



# OREGON HARD TO COUNT CAMPAIGN PLAN

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#WeCountOregon

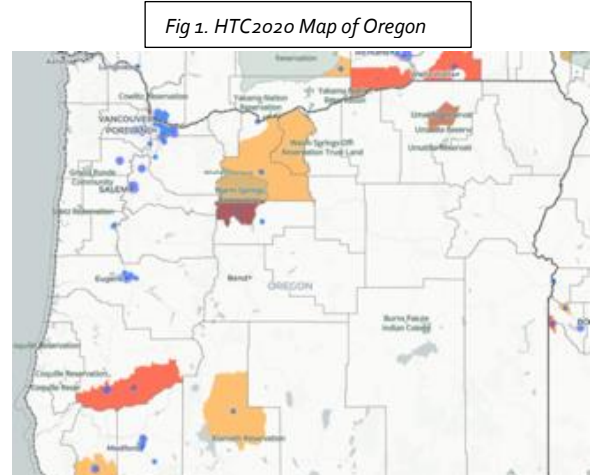
Dancing Hearts Consulting, LLC  
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# #WeCountOregon Overview

The US Constitution requires the federal government to count every person living in this country every ten years. This count must include people of all ages, races, and ethnic groups, regardless of citizenship status. Historically, the census has missed large numbers of low-income people, Native people, immigrants, and people of color, children under 5, house-less people and renters. The Census Bureau has allocated insufficient and grossly delayed funding for the 2020 census that has led to confusion and undermined this important process.

The 2020 census is also happening in a highly charged climate of fear. In this context, the administration is seeking to add a “citizenship” question on the form which weaponizes the process for communities who are fearful that the census information will not be kept confidential. Community members and leaders in Oregon agree that this climate of fear created by the citizenship question could compel hard-to-count communities not to complete the census.



With 1.3M hard-to-count (HTC) people living in Oregon’s 36 counties (see fig. 1), weak census participation could cost the state hundreds of millions of dollars for services Oregonians depend on, like Medicaid. One in nine Oregonians live in a household with a non-citizen; without intentional and strategic interventions the citizenship question could cost Oregon millions more. To make matters more complicated for Oregonians, 2020 will mark the first time that the US census is conducted online. While nationally only 5 % of Americans will receive a paper census form, 15% of Oregonians are expected to receive a paper form due to limited internet access. In order for Oregon to have a complete and equitable census count, we need to implement a multi-pronged campaign that educates, motivates and activates Oregonians from every walk of life, every region and every community.

In this context, developing a campaign with an eye for HTC communities is critical to the success of the Oregon census. Towards that end, a group of philanthropic organizations formed the census Equity Funders Committee of Oregon (CEFCO) in July of 2018 to—through a Request for Proposals process—identify and fund a statewide community-based engagement partner organization to engage nonprofits, philanthropy and the public and private sector to develop a statewide census engagement plan. This plan will target support to community-based organizations and outreach tactics that overcome barriers to accurate counting in specific hard-to-count communities.

Concurrently, CEFCO recognized the value of a pooled fund for a coordinated strategy and decreased burden on community partners to access funding. United Way of the Columbia-Willamette (UWCW) is taking on the role of program fund manager and backbone organization for the Census Equity Fund based on their extensive experience managing public contracts, administering sub/re-grants, convening large initiatives (including Early Learning hubs and Successful Families 2020) and their network of other United Ways with strong community relationships. UWCW is a 501(c)3 nonprofit and nonpartisan organization working to reduce childhood poverty and advance racial equity. Their role includes providing backbone support through convening and facilitation of CEFCO meetings, managing the RFP process for the statewide coordinator and

the resulting contract with Dancing Hearts Consulting, LLC (DHC), holding funds and managing contracts with other funders, and (during implementation) managing the selection process and grant contracts with community-based organizations, including partner organizations and census Assistance Centers described below.

DHC, was selected in January 2019 as the community-based engagement partner through a competitive RFP process that included a selection committee made up of community-based organizations and select CEFCO members, as well as input from the City of Portland and the Office of Governor Kate Brown.

