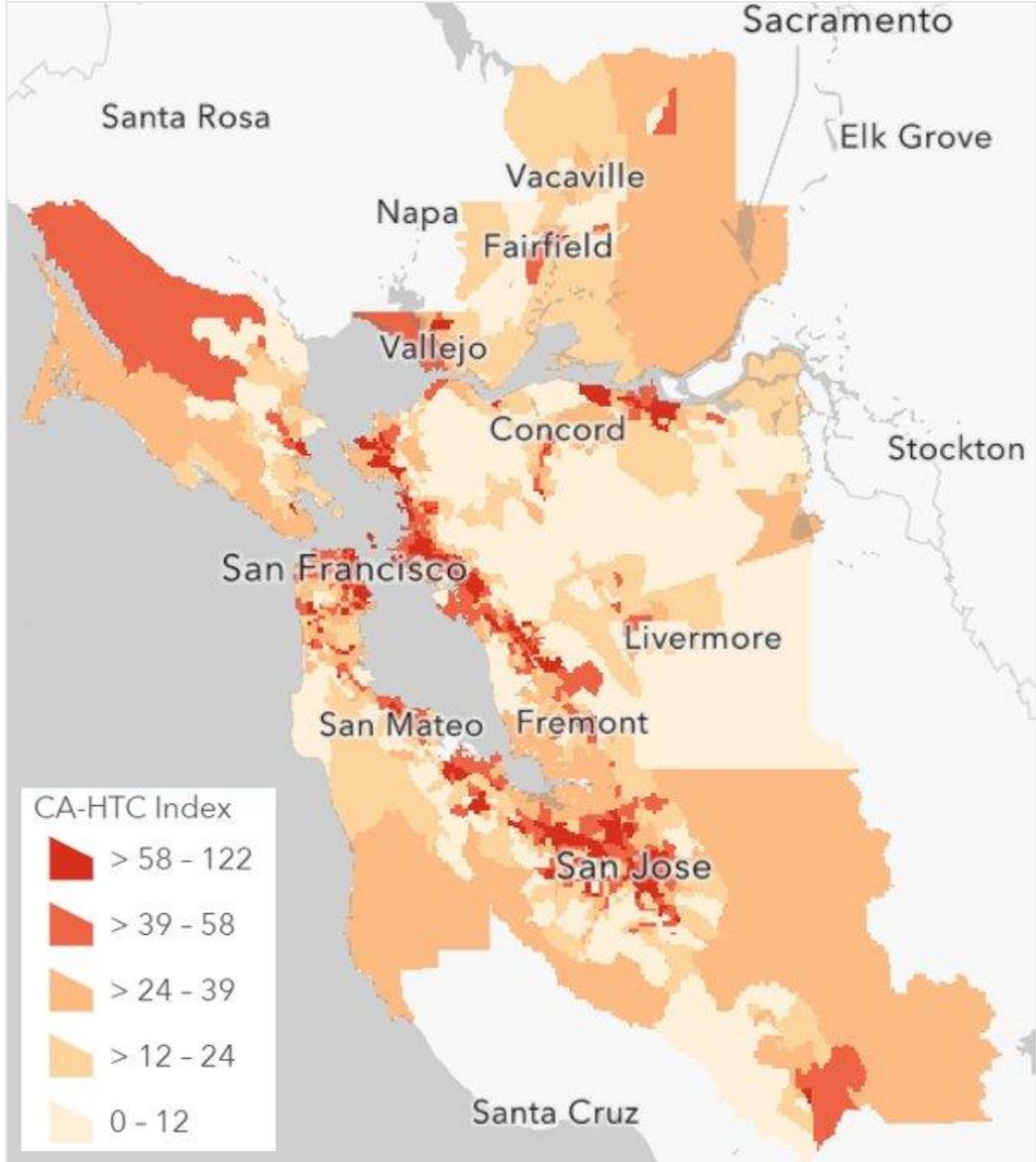
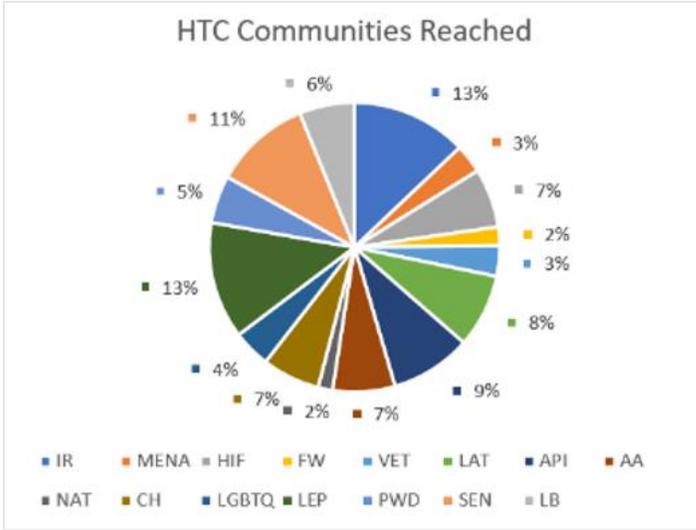


According to SwORD, Region 3 collectively garnered over 140 million known outreach impressions across hundreds of partners (ACBO, Counties, subcontractors, etc.), 130 million (93%) of which were through paid advertising. The 10 million (7%) direct outreach impressions are detailed in the table.

All are conservative estimates given that SwORD does not account for regional or statewide impressions (which were abundant from UWBA) or impressions generated by organizations not connected with a State contractor.

SwORD data includes reports from funding and outreach partners like SVCF who graciously provided information to UWBA to upload.

UWBA Funding Distribution by HTC Community

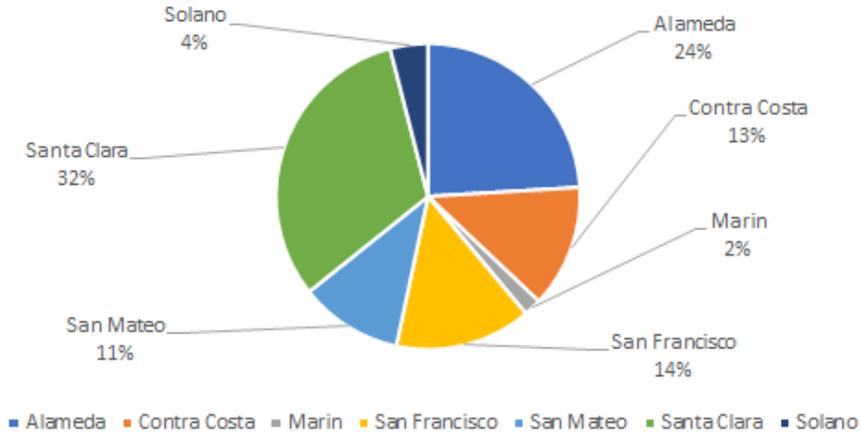


UWBA's funding decisions and outreach partners were determined based on factors including:

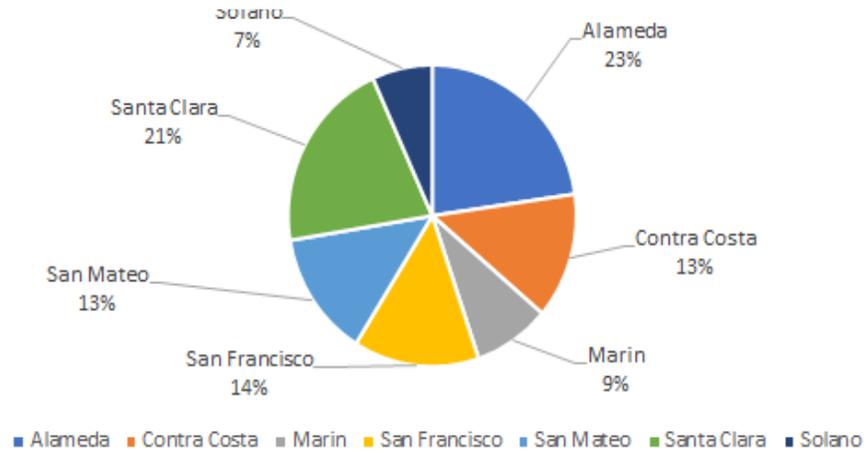
- Population distribution
- Tracts with HTC scores ≥ 57
- Other factors beyond weighted HTC index that made counties hard to count
- Tracts with known groups of historically HTC communities
- Non-English language use
- Known supplemental funding coverage
- (During Census): low SRR

UWBA-Funded Language Access

Region 3 LEP Distribution (all languages)



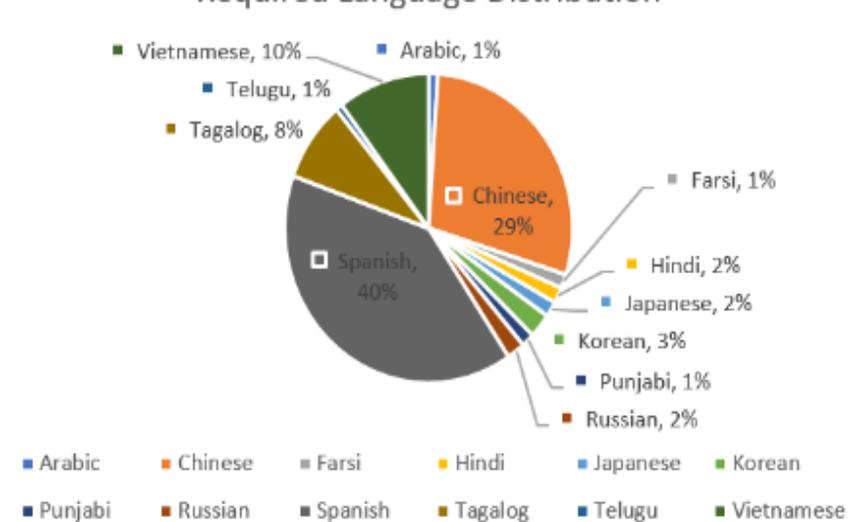
UWBA Funded LEP Outreach



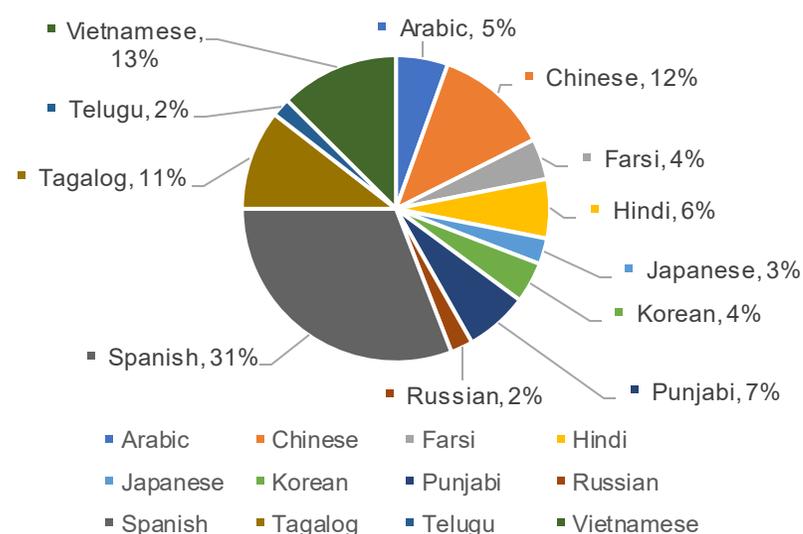
The State of California's Language and Communication Access Plan (LACAP) required UWBA to support 12 non-English languages across Region 3.

The charts demonstrate a strong distribution of coverage for the required languages both by population of Limited English Proficient (LEP) individuals and by language.

Region 3 Non-English Language Distribution (required languages)

