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**DATE:** February 11, 2020

**TO:** Board of Supervisors

**FROM:** David Campos, Deputy County Executive  
Nicholas Kuwada, Program Manager II

**SUBJECT:** Extending Census 2020 positions in the Office of the County Executive

**RECOMMENDED ACTION**

Adoption of Salary Ordinance No. NS-5.20.78 amending Santa Clara County Salary Ordinance No. NS-5.20 relating to compensation of employees adding Footnote No. 821 to extend the expiration dates for one unclassified Community Outreach Specialist position, one unclassified Program Manger I position, and one unclassified Program Manager II position in the Office of the County Executive. Positions shall expire at 11:59 p.m. on December 27, 2020.

- Introduce, waive reading, and preliminarily adopt on January 28, 2020.
- Adopt (Final) on February 11, 2020.

**FISCAL IMPLICATIONS**

The cost to implement the recommended action is approximately \$423,480 for Fiscal Year 2020 and will be absorbed within the Office of the County Executive’s existing appropriation.

<b>Positions Extended</b>	<b>FY 2020 Cost</b>
1.0 FTE Program Manager II – U	\$164,944
1.0 FTE Program Manager I – U	\$151,334
1.0 FTE Community Outreach Specialist – U	\$107,202
<b>Total Cost</b>	<b>\$423,480</b>

**REASONS FOR RECOMMENDATION**

The County of Santa Clara’s 2020 Census project continues to serve as a regional leader in this critical effort. With the establishment of a dedicated team for the 2020 Census, the staff

are subject matter experts and have established themselves as the local resource for community-based organizations (CBOs) and other community leaders by providing reliable census information, effective messaging practices targeting hard-to-count (HTC) communities, and convening interested community members on census activities.

### **CHILD IMPACT**

The possible actions will have a positive impact on children and youth by helping to ensure that all County residents are counted in the census and that the County and residents receive federal funding allocations, including funding for services for children, youth, and their families, based on accurate census data. Due to the breadth of programs and services whose funding levels are informed by census-derived data, this impact applies across all Board-adopted Child Impact Indicators.

### **SENIOR IMPACT**

The possible actions will have a positive impact on seniors by helping to ensure that all County residents are counted in the census and that residents and the County receive federal funding allocations, including funding for services for seniors, based on accurate census data.

### **SUSTAINABILITY IMPLICATIONS**

The possible actions emphasize the broadly shared interest in a complete and accurate decennial census count. Given the funding streams affected by census data, they have implications for improving neighborhood access to education, health services, housing, and food. Because of the wide-ranging implications of the 2020 Census for funding, representation, and informing business and policy decisions, the possible actions also stand to promote a vibrant economy and foster a healthy environment.

### **BACKGROUND**

The 2020 Census Project has several phases that it will have to navigate throughout the year; awareness, action, nonresponse follow-up, and final reporting. During each of the phases, activities will change to meet the needs of the community by retooling strategies to best inform concerned residents and activate HTC communities like immigrants, older adults, children aged zero to five, Black/African Americans, those living in crowded housing, and others to participate in the 2020 Census.

#### *Awareness Phase*

The awareness phase will last until February 2020. The team's objective is to increase visibility of the 2020 Federal census and highlight its effect on direct political representation and funding for vital safety net programs.

During this phase, the primary responsibilities of the Program Manager II, Program Manager I, and Outreach Specialist are to train, provide census outreach materials to, and further partnerships with CBOs conducting outreach to HTC populations. CBOs will conduct initial canvassing efforts, and the team will run a microtargeted, paid-media plan to activate residents to respond. The team will also establish a Questionnaire Assistance Center/Kiosk (QAC/QAK) network that will allow residents to access the United States Census Bureau's (USCB) website to complete census forms and get County-generated information on the

process.

### *Action Phase*

The action phase will start February 1, 2020 and last until April 30, 2020. The team's objective will be to notify and activate residents to take the census using up-to-date information on census notices and the forms used by the USCB. The team will have established QAC/QAKs and will provide locations to community partners to encourage participation as well as other helpful, census-related information to address public fears and concerns.