Principal and Founder of DHC, Esperanza Tervalon-Garrett, has worked with community-based field organizations to create a data-driven and innovative campaign plan to educate, identify and mobilize HTC communities to take the 2020 census. Esperanza has built a solid reputation as a savvy strategist, a seasoned field organizer and a civic engagement innovator with extensive experience including on-the-ground outreach efforts for the 2010 census.

Given her extensive background in developing, leading and coordinating organizations to work together on the census she is uniquely positioned to support this project. DHC is based out of rural Southern Oregon which adds deep consideration and support for sophisticated urban and rural outreach and engagement strategies.

#WeCountOregon's campaign plan includes a statewide strategy to reach all 36 counties in Oregon. We are also clear that there are priority counties that have a higher concentration of HTC people where our efforts will be both economically efficient and strategically effective. We will focus on prioritizing outreach in the following Oregon highly populated counties: Multnomah, Washington, Clackamas, Lane, Marion, Jackson, Deschutes, Linn, Douglas, and Umatilla Counties respectively. To ensure that we inspire rural communities to participate in the census we will also micro-target efforts in the following rural counties: Clatsop, Gilliam, Hood River, Jefferson, Malheur, Sherman, Coos and Wasco Counties respectively. The prioritization list reflects high-impact zones to focus efforts on during the implementation of the education, communications and field outreach plans.

The Hard to Count County Priority chart (p. 3) was processed, aggregated and analyzed by Amir R Arman, Armadillo Data Services, to glean more about setting county level HTC targets.

It is important to mention that this data is from the 5-year American Community Survey (ACS) Data which is built from models to project counts based off of statistically valid sample sizes. It is possible that there is a significant margin of error in the projection depending on the population and sample size because ACS is using modeling instead of concrete data sets. Additionally, the race categories are also flawed as they reflect only a single race/ non-Latino option. This means that multi-racial people may be missing from these projections. However, given that the modeling is likely under-projecting HTC people and culturally specific communities, we are confident that the HTC universe will grow once we purchase USPS address data and consumer data.

The HTC Campaign plan is broken down into five main buckets of work: Campaign Staffing & Coordination, Systems & Infrastructure, Communications, Education and HTC Field Outreach and is on track to impact more than 3M Oregonians. Given the current budget projections, this plan puts us on track to make 1M dials and knocks with a commitment to talking with 100,000 to 200,000 HTC people during a 115-day outreach campaign in 36 Counties. The communications and media plan will reach seven media markets and more than 3M Oregonians.

By coming together to understand the challenge at hand, our collective of field-focused, community-anchored nonprofit organizations have crafted a plan to enact lasting change in our communities through the census work. We have developed a comprehensive Hard to Count Outreach and

Communications Plan that is culturally-specific, data-driven and feasible. We have formed a coalition of partners that will continue to strengthen the relationships developed across the state to build long-term trust between government and community. Most importantly, we believe this plan responds to the moment and brings more Oregonians into civic life. The result of this Oregon count helps shape the future of this state for the next 10- 20 years and has direct and meaningful effects on generations of Oregonians.