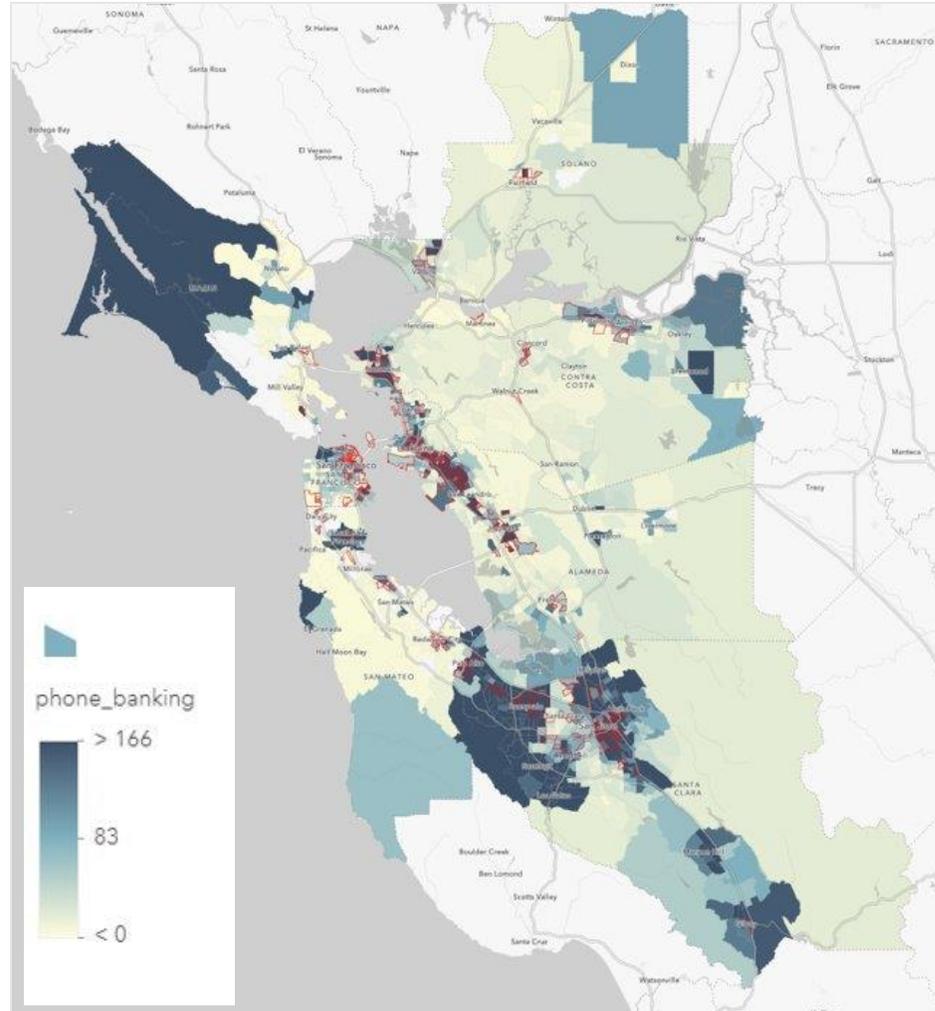
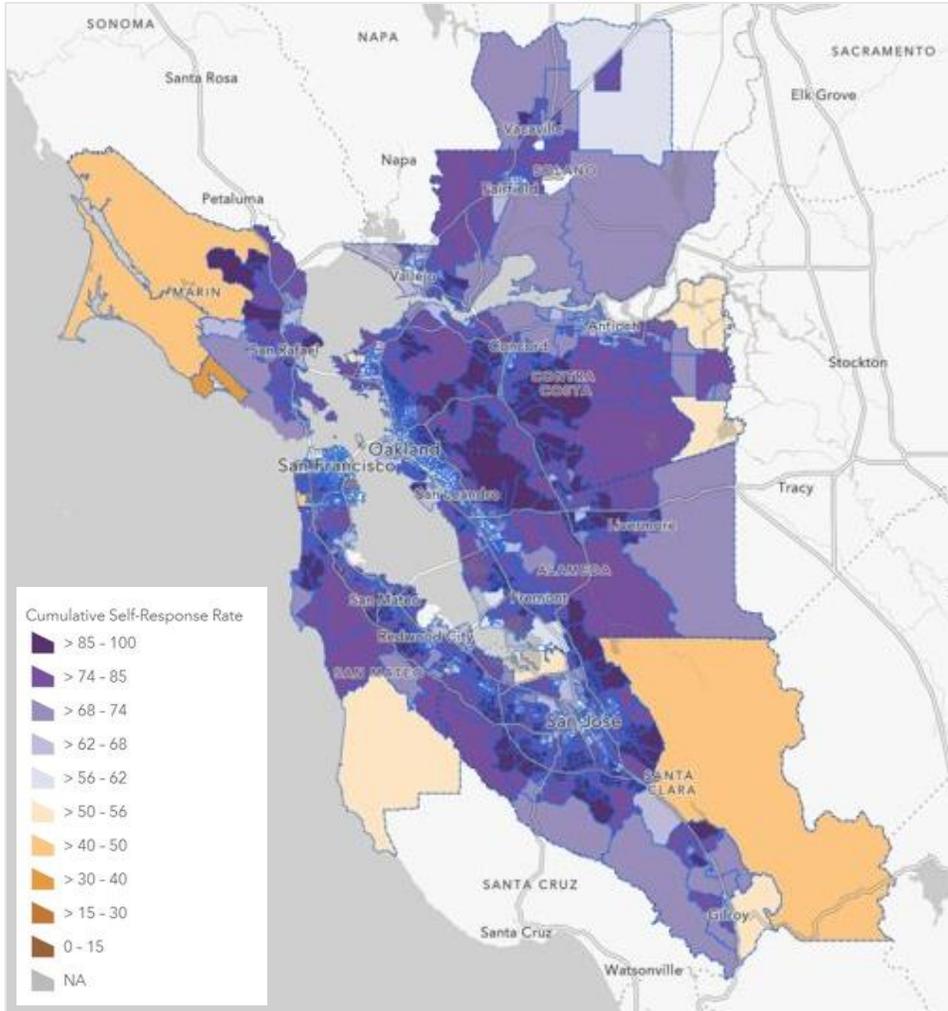


UWBA Funded Language Support (required languages)



UWBA's grantee network supported over 68 non-English languages in their census outreach and questionnaire assistance work.

Regional Phone Banking via PDI & CallHub



Targeted tracts for phone banking are outlined in blue, covering 96% of all tracts in Region 3 (100% of tracts w/HTC > 57). Tract colors indicate final 2020 SRR.

Tracts w/HTC > 57 are outlined in red. Tract colors indicate volume of successful phone interactions by tract (excludes messages & failed call attempts).

Most regional partners utilized UWBA's centralized PDI & CallHub accounts for phone banking & canvassing outreach.

Many regional partners also utilized separate phone lists to make targeted calls to known individuals within their networks.

TOTAL: 414K known call attempts made in Region 3 using all systems (likely underreported).

Aerial Tour (8/1/20)

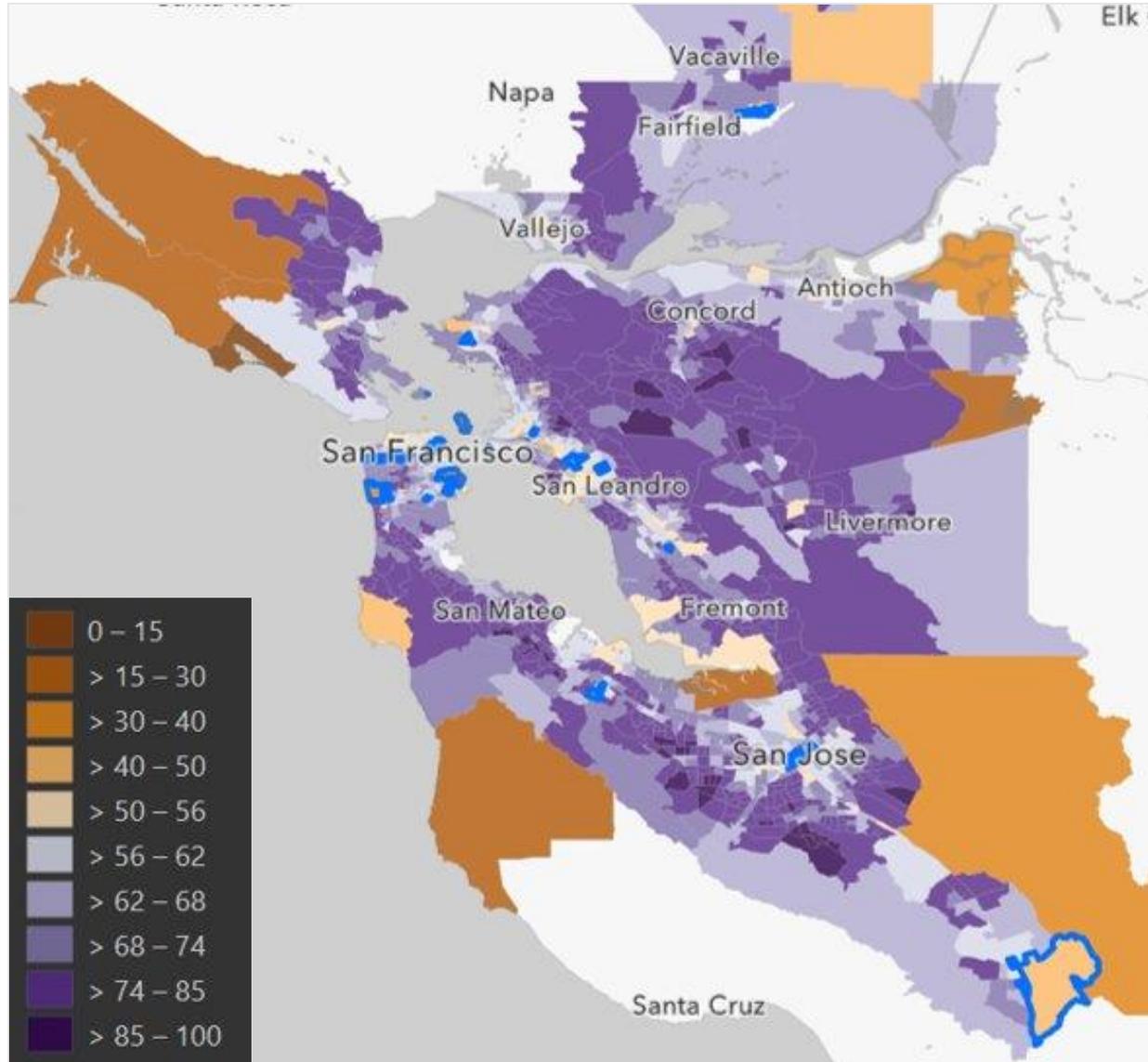


Spanish-language "Hágase Contar" aerial banner flown over target tracts determined from SwORD language data and current SRR.

Tract Characteristics

- Low SRR
- Plurality of Spanish language speakers (yellow tracts have greater than 75% Spanish-speaking population)
- Large land areas with lower population density

Bilingual Postcards (8/3/20)



100,000 bilingual mailers sent to census tracts (blue) with SRR < 45% with information about what to expect from upcoming NRFU operation:

- English plus Spanish, Chinese, Vietnamese, Korean, or Tagalog
- Language targeted by identifying the most used non-English language by census tract according to SwORD
- Some postcards had personalized messages written by UWBA volunteers and partner organizations
- Excluded Update-Leave tracts
- Followed 80,000 bilingual mailers sent in July

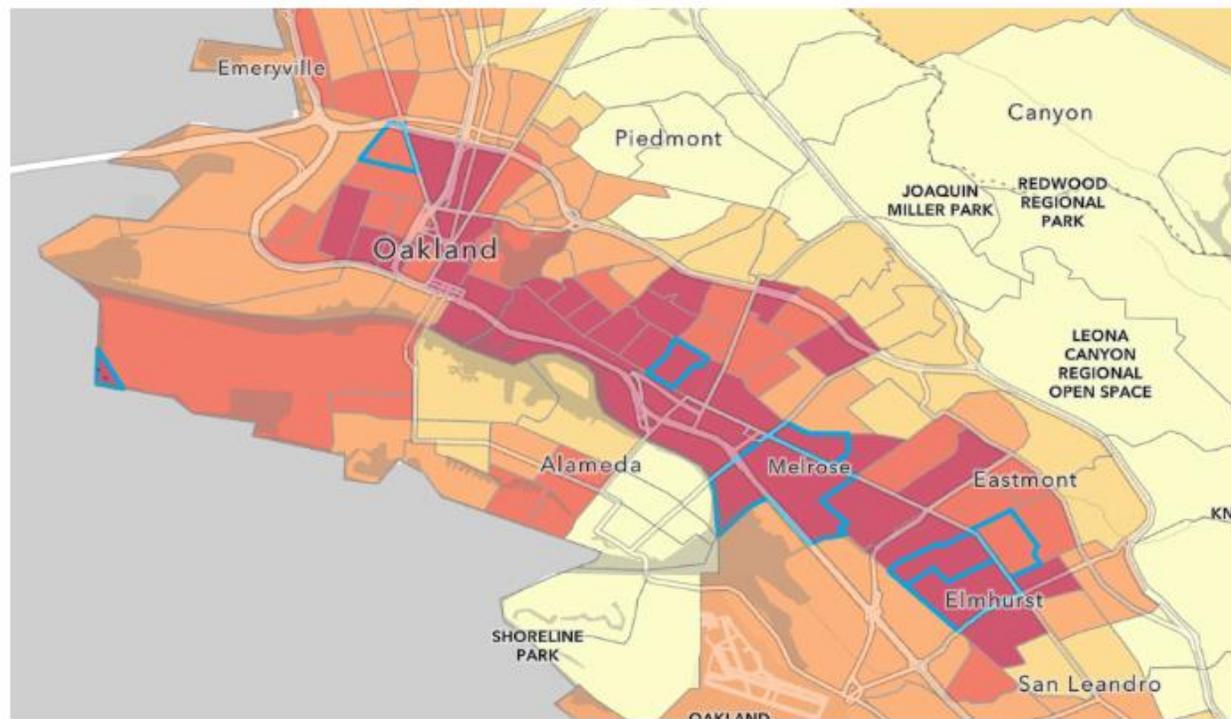


EXHIBIT C

SRR Analysis Examples (Alameda County)

Final Report to State of California Complete Count Office
November 16, 2020

March 2020 - notable tracts behind the curve



Alameda County

Self Response Rate (SRR):
28.4%

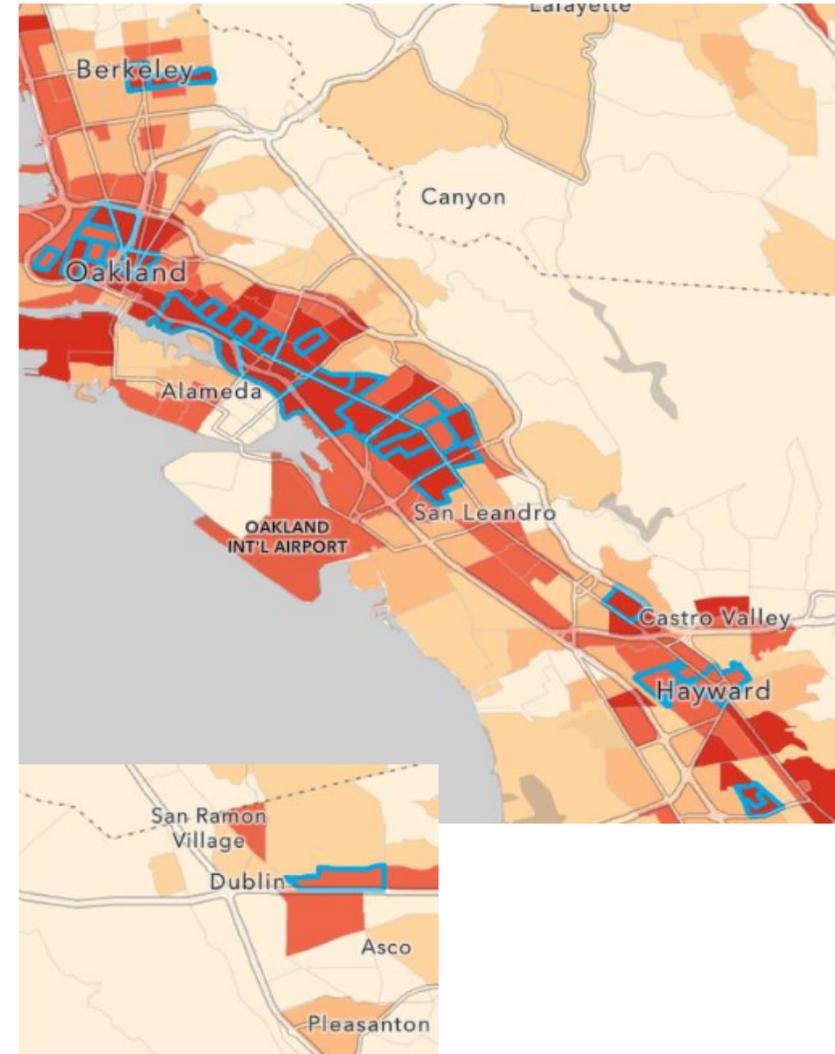
1. **Tract 4074(Melrose):** HTC 94, SRR 12.1%
2. **Tract 4073(Melrose/Coliseum area):** HTC 90, SRR 12.6%
3. **Tract 4095(North Elmhurst):** HTC 83, SRR 12.6%
4. **Tract 4094(Elmhurst):** HTC 83, SRR 12.8%
5. **Tract 4096(Elmhurst):** HTC 67, 13.1%
6. **Tract 4015(Northeast of West Oakland):** HTC 70, SRR 13.7%
7. **Tract 4062.01(Oak Tree, North of Fruitvale):** HTC 104, SRR 13.8%