During this phase, the Program Manager II will process vendor invoices, attend to all matters relating to vendor contracts, manage funding levels for various aspects of the project, reallocate resources to meet project needs, coordinate with the Silicon Valley Community Foundation to conduct trainings for grantees and community deployment, complete all reporting to State authorities as outlined in our funding agreements, supervise and manage census team operations, and fulfill media obligations as spokesperson for the project. During the awareness phase, team visibility will be paramount, in order to encourage resident participation to the fullest extent possible.

During this phase, the Program Manager I will be the primary project contact for all field, census partners, and County-selected vendors producing materials and content for outreach.

For the field work, the Program Manager I will run two programs in parallel, an internal, County staff rollout and an external, community plan. For the internal program, the Program Manager I will help create and distribute census education materials and train frontline, County staff on engaging residents on taking the census as well as maintaining and facilitating public participation at QAC/QAKs in County departments. For the external program, the Program Manager I will supervise and maintain community partnerships and run the media plan inclusive of all outreach materials. For community partnerships, the Program Manager I will ensure proper execution of the field plan as advised by the County-selected vendors, analyze data to ensure proper targeting of canvassing efforts, coordinate with the Silicon Valley Community Foundation's designated Lead Community-based organization (LCBO) to cover 65 census bloc groups, ensure elected partners are aware of County efforts and are held accountable for their roles, and supply materials for other agencies that did not receive County-funding but are invested in providing census-related outreach to HTC communities. For the media plan and outreach materials, the Program Manager I will coordinate microtargeted outreach and media events for HTC populations as planned and advised by County-selected vendors utilizing CBO partnerships where appropriate. While this approach will require more energy and investment to ensure success, our research has shown that this is the most effective approach given the lower level of interest and fear of the federal government in HTC communities. For example, the Program Manager I plans to engage stakeholders to collect community stories, quotes, and use the likeness of trusted messengers in outreach materials as well as partnering with CBOs to ensure translations utilized by the County are all culturally competent. In addition, the Program Manager I will create and distribute media and social media materials in partnership with the Office of Public Affairs and County-selected vendors.

During this phase, the Outreach Specialist will support the Program Manager I in the creation of new community partnerships while maintaining relations with CBOs providing census outreach, distributing outreach materials to CBOs and census partners, deploying the Office of the Census extra help staff, and running the QAC/QAK network.

Regarding community partnerships, the Outreach Specialist will create new relationships with important CBOs and census partners while maintaining established relationships through the facilitation of community meetings, educational forums, and canvassing efforts. The Outreach Specialist will also coordinate CBO and other organizational partnerships with the USCB to troubleshoot issues and facilitate communication between the USCB and interested parties to ensure up-to-date information directly from the County and USCB. The Outreach Specialist will also maintain transparency of the County census campaign and identify key contacts to avoid duplication of services to similar HTC communities and assist agencies with their census outreach plans. For the media plan and outreach materials, the Outreach Specialist will catalog and store all census collateral, including non-County collateral; coordinate QAC/QAK outreach for communities and census participation events; speak to Spanish media and media providers generally on census-related matters; provide outreach materials and training for CBOs who did not receive census funding; coordinate census partner involvement with local earned and paid media efforts, especially elevating local community perspectives and stories highlighting the County's census work; and finally, developing a list of community leaders who are trained to speak to the media.

Regarding the deployment of extra help staff, the Outreach Specialist will be the primary coordinator and trainer to these employees on how to give public presentations, training on being captains for the canvassing effort, supporting public interaction at QACs, and tabling at community events utilizing County-approved messaging strategies depending on when they engage with the public. In addition, the Outreach Specialist will be the primary point of contact to collect data on all QAC/QAK efforts, census events, and canvassing.

For the QAC/QAK network, the Outreach Specialist will collect data from County and non-County agencies regarding the success of the program as well as monitor the operation of census kiosks and the final collection of these kiosks at the end of the program.