Oregon Counties	HTC Response	Percentage HTC	Total Population
Baker County	2,846	17.70%	16,030
Benton County	17,653	21.17%	87,455
Clackamas County	65,571	17.50%	394,967
Clatsop County	7,459	19.78%	37,660
Columbia County	9,261	18.79%	49,645
Coos County	11,945	18.90%	62,944
Crook County	3,876	18.28%	21,334
Curry County	4,018	18.08%	22,364
Deschutes County	29,046	17.94%	170,813
Douglas County	20,191	18.68%	107,375
Gilliam County	387	20.70%	1,913
Grant County	1,362	18.15%	7,227
Harney County	1,485	19.80%	7,214
Hood River County	5,034	22.65%	22,842
Jackson County	39,186	19.57%	210,916
Jefferson County	5,080	23.65%	22,305
Josephine County	15,086	18.16%	84,063
Klamath County	13,518	20.62%	65,946
Lake County	1,641	20.35%	7,799
Lane County	69,217	19.44%	360,273
Lincoln County	9,066	19.43%	46,685
Linn County	22,464	19.62%	119,862
Malheur County	7,445	23.24%	30,474
Marion County	67,629	21.02%	326,527
Morrow County	2,530	21.85%	11,207
Multnomah County	154,585	20.71%	778,193
Polk County	14,794	19.93%	78,470
Sherman County	372	21.10%	1,705
Tillamook County	5,149	19.96%	25,552
Umatilla County	17,441	22.66%	76,582
Union County	5,137	19.78%	25,758
Wallowa County	1,300	19.00%	6,836
Wasco County	5,111	20.30%	25,657
Washington County	103,801	19.68%	564,088
Wheeler County	229	15.90%	1,369
Yamhill County	19,949	20.06%	102,217
Oregon	760,862	19.84%	3,982,267



## HTC FIELD OUTREACH: FROM

MARCH 12 - AUGUST 1, 2020, WE WILL CONDUCT FIELD OUTREACH VIA PHONES, DOORS, AND TEXT MESSAGE TO IDENTIFY AND MOBILIZE HTC COMMUNITIES TO COMPLETE THE CENSUS. FIELD OUTREACH WILL BE MULTI-LINGUAL, CULTURALLY SPECIFIC AND CONDUCTED IN RURAL AND URBAN COMMUNITIES ACROSS OREGON.

HTC Field Outreach will employ three census phases: contact, education & identification. **The plan below assumes running field outreach for 115 days, with 99 days in HTC communities and tracts across Oregon.** The campaign will employ at least 130 field staff and will happen in multiple-languages. The goal is to knock and dial 1M people and contact 100,000- 200,000 HTC people between March 12- July 31, 2020.

### What populations are Hard to Count?

Hard to Count (HTC) communities are generally made up of people of color, people living in rural communities, children under 5, renters, crowded households, single-parent households, immigrants, low-income people, people with limited English proficiency, and people living in multi-family housing.

### What makes a community Hard to Count?

HTC tracts are "hard to count" because they are more expensive to count. Tracts with less than 73% self-return rate require an added layer of in-person engagement to get people to complete the census.

### Who will lead the HTC Field Effort?

**Partnership Organizations:** Partnership organizations are community-based organizations across the state of Oregon identified as key allies in the original proposal submitted by DHC. These partners are committed to reaching HTC communities by conducting outreach via in-person contact, via phones, doors, and texting. This work will happen through both paid and volunteer operations. Partnership organizations will focus efforts in geographically specific areas. As outlined above, Partners will work through the community partner engagement model to ensure that we are leveraging every available helping hand to meet the field goals.

**Statewide Partners:** To reach scale of significance DHC will run paid statewide phone banking and texting operations in all 36 counties. The statewide work will be conducted by at least three teams of 20 people out of the Portland and Southern Oregon offices.

### How will we reach the contact goals?

**Paid Teams:** Paid teams will be able to contact HTC communities via phone, peer-to-peer texting, and doors. Paid team-members will be hired from the communities we are trying to reach and will receive extensive training.

**Volunteers:** Partners can draw volunteers from their base, networks, and staff to conduct outreach. Volunteers will contact HTC communities via phones, peer-to-peer texting, doors or events. Volunteers can support visibility and education activities like tabling to support efforts in an on-going way.

**Relational Organizing (Rural):** While many people living in rural areas have limited access or very slow internet, smart phone technology makes connecting on social media platforms like Facebook part of everyday life. Moreover, rural communities often have community-centric groups that are used for sharing important, hyper-local information. Using Facebook ads and groups, we will solicit contacts via website pledges and would be added back to the phone and text Get Out the Count turn-out list.

**Community Nights:** To leverage the culturally specific expertise of Partners, we will run coordinated statewide phone and text banks in Spanish, Cantonese, Mandarin and other languages. Additionally, we will use community nights to contact Black people across the state of Oregon. On these special phonebank nights we will combine callers from Partners and Statewide teams to generate big contact numbers for the campaign and across the state.