April 2020 - bottom 10% lowest responding tracts in the county

Alameda County: 59.2% SRR

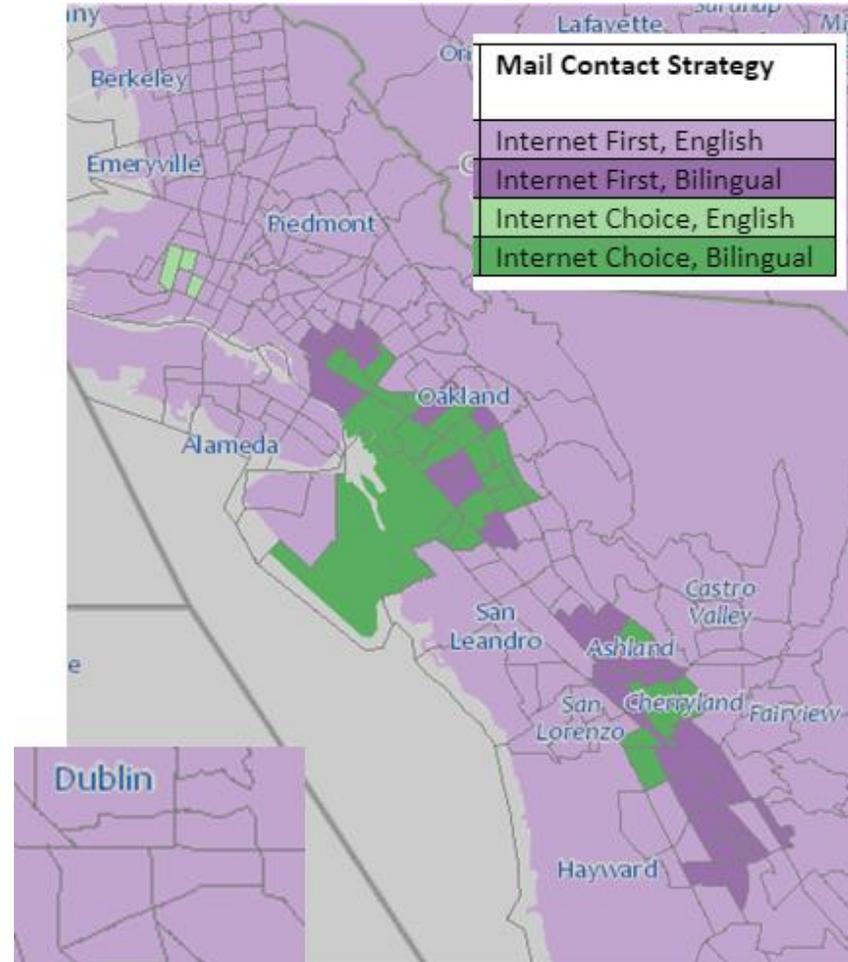
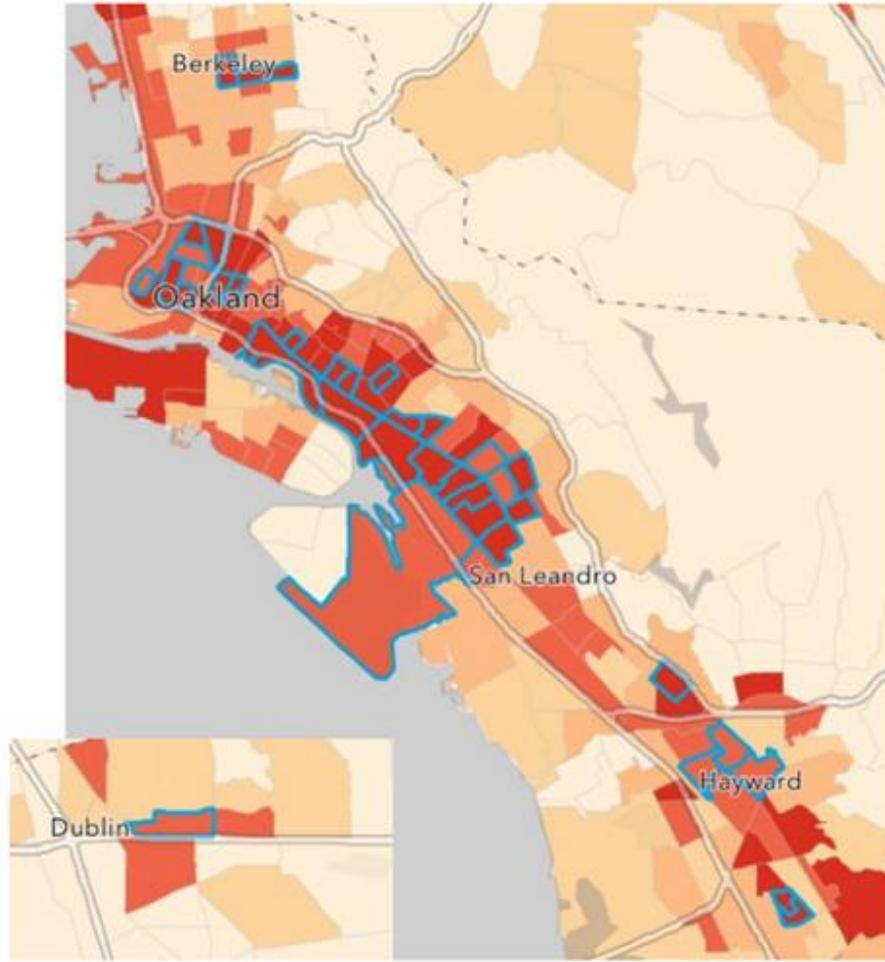
GEOID	Tract	Location	HTCscore	SRR2020	SRR2010Final
6001422800	4228	Berkeley (UC Berkeley Southside)	83	33.9	60.5
6001437701	4377.01	Hayward	76	36.8	55
6001407300	4073	East Oakland (Melrose)	90	36.9	58.5
6001401800	4018	West Oakland	54	37	44.8
6001437702	4377.02	Hayward	88	37.3	53
6001422700	4227	Berkeley (UC Berkeley Southside)	79	37.8	60.1
6001407400	4074	East Oakland (Melrose)	94	37.9	58.2
6001402900	4029	Downtown Oakland	85	38.5	70.8
6001402800	4028	Downtown Oakland	93	38.6	62.6
6001407500	4075	East Oakland (Melrose)	100	38.7	54.8
6001402500	4025	West Oakland	87	38.9	52.3
6001409600	4096	East Oakland (Elmhurst)	67	38.9	58
6001406000	4060	East Oakland (Embarcadero)	105	39	62.5
6001409700	4097	East Oakland (Eastmont)	74	39	51.7
6001401600	4016	West Oakland	68	39.9	46.3
6001409500	4095	East Oakland (Elmhurst)	83	40.1	51.1
6001408900	4089	East Oakland (Melrose)	91	40.4	60.9
6001407101	4071.01	East Oakland (Fruitvale)	81	40.7	63.1
6001405402	4054.02	East Oakland (Embarcadero)	94	40.8	59.6
6001401500	4015	West Oakland	70	41.1	45.1
6001410300	4103	East Oakland (Elmhurst)	75	41.4	59.7
6001409300	4093	East Oakland (Elmhurst)	80	41.5	63.8
6001450101	4501.01	Dublin	51	41.8	69
6001435400	4354	Hayward	68	42	64.7
6001422900	4229	Berkeley (UC Berkeley Southside)	70	42.4	60.9
6001401400	4014	West Oakland	69	42.7	43.2
6001402700	4027	West Oakland	64	42.7	49.2
6001408800	4088	East Oakland (Melrose)	98	42.9	57.7
6001408500	4085	East Oakland (Eastmont)	67	43	59.5
6001410500	4105	West Oakland	85	43	58.1
6001406202	4062.02	East Oakland (Elmhurst)	103	43.1	62.3
6001406201	4062.01	East Oakland (Elmhurst)	104	43.2	52.6
6001406100	4061	East Oakland (Fruitvale)	88	43.3	63.2
6001433900	4339	Ashland	88	43.3	64
6001435601	4356.01	Hayward	66	43.5	63.5
6001405901	4059.01	East Oakland (Embarcadero)	96	44	62.4

10% lowest responding tracts



May 2020 - challenge areas by SRR (>40%) compared to mail contact strategy

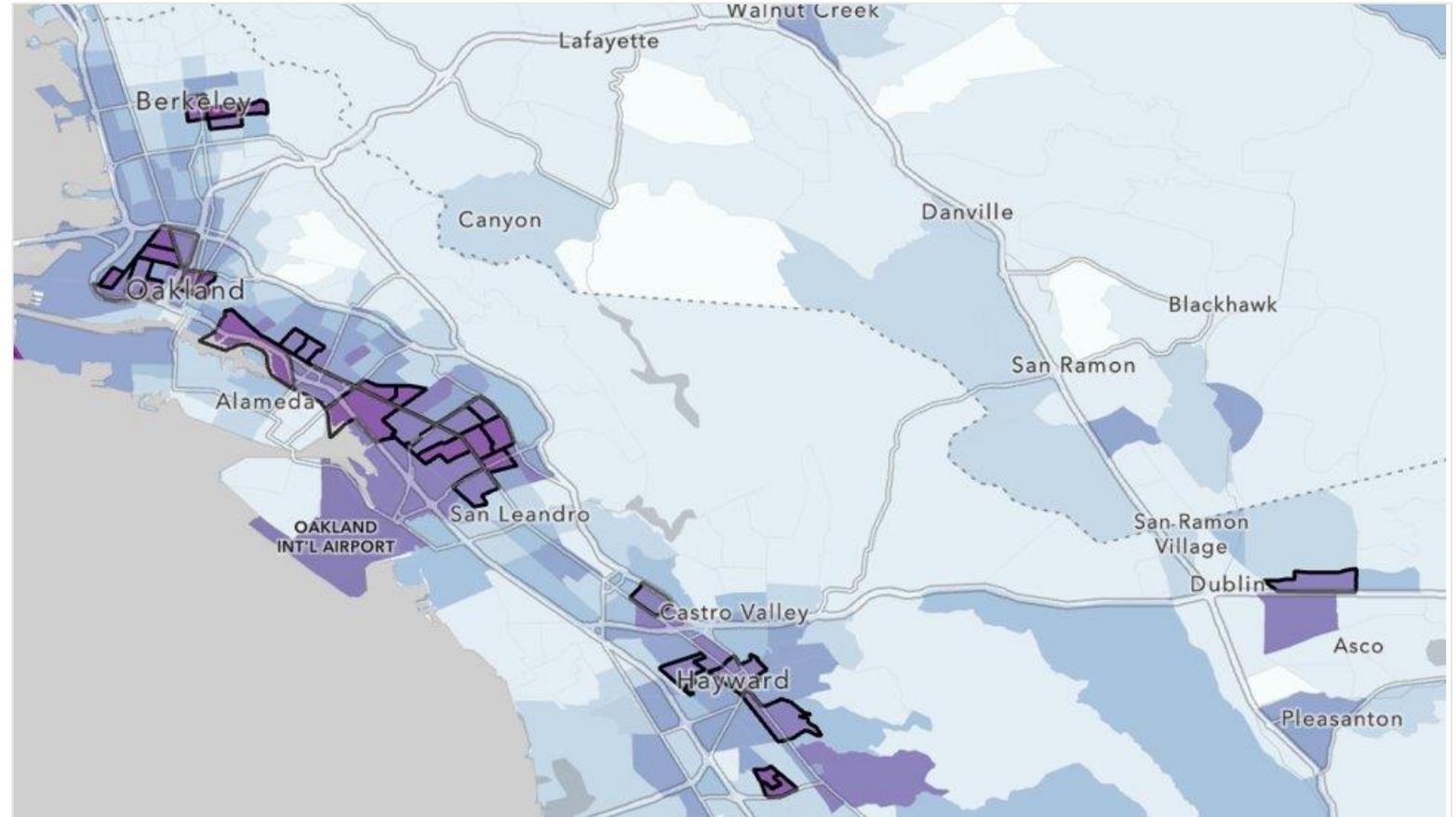
Alameda County (66.0%)



Alameda County (68.2%)

Area	% of Estimated Population in Tracts
East Oakland	46%
Hayward	15%
Berkeley	16%
West Oakland	11%
Ashland	5%
Downtown Oakland	4%
Dublin	3%

An estimated 46% of the people living in the 10% lowest responding tracts in Alameda County live in East Oakland.



Alameda County (69.2%)

Predominant non-White race/ ethnic group

	% of lowest responding tracts	% of highest responding tracts
Hispanic / Latinx	58%	3%
Black / African American	23%	3%
Asian	19%	94%

The predominant non-White race / ethnic group in **58%** of the county's lowest responding tracts is **Hispanic / Latinx**.

The predominant non-White race / ethnic group in **94%** of the county's highest responding tracts is **Asian**.

Top non-English language in LEP households

	% of lowest responding tracts	% of highest responding tracts
Spanish	72%	19%
Chinese (Mandarin / Cantonese)	22%	58%
Korean	3%	
Arabic	3%	
"Other Indo-European languages"		11%
"Other Asian and Pacific Island languages"		8%
Tagalog		3%

Spanish is the predominant non-English language spoken in **72%** of the county's lowest responding tracts.

Chinese is the predominant non-English language spoken in **58%** of the county's highest responding tracts.