### *Nonresponse Follow-Up*

From May 1, 2020 to June 30, 2020, the USCB will deploy census takers into the community to assist residents to complete census forms. The main goal for the County will be to alert residents on the presence of federal workers in the community and alleviate fears of those residents. Canvassing HTC communities will continue to play a major role in the campaign during this phase, as the USCB will still accept self-response forms until the end of the summer.

During this phase, the Program Manager II will continue working as lead to the program, managing contracts with County-selected vendors and running the census program's budget and programmatic elements.

During this phase, the Program Manager I will primarily be concerned with finalizing field efforts with community partners. The Program Manager I will also lead efforts to craft new

messaging strategies encouraging participation through non-response follow-up and to address concerns in communities where the USCB sends enumerators. It is highly likely that the Program Manager I will also need to train community partners on the new messages and approaches after the self-response period ends, since the nature of the project will move from primarily pushing residents to act, to informing them on ongoing USCB processes and the need for cooperation with federal employees.

During this period, the Outreach Specialist will facilitate communication between the USCB and concerned community members to encourage cooperation with federal employees. In addition, the Outreach Specialist will also train census partners on new messaging strategies as well as safe practices protecting residents from bad actors posing as census employees. For canvassing, the Outreach Specialist will still manage the extra help staff as well as collect data from nonresponsive bloc groups and coordinate with CBOs to encourage community participation and cooperation with the USCB. The Outreach Specialist will supervise literature drops to targeted households in HTC communities based on State census data.

### *Final Reporting*

From July 1, 2020 to December 2020, the team will conduct debriefings with community-based organizations, residents, County staff, and volunteers; complete its final reporting; and conduct efforts, as advised by County Counsel, to support an appeal of census results, if necessary.

During this phase, the Program Manager I will run volunteer appreciation events and solicit feedback on the project to improve the program for the 2030 Census and wind down internal, County census efforts.

During this phase, the Outreach Specialist will assist the LCBO to collect data for final reports from census partners as well as collect leftover materials and Census collateral from County facilities and CBO partners at the end of the non-response follow-up phase. Lastly, the Outreach Specialist will help convene and debrief County departments and community leaders on the County census campaign that will help mount the next County, census effort for 2030.

In support of the wind-up effort, the Program Manager I and the Outreach Specialist will archive and catalogue 2020 census materials and reports for ease of access for future County employees.

If an appeal of census results becomes necessary, the Program Manager II will lead the County departments through the process relying on guidance from County Counsel after enumeration ends. In addition, the Program Manager I and Outreach Specialist will convene the appropriate County departments and interested community members to solicit their feedback and collect testimony as directed by County Counsel.

The Employee Services Agency supports the recommended action.

### **CONSEQUENCES OF NEGATIVE ACTION**

Without an extension, the Census 2020 project positions will cease to exist during a critical phase of the Census. The positions are currently set to expire on March 22, 2020; however,

April 1, 2020, is Census Day, and non-response follow-up will occur through summer 2020. If the County of Santa Clara matches its 2010 self-response rate of 79 percent, which will be incredibly challenging due to the obstacles outlined above, there are over 20 percent of County residents that will need additional encouragement to participate in the Census. The County's resources during this time are vital because the U.S. Census Bureau anticipates a reduced NRFU operation in 2020. Therefore, the County's execution of the Strategic Plan will be crucial in getting a complete and accurate Census count.

With their knowledge and local connections, an extension of the Census 2020 project's unclassified positions will provide continuity in the project and avoid any gaps in knowledge or services.

### **STEPS FOLLOWING APPROVAL**

The Clerk of the Board of Supervisors is requested to notify Diane Reynolds in the Office of the County Executive.

### **ATTACHMENTS:**

- NS-5.20.78 - CEO - Adding Footnote No. 821 to Extend the expiration date for 3 unclassified positions (PDF)

### **HISTORY:**

01/28/20 Board of Supervisors ADOPTED (PRELIM.)

Next: 02/11/20