



NYC CENSUS 2020: OUR PLAN TO ENSURE A COMPLETE COUNT





THE CITY OF NEW YORK

January 2020

The U.S. census affects every one of us.

It affects the resources that pay for the books and school supplies at our children's schools. It affects the programs that help pay for New Yorkers' health care and rent, and the maintenance of our roads and bridges. And it affects how many representatives our neighborhoods elect and send to Albany and Washington, D.C. to represent us.

All of these priorities depend on a census that counts *everyone*.

This is a once-in-a-decade campaign that needs to reach every single New Yorker. No matter where we live, what language we speak, where we come from, or what our immigration status might be, New Yorkers must not only fill out the census themselves, but also tell their friends, families, neighbors, and colleagues just how important it is that they also participate.

It has never been more important for all of us to work together. The lead-up to the 2020 Census has been marred by attempts to suppress participation – attempts that, if successful, would deprive New York City of our fair share of billions of dollars in federal funding and accurate representation in Congress.

This campaign plan outlines the work that will be done by mobilizing the full breadth of our city's civic infrastructure. As community organizers, social service providers, students, educators, librarians, healthcare providers, union members, small business owners, parents, caregivers, artists, faith leaders, public servants, and more, we are mounting this campaign collectively.

The importance of collaboration between government and civic institutions is reflected not only in the contents of this plan, but in its very creation. We have worked hand-in-hand with a coalition of organizations representing many of our city's historically undercounted communities to develop the goals, strategies, and tactics described in this document.

To overcome mistrust that many New Yorkers feel towards the federal government, New York City is investing an unprecedented \$40 million in the census, by far the largest of any city in the nation. The majority of these funds will be dedicated specifically to education and outreach efforts. We are proud to partner with these organizations to bring the census to the doorstep of every single New Yorker and get a complete count.

Together, as a city united in all our diversity, we will achieve a complete and accurate count and secure the resources and representation that are rightfully ours.


Sincerely,



Bill de Blasio
Mayor



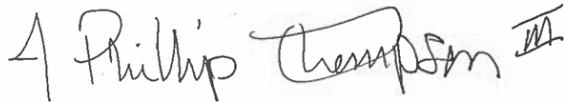
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With support from the NYC City Council, the NYC Census 2020 Citywide Partners collaborated in the creation of this campaign plan. We thank them for their immense contribution to this effort.

Thank you to Hester Street for the design and production of this document.

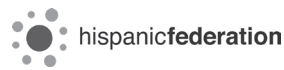


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CENSUS 2020

WHY DOES IT MATTER?



Resources

The census determines our fair share of federal funding for services like education, transportation and more.



Representation

The census determines our representation in Congress and in the Electoral College.



Civil Rights

The census is an opportunity to make our voices heard by those in power.

WHAT IS OUR RESPONSE?



Capacity Building

Organizations build collective knowledge, tools and support.



Education & Persuasion

Communicate the importance of the census and motivate people to act!



Get Out The Count

Utilize outreach to drive participation to increase self-response rates.

OUR TIMELINE



1. CAPACITY BUILDING

JAN. 1 - FEB. 29



2. EDUCATION & PERSUASION

WHAT ARE THE CHALLENGES?



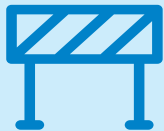
Diverse Demography of NYC

New York City is home to speakers of more than 800 languages and people from all backgrounds — a great strength, but one that means many do not know much about the census.



Attitudes

There is a strong distrust of government based on centuries of oppression and a growing fear of the xenophobic actions and rhetoric coming from Washington.



Barriers to Information

Many New Yorkers have limited proficiency in English and in many communities, there isn't a common awareness about why the census is important.



Accessibility

For the first time, the Census will be conducted primarily online. This presents a barrier for hundreds of thousands of New Yorkers who lack regular access to high-speed internet at home.

IT'S A CALL TO ACTION!

New Yorkers Love New York

This is our time to speak up, say who we are, and ensure that we are counted! We can connect with all our communities in a meaningful way, empower community leaders, and give thousands of New Yorkers the tools to organize with their neighbors. Now, let's get counting!

FEB. 1 - MAR. 31



3. GET OUT THE COUNT

MAR. 12 - MAY 15

CENSUS 2020: THE CHALLENGE

Background

The census provides the foundation for much of daily life in the United States. From deciding the proportion of federal funds that flow to each state, to determining how political representation is apportioned both federally and locally, to providing a reflection of who we are as a society, the data collected from the census informs many aspects of every resident's life for 10 years at a time.

As mandated by Article 1, Section 2, of the Constitution, the census represents a unique opportunity for every single resident in the country to contribute and participate in civil society. The Constitution mandates that every resident be counted: this count is not limited by citizenship status, immigration status, gender, age, race, type of domicile, or language — it means everyone.

This plan provides the roadmap of how we intend to mobilize government, community-based organizations, major civic institutions, the private sector, and all aspects of civil society to ensure that the strength and diversity of New York City is properly reflected in census data. Like any plan, it will require constant assessment and adjustment, in addition to requiring all of us to remain nimble and responsive to emerging challenges and opportunities.

Why it Matters?

Funding

Many federal funding streams are distributed across states based on census data. According to research conducted by the George Washington Institute of Public Policy, in federal Fiscal Year 2017, as much as \$1.5 trillion worth of funding, representing 309 different federal programs, was distributed, based, at least in part, on census data.¹ This represents a minimum of \$74 billion worth of funds for New York State. This is funding that flows to our public schools, public housing, roads, bridges, first responders and many other services that New Yorkers rely on. An undercount means that New York has less funding than it needs for essential services.

Political Representation and Influence

The number of congressional seats that New York State has is determined by its proportion of the overall population of the United States as counted by the census. Since the mid-1900s, New York has steadily lost congressional seats after each census. New York had 45 congressional seats between 1933 and 1953, but currently has a delegation of just 27 – the same number of seats it had from 1813 to 1823. Current conventional wisdom is that if New York State has the same undercount as it did in 2010, it could lose up to two congressional seat in the next round of

redistricting. And congressional seats don't just affect New York's representation in Congress. A reduction in congressional seats leads to a corresponding reduction in New York's share of the Electoral College – the mechanism by which the President of the United States is elected.

Reflecting Ourselves: Census as a Civil Right

Through the questions asked of each household in the census, a demographic snapshot is taken of our nation. It is only through a full and accurate count that New York truly demonstrates the variety of people that live here – a populace that makes it a dynamic, vibrant and entrepreneurial city. If certain communities, whether geographic, ethnic, religious or racial, are undercounted, the true story of who we are as New Yorkers is not told.