Reaching the 2010 SRR

[CUNY's HTC maps](#) calculated the average number of households that need to respond from 7/10 to 7/31 to reach the 2010 SRR

County	Average # of households in each tract to respond each day between 7/10 - 7/31 to reach 2010 SRR
Alameda	> 1
Contra Costa	> 1
Marin	1.5
San Francisco	9
San Mateo	> 1
Santa Clara	2.8
Solano	> 1

City/Neighborhood	County	Average # of households in each tract to respond each day between 7/10 7/31 to reach 2010 SRR
Berkeley	Alameda	5
Oakland	Alameda	1.8
Hayward	Alameda	3.9
Antioch	Contra Costa	1.8
Concord	Contra Costa	1.7
Pittsburg	Contra Costa	2.9
Richmond	Contra Costa	3.2
San Pablo	Contra Costa	7.1
San Rafael	Marin	5.9
Point Reyes	Marin	11.5
Bayview Hunters Point	San Francisco	12.6
Chinatown	San Francisco	18.7
Financial District	San Francisco	17.7
Mission District	San Francisco	11.3
Nob Hill	San Francisco	16.2
North Beach	San Francisco	17.8
Tenderloin	San Francisco	10.7
Daly City	San Mateo	1.4
East Palo Alto	San Mateo	3.3
Menlo Park	San Mateo	3.9
Redwood City	San Mateo	1.5
South San Francisco	San Mateo	1.9
San Jose	Santa Clara	4.3
Gilroy	Santa Clara	4.3
Palo Alto	Santa Clara	4.4
Fairfield	Solano	1
Vallejo	Solano	1

August 2020 - tracts with a 10%+ gap between 2020 SRR and 2010 SRR

Alameda County (71.4%)

GEOID	Tract	Location	HTC	SRR2020 (08/13)	SRR2010 Final	Diff from SRR 2010 Final
6001402900	4029	Oakland	85	45.3	70.8	25.5
6001422700	4227	Berkeley	79	44	60.1	16.1
6001450101	4501.01	Dublin	51	53.4	69	15.6
6001403100	4031	Oakland	92	58.4	71.9	13.5
6001435400	4354	Hayward	68	53.3	64.7	11.4
6001422500	4225	Berkeley	60	62.5	73.6	11.1
6001402800	4028	Oakland	93	51.5	62.6	11
6001403000	4030	Oakland	109	67.4	77.5	10.1
6001403501	4035.01	Oakland	69	58.8	68.9	10.1

- 10/360 (2.8%) tracts have a 10+ SRR gap between 2020 SRR and 2010 SRR
- 147 (40.8%) tracts have not met their 2010 SRR yet

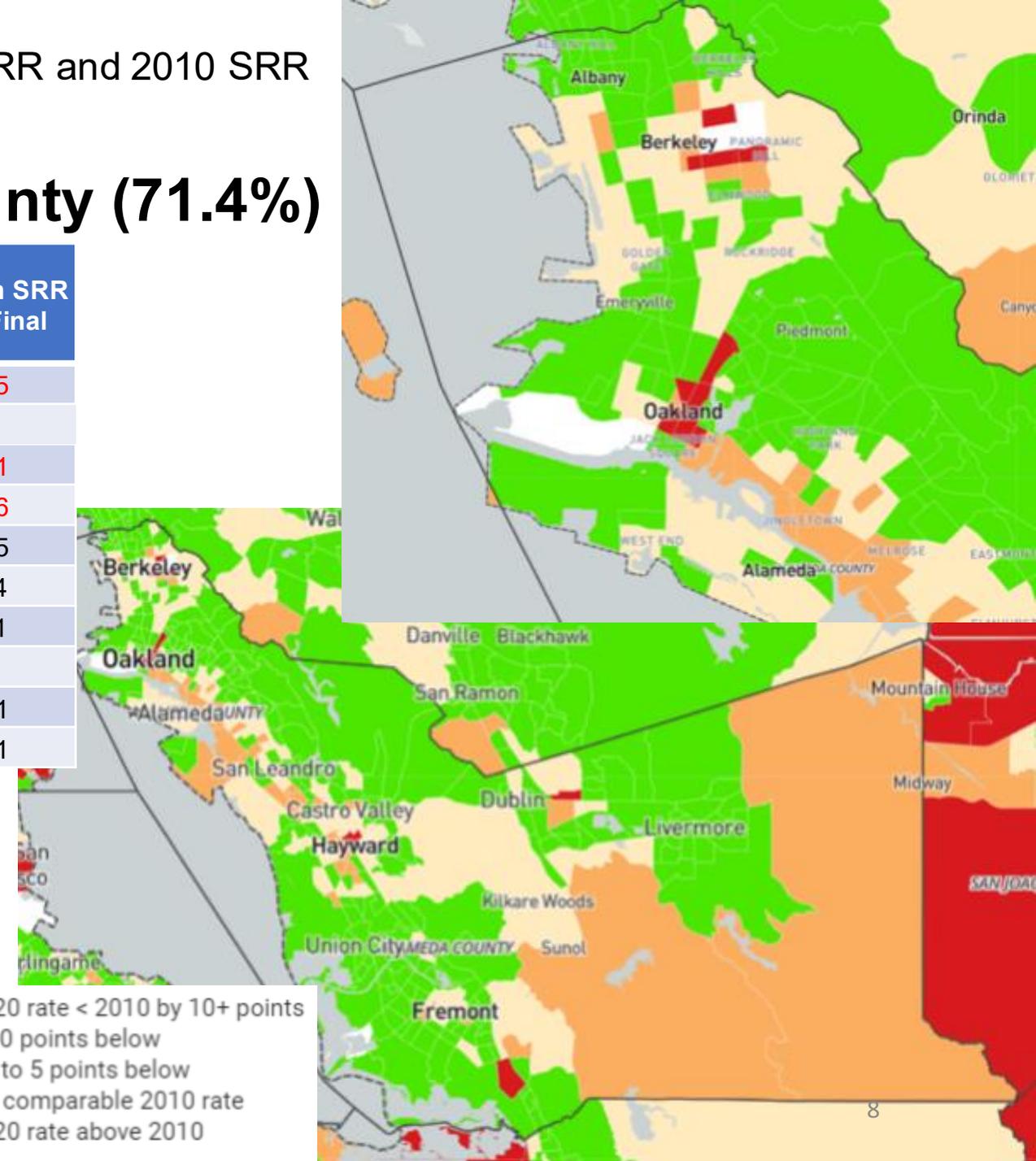




EXHIBIT D

Image Gallery

Final Report to State of California Complete Count Office
November 16, 2020



Convenings



(left) United Way Bay Area – Bay Area Business Launch convening with 100 Bay Area corporate leaders at Salesforce Ohana Room



(left) United Way Bay Area – Media briefing featuring CA Secretary of State Alex Padilla and CA CCC Director Ditas Katague

(right) City of San Jose – Facebook and the 2020 Census training



(right) Latino Community Foundation – LTX Fest panel with representatives from UWBA, NALEO



Convenings



Jakara Movement – Sikh scholars convening



Korean American Community Services – Korean American leadership convening with more than 100 leaders and professionals from Korean American organizations in the greater Bay Area



United Way Bay Area – Region 3 ACBO

Events



City of South San Francisco – Car Caravan



East Palo Alto Center for Community Media – YouTube Video “East Palo Alto Census 2020 Caravan”

BIZ STOOP'S #YOUTHIN2020 CENSUS CAMPAIGN

OPEN MIC OPEN MIC OPEN MIC

FEATURING SHERRICKA YVETTE
& WILL RANDOLPH V
HOSTED BY JADA IMANI

CENSUS FAQS &
RAFFLE PRIZES



REGISTER ON EVENTBRITE
THURSDAY AUG 13 6:30-8:00 PM PST

Urban Strategies Council – Virtual Open Mic Night

Marimba, Helado Gratis y Censo 2020

27 de Agosto
4-6pm
Avenida De La Fuente
Fruitvale
(Entre Internacional y E. 12th)



MARIMBA MAYA MAM



NIÉVOS
DINGO
DE MAYO



Maya Mam Community – [Live Marimba show with Census messaging](#) in Fruitvale, Oakland

Booths



The Children's Network of Solano County – Census outreach at MLK Jr. Day event reaching 322 people



< ^ City of South San Francisco – Tabling at various events and locations



United Way Bay Area – Region 3 ACBO

Booths



(left) Community Clinic Consortium
– Distributing Census coloring books

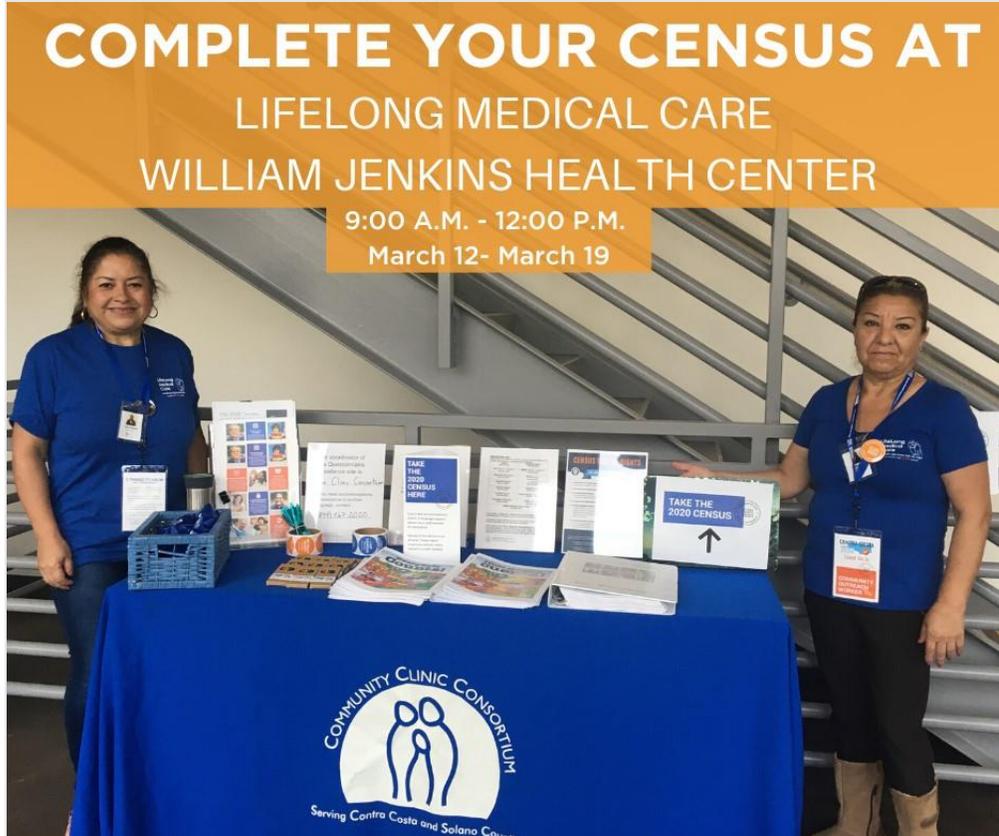
(right) Monument Crisis Center
– Outdoor booth set up to provide census information during food distribution events



(left) FreshLife Foundation
– Instagram post about Census booth in a grocery store



QAC / Form Filling Assistance



COMPLETE YOUR CENSUS AT
LIFELONG MEDICAL CARE
WILLIAM JENKINS HEALTH CENTER

9:00 A.M. - 12:00 P.M.
March 12- March 19

Community Clinic Consortium
Serving Contra Costa and Solano Counties

The image shows two women in blue shirts standing behind a table covered with a blue cloth. The table has various signs and brochures, including one that says "TAKE THE 2020 CENSUS HERE" and another with an upward arrow and "TAKE THE 2020 CENSUS". The background is a staircase.

Community Clinic Consortium – QAC Booth



Comité Censo Maya, parte de Movimiento Cultural de la Unión Indígena
presentan:

CENSO MAYA 2020

Sabado, 18 de abril, 9am-3pm

Ayudamos en la lengua Maya Mam para contarse en el Censo 2020
Dirección: **4109 foothill blvd Oakland**
Más información en Mam, Henry Sales: (510) 479-2162

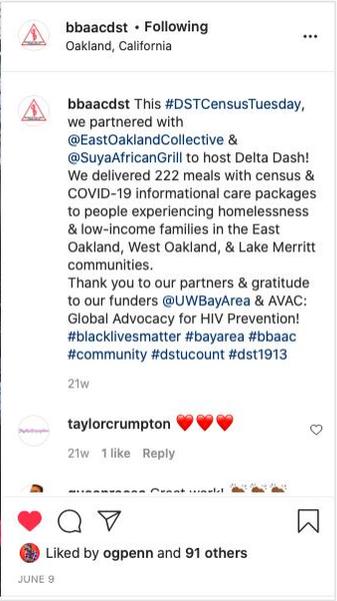
The poster features the text "CENSO MAYA 2020" in large, stylized letters. Below it, there are icons of a smartphone, a laptop, and a person. The date and time "Sabado, 18 de abril, 9am-3pm" are prominently displayed. A photograph shows people at a computer workstation. At the bottom, there is a row of logos for various organizations including Danza Si! Choan, Radio Autocentona Indigenista, and Latino Community Foundation.