**Four Pass of Census Field Outreach.** The field outreach plan draws on the model used by people-of-color-led civic engagement formations across the Country. This model intentionally moves away from measuring in-puts (attempts) to focusing on the impact of the collective effort by measuring contacts.

## CAMPAIGN STAFFING & COORDINATION:

TO ENSURE THAT THE #WECOUNTOREGON CAMPAIGN HAS SUPPORT TO MEET OUR GOALS, WE WILL BUILD A COORDINATED TEAM OF STAFF WHO ARE COMMITTED TO WORKING FULL-TIME ON IMPLEMENTING THE HTC CAMPAIGN.

1. **Campaign Staffing:** DHC will hire a Campaign Team to support this work. The census campaign team will be made up of a Campaign Manager, Field Director, Training Coordinator, communications support and Administrative Coordinator, with Esperanza Tervalon-Garrett as the Campaign Manager. This team will ensure that the #WeCountOregon campaign has the leadership and expertise needed to coordinate and implement this plan. This team will work with partner organizations, local governmental jurisdictions, service organizations, faith institutions, and community partners to ensure that we have a robust and well-coordinated statewide campaign. Additionally, this team will run statewide field efforts focused on reaching HTC Oregonians in all 36 counties. All staff will be hired by and managed by DHC. DHC is a political consulting firm that curates' innovative ideas, programs and campaign to ensure that those most impacted by systemic inequality are engaged and mobilized to create a more equitable and reflective democracy.
2. **Partner Organizations:** The #WeCountOregon campaign is co-designed and co-implemented by community-based organizations who are committed to reaching HTC communities across the state. Implementing the plan outlined below is possible due to organizations' existing relationships with HTC communities and their track-records in conducting field-focused outreach. These organizations were part of the original proposal selected through a competitive RFP process as partners with DHC.
3. **Census Coordinators:** Partners will hire a full-time Census Coordinator who will work directly with the #WeCountOregon to

implement the goals of the campaign, provide training to Community Engagement Partners, stakeholders and local government agencies.

4. **Statewide Coordination:** The #WeCountOregon Campaign will coordinate with the Oregon Complete Count Committee (OCCC), local governmental jurisdictions, service organizations, faith institutions, community partners, and philanthropic partners by providing trainings, tool-kits, campaign materials and (where appropriate) tracking and reporting processes to ensure that education and outreach efforts share a common message and accurate information about the census.

## SYSTEMS & INFRASTRUCTURE:

FROM JULY-DECEMBER 2019, WE WILL DEVELOP THE SYSTEMS AND INFRASTRUCTURE NEEDED TO RUN A STATEWIDE-COORDINATED, FIELD-FOCUSED HTC CAMPAIGN.

1. **Data & Tools:** #WeCountOregon will purchase and manage data and tools that are helpful, measurable and meaningful for partners working on the ground. We plan on purchasing a diverse set of data- from USPS addresses to consumer data focused on diversity metrics- to inform field outreach targeting.. We are excited to partner with Portland State University's State Data Center, housed in their Population Research Center, to ensure that the campaign has up-to-date information and data on census return-rates.
2. **Individual Partnership Field Plans:** To ensure that each partner organization is able to run the #WeCountOregon campaign at a scope and scale that makes sense for their organization, geography and constituencies, we will craft individualized field programs during the systems and infrastructure campaign. Field plans will include: community training commitments; community engagement partner plans; outreach contact goals and benchmarks, communication strategies and goals, reporting expectations, and coordinated #WeCountOregon events and activities. All agreements will be

formalized through an RFP process and MOU between participating organizations and UWCW.