We recognize that everyone cannot be counted through the census in the ways they prefer. For instance, the census provides binary gender choices, outdated questions regarding race and ethnicity, and no opportunity to indicate sexual orientation in whatever form that might take. Notwithstanding these shortcomings, our voices must be heard as much as possible.

Challenges

In attempting to ensure a complete and accurate count of our population, NYC faces some acute, and in some cases unique, challenges.

Demography

Much work has been done detailing populations that are historically undercounted² in the census count.³ In particular, the Rockefeller Institute has identified that certain populations have historically been at particular risk of being undercounted. These include communities which are:

- African Descent
- Latinx
- Relatively low income
- Born outside the US
- Aged 5 and under
- Orthodox Jewish⁴
- Youth in single-parent households
- In renter-occupied households
- Aged 65 and older
- In households with limited English-speaking ability
- Households with no dial-up or internet

As stated by the NYS Complete Count Commission Report, “New York City has the highest percentage [in New York State] of at-risk populations for 8 out of the 10 metrics.”

It is against this backdrop that we highlight several challenges posed by the current census.

Attitudes

Many groups have expressed their concerns about responding to the census. Some of the anxieties expressed by communities include:⁵

- General distrust of government
- A climate of fear brought on through the Trump administration’s attempt to add a citizenship question to the census
- Perception of anti-immigrant sentiment due to the travel ban, public charge rules and discussions around building a southern border wall
- Fear of information being shared with other government agencies
- Fear of reporting non-sanctioned housing arrangements
- Fear of data insecurity due to the census being conducted online for the first time ever

Barriers to Information Dissemination

Apprehension affects whether vulnerable populations respond to the census. Overcoming this apprehension requires culturally and linguistically sound messaging around the importance of the census and mitigating the fears felt by communities. Yet, even getting the message out requires overcoming certain barriers.

The rise of social media, an all-consuming political environment at the federal level, 24/7 news cycles, as well as perceived threats to established legal and societal norms have created an environment where it is hard to have the message heard. This “noise in the system” will be exacerbated in 2020 as the census will be conducted during the peak of the presidential primary season in New York State.⁶

Accessibility

Even once an individual has determined that they wish to fill out the census, several characteristics of the 2020 Census make responding to the census a challenge.

Online

2020 marks the first time that the census can be responded to online. The Census Bureau has indicated that 80% of households will receive a notification via mail directing them to fill out the census online, by providing them with an internet link and code unique to that household. According to a report by the

NYC Comptroller, internet disparities are pervasive throughout New York City. Across the five boroughs, 29% of households - 917,239 in total - lack broadband internet access.⁷ For those households, lack of internet access places an additional burden of time and energy in self-responding because those residents will either have to travel to a nearby assistance center or request a mail-in survey to complete the census.

Non-Traditional Housing Arrangements

Certain households might never even receive a census questionnaire, due to missing or incorrect addresses, units being concealed from either landlords or authorities. While the Census Bureau is making notable efforts to ensure language access for the 2020 Census, the census being available in 12 non-English languages does mean that many New Yorkers will not be able to access the census in the languages they speak. As such, much work will need to be done to bridge this language gap.

We know why this is important, and we are aware of the obstacles we must overcome. Our response is detailed in the following pages: a comprehensive plan to get a complete and accurate count of New York City!

Our plan includes an ambitious goal for the total number of households we must reach in 2020 in order to attain our fair share of funding and representation.

Our Response

Our plan recognizes that what we need to get to a complete and accurate count is strong and targeted messaging delivered by trusted voices in those communities where we need to boost the census self-response rate.

Our plan understands the importance of direct person-to-person contact in getting historically undercounted communities (HUCs) to self-respond to the census. Whether that contact is at a community meeting, canvassing door-to-door, by phone, or by text, those who have historically been hesitant about participating in the census must be informed, must be motivated, and must be asked to complete the census this year.

This plan is a product of – and its success remains highly dependent on – partnership. This partnership was forged out of an initial round of funding to community-based organizations (CBOs) from the City Council. This round of funding led to the identification of CBOs, designated as Citywide Partners, that are working in tandem with the NYC Census 2020 team at the Mayor’s Office, in developing and executing this plan to achieve a successful census.

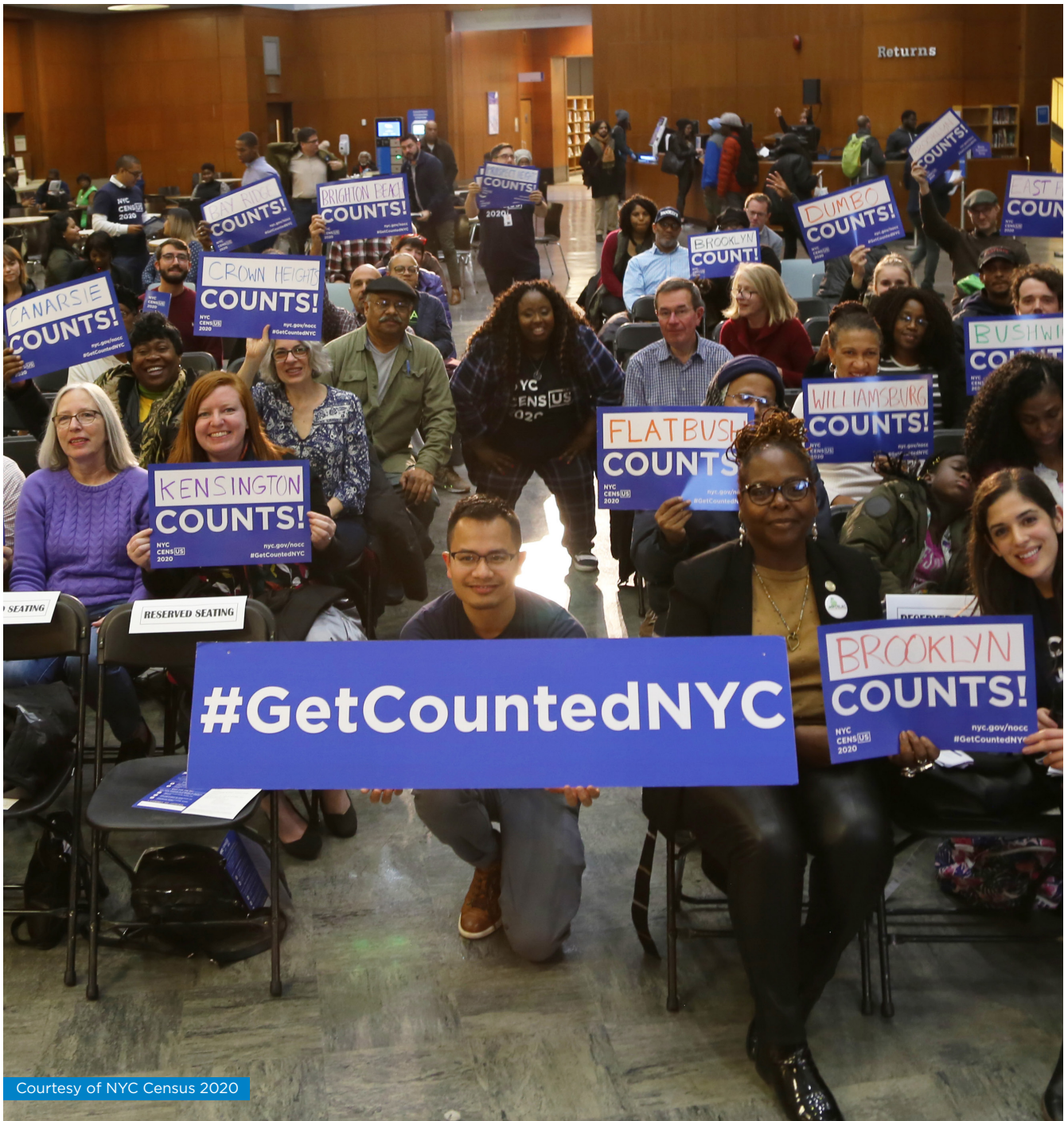
Additionally, NYC Census 2020 has provided \$16 million dollars in funding through the NYC Complete Count Fund (CCF) to CBOs from across the five boroughs to support census outreach and education around New York City. These CBOs are a critical element of our partnership.