Maya Mam Community – Form filling assistance in Mam

Materials Distribution



Sacred Heart – Distribution of 100,000 flyers to 17 Mexican grocery stores in San Jose and Gilroy

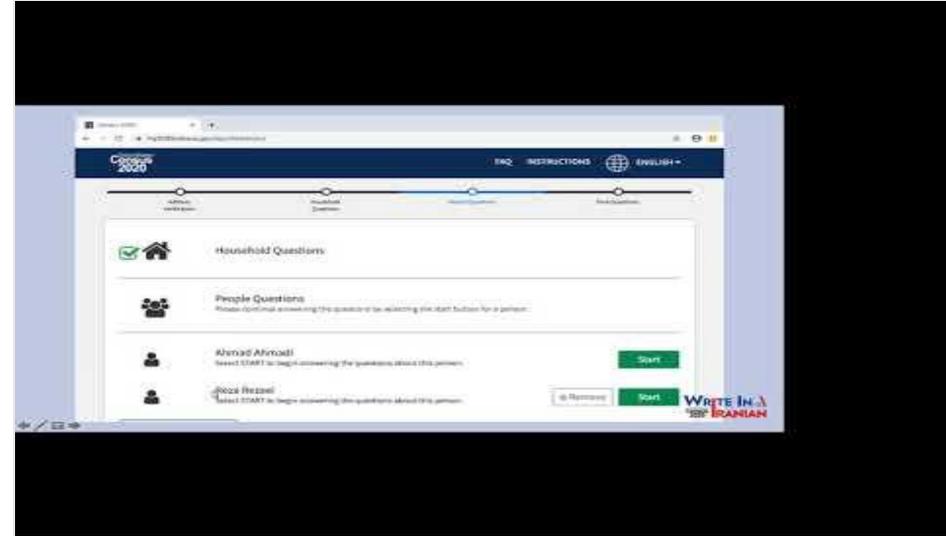


Delta Sigma Theta Sorority Inc – Berkeley Bay Area Alumnae Chapter – Instagram posts about food and care packages distribution events incorporated with Census flyers and messaging

Webinars & Virtual Presentations



India Currents Foundation – YouTube video “Census 2020 – Vandana Kumar, Aarti Kohli & Julia Marks of Advancing Justice – Asian Law Caucus”



Pars Equality Center – YouTube video “How to Fill Out the 2020 Census and #WriteInIranian – Virtual Training”

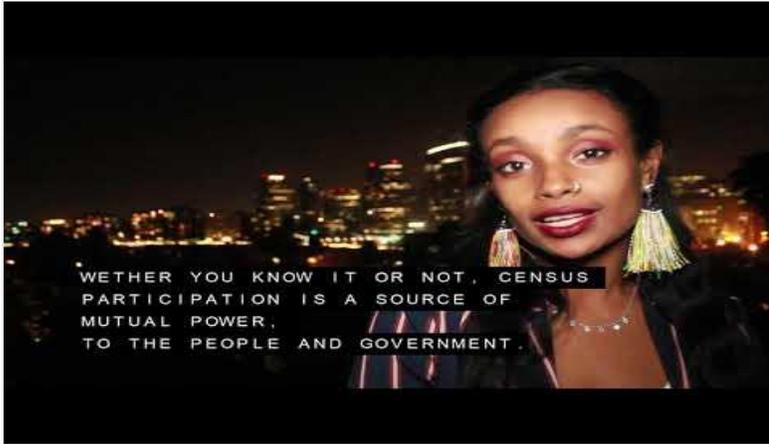


Silicon Valley Council of Nonprofits – YouTube video “Census 2020 Training”



East Palo Alto Center for Community Media – Talking with Henrietta TV interviews

Social Media - Videos



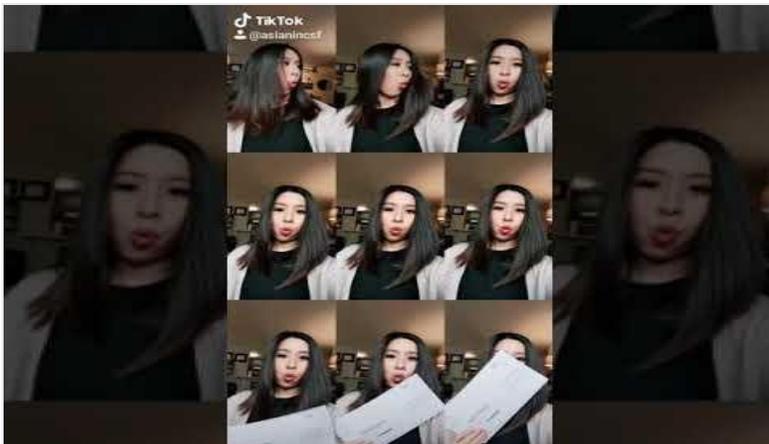
African Community Health Institute – YouTube Video
 “US CENSUS 2020/AMHARIC ጥቅማችሁ በእጃችሁ::”



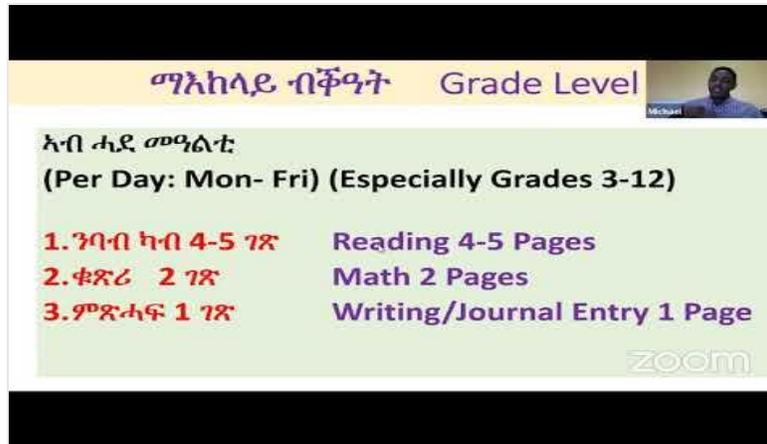
City of Fremont – YouTube Video
 “Census Day 2020”



Jakara Movement – YouTube Video
 “Sikh Census 2020 – Jakara Movement – Bhupinder”



ASIAN, Inc. – YouTube Video / Tik Tok “ASIAN, Inc. Tik Tok - “The Countdown Begins” (2020 Census Get Out The Count - Video Challenge)”



Eritrean Community Center of Santa Clara – YouTube Video “Seminar Series by Michael on Educating Kids during Covid19 – Day 2”



Korean American Community Services – YouTube Video “Census 2020”

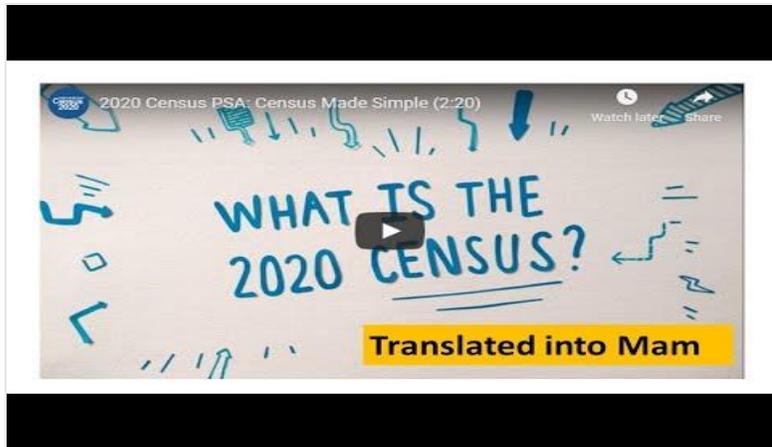
Social Media - Videos



Maya Mam Community – YouTube Video “Mam Immigrant Census Story: Henry”



Richmond Main Street Initiative– YouTube Video “2020 Census Ambassador Riece”



Maya Mam Community – YouTube Video “Mam Census PSA “Census Made Simple””

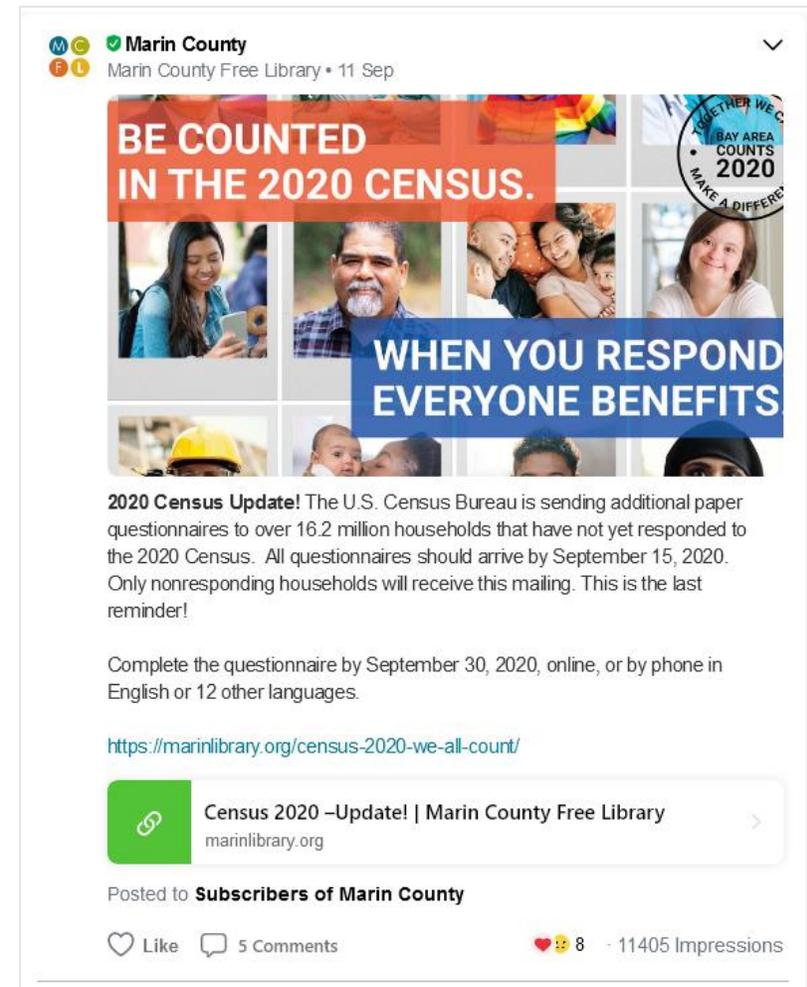
Social Media - Instagram/Facebook Posts



The Children's Network of Solano County



Jakara Movement



Marin County Free Library



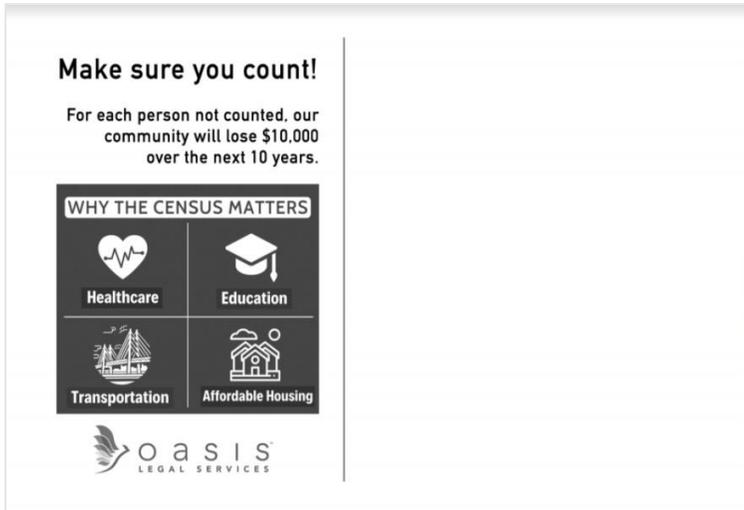
United Way Bay Area – Region 3 ACBO

(left) Golden State Opportunity – Social media graphics in Vietnamese, Spanish, and English (Left to right)

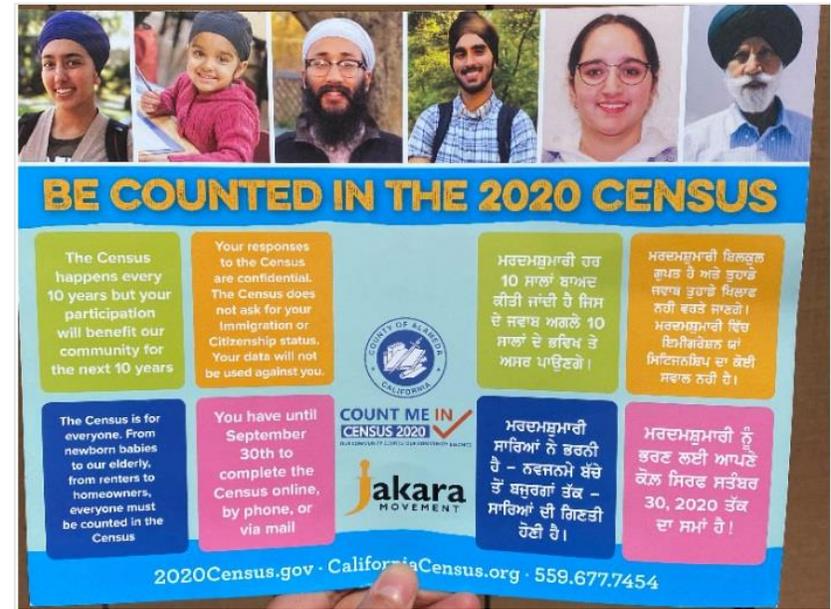
Collateral



(left) Oasis Legal Services – Custom postcards sent to clients



(right) Jakara Movement– Census collateral sent via census mailing campaign to known Bay Area Punjabi addresses