3. **#WeCountOregon Office Space:** We will have two census offices in Oregon to ensure that hard to count communities can receive information and support taking the census. Both Portland and Southern Oregon offices can serve as Census Assistance Centers and a place for volunteers to get involved.
4. **Training Development:** We will spend significant time and resources developing comprehensive internal and external trainings on the census, the #WeCountOregon Campaign, running collective paid and volunteer field outreach, and the role and work of CACs. A Training of Trainers will offer culturally-responsive census trainings in multiple languages, in different regions of the state and with a diverse set of trainers.
5. **Community Partner Engagement** - Given the 1.3M HTC people in the state of Oregon, it is important to create spaces for participating organizations to educate and include partners who are interested in supporting HTC field outreach. The Community Partner Engagement plan and process is built on a “hub and spoke” model to support #WeCountOregon in broadening our field reach and deepening relationships with organizations who want to advance an equitable and complete census. We will hold regular Community Partner Engagement meetings to ensure that participants are sharing lessons learned and are up to date on campaign goals.

Hub and spoke community partners (fig 4) engagement will happen in two specific ways:

- a. **Organizational Field-Focused HTC Outreach:** Organizations who have the capacity, interest and appetite to talk with HTC communities will work with partners to design, implement and report back HTC contacts. Organizations and individuals who want to support the campaign can also join in volunteer mobilizations and events. Census Coordinators will be responsible for training, managing, supporting, and reporting the work of partners.
- b. **Support #WeCountOregon Education Events:** Organizations who have the

capacity, interest and appetite to support census education and events will be invited to join or host census related activities. Supporters will receive census trainings, community action tool-kits, messaging materials, and opportunities to take action.

Fig. 4: Hub & Spoke Model



6. **Census Assistance Centers (CAC):** Service organizations and other non-profits can and should participate in educating and encouraging HTC communities to take the census. CACs are safe spaces where hard to count people can fill out their census online. Ideally, CACs will have a designated public area with computers that are linked to the internet. CACs are open after work and on weekends so that hard to count communities can take the census. While CACs are not required to have their own physical space, they do need to have a strong and direct connection with the community they serve.

CACs will receive up to \$65,000 in funding through an RFP process managed by UWCW on behalf of the Census Equity Funders Committee of Oregon (CEFCO). This funding would be used to resource staff time, computer stations, and training. To ensure that CACs are aligned with #WeCountOregon they will participate in the trainings that clarify the importance and rules governing the census. Additionally, they will track their process in a way that is consistent with the metrics of the field outreach work.

## COMMUNICATIONS PLAN:

FROM JULY '19 -AUGUST 2020, WE WILL DEVELOP, IMPLEMENT AND COORDINATE A #WECOUNTOREGON COMMUNICATIONS CAMPAIGN THAT IS ENGAGING, INSPIRING AND EDUCATIONAL. ALL COMMUNICATIONS WILL BE MULTI-LINGUAL AND CULTURALLY SPECIFIC REACHING 3M RURAL AND URBAN PEOPLE ACROSS OREGON.

1. **Message development:** We will develop effective and compelling messages in 10 languages to educate target-audiences about the purpose of the census and to increase trust in the census process and the #WeCountOregon campaign. We will evaluate and build on existing messages by conducting new quantitative and qualitative message research. We will develop message-focused trainings for stakeholders to deliver the right messages, aligning content with outreach team to inform the census speaker's bureau.
2. **Content & Material Development:** We will use research-informed messaging to develop talking points, educational materials, one-pagers, personal stories, op-eds/LTEs, and compelling explainer videos and targeted digital content to increase knowledge and trust in the census. We will prioritize working with POC designers, vendors and consultants to implement this work.
3. **Earned Media and Storytelling:** We will encourage and facilitate factually-accurate earned media stories and editorial coverage that increases knowledge and trust in the purpose of the census through reporter relationships and compelling personal storytelling.
4. **Paid communications channels:** Determine the best channels through which to reach hard-to-reach communities based on new or existing quantitative and qualitative research. Channels include direct mail, email, social media and other digital and tv.  
Key priorities and activities:
  - a. **Website:** A multi-lingual, informative and engaging website platform that include a "pledge" platform that can collect names and contact information of census takers that can be added to the field universe.