This partnership extends to city agencies whose direct and daily interaction with New Yorkers of every background forms a critical pillar of our plan. It also extends to the entire social fabric of our city: elected officials, houses of worship, labor unions, and employers. A fair and accurate count is a collective responsibility. It will take all of us working together to accomplish our goals.

Finally, our response envisions New York City as a more vibrant and interconnected community than it was when we started this effort. Through new and deeper partnerships, engagement with historically undercounted and at-risk communities, we will have demonstrated a vision of what it means for all New Yorkers to be civically engaged.

A Call to Action

New Yorkers love their city. The 2020 Census provides an opportunity to make this great city even greater. How? By ensuring that New York gets its fair share of funding and representation. By showing the world the kaleidoscope that makes us great. By speaking up and saying who we are and what we do counts! And finally, by trusting and empowering community leaders and by giving thousands of New Yorkers the tools to organize their neighbors, we will demonstrate what it means to engage with communities in a meaningful way. Now, let's get counting!



Courtesy of NYC Census 2020

Footnotes

¹ This information can be found at www.pogo.org/census-project.

² While these groups are often referred to as “hard-to-count,” we are using the language of “historically undercounted” to avoid placing blame on either the counters or the counted in information gathering.

³ See Rockefeller Institute’s “Achieving a Complete 2020 Census Count in New York” and NYS Complete Count Commission’s “A Roadmap to Achieving a Complete 2020 Census Count in New York State.”

⁴ This risk factor was not identified by the Rockefeller Institute, but is one that we believe is significant in NYC based on historic response rates of this community.

⁵ See NYS Complete Count Commission’s “A Roadmap to Achieving a Complete 2020 Census Count in New York State” for a more thorough discussion of the fears expressed by communities in responding to the census.

⁶ The presidential primary in New York State will be on April 28th, which is during the self-response phase of the census which will run from mid-March until mid-May. As a result, Get Out The Count and Get Out The Vote efforts will be running concurrently.

⁷ See NYC Comptroller’s “Census and The City.”

⁸ See U.S. Census Bureau’s “2020 Census Program Memoranda Series: 2020 Census Non-English Language Support.”

CAMPAIGN GOALS

WHAT ARE THE GOALS?

Our campaign will include quantitative indicators to track performance, and when necessary, we'll adjust tactics to reach our goals in real time. We'll also use qualitative measures to capture data about our collaboration and capacity, laying the foundation for increased civic engagement for the Census and beyond.

Goal #1: GET NYC COUNTED!



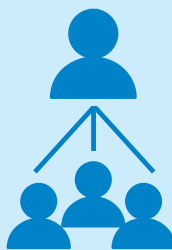
Motivate hundreds of thousands of New Yorkers to self-respond, especially in historically undercounted communities.

We want to **close the gap between NYC's self-response rate and the national average.**

We will focus on **historically undercounted populations**, from youth and seniors, to LGBTQ members and immigrants.

Our goal is to **leave no New Yorker unaccounted for.**

Goal #2: BUILD CAPACITY



Support meaningful engagement so organizations can mobilize their communities and strengthen their networks.

To ensure every New Yorker is counted, we must:

Educate residents on the Census.

Ensure community leadership reflects city diversity.

Equip organizations and individuals with engagement skills.

Guide residents on civic involvement.

Goal #3: COLLABORATE



Foster greater collaboration among community-based organizations, and between grassroots organizations and City government.

We want to create a collaboration cycle where:



HOW ARE WE DOING IT?

We'll reach our goals by connecting with New Yorkers across 5 focus areas throughout our campaign:



Communications

Compelling messages delivered by trusted local leaders through earned media and opinion pieces, paid media, social media, and in person through formal and informal community networks.



Mobilization

A massive outreach program in every corner of the city and especially in historically undercounted communities, including an aggressive ten-week 'Get out the Count' program.



Integration

Including census awareness and education in communications with New Yorkers by City agencies, social service providers, unions, employers, houses of worship, and more.



Technology

Use of sophisticated tools to target outreach in historically undercounted communities, track results, and reduce duplication of efforts among organizations and city government.



Coordination

Unprecedented collaboration between city government, community based organizations, and institutions representing the full breadth of New York City's civic infrastructure.

CAMPAIGN GOALS

Understanding what is at stake for New York City in the 2020 Census – not only the potential impact on funding for programs administered by the city, but also the opportunity presented by the census to unify and mobilize our communities – NYC Census 2020 and its Citywide Partner organizations have identified three interrelated goals for our campaign.

Goal 1

Increase Self-Response to Ensure New Yorkers Receive their Fair Share

With so much at stake in the census, New York City must take advantage of this moment to ensure it is fully and fairly counted so our city can receive our fair share of federal resources and political representation.

One of the most important indicators of fairness and accuracy in the census’s population count is the “self-response rate,” the percent of households that fill out and return their census questionnaire (historically by mail but now largely online). Many members of the public associate the census with the hundreds of thousands of census “enumerators” who come door-to-door to ask residents to complete the census. But door-to-door enumeration by the Census Bureau should be the last resort when it comes to obtaining information about each household. Households that self-respond to census questionnaires provide more complete and more accurate information about their household, thereby reducing the potential for their community to be undercounted.