City of South San Francisco

Contracted Partner Name	Subcontractor Name	Region	Address	Activities	Amount	Grant Start Date	Grant End Date
United Way Bay Area	211 Bay Area	3	550 Kearny St Suite 1000, San Francisco, CA 94108	Incorporated census outreach and education into helpline services by posting recorded wait/hold messages with census information, informing non-crisis callers about the census and ways to complete it, and posting census information to their website.	\$40,000	1/1/2020	10/23/2020
United Way Bay Area	211 - Contra Costa Crisis Center	3	307 Lennon Ln, Walnut Creek, CA 94598	Incorporated census outreach and education into helpline services by posting recorded wait/hold messages with census information, informing non-crisis callers about the census and ways to complete it, educating partners about the census, and posting census information to their website and social media channels.	\$40,000	1/1/2020	8/14/2020
United Way Bay Area	211 - Eden I&R	3	570 B St, Hayward, CA 94541	Incorporated census outreach and education into helpline services by posting recorded wait/hold messages with census information, informing non-crisis callers about the census and ways to complete it, and posting census information to their website.	\$52,000	1/1/2020	8/14/2020
United Way Bay Area	4Cs of Alameda County	3	22351 City Center Drive Suite 100, Hayward, CA 94541	Provided virtual questionnaire assistance and conducted outreach targeting children and families via phone banking, canvassing, client check-ins, diaper and resource distribuion, mailers, e-newsletters, and social media.	\$5,000	1/1/2020	8/14/2020
United Way Bay Area	African Community Health Institute	3	304 N 6th Street, San Jose, CA, US, 95112	Provided virtual and in-person questionnaire assistance and conducted outreach in Amharic, Tirgrinya, Somali and English via Zoom meetings with seniors and community members, culturally-congruent and educational census videos, phone banking, text banking, social media, and census flyer distribution to restaurants and local shops.	\$35,000	10/1/2019	9/30/2020
United Way Bay Area	Alameda County Homeless Action Center (HAC)	3	3126 Shattuck Avenue, Berkeley, CA 94705	Conducted outreach at drop-in centers by distributing census materials and operating a census helpline and questionnaire assistance kiosk. Conducted outreach at encampments in Alameda County.	\$10,000	10/1/2019	9/30/2020
United Way Bay Area	Alameda Food Bank	3	PO Box 2167, Alameda, CA 94501	Distributed census information during regular food distribution services and conducted census outreach via events, the distribution of flyers at Alameda Point Collaborative and Alameda Housing Authority Units, and the inclusion of census information in Alameda Municipal Power's monthly bills.	\$10,000	1/1/2020	10/23/2020
United Way Bay Area	Allen Temple Health and Social Services	3	8501 International Blvd., Oakland, CA 94621	Conducted outreach to 65+ year-old BIPOC via phone banking, monthly Zoom "Coffee Chat and Census" events, and the distribution of custom census materials. Provided questionnaire assistance and incorporated census outreach into food distribution event and existing programming at Allen Temple Baptist Church and Allen Temple Health and Social Services.	\$15,000	10/1/2019	10/23/2020
United Way Bay Area	Arsola's Distribution Center and Community Services	3	Post Office Box 5520, Oakland CA 94605	Conducted email and phone outreach, included census materials in weekly food bag distribution, and offered gift cards, tote bags, and other incentives to participants who demonstrated census completion.	\$8,000	3/1/2020	10/23/2020
United Way Bay Area	AmeriCare Community Services, Inc.	3	4909 Stacy Street Oakland, CA 94605	Distributed and encouraged implementation of the California Census 2020 Veterans Toolkit to Marine Corps detachments and USMC Veteran service organizations and nonprofits operating in Alameda County. Conducted phone banking outreach.	\$2,000	7/15/2020	8/15/2020
United Way Bay Area	Asian American Center of Santa Clara County	3	3845 Wellington Square, San Jose, CA 95136	Raised awareness about the census to the Vietnamese-American community through the two-day Tet Festival and conducted a marketing and communication plan that included census videos and print materials. Conducted phone banking outreach.	\$7,500	1/1/2020	8/14/2020

Contracted Partner Name	Subcontractor Name	Region	Address	Activities	Amount	Grant Start Date	Grant End Date
United Way Bay Area	Asian Americans Advancing Justice - Asian Law Caucus	3	55 Columbus Avenue, San Francisco, CA 94111	Provided legal, policy, and technical assistance to UWBA and other regional partners. Participated in various speaking engagements in the region and helped create training materials, outreach scrips, tips, FAQs and other essential resources for census outreach organizations in the region.	\$50,000	10/1/2019	8/14/2020
United Way Bay Area	Asian Refugees United	3	17 Walter U. Lum Place, San Francisco, CA 94108	Incorporated one-on-one virtual census outreach and in-language assistance into COVID-19 support services for Bay Area Nepalese, Bhutanese, Tibetan and Vietnamese communities. Created culturally-relevant census content and conducted census outreach via social media.	\$22,500	1/1/2020	9/30/2020
United Way Bay Area	ASIAN, Inc.	3	1167 Mission Street, San Francisco, CA 94103	Created and distributed census outreach videos in Cantonese, Mandarin, Vietnamese and English via webinars, workshops and social media platforms such as Facebook, Instagram, Twitter, YouTube and WeChat. Conducted phonebanking outreach.	\$18,888	3/1/2020	8/14/2020
United Way Bay Area	Associated Students of the University of California (ASUC)	3	412 Eshleman Hall, 2465 Bancroft Way, Berkeley, CA 94720	Conducted outreach via phone banking, flyer distribution, social media, paid advertising, department newsletters, student publications, and UC Berkeley's online student portal, Cal Central. Hosted town halls and webinars targeting various HTC communities such as the Latinx community, the Black community, the LGBTQ community, undocumented people and people with disabilities.	\$7,000	10/1/2019	9/30/2020
United Way Bay Area	Bay Area Wrestling Inc. DBA Beat the Streets	3	16443 Saratoga St, San Leandro, CA 94578	Conducted outreach via phone calls, social media, emails, and virtual meetings to provide instructions and step-by-step census completion assistance to youth and families in East and West Oakland. Promoted the census at Black-owned businesses and distributed census materials at African-American churches and Oakland schools.	\$5,000	3/1/2020	8/14/2020
United Way Bay Area	Berkeley Bay Area Alumnae Chapter of Delta Sigma Theta Sorority, Inc.	3	PO Box 3868, Berkeley, CA 94703	Conducted outreach to people experiencing homelessness, low-income people and seniors of African descent via social media, census care packages, virtual town hall brunches and events and hot meal distribution.	\$10,000	1/1/2020	8/14/2020
United Way Bay Area	Beth Eden Missionary Baptist Church	3	1183 Tenth Street, Oakland, CA 94607	Conducted outreach to the unhoused community, low-income community, and seniors in West Oakland through warm meal service and community events. Incorporated census outreach into emergency food distribution program and church services and organized a census backpack giveaway during National Night Out.	\$5,000	1/1/2020	8/14/2020
United Way Bay Area	BrandGOV	3	125 Humphrey Lane Vallejo, CA 94591	Conducted outreach via bus, digital billboard, TV and radio ads. Partnered with and coordinated schools, local NAACP chapters, churches, homeless service providers, veterans service organizations and other groups in Solano County to host census pop up events, create a 24-hour census hotline, incorporate outreach into food distribution programs, and conduct phone banking and text banking.	\$40,000	3/1/2020	10/23/2020
United Way Bay Area	Canal Alliance	3	91 Larkspur St, San Rafael, CA 94901	Reached all households in the San Rafael Canal neighborhood and all homes with a PO Box in West Marin with census participation information in English, Spanish and Vietnamese. Provided questionnaire assistance, canvassed neighborhoods with census doorhangers, sent census push notification, conducted text and email outreach, and incorporated census outreach into programming at Food Pantry.	\$30,000	3/1/2020	10/23/2020
United Way Bay Area	Catholic Charities of Santa Clara County	3	2625 Zanker Road, San Jose, CA 95134	Provided one-on-one census education to Immigration Legal Services clients and conducted outreach via the distribution of census materials, emails, newsletters, social media and alerts.	\$15,000	1/1/2020	8/14/2020

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United Way Bay Area	Center for Employment Opportunities	3	464 7th Street, Oakland, CA 94607	Phone banked to community members in Marin, Alameda and Santa Clara counties about the census. Conducted an organization-wide text campaign to encourage CEO program participants across 29 sites to complete the census.	\$7,500	9/1/2020	10/23/2020
United Way Bay Area	Children's Network of Solano County	3	827 Missouri St. Ste 5, Fairfield, CA 94533	Engaged non-profits, school districts, businesses, county agencies, community members and community leaders in Solano Kids Count Campaign to conduct outreach in Solano County and encourage families and children ages 0-5 to be counted in the census. Conducted outreach via flyer, resource and food distribution, phone banking, in-person and virtual events, and social media.	\$70,000	10/1/2019	10/23/2020
United Way Bay Area	Chinese American Voters Education Committee	3	4444 Geary Blvd Ste 300, San Francisco, CA 94118	Worked with online instructors to develop a targeted census messaging program and curriculum to reach Asian immigrant students at SF State, City College, Laney College, College of Alameda, Skyline College and other Bay Area schools through their Learning Management Systems. Conducted outreach via WeChat, advertising, and virtual events.	\$15,000	3/1/2020	8/14/2020
United Way Bay Area	Chinese for Affirmative Action	3	17 Walter U. Lum Place, San Francisco, CA 94108	Conducted phone banking, created an instructional census video in Cantonese, trained community census ambassadors, provided questionnaire assistance, and conducted digital and media outreach.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	Chinese Newcomers Service Center	3	777 Stockton St Suite 104, San Francisco, CA 94108	Operated a Questionnaire Assistance Center, conducted outreach to VITA clients during tax season, incorporated outreach into existing programming and services, and reached community members via in-person and virtual workshops, social media, and WeChat.	\$5,000	10/1/2019	9/30/2020
United Way Bay Area	Chinese Progressive Association	3	1042 Grant Ave, Ste 5, San Francisco, CA 94133	Conducted canvassing and phone banking campaigns and incorporated census outreach into mutual aid distribution efforts, unemployment assistance and services, and community events. Conducted outreach via WeChat, the distribution of custom census art and collateral, and Chinese radio ads.	\$15,000	10/1/2019	9/30/2020
United Way Bay Area	City of Fremont - Fremont Family Resource Center	3	3300 Capital Ave, Bldg A, Fremont, CA 94538	Provided questionnaire assistance and conducted outreach via presentations at community meetings, social media, and partnerships with Human Services Departments programs.	\$20,000	10/1/2019	9/30/2020
United Way Bay Area	City of South San Francisco	3	520 Tamarack Lane, South San Francisco, CA 94080	Contacted and distributed census material to local organizations and conducted door-to-door canvassing and phonebanking. Conducted outreach via a Census Car Caravan, food distribution programs, newsletters, social media, lawn signs, advertisements, events, census fortune cookies, and educational presentations.	\$25,000	10/1/2019	10/23/2020
United Way Bay Area	Community Action Marin	3	555 Northgate Drive Suite 201, San Rafael, CA 94903	Convened and coordinated a coalition of partner organizations in Marin County to collectively educate individuals from HTC communities on the census and engage volunteers and social service staff. Provided questionnaire assistance and conducted outreach via food distribution centers, social media, neighborhood census ambassadors, newsletters, door-to-door-canvassing, phone banking and events.	\$130,000	10/1/2019	10/23/2020
United Way Bay Area	Community Clinic Consortium	3	3720 Barrett Avenue, Richmond, CA 94805	Provided questionnaire assistance and trained staff at health centers to educate community members about the census. Conducted outreach via mailers, census presentations, events, social media and op-eds.	\$25,000	10/1/2019	8/14/2020
United Way Bay Area	Community Youth Center of San Francisco	3	1038 Post Street, San Francisco, CA 94109	Provided in-person and virtual questionnaire assistance and conducted a canvassing campaign targeting senior housing and public housing sites. Conducted outreach via existing programs and services, events, food distribution, social media, presentations, and WeChat.	\$5,000	10/1/2019	8/14/2020



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United Way Bay Area	Daly City Peninsula Partnership Collaborative	3	725 Price Street, Daly City, CA 94014	Conducted a mass census flyer distribution campaign at food distribution sites, apartment complexes, schools and other key locations. Conducted outreach via newsletters, events and social media.	\$15,000	1/1/2020	10/23/2020
United Way Bay Area	East Bay Asian Local Development Corporation (EBALDC)	3	1825 San Pablo Ave Suite 200, Oakland, CA 94612	Conducted outreach, provided questionnaire assistance and phone banking to SparkPoint Oakland clients and residents of affordable housing sites.	\$10,000	1/1/2020	8/14/2020
United Way Bay Area	East Bay Housing Organizations (EBHO)	3	538 9th Street, Suite 200, Oakland, CA 94607	Trained Resident Services Coordinators, Resident Leaders and other affordable housing site staff to do census outreach and conducted outreach via phone banking and census mailers.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	East Palo Alto Center for Community Media	3	2111 University Avenue #160, East Palo Alto, CA 94303	Implemented a You Count media campaign in San Mateo, Santa Clara and Alameda Counties that leveraged the East Palo Alto Today newspaper, the Talking with Henrietta show, and EPA Today's website and social media pages to educate community members about the census and encourage participation. Conducted outreach via mailing campaign, Zoom interviews and ads.	\$20,000	10/1/2019	10/23/2020
United Way Bay Area	Eden Youth and Family Center	3	680 W. Tennyson Road, Hayward, CA 94514	Promotora outreach workers provided questionnaire assistance and conducted census outreach via events, a food pantry and food distribution sites, a school supply drive, social media, a car caravan, phone banking and door-to-door canvassing.	\$15,000	3/1/2020	10/23/2020
United Way Bay Area	El Reportero	3	2601 Mission St, Suite 105, San Francisco, CA 94110	Published 4 stories to help spread word about the need to participate in the 2020 Census.	\$5,000	5/1/2020	10/23/2020
United Way Bay Area	Eritrean Community Center of Santa Clara	3	1998 Homestead Rd Ste 115, Santa Clara, CA 95050	Conducted outreach to Santa Clara County residents and the Eritran community via phone banking, emails, and virtual events and seminars.	\$7,500	1/1/2020	8/14/2020
United Way Bay Area	Ethnic Media Services	3	1663 Mission Street Ste 310, San Francisco, CA 94103	Ran "Why My Family Counts in the 2020 Census" contest art and essay winners as paid advertisements in Bay Area ethnic media outlets.	\$7,000	3/1/2020	10/23/2020
United Way Bay Area	Filam Star Newspaper	3	1028 Mission St, San Francisco, CA 94103	Published one half-page colored ad for 10 weeks.	\$5,000	5/1/2020	8/214/2020
United Way Bay Area	FreshLife Foundation, Inc.	3	3105 San Pablo Ave, Oakland, CA 94607	Engaged youth to conduct social media outreach and phone and text bank to West Oakland residents. Delivered census flyers to California Hotel, Jack London Gateway Senior Housing and San Pablo Hotel. Partnered with Community Foods Market to distribute census materials and encourage census completion.	\$10,700	3/1/2020	8/14/2020
United Way Bay Area	Fuerza Educational Coalition CO Alameda County Labor Council	3	7750 Pardee Ln, Oakland, CA 94621	Mobilized union members and labor and community partners to engage in door-to-door canvassing, phone banking, and social media outreach in East and West Oakland. Conducted outreach via presentations, mailers and the distribution of census materials.	\$10,000	10/1/2019	10/23/2020
United Way Bay Area	Gardner Family Health Network, Inc. d.b.a Gardner Health Services	3	160 East Virginia Street Suite 100, San Jose, CA 95112	Provided questionnaire assistance to migrant workers and people experiencing homelessness. Conducted outreach via the Because We Count Too campaign, social media, the distribution of census materials, emails and staff trainings.	\$15,000	1/1/2020	10/23/2020
United Way Bay Area	Golden State Opportunity	3	553 S. Clarence Street, Los Angeles, CA 90033	Conducted direct text message outreach to existing database and to individuals less likely to be affiliated with other agencies conducting outreach. Conducted outreach in English, Spanish and Vietnamese via digital advertising and social media.	\$20,000	10/1/2019	8/14/2020
United Way Bay Area	Immigrant Legal Resource Center	3	1458 Howard Street, San Francisco, CA 94103	Trained community advocates to do census outreach to immigrants and their families. Conducted outreach via census presentations, phone banking, text banking, interviews with ethnic media, virtual meetings and social media.	\$25,000	10/1/2019	8/14/2020