- b. **Radio Buy:** Depending on the budget, we will buy radio time in seven media markets across the state to increase general knowledge and understanding of the census, timeline and process.
- c. **Digital Promotion:** An extensive digital media campaign will be launched by the #WeCountOregon campaign and via Partners' branding to ensure that HTC communities are informed about the census, timeline and process.
- d. **Direct Mail:** We will develop and send culturally competent and inspiring mail to HTC communities across the state.
- e. **Television:** Depending on the budget, we will buy television spots in seven media markets across the state to increase general knowledge and understanding of the census, timeline and process.

## CENSUS EDUCATION & COMMUNITY TRAINING:

FROM OCTOBER '19 -APRIL 2020, WE WILL CONDUCT COMMUNITY EDUCATION AND TRAININGS ON THE CENSUS. EDUCATION WILL BE MULTI-LINGUAL, CULTURALLY SPECIFIC AND WILL TRAIN HUNDREDS OF PEOPLE IN RURAL AND URBAN COMMUNITIES ACROSS OREGON.

1. **Elected Officials Training:** Elected Officials will receive training and support around census importance, timeline and process. Moreover, this training will provide elected officials with practical ways to inform and engage their constituencies in the census effort.
2. **Community Education:** In collaboration with community partners, governmental agencies and local activists, we will conduct community education workshops and trainings. Community education will collect census "pledge" forms, but are intended to raise the visibility of the 2020 census. From tabling at fairs and events to hosting community forums, we will conduct significant census Community Education in the Tri-County, Salem, Eugene, Eastern Oregon (Hermiston, Ontario), Columbia Gorge (Hood River), Coast, and the Rogue Valley.



3. **The Census Bus Tour:** On April 1<sup>st</sup>, we will launch a Census Bus Tour that will educate HTC communities on the importance and impact of the census. Framed as a census road-show, we will travel into high-priority HTC census tracts in the Portland-metro area, the Census Bus Tour will provide popular-education style trainings, offer prizes, and raise visibility for the census and #WeCountOregon. The Census Bus Tour will yield social media assets for a campaign that shows the Census impacts on communities in real-time with salient, visible examples.
4. **Culturally Specific Training and Education:** In order to reach HTC communities we must conduct multi-lingual and culturally specific trainings and education. We will identify and train stakeholders who can support in-language trainings around the state. Trainers will receive an in-person training, training materials, #WeCountOregon materials, tool-kits, social media guides and census information that is well translated and meaningful to the constituencies they work in. Currently, we are focused on conducting training in at least the following 10 languages: English, Spanish, Tagalog, simplified Chinese, Russian, Ukrainian, Vietnamese, Arabic, Somali, Hindi.
5. **Native/Tribal Education and Engagement:** Oregon's Tribal communities are the most hard to count communities in the State. To ensure that #WeCountOregon is aligned

with existing Census Bureau's Tribal Partnership program, we are working with Asa Washines of the Yakima Tribe who is acting as a liaison and trainer to Oregon tribes and urban Indian communities. The goals of that work are to support Tribal Nations and Tribal Communities to fully participate while recognizing their sovereignty and autonomy, provide technical assistance to ensure they fully understand why participation is important, and provide a network of allies which could provide additional resources. Additionally, we are developing deeper campaign alignment and agreements with Shana Radford, the Census Bureau's new Tribal Partnership Specialist who is responsible for supporting Oregon Tribal Nations and communities. Native education and outreach will include: creating Tribal Census Work Groups, Tribal Nation and Community plans, "Know your Rights" tool-kits and more.

6. **Rural Education and Training:** Get Out the Count 2020 census Workshop where staff, activists and community partners have intensive training on the census, timeline and process and plug into opportunities to volunteer in rural HTC areas. Rural trainings are planned for Coos, Douglas, Curry, Josephine, Jackson, Klamath, Malheur, Umatilla, and Morrow Counties, to be coordinated with local leaders, community organizations and governmental agencies.

## OREGON HARD TO COUNT TIMELINE

The #WeCountOregon Campaign will officially launch in July and will span through September of 2020. Below is a timeline of the plan.

## Census Equity Project Plan Timeline

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