This year, we have every reason to fear that the discrepancy between self-response and the Non-Response Follow-Up (NRFU) by census “enumerators” will be even worse. Heightened fear and mistrust of the federal government among vulnerable populations combined with cuts in funding to the Census Bureau will likely reduce the effectiveness and accuracy of the Census Bureau’s enumeration.

For these reasons, increasing the number of households that self-respond to the census is the most effective way we can reduce the undercount of New Yorkers.

If history is any guide, we have our work cut out for us. In 2010, only 61.9% of households in NYC self-responded to census questionnaires prior to the beginning of the NRFU door-to-door enumeration by the Census Bureau. By comparison, the national average for self-response was 75.8%. For 2020, the Census Bureau projects that the national self-response rate may drop far lower, to an estimated 60.5%. If

we do nothing, the NYC self-response rate could fall far below that, and the gap between national self-response and NYC's self-response may persist grow even wider.

Our mission is to narrow that gap. What we want, after all, is a fair distribution of resources and political representation. Ensuring that our city's population is counted as completely as the country as a whole is how we can achieve our fair share. Bringing New York City's self-response rate in line with the national average is the best way to achieve that.

To accomplish such a dramatic increase in New York City's self-response rate, we know our campaign will need to inspire hundreds of thousands of New Yorkers to take action by completing the census. Furthermore, while our campaign will reach every neighborhood in every corner of the City, the most effective and efficient way to achieve an increase in self-response is to focus our work in communities where self-response has been historically low.

This will require both a sustained education effort to create an environment of overwhelming public support for completing the census, as well as a massive burst of "Get Out The Count" activity from mid-March to mid-May – during which New Yorkers can self-respond to the census questionnaire before the Census Bureau begins door-to-door enumeration.

Goal 2

Increase Civic Engagement and the Capacity for Grassroots Organizations to Mobilize their Communities

Educating and activating people and organizations in New York City's neighborhoods is a critical step to reaching the goal of a higher self-response rate. Success requires a collective effort to engage residents, recruit local leaders, and equip individuals and community-based organizations with the education, tools, training, and support to Get Out The Count.

Free expert training and support provided by the New York City Census 2020 field campaign and funded community-based organizations will concentrate on maximizing the involvement of community stakeholders. The first phase of work will include general educational sessions, or teach-ins, to introduce the census, talk about why it matters, and discuss ways to address barriers New York faces to

getting everyone counted. The field campaign will train residents and organizations to run these sessions.

Recognizing that education alone will not get people to complete a census form, the campaign will recruit volunteers to join local Neighborhood Organizing Census Committees (NOCCs) that conduct census education, organizing, and outreach activities throughout New York City's neighborhoods. The NOCCs, with support from the NYC Census 2020 field team and community partners, will also remind people to complete the census by phone, text, and through community canvassing.

The combined efforts of the New York City Census 2020 field campaign, alongside citywide and community-based partners, provide an opportunity to dramatically increase the number of New York City residents and organizations equipped to conduct census education and census outreach. These efforts will have the supplementary benefit of increasing the total number of New York City residents trained in fundamental civic engagement skills.

In the effort to engage residents, the New York City Census 2020 campaign will:

- Educate over 10,000 residents about the census at events and teach-ins
- Recruit 7,500 residents to volunteer for their local NOCC
- Ensure that outreach incorporates inclusive community leadership

To equip individuals and organizations with civic engagement skills, the campaign will:

- Train 400 outreach workers and over 2,500 volunteers on how to use GOTC technology tools
- Provide more than 150 organizations with resources and tools to engage in Get Out The Count (GOTC) activities
- Train 100 leaders to facilitate or co-facilitate a teach-in

To measure the campaign's success providing a pathway for residents to get involved in the civic life of their communities, city-funded organizations and the NYC Census 2020 Field Team will report on the number of individuals and organizations, educated, trained, and involved in GOTC activities.

Goal 3

Foster Greater Collaboration Among Grassroots Organizations and Between Organizations and City Government

Throughout the census process, we will foster collaboration between stakeholders across the city. Our goal is for city-funded organizations to build upon and leverage their relationships with each other and with key stakeholders to ensure every New Yorker is included in a self-response to the census, with an emphasis on historically undercounted populations.

This collaboration goal allows us to leverage our biggest asset, our relationships with each other, for this effort. Working across different silos and geographies will allow organizations across the city to expand their reach and build on each other's strengths. This will make each organization more efficient at outreach and in getting out the count, as well as ensure that we are making the best use of limited resources. Additionally, collaboration between and among census partners will cultivate a network of community organizations and a mode of operating throughout the city that will extend beyond the 2020 Census.

Collaboration between organizations will take many forms and will be tailored according to each neighborhood and population that will be served. However, we are aiming for organizations to:

- Build trust with each other
- Communicate frequently, not only during meetings and convenings but also one-on-one
- Align messaging, especially regarding rapid response issues
- Learn about each other's efforts and identify ways to complement each other's work
- Brainstorm and problem-solve together about how to best engage specific populations
- Share resources and partner in outreach strategies to ensure a more complete count

To measure how well we did, how much we did, and the impact we've had, we will assess the quantity and quality of collaboration based on:

- The number of city-funded organizations that report an increase in the number of partners they worked with on census efforts
- The number of city-funded organizations that report deeper levels of collaboration with census partners

- The number of organizations that report referring constituents to other organizations to receive culturally and linguistically appropriate communication and services
- The number of city-funded organizations that report partnering with city agencies on census outreach

To measure these indicators, we will survey city-funded organizations at the start of the project to create a baseline for collaboration. We will continue to measure these indicators throughout the census process to measure both the quantity and quality of collaborations between funded organizations and with other stakeholders.



Courtesy of NYC Census 2020

CAMPAIGN SUMMARY

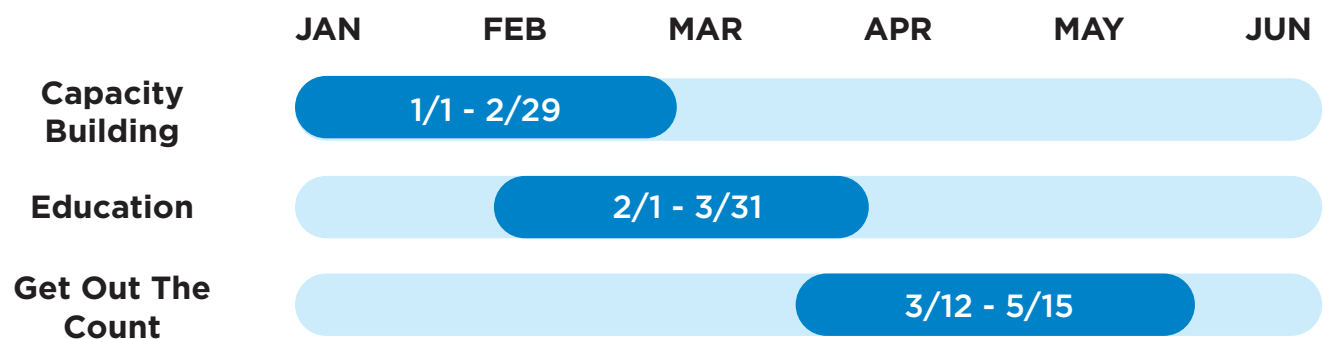
The three goals of this campaign are to increased civic engagement, foster greater collaboration among community groups and with city government, and particularly to increase self-response to the 2020 Census. Accomplishing this will require a coordinated, sophisticated, strategic, and aggressive mobilization of New York City’s governmental and civic infrastructure, tailored to New York City’s unique diversity. This campaign plan is a roadmap outlining the key activities we will undertake, when they should primarily occur, and the roles played by a wide range of institutions to ensure we achieve our goals.

The core elements of the campaign are grouped into the following sections: Communications, Field, Partnerships, and Technology. The final section of this plan addresses the question of what we are leaving behind, both in terms of the enduring civic engagement infrastructure as well as lessons learned for future complete count campaigners.

Each section of this plan will describe specific activities and how they advance the campaign’s goals (in the most concrete and measurable way possible). Specific activities will be organized according to three overlapping phases of the campaign: Capacity Building, Education and Persuasion, and Get Out The Count (GOTC). These phases overlap because activities initiated during one phase will continue into a subsequent phase. For example, we will continue to recruit volunteers even as we shift into activities that are primarily about mobilizing volunteers to educate and persuade members of the public.

The primary activities of the campaign are briefly described within this chapter.

Census 2020 Timeline



Communications

Our communications plan will ensure that we create the media and social environment that is highly conducive to census participation while taking advantage of the online nature of the census to use sophisticated digital advertising to increase self-response. The communications work of the campaign will not only reflect the cultural and linguistic diversity of New York City, but also specifically strive to activate and motivate constituencies that have been historically undercounted and may again be least likely to participate.

Messaging and Messengers

The campaign will feature an overarching message about census participation that emphasizes the importance of the census in determining resources and political representation of our communities, as well as the ease and security of completing the census online and over the phone

Top Line Messages

- Resources for our families and our communities depend on a complete count of our community.
- The census is for everybody. Young and old, native born and immigrant, every neighborhood, every race, every nationality, every religion. Everybody means everybody.
- It's easy, convenient, and safe. 10 minutes. 10 questions. Conveniently online. You can do it on your phone, while watching TV at home, on your morning commute.
- The strength of our voice in Washington, D.C. depends on a full and accurate count of New Yorkers. Census data is used to determine the number of seats each state has in the House of Representatives. If New Yorkers are not counted, we risk losing the representation in Washington we deserve.

Key Messengers

Constituents place the highest trust in leaders within their own hyperlocal communities, as well as their own peers, family members, and neighbors. We will seek to deploy those trusted messengers throughout the campaign. In addition, our strategy will include deploying messengers who are seen as trusted messengers by specific communities, especially those in historically undercounted areas and those who face specific barriers to participation.

Earned Media, Paid Media, and Social Media

Earned Media

An aggressive earned media strategy will drive informative and impactful stories placed strategically in high value outlets with a specific focus on local and ethnic

media. Earned media is critical to our education efforts. Tactics will include:

- Leveraging citywide, local, and ethnic media outlets across print, broadcast, radio and online platforms to deliver impactful and informative stories about the 2020 Census
- An opinion program that will blanket city and ethnic media opinion pages
- An editorial board program

Paid Media

A multi-million dollar innovative, responsive, and multilingual advertising and marketing campaign will broadcast targeted messages via diverse media outlets, with a focus on multi-cultural media. Our media buy will come in two distinct, but complementary message deployments: an education and persuasion phase and a Get Out The Count phase.

Tactics will include:

- Out of home advertising
- Data-driven online advertising
- Significant investment in advertising in ethnic media outlets across print, broadcast ,and online
- Creative partnerships with media organizations and outlets

Social Media

We know that for many New Yorkers social media is their main conduit for news and information. We also know that at a time of heightened disinformation and misinformation around civic engagement, we must create innovative and creative content that will break through the noise and reach priority audiences where they are with concise, accurate, and action-oriented messages that will help drive self-responses to the census. We will use a significant portion of our paid advertising budget to boost and geotarget original content. Content and tactics for social media will include:

- Creative and informative videos featuring direct to camera interviews as well as infographics
- Eye-catching static graphics and photos that are easily shareable
- Content featuring the voices of real New Yorkers joining our efforts
- Online “competitions” between neighborhoods and boroughs utilizing real-time self-response data

Coordinated Rapid Response

We fully expect that events over the course of the campaign period will create uncertainty and fear surrounding the census for some constituencies — including deliberate attempts to undermine the confidence of vulnerable populations.

Our plan will include the creation of unified rapid response protocols to ensure that all participants in our campaign are speaking with one voice in these moments and providing guidance on how to communicate about these events that is informed, strategic, and sensitive to the needs of vulnerable communities.

Field Operations and Outreach

While our communications plan is primarily designed to create an environment that is conducive to participation, we know that a favorable environment alone will not be enough to increase self-response. When it comes to getting people to take action that they would otherwise not take, there is no magic formula; they must be asked to do it.

The campaign's outreach plan will utilize every available method to reach New Yorkers, particularly those in historically undercounted communities, and ask them to complete the census for their household. To reach our goal, these activities will need to happen at an unprecedented scale: during the Get Out The Count phase alone, more than 50,000 hours of outreach work will be done by a combination of paid outreach workers and volunteers utilizing a range of tactics to reach New Yorkers in every corner of the city.

Coordinated Structure

The field operation will integrate outreach conducted by partner organizations funded through the Complete Count Fund (further described below) to lead outreach in specific neighborhoods, Citywide Partner organizations operating in multiple geographies, and the NYC Census 2020 field organizing apparatus.

The primary organizational structure of the field outreach program will be the Neighborhood Organizing Census Committees (NOCCs), each of which will be led by a captain and a team of outreach workers tasked with managing outreach through specific tactics including texting, phonebanking, and canvassing.

For purposes of the census, we have divided the city into 245 neighborhoods and grouped them by anticipated "organic" self-response rate – the percent of households we believe will self-respond whether or not they are contacted by campaign outreach efforts. Outreach will generally prioritize those neighborhoods that have the lowest projected organic self-response, while also considering overall population and the number of households our campaign must reach.

Primary responsibility for managing outreach in each of those priority neighborhoods will be either assigned to one or more funded community-based

partner organizations or to a member of the NYC Census 2020 field team. In all the campaign's outreach activities, we will prioritize ensuring that those conducting outreach reflect the cultural and linguistic diversity of the community in which they are working, and particularly reflect the historically undercounted populations in those communities.

Primary Outreach Tactics

To take advantage of the new ability for residents to complete the census online or by phone, the outreach campaign will prioritize outreach through tactics that maximize the ability for New Yorkers to complete the census in the moment and to confirm that they have completed the census to an outreach worker.

Texting

Peer-to-peer texting applications enable New Yorkers to hold conversations via text messaging, including providing a link to the Census Bureau's website where New Yorkers can complete the census online. This is among the most efficient ways to ask New Yorkers to complete the census.

Community Canvassing

Another tactic used will be canvassing in high-traffic locations or door to door, asking individuals to complete the census on the spot using their own phone or a tablet provided by the outreach worker. When engaging in community canvassing, campaign outreach workers will also provide New Yorkers with information regarding nearby census assistance pop-up centers.

Phonebanking

Taking advantage of the fact that the census can be completed over the phone in 13 languages, outreach workers and volunteers will run phonebanks, offering New Yorkers guidance on completing the census over the phone in real time or offering providing guidance on how to complete the census over the phone with a Census Bureau phone operator.

Days of Action

Each phase of the campaign will include one citywide "Day of Action" in which we will encourage all partners and the entire civic infrastructure of the city to participate. These days of action will provide a specific and focused moment around which all partners can participate, provide a news hook to leverage media to raise awareness of our efforts, and provide a "stress test" of our campaign - allowing us to test our capacity and identify gaps.

Partnerships

Engaging the full breadth of New York City’s civic infrastructure will be critical to the success of our campaign. Every institution and constituency in the city will be harmed by an undercount of our population; therefore, ensuring a complete and accurate count of New York City’s population is a collective responsibility.

Our plan will focus on leveraging partnerships with several key sectors, while providing a clear on-ramp to the campaign for every civic institution in our city. All partners will be engaged in each of the phases of our campaign: Capacity Building, Education, and Get Out The Count.

City University of New York

The City University of New York (CUNY) is a key programmatic and administrative partner in our efforts. The NYC Census 2020 and CUNY partnership consists of four major components: the Complete Count Fund, evaluations, CUNY Census Corps, and campus-wide “Get Out The Count” (GOTC) activities.

The Complete Count Fund awards grants to community-based organizations (CBOs) that are contracted by CUNY and are held accountable to a set of deliverables aimed at achieving a complete count. CUNY will leverage its research and evaluation arm to measure the impact of work being led by Complete Count Fund awardees.

There will also be a CUNY Census Corps which is modeled on the highly successful CUNY Service and Cultural Corps. Two hundred CUNY students will be selected to serve as culturally and linguistically diverse Census Ambassadors to promote the census, educate fellow students, faculty and staff, various student groups, and their families, and play a key role in NYC Census’s field activities in targeted communities.

Additionally, CUNY will hold Get Out The Count events and activities on its various college campuses throughout the city.

Community-Based Organizations

More than 150 community-based organizations have been awarded funding by the \$16 million NYC Complete Count Fund – a partnership between the NYC Census Office, NYC City Council, and CUNY. These organizations were selected based on their track record and reach in key demographic and geographic communities that will be essential for a complete count.

Many of these organizations will anchor public outreach efforts in scores of the highest priority historically undercounted neighborhoods, mobilizing volunteers

and paid outreach workers to reach residents through text-messaging, canvassing, and phonebanking.

Other organizations will primarily incorporate census education and Get Out The Count activities into existing programs that serve historically undercounted populations, including English as a Second Language services, legal services and financial counseling, program intakes and orientations, benefits screenings, and more.

Finally, numerous Complete Count Fund awardees will host and administer census assistance pop-up centers where community members can go to physically complete the census using a laptop or tablet made available to the public for completion of the census, including receiving assistance from CBO staff that is culturally and linguistically appropriate to the community.

City Agencies

All city agencies will be tasked with making a census plan and identifying a single point of contact to coordinate the agency's work with the census campaign and partner organizations.

City agencies will focus their work in three categories:

- Awareness and marketing
- Client and constituent education and Get Out The Count support
- Employee awareness and activation as volunteers

Several agencies that have a high volume of interaction with the general public have identified specific strategies to incorporate these activities into their interactions with clients and trainings for employees. This campaign plan includes summaries of activities to be undertaken by the Department of Education, the New York City Housing Authority, NYC Health and Hospitals, the Department of Youth and Community Development, the Department of Social Services/NYC Human Resources Administration, and NYC Small Business Services.

Libraries

The city's three library systems will utilize their physical presence throughout the city and their strong base of patrons to educate hundreds of thousands of New Yorkers about the census and assist them in completing the census at a library-based census assistance center.

With an investment of \$1.4 million by NYC Census 2020, 110 branches in historically undercounted areas will be fully equipped to deal with translations and materials in different languages, and will have dedicated staff and in-depth community

partnerships to drive participation. These libraries will procure laptops and tablets that will be made available to community members to complete the census during the self-response period.

Labor

With over a million members in NYC, the labor movement can play a vital role in increasing self-response throughout the city including in historically undercounted communities. The campaign will work with union leaders and the NYC Central Labor Council (CLC) to activate union members. Labor to labor outreach will serve three primary purposes:

- Educating union members about the census and the importance of participating
- Mobilizing union members to complete the census
- Enlisting union members as volunteers for the outreach campaign to members of the public

Businesses and Employers

The campaign will work with corporate partners, business associations, and individual employers to leverage their resources to advance the campaign in three ways:

- Creating visibility and raising awareness about the census and the importance of participating
- Conducting Get Out The Count outreach to their employees and customers, when practical and appropriate
- Contributing financial and in-kind resources to the campaign including physical space, hardware, and offers that can be used as incentives for individual New Yorkers to complete the census

Faith Leaders and Houses of Worship

With approximately 10,000 houses of worship of every faith and denomination and in every corner of the city, faith-based outreach will be a critical element of the NYC Census campaign. Faith leaders and their houses of worship will be asked to support a complete count of New York City in several ways:

- Serve as trusted messengers for their own congregations and the wider community in which they are located
- Use the convening power of their institutions to host census specific events and incorporate census outreach into existing programs that serve the wider community
- Conduct internal census education and Get Out The Count activities to provide congregation members affirmative messaging and direct opportunities to complete the census in the safe space of their own house of worship

- Mobilize their congregations to participate in community wide census outreach and Get Out The Count activities in collaboration with other community-based organizations and the NYC Census 2020 field team

Elected Officials

Elected officials will be critical to the success of the NYC Census 2020 campaign. They not only have a unique understanding of their own communities and constituents, but they also serve as the connective tissue among various civic institutions that need to be enlisted as active participants in our campaign.

While specific opportunities for elected officials to support the campaign will vary by office and other factors, all elected officials can play vitally important roles in the success of our campaign by:

- Training staff to provide census assistance to constituents and using physical space of district offices as a census assistance center
- Hosting teach-ins and census town hall events to provide information and recruit volunteers
- Identifying trusted community leaders and recruiting them to serve as Census Ambassadors in their area (including potentially serving as Census Ambassadors themselves)
- Using their social media and email platforms to promote participation and encourage active involvement in Get Out The Count efforts

Complete Count Committees

Engaging with New Yorkers who are energized about census efforts in their communities will be key to increase census awareness and participation. Created by government and community leaders to encourage census response in their communities across the city, Complete Count Committees (CCCs) have brought community members together to lay the groundwork for census mobilization efforts in a number of communities. Complete Count Committees will be able to strengthen and amplify community-based work through their participation in through participation in NOCCs and teach-ins, as well as lending community expertise to census mobilization efforts.

Data and Technology

Our campaign will invest heavily in sophisticated campaign tools that can dramatically improve outreach performance and ensure that results of all interactions are recorded and tracked to maximize coordination and reduce duplication of efforts.

In addition, these tools will facilitate strategic analysis of outreach efforts, including comparing the results of our efforts with the real-time census tract self-response data publicized by the U.S. Census Bureau.

Database

NYC Census 2020 will procure a constituent contact tool and equip all campaign partners with training and access to the database to enable campaign partners such as Complete Count Fund (CCF) awardees to record the outcome of every interaction with a New Yorker.

The database will approximate the master address file used by the census for mailings and non-response follow-up. Everyone with whom the campaign interacts will be matched to a household address in the database.

Hardware

With financial support from NYC Census 2020, libraries and Complete Count Fund awardees will be able to procure computers, tablets, and handheld devices that can be made available to help New Yorkers complete the census either at a pop-up center or in the course of their interaction with an outreach worker.

To maximize security of data provided in the course of completing the census, devices procured by the libraries will be programmed by the supplier to be restricted to the U.S. Census website and the NYC Census website. Community-based organizations receiving city funds to procure devices will be contractually obligated to maintain the highest security settings on any device being primarily used to help New Yorkers complete the census online.

Software Tools

NYC Census will procure applications that volunteers and outreach workers will be able to use to improve the effectiveness of outreach and facilitate the tracking of outreach results to improve coordination and reduce duplications:

- A mobile app that allows door to door outreach lists to automatically sync with our database
- A peer-to-peer texting app that increases the efficiency of texting conversations and also automatically syncs with our database
- An event management app that can be used to track event attendance and volunteer recruitment

Strengthening NYC's Civic Infrastructure

A central theme of our campaign message is that the census is a moment during which everyone's voice and everyone's participation truly counts. To succeed, we will need to overcome suspicion and fear of government that is especially acute for some New Yorkers at this moment – and a mistrust of government that is the product of our nation's history and the neglect and at times hostile policies experienced by people of color, immigrants, and low- and moderate income Americans for generations. Overcoming those barriers to encourage much wider participation in the census should not be a singular event – it should be the model for how government and civic institutions can demonstrate that all New Yorkers count all the time.

New York City leaders committed unprecedented resources towards getting a fair and accurate count of residents for the 2020 Census. While the clear imperative for those resources is to increase individual self-response rates to ensure NYC's population is fully and fairly counted, another long-term goal is to leave behind the capacity and tools for individuals and grassroots organizations to continue to be civically involved in their neighborhoods, in their city, and beyond.

Overall, the census campaign is a collective effort by community residents, city government, nonprofit partners, and other entities to overcome barriers to getting a fair and accurate count in the 2020 Census. This is the definition of civic capacity: a cross-sector effort to solve a community-wide problem and the tools that enable us to overcome barriers to participation in the census should be built to last so that those communities continue to have the capacity to participate fully in the social and civic fabric of our city.



COMMUNICATIONS

WHAT IS THE GOAL?

We want to deliver a compelling message that inspires New Yorkers to complete the Census. We will rely heavily on community and ethnic media, and trusted local messengers.

WHAT ARE THE KEY MESSAGES?



The Census is for Everybody

Every neighborhood, every race, every nationality, every religion. Everybody means everybody.



Easy, Convenient & Safe

It's 10 questions and will take less than ten minutes online, by phone or by mail.



Resources for Community

Resources for our families and our communities depend on a complete count of all New Yorkers.



Our Voice

The strength of our voice in Washington, D.C. depends on a full and accurate count of New Yorkers.

HOW ARE WE DOING IT?



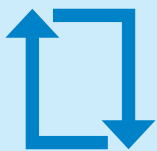
Earned Media

- Focus on local and ethnic media outlets across print, broadcast, radio and online platforms.
- An opinion program that will blanket city and ethnic media opinion pages with messages from trusted community leaders.



Paid Media

- A multi-million dollar, multi-lingual marketing campaign to educate New Yorkers about the importance of responding to the Census.
- During the 'Get Out The Count' phase, connect New Yorkers to the Census website to respond online or to Census assistance centers throughout NYC.



Social Media

- Eye-catching info-graphics and videos that convey the importance of the Census in New Yorkers' daily lives.
- Testimonials featuring ordinary New Yorkers, particularly from historically undercounted communities.



Rapid Response

- Ongoing collaboration to insert the voices of trusted community leaders into Census related media coverage.
- Combat misinformation by organizing a rapid response network that quickly dispels fears and reacts to political developments in real time.

WHO IS INVOLVED?



Diverse Media Outlets

City-wide media organizations, community-based media organizations and a variety of digital platforms.



Trusted Messengers

Community leaders to media personalities; individuals seen as trusted by their communities, especially those in historically undercounted communities.

COMMUNICATIONS

New York's media landscape greatly reflects our city's geographic, demographic, and linguistic diversity. There is no one-size-fits-all approach to reaching every New Yorker, in every borough, in every community. To that end, an effective census communications campaign will be hyper-local, multilingual, nimble, data-informed, and responsive to the needs of the many communities we must reach to achieve a full and accurate count of all New Yorkers.

To reach the public, particularly historically undercounted communities, we will execute aggressive and innovative earned media, paid media, and social media campaigns that will create an environment in which there is a clear understanding of what the census is, what is at stake if we are undercounted, and how easy it will be to participate in the first-ever online census. These coordinated efforts will also convey the urgency of participation during the self-response period.

NYC Census 2020 will also serve in a coordination role to complement, support, and collaborate on the efforts of strategic partners invested in census outreach and education efforts. This role will include the production and translation of general and constituency-specific materials, leading a citywide, multimillion-dollar paid advertising campaign, and creation of a central hub for resources, among other responsibilities.

Community-based organizations and other partners will also have the opportunity to receive free strategic counsel and support in public relations, communications, and digital strategy from a new pop-up public relations agency funded by the Association for a Better New York (ABNY). Staffed by a dedicated team of PR professionals and digital experts, the agency will support non-profit organizations in their outreach to historically and potentially undercounted communities.

Message

The campaign will deliver a message that is tailored to specific communities, and based on numerous rounds of research, polling, and focus groups conducted nationally, and in New York City. Our message draws on four core pillars:

- **Resources for our families and our communities** depend on a complete count of our community – including specific, hyper-local examples of programs and services on which New Yorkers depend and testimonials from every day New Yorkers about the difference these programs make in their daily lives.
- **The census is for everybody.** Young and old, native born and immigrant, every neighborhood, every race, every nationality, every religion. Everybody means everybody.

Our messaging will assuage fears and misperceptions among some New Yorkers who may believe that they are not “supposed” to participate. Where appropriate, we will ensure people that there is no citizenship question on the census. In addition, the message of inclusion will frame the census as a civil right and essential to ensuring that all communities are represented in New York City and in the U.S.

- **It’s easy, convenient, and safe.** 10 minutes, 10 questions. Conveniently online. You can do it on your phone, while watching TV at home, or on your morning commute.

Our messaging will help reduce barriers to participation – both real and imagined – by reinforcing the convenience of completing the census. To the extent possible, these messages will also direct New Yorkers to complete the census and provide information about where they can get assistance if needed.

- **The strength of our voice in Washington, D.C.** Census data is used to determine the number of seats each state has in the House of Representatives. If New Yorkers are not counted, we risk losing the representation in Washington we deserve.

While research suggests that political representation is not a driving force for participation generally, we know among some communities and for some community leaders this will be a powerful motivator.

Trusted Messengers

When it comes to the census, the messenger is as important as the message. Given the diversity of New York City, there is no single best trusted messenger. Rather, our campaign will seek to deploy a wide range of trusted voices and hyper-local community leaders to deliver our message.

The campaign’s field operation and community partners will be responsible for enlisting “Census Ambassadors” representing a wide range of communities, and particularly leaders from historically undercounted communities. These Census Ambassadors will be important messengers at community events and teach-ins – they will also be key spokespeople for both earned and paid media.

Census Ambassadors will be recruited from countless sources – including leaders of many of the community-based organizations funded through the Complete Count Fund.

Examples include:

- Faith leaders
- School principals/teachers/PTA leaders
- Local business owners
- Tenant association and block association leaders
- Union shop stewards
- Local elected officials and community board members

In addition, the campaign will seek to strategically deploy the voices of higher profile, citywide validators:

- Citywide/federal elected officials
- Celebrities/athletes
- Media personalities
- Other “influencers”

Earned Media

A strategic earned media strategy will strive to saturate the city’s news outlets across print, broadcast, radio, and online with informative, impactful, and culturally sensitive stories that will effectively educate New Yorkers about the census, highlight the importance of participation during the self-response period, and drive action in communities.

Citywide Media

Citywide media outlets have the readership and reach necessary to effectively communicate the big picture importance of the upcoming census for New Yorkers, highlight the coalition efforts of NYC Census 2020 and our citywide partners, and rapidly disseminate important information to New Yorkers.

Multicultural Media

Many communities of color and immigrant communities seek out the voices of authentic messengers in outlets that they know and trust. We will target local multicultural media outlets across print, broadcast, radio and online platforms to deliver curated, culturally appropriate messages aimed at driving trust, understanding and participation in the 2020 Census.

Types of Stories for Multicultural Media

- Profiles of NOCC leaders representing historically undercounted communities
- Stories highlighting Complete Count Fund awardees serving specific

geographic and demographic communities

- Multicultural media roundtables with CCF awardees, citywide partners, and NYC Census 2020
- Interviews and public service announcements from local elected officials
- Local events, teach-ins, and outreach mobilizations

Opinion Program

In early March 2020, ahead of the first U.S. Census Bureau mailings, NYC Census 2020 will coordinate an ambitious opinion program that will blanket local and ethnic media outlets with op-eds signed by community leaders and elected officials highlighting the importance of participating in the 2020 Census. These pieces will make a strong case for why New Yorkers must beat our 2010 initial self-response rate and lay out what's at stake if we are undercounted once again.

The NYC Census 2020 field team, Citywide Partners, CCF awardees and other strategic partners will identify, draft, and place opinion pieces by authors within their organizations or communities. NYC Census 2020's communications team will coordinate these efforts by providing template op-eds, core messaging, and relevant statistics.

Paid Media

A multi-million dollar innovative, responsive, and multilingual advertising and marketing campaign will broadcast targeted messages via diverse media outlets, with a focus on multi-cultural media, reaching historically undercounted populations, and filling in gaps in the Census Bureau's national advertising program. Advertising will take place in at least 16 languages, based on compliance with Local Law 30 and the top 16 languages spoken by limited English proficiency New Yorkers, with input as well from the Mayor's Office of Immigrant Affairs (MOIA) and community-based organizations.

Our creative and escalating advertising campaign will be delivered in two distinct deployments:

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Messages during this deployment will focus on the following questions:
 - What is the census?
 - What is at stake for New York City?
 - When is the census coming?
- Messages will be deployed via:
 - Multiple videos ranging from 15 – 30 seconds in length featuring everyday

New Yorkers in multiple languages

- Digital and social media assets in at least 16 languages
- Print assets for newspaper and in/out of home placement in at least 16 languages
- Audio files for radio in at least 16 languages

Get Out The Count Phase March 12, 2020 – May 15, 2020

- Messages during this deployment will focus on the following:
 - The ease of filling out the census
 - The urgency of filling out the census
 - Technical information about how to fill out the census
 - Information about pop-up centers around the city to go to for access to resources to fill out the census
- Messages will be deployed via:
 - 10 – 15 videos created by a creative ad agency ranging from 15 – 30 seconds in length and translated to at least 16 languages
 - Digital and social media assets at least 16 languages
 - Print assets for newspaper and in/out of home placement in at least 16 languages
 - Audio files for radio in at least 16 languages

Other advertising tactics will include:

- Out of home advertising such as subway ads, bus shelters, LinkNYC, event advertising, mobile advertising, and other avenues
- Data-driven online advertising seeking to reach New Yorkers on social media, streaming, news and other platforms on which they consume digital media:
 - Video ads on YouTube, Hulu, and other video streaming platforms