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United Way Bay Area	India Currents Foundation	3	PO Box 731156, San Jose, CA 95173	Ran a weekly WhatsApp campaign in partnership with community influencers to send census messages to WhatsApp groups in Hindi, Punjabi, Telugu, Tamil, Bengali, Gujarati and English. Conducted outreach via newsletters, social media, census advertisements, online poetry readings, a community TV show, and the publication of original census-related articles once a week.	\$15,000	3/1/2020	8/14/2020
United Way Bay Area	Inspiring You! Ministries Inc.	3	PO Box 3902 Antioch, CA 94509	Conducted virtual outreach and phone banking to community members in Antioch, Bay Point, Oakley, Pittsburg, and Richmond.	\$7,500	3/1/2020	10/23/2020
United Way Bay Area	International Children Assistance Network, Inc.	3	2072 Lucretia Avenue, San Jose, CA 95122	Provided questionnaire assistance and conducted outreach via weekly radio show, social media, phone banking and events such as Tet Vietnamese New Year, food distribution events and the 2020 Vietnamese Caregivers Conference.	\$15,000	10/1/2019	10/23/2020
United Way Bay Area	Jakara Movement	3	6089 N. First Street #102, Fresno, CA 93710	Conducted outreach via door-to-door canvassing in Fremont, phone banking, census mailing campaign, census car caravan in Hayward, text banking to individuals in San Jose, Hayward, Union City, Fremont and Milpitas and Punjabi census hotline.	\$10,000	10/1/2019	10/23/2020
United Way Bay Area	Jewish Family Services of Silicon Valley	3	14855 Oka Road Suite 202, Los Gatos, CA 95032	Conducted outreach to immigrants, refugees, asylees, seniors, veterans, parents and the general public in English, Farsi, Assyrian, Russian and Arabic via flyer distribution, bulletin board advertisements, calls and texts to clients, newsletter advertisements, group presentations, local radio station announcements, and tabling.	\$7,000	10/1/2019	8/14/2020
United Way Bay Area	Korean American Community Services	3	1800-B Fruitdale Ave, San Jose, CA 95128	Provided questionnaire assistance and conducted census advertising in English and Korean via ethnic media platforms. Created outreach content to target Korean-Americans and conducted outreach via phonebanking, convenings and events.	\$10,000	1/1/2020	10/23/2020
United Way Bay Area	Korean Community Center of the East Bay	3	101 Callan Avenue, Suite 400, San Leandro, CA 94577	Provided questionnaire assistance and integrated census outreach into COVID-19 relief efforts by including census information in PPE kits and offering questionnaire assistance during free lunch delivery service to low-income seniors. Conducted outreach and education via phone banking, ethnic media, content and collateral creation in Korean and Chinese, newspaper ads, events, newsletters, social media and speaking engagements.	\$30,000	10/1/2019	9/30/2020
United Way Bay Area	La Opinión de la Bahía / La Opinion LP	3	915 Wilshire Blvd. Suite 915 Los Angeles, CA 90017	Published 6+ online/print stories about the Census targeted to Bay Area Latinx/Hispanic communities.	\$5,000	5/1/2020	10/23/2020
United Way Bay Area	Lao Family Community Development, Inc.	3	2325 E 12th St, Oakland, CA 94601	Provided questionnaire assistance and conducted direct outreach to clients enrolled in existing employment, victim's assistance, wellness, VITA tax service, re-entry, career development and youth summer programs. Conducted outreach via the distribution of census materials and phone banking in English, Farsi, Spanish, Nepali, Tigrinya, Hindi, Burmese, Dari, Cambodian, Filipino, Arabic, Pashto, Tamil, Mam and a number of other languages.	\$5,000	1/1/2020	8/14/2020
United Way Bay Area	Lavender Seniors of the East Bay	3	4123 Broadway #818, Oakland, CA 94611	Conducted outreach to LGBTQ+ seniors via phone banking, newsletters, and Zoom meetings and luncheons.	\$10,000	1/1/2020	10/23/2020
United Way Bay Area	LEAD Filipino	3	991 W. Hedding Street, #202, San Jose, CA 95126	Collaborated with two other Bay Area-based Filipino nonprofits (the Veterans' Equity Center and Filipino Advocates for Justice) to promote the 2020 census. Conducted census outreach via flyer distribution and engaging Fil-Am collegiate organizations and students to conduct outreach to non-family, renter-occupied, and crowded households across Santa Clara, San Francisco and Alameda Counties.	\$5,000	10/1/2019	8/14/2020



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United Way Bay Area	Legal Services For Prisoners with Children	3	4400 Market Street, Oakland, CA 94608	Conducted outreach via door-to-door canvassing and phonebanking in Oakland, San Francisco, Berkeley and East Palo Alto. Conducted in-person outreach at Oakland First Fridays and digital outreach via emails and virtual community forums.	\$10,000	10/1/2019	9/30/2020
United Way Bay Area	LifeMoves	3	181 Constitution Drive, Menlo Park, CA 94025	Provided form filling assistance and trained census ambassadors to outreach to individuals and families experiencing homelessness in Santa Clara and San Mateo Counties. Distributed custom census bags to people experiencing homelessness and conducted text, phone and email outreach in English and Spanish via CONNECT.	\$5,000	1/1/2020	8/14/2020
United Way Bay Area	Marin County Free Library	3	3501 Civic Center Drive Suite 414, San Rafael, CA 94903	Reached households and individuals in HTC communities from Novato to Nicasio and Marin City via phone banking and social media outreach through platforms like Twitter and NextDoor.	\$10,000	1/1/2020	10/23/2020
United Way Bay Area	Marin Senior Coordinating Council (dba Whistlestop)	3	930 Tamalpais Ave, San Rafael, CA 94901	Provided linguistic and questionnaire assistance to Spanish-speaking residents of Marin County. Reached community members through multi-channel communications including print and digital marketing, public outreach events, and one-on-one assistance focusing on reaching Marin's most isolated groups, including communities in Marin City, the Canal neighborhood of San Rafael, and parts of Novato.	\$14,947	3/1/2020	10/23/2020
United Way Bay Area	Maya Mam Community	3	1545 36th Avenue, Oakland, CA 94601	Created census guidance and translation resources in Mam and other indigenous languages such as K'iche, Kaqchik'el and Qanjobal. Provided safe in-person questionnaire assistance to families via local church events and conducted census outreach via a live Marimba show.	\$10,000	3/1/2020	8/14/2020
United Way Bay Area	Mission Economic Development Agency	3	2301 Mission Street, San Francisco, CA94110	Conducted outreach via the creation of culturally-competent outreach materials, a food bank, in-person and virtual events, social media, trainings and presentations. Reached MEDA/tax clients and Mission Business Corridor passerbys via tabling. Created culturally competent outreach materials such as a census lotería and organized promotoras to incorporate outreach into wellness calls and conduct direct outreach via texts and Facebook messages to social networks.	\$10,000	10/1/2019	10/23/2020
United Way Bay Area	Monument Crisis Center	3	1990 Market Street, Concord, CA 94520	Provided questionnaire assistance in English and Spanish and conducted outreach via food distribution program, client intake programs, events, flyer distribution and existing programming for seniors and children.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	Monument Impact	3	1760 Clayton Rd, Concord, CA 94520	Conducted an outreach campaign focusing on immigrant and refugee communities in Central Contra Costa County, including Concord, Walnut Creek, Pleasant Hill, Martinez, and unincorporated Bay Point and conducted targeted outreach activities to Contra Costa County census tract 06013336202. Conducted outreach via door-to-door canvassing in Spanish, English, Dari, Chinese and Vietnamese and phone banking in English, Spanish, Farsi and Dari.	\$23,400	10/1/2019	10/23/2020
United Way Bay Area	National Japanese American Historical Society	3	1684 Post St. San Francisco, CA 94115	Provided virtual questionnaire assistance in English, Cantonese and Japanese. Produced census outreach videos with Japanese subtitles that educated about the census and advertised their questionnaire assistance phone number. Conducted outreach via social media advertisements and the promotion of their questionnaire assistance hotline on the storefront screen display of their gallery.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	North East Medical Services (NEMS)	3	1520 Stockton St, San Francisco, CA 94133	Conducted outreach via social media, staff trainings, flyer distribution to small businesses and at Food Bank drive-thru events, canvassing, WeChat, and events. Incorporated census outreach into health presentations and events.	\$10,000	1/1/2020	9/30/2020



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United Way Bay Area	Oasis Legal Services	3	1900 Addison St Suite 100, Berkeley, CA 94704	Incorporated census materials into client orientations, forums, events, workshops, and legal trainings. Trained staff, interns, and volunteers about the census. Conducted outreach via custom mailers in English and Spanish, social media, and email.	\$7,500	1/1/2020	8/14/2020
United Way Bay Area	Operation Access	3	1119 Market St Suite 400, San Francisco, CA 94103	Distributed print collateral to patients, farmworker families and other individuals at food bank. Conducted text message outreach to patients via patient-messaging platform.	\$5,000	1/1/2020	8/14/2020
United Way Bay Area	Operation Dignity	3	3850 San Pablo Ave. Ste. 102, Emeryville, CA 94608	Conducted census outreach to people experiencing homelessness via street outreach, veterans in shelters and transitional housing, and individuals via Community Cabins. Recruited and supported program participants to apply for enumerator positions and partnered with the Census Bureau and County to support SBE/TNSOL enumeration. Provided form filling assistance and conducted outreach via the distribution of flyers.	\$10,000	10/1/2019	9/30/2020
United Way Bay Area	Pacifica Resource Center	3	1809 Palmetto Ave, Pacifica, CA 94044	Conducted outreach by incorporated census information into all communications (speaking engagements, email signatures, website, newsletters, social media, etc). Created census videos in English and Spanish and provided census flyers to every individual that received groceries via the center's grocery drive-thru and grocery delivery program.	\$5,000	1/1/2020	10/23/2020
United Way Bay Area	Parent Services Project	3	79 Belvedere St, San Rafael, CA 94901	Provided form filling assistance and reached the San Rafael/Canal community at schools, play groups, ESL classes, tax prep workshops, early literacy workshops, health hubs, food pantries, and food distribution sites. Conducted outreach via speaking engagements, booths at events, the distribution of census materials, and social media.	\$5,000	1/1/2020	8/14/2020
United Way Bay Area	Pars Equality Center	3	1635 The Alameda, San Jose, CA 95126	Provided questionnaire assistance and conducted outreach via in-person Know Your Rights events, text banking, phone banking, flyer distribution, and a paid social media campaign (#WriteInIranian) encouraging Iranians in the U.S. to write in their ethnicity as "Iranian" under the selected race question.	\$20,000	10/1/2019	8/14/2020
United Way Bay Area	Peninsula Family Service	3	24 2nd Avenue, San Mateo, CA 94401	Trained staff members to conduct census outreach and support census completion. Called families about the census in English, Spanish, Chinese, Tagalog and Portuguese. Provided virtual questionnaire assistance and conducted outreach via flyer distribution and social media.	\$25,000	10/1/2019	10/23/2020
United Way Bay Area	Performing Stars of Marin	3	271 Drake Ave, Sausalito, CA 94965	Created and promoted Marin City Counts campaign via highly-visible banners (on lamp posts, picnic tables, entryways, bus stops, etc.) and print collateral that featured local residents and community-based art created by Marin City residents and youth. Mailed custom postcards and distributed Marin City Counts collateral at food distribution sites, diaper drives, church and school events, and via social media.	\$20,284	1/1/2020	8/14/2020
United Way Bay Area	Planned Parenthood Northern California	3	2185 Pacheco St, Concord, CA 94520	Conducted outreach via phone banking, text banking, social media, events and tabling. Included census literature and swag into food delivery and hygiene kit distribution program to reach families and individuals living in HTC tracts in Vallejo, Fairfield, Concord, Antioch and San Francisco.	\$50,000	10/1/2019	8/14/2020
United Way Bay Area	Priority Africa Network	3	6501 Telegraph Avenue, Oakland, CA 94609	Provided questionnaire assistance and conducted outreach to African and African American communities across the Bay Area in English, Arabic and Tigrinya via convenings, flyer distribution, a podcast radio show, and community mapping.	\$5,000	1/1/2020	10/23/2020



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United Way Bay Area	Project Access, Inc	3	2100 West Oranewood Ave. Suite 230, Orange, CA 92868	Provided questionnaire assistance and offered census outreach activities through Resource Centers' affordable housing communities in Santa Clara and Alameda Counties. Conducted outreach via website, virtual Census Kick-Off events, monthly newsletters and a raffle for census completion.	\$15,000	10/1/2019	10/23/2020
United Way Bay Area	Puente de la Costa Sur	3	620 North Street, Pescadero, CA 94060	Provided questionnaire assistance and outreach via tabling at the Pescadero Farmers Market. Conducted outreach via door-to-door canvassing, community presentations, phone banking, social media, newsletters and a Univision spot. Distributed census materials at food distribution program and other events partnering with local organizations.	\$20,000	10/1/2019	8/14/2020
United Way Bay Area	Punjabi Radio USA Inc.	3	3750 McKee Rd #B San Jose, CA 95127	Produced two 30-second Punjabi language ads and aired 12+ spots daily to reach Punjabi-speaking communities in the Bay Area. Conducted a live talk show about the importance of census participation.	\$5,000	5/1/2020	10/23/2020
United Way Bay Area	Renaissance Entrepreneurship Center	3	1848 Bay Road, East Palo Alto, CA 94303	Incorporated census outreach into online classes for small businesses and provided one-on-one outreach to small businesses seeking relief support. Conducted outreach via social media.	\$5,000	1/1/2020	9/30/2020
United Way Bay Area	Richmond Community Foundation	3	1014 Florida Avenue Suite 200, Richmond, CA 94804	Provided questionnaire assistance and led the Contra Costa Census coalition. Conducted targeted outreach activities to Contra Costa County census tracts 06013305000, 06013307202, 06013365002, 06013369001. Conducted outreach via phone banking to residents in Antioch, North Richmond and San Pablo, a coordinated social media campaign, a Bay Point feeding program, door-to-door canvassing in Antioch, and presentations.	\$54,000	10/1/2019	10/23/2020
United Way Bay Area	Richmond Main Street Initiative	3	1600 Nevin Plaza, Richmond, CA 94801	Conducted targeted phone outreach to hard-to-reach individuals in the low-responding Iron Triangle area. Conducted outreach via weekly social media posts and census reminders, newsletters, meetings, and a census video drawing the connection between childcare and census participation.	\$10,000	3/1/2020	9/30/2020
United Way Bay Area	Richmond Progressive Alliance	3	2540 Macdonald Ave, Richmond, CA 94801	Phone banked to hard-to-count residents of Richmond in English and Spanish.	\$9,650	3/1/2020	8/14/2020
United Way Bay Area	RYSE Center	3	205 41st Street, Richmond, CA 94805	Conducted youth-led phone banking and door-to-door canvassing campaigns and incorporated census outreach into youth-led town hall and workshop. Conducted outreach via monthly blog posts, videos, and a youth-led social media campaign.	\$20,000	10/1/2019	8/14/2020
United Way Bay Area	Sacred Heart Community Service	3	1381 South First Street, San Jose, CA 95110	Conducted phone banking in English and Spanish and distributed census flyers to Mexican grocery stores in San Jose and Gilroy. Disseminated information about the importance of the census and how to complete it to Sacred Heart member at food pantry.	\$15,000	10/1/2019	10/23/2020
United Way Bay Area	San Francisco Bay View	3	4917 3rd St, San Francisco, CA 94124	Published 3+ major stories on hard-to-count communities and ways to overcome barriers to getting counted in the 2020 Census.	\$5,000	5/1/2020	9/30/2020
United Way Bay Area	San Mateo County Community College District (Skyline College)	3	3300 College Drive, San Bruno, CA 94066	Incorporated census outreach into the Dream Center, financial coaching and food distribution programs. Conducted outreach via email blasts, check-in calls, presentations, announcements, flyer distribution, and one-on-one discussions.	\$15,000	10/1/2019	10/23/2020

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United Way Bay Area	San Mateo County Union Community Alliance (SMCUCA)	3	1153 Chess Dr. Suite 200, Foster City, CA 94404	Engaged local unions in San Mateo County, including those in the education, service, domestic/childcare sectors as well as the airport labor coalition through the distribution of census materials and social media outreach. Developed custom census outreach materials and incorporated census information into monthly San Mateo labor newspaper and Labor Council food distribution events.	\$15,000	10/1/2019	9/30/2020
United Way Bay Area	Self-Help for the Elderly	3	731 Sansome Street Suite 100, San Francisco, CA 94111	Integrated census outreach and education into existing programs, such as the home delivery programs in San Francisco and San Mateo Counties and a Free Citizenship event. Operated four Questionnaire Assistance Centers in Alameda, San Francisco, San Mateo and Santa Clara Counties and provided virtual questionnaire assistance via phone and email. Conducted outreach via WeChat, speaking engagements (Singtao Radio Talk Show and Cantonese Journal), and phone banking in English, Korean and Chinese.	\$20,000	10/1/2019	8/14/2020
United Way Bay Area	Services Immigrant Rights and Education Network (SIREN)	3	1415 Koll Cir. Suite 108, San Jose, CA 95112	Conducted census outreach and engagement at school food distribution sites and ethnic grocery stores. Incorporated outreach into monthly community calls and conducted outreach via phone banking, text banking, canvassing in San Jose, Palo Alto and Morgan Hill, virtual census workshops on Zoom and Facebook Live, newsletters, tabling, events, a census car caravan, speaking engagements and flyer distribution.	\$35,000	10/1/2019	10/23/2020
United Way Bay Area	Silicon Valley Council of Nonprofits	3	1400 Parkmoor Avenue Suite 130, San Jose, CA 95126	Held trainings for nonprofit organizations about how to talk about the Census and conduct outreach effectively. Produced "What Nonprofits Need to Know" census guide and other toolkit materials based on UWBA Bay Area Counts 2020 toolkit. Conducted outreach via social media, newsletters and events.	\$15,000	10/1/2019	9/30/2020
United Way Bay Area	Social Good Fund, Inc. (Safe Return Project)	3	1011 MacDonald Avenue, Richmond, CA 94801	Provided questionnaire assistance and conducted outreach to reach people in transitional housing, people experiencing homelessness, immigrants, and people without internet access. Conducted outreach via door-to-door canvassing in East and West Contra Costa County, email blasts, a virtual community forum, phone banking and census presentations.	\$10,000	10/1/2019	10/23/2020
United Way Bay Area	SOMOS Mayfair, Inc	3	370-B S. King Road, San Jose, CA 95116	Conducted outreach via door-to-door canvassing, convenings, events such as the Jovenes Activos meeting and EMPUJE, flyer distribution in English, Spanish and Vietnamese, social media, phone banking, text banking and speaking engagements. Trained community residents about the census and hosted a launch event for the Mayfair Counts Campaign. Conducted outreach to ethnic media outlets via radio, print and television.	\$20,000	10/1/2019	9/30/2020
United Way Bay Area	SparkPoint Contra Costa	3	1000-C Macdonald Avenue, Richmond, CA 94801	Provided questionnaire assistance and incorporated census outreach into VITA site's tax drop-off service. Conducted outreach via wellness checks, phone calls, texts, emails, social media and material distribution.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	St. Mary's Center	3	925 Brockhurst St, Oakland, CA 94608	Conducted direct outreach to people experiencing homelessness at Oakland encampments. Provided census trainings in English, Spanish and Tagalog and conducted outreach via phone banking and material distribution.	\$10,000	10/1/2019	9/30/2020

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United Way Bay Area	Support Life Foundation	3	3349 International Blvd Suite #2, Oakland CA 94601	Conducted outreach to the Bay Area Muslim population through events at community, faith, and youth centers. Provided questionnaire assistance and supported census job recruitment in Muslim immigrant communities. Phone banked to residents in English, Amharic, Punjabi, Arabic, Turkish, Ethiopian, Urdu, Bengali, and Spanish, and created census walkthrough videos in English, Arabic, Farsi, and Urdu for digital outreach efforts.	\$47,500	1/1/2020	9/30/2020
United Way Bay Area	Tax-Aid	3	55 New Montgomery Street Suite 500, San Francisco, CA 9405	Provided questionnaire assistance via QAC and Curbside Tax Document Drop off events. Conducted outreach via email, outbound voicemail greetings, phone banking in English, Spanish, Vietnamese, Tagalog and Cantonese, and social media.	\$5,000	10/1/2019	8/14/2020
United Way Bay Area	The Ethiopian Community Services Inc.	3	1295 Johnson Avenue, San Jose, CA 95129	Provided questionnaire assistance and conducted outreach to community members and community leaders via Zoom and Viber. Conducted outreach via phone banking, census presentations, emails, TikTok, tabling, social media and material distribution at Ethiopian restaurants and grocery stores in San Jose. Provided census education and distributed educational materials through churches, mosques, festivals, and other events.	\$10,000	1/1/2020	10/23/2020
United Way Bay Area	The San Jose Public Library Foundation	3	PO Box 611540, San Jose, CA 95161	Conducted digital outreach campaign in Chinese, Vietnamese, English and Spanish via virtual census storytimes to reach children and caregivers and virtual census-related programming for adults that included form-filling assistance. Distributed census postcards to all customers who used the Library's curbside pick-up service.	\$10,000	1/1/2020	9/30/2020
United Way Bay Area	The Spahr Center	3	150 Nellen Avenue, Corte Madera, CA 94925	Conducted outreach via advertisements in local newspapers about LGBTQ+ participation, census stories in monthly newsletters, census mailers in English and Spanish, and phone banking. Incorporated census outreach into virtual support groups and other Zoom meetings to encourage LGBTQ+ participation.	\$7,500	1/1/2020	8/14/2020
United Way Bay Area	The Unity Council	3	1900 Fruitvale Ave Suite 2A, Oakland, CA 94601	Incorporated outreach into food distribution program, school-based activities with students and parents, and one-on-one and small group education sessions at VITA sites. Conducted outreach via flyer distribution, newsletters, social media and census presentations at Fruitvale-San Antonio Senior Center, Head Start centers, The Unity Council Career Center, Fruitvale Business Improvement District, and other community centers.	\$25,000	10/1/2019	8/14/2020
United Way Bay Area	Thrive Alliance	3	330 Twin Dolphin Drive Suite 155, Redwood City, CA 94065	Incorporated census outreach into existing Thrive programming such as community forums and networking events. Advocated to San Mateo County on behalf of the local community-based organizations and coordinated Community Action Teams to identify and address gaps in outreach. Conducted outreach via social media, newsletters, and census presentations.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	TransWomen for TransWomen	3	1010 S 2nd St, San Jose, CA 95110	Identified, recruited, and trained Transwomen trusted messengers from communities in Contra Costa, San Francisco, and Santa Clara Counties to conduct census outreach. Advocated for census participation at community protests and events. Conducted outreach via social media and census presentations to the Diablo Valley Girls and other Bay Area LGBTQ+ centers.	\$20,000	1/1/2020	10/23/2020

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United Way Bay Area	Tri-Valley Career Center	3	6300 Village Parkway, Suite 100, Dublin, CA 94568	Collaborated with the three Tri-Valley cities and conducted census outreach to HTC communities via social media, e-newsletters, custom census advertisements and other digital outreach. Distributed census materials to apartment managers and Hiring Event attendees.	\$15,000	10/1/2019	8/14/2020
United Way Bay Area	Trybe Inc	3	1341 e 25th street, Suite B Oakland, CA 94606	Incorporated census outreach into existing youth, social media and basic needs outreach. Distributed census materials to East Oakland residents, participated in a census car caravan, and conducted phone banking in English and Spanish.	\$12,500	3/1/2020	8/14/2020
United Way Bay Area	United Indian Nations, Inc.	3	1122 Davis Street San Leandro CA 94541	Partnered with East Bay Native American organizations to incorporate census messaging into their communication materials and coordinate phone banking and direct mail campaigns to Native American clients. Conducted outreach via phone banking and events such as a census car caravan and the COVID Safety and Community Resource Fair.	\$5,000	1/1/2020	10/23/2020
United Way Bay Area	Urban Strategies Council	3	1720 Broadway, 2nd Fl., Oakland, CA 94612	Hired youth to serve as outreach/engagement ambassadors (Fellows) focusing on HTC census tracts in Alameda & Contra Costa Counties and conducted outreach via virtual events, a multilingual video campaign, and phone and text banking to young adults in the North Centy, Eden and TriCity areas. Conducted social media campaigns, event-based education, and one-to-one interactions to reach minority youth, mobile young people (incl. homeless, low-income, migrant laborers), immigrant/refugee youth, LEP youth, disabled & limited mobility youth, and out-of-school/out-of-work youth.	\$32,500	10/1/2019	10/23/2020
United Way Bay Area	Vietnamese American Community Center of the East Bay	3	655 International Blvd, Oakland CA 94606	Provided questionnaire assistance at low-income housing units and senior apartments. Provided questionnaire assistance and conducted outreach during online ESL/Digital Literacy classes. Distributed census information and materials via Senior Mobile Meal Delivery Program and hygiene kits to unshoused, low-income and at-risk individuals. Conducted outreach via email, text banking and phone banking.	\$15,000	3/1/2020	8/14/2020
United Way Bay Area	Vietnamese American Roundtable	3	1511 Yosemite Drive, Milpitas, CA 95035	Developed and shared Public Service Announcements to provide information, reduce stigma, and encourage participation for Census 2020 Outreach. Leveraged relationships with student organizations at San Jose State University, Stanford University, and De Anza College to conduct the #MyFamilyCounts webinar and social media campaign. Conducted outreach via social media, ethnic radio, tabling, and virtual events.	\$20,000	10/1/2019	8/14/2020
United Way Bay Area	Village Community Resource Center	3	633 Village Drive Brentwood, CA 94513	Offered community presentations on census education at schools and center in Far East Contra Costa County. Conducted phone banking outreach in local neighborhoods and HTC tracts; created videos for social media and YouTube channels.	\$5,000	10/1/2019	8/14/2020
United Way Bay Area	West Valley Community Services	3	10104 Vista Drive, Cupertino, CA 95014	Promoted the census on WVCS website and Facebook, distributed census flyers at mobile food pantry, conducted census outreach via text messages and newsletters.	\$30,000	10/1/2019	10/23/2020
United Way Bay Area	Women's March Oakland, a Social Good Fund fiscally sponsored project	3	484 Lake Park Ave #11 Oakland, CA 94610	Mobilized 275 volunteers to customize and mail 8,000 informational postcards to historically undercounted neighborhoods in Oakland.	\$12,372	3/1/2020	10/23/2020

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United Way Bay Area	Working Partnerships USA	3	2102 Almaden Rd., Ste 112, San Jose, CA 95125	Trained Neighborhood Action Team members as outreach workers for unlikely/low-propensity voters and HTC individuals in Milpitas, San Jose, and Sunnyvale neighborhoods through targeted door-to-door canvassing. Ran phone banking, text campaigns, direct mail, and local media/communications with focus on reaching low-income, Latinx, and Vietnamese populations. Conducted phone banking outreach during NRFU in English, Spanish, Tagalog, Vietnamese and Chinese to low-responding tracts in Santa Clara County with HTC>69.	\$108,000	10/1/2019	10/23/2020
United Way Bay Area	YMCA of San Francisco	3	50 California Street, suite 650, San Francisco, CA 94111	Conducted outreach during food distribution, online presentations, and via social media. Promoted census jobs, and reached community members via Youth Court census ambassadors and the videos they created and shared with family and friends.	\$10,000	10/1/2019	9/30/2020
United Way Bay Area	YWCA San Francisco & Marin	3	375 S. Third St. San Jose, CA 95112	Conducted social media outreach via Facebook and Twitter and phone banking using client lists and Census PDI. Leveraged #ywomencount and #whenweallcount materials in partnership with national YWCA office.	\$14,000	3/1/2020	9/30/2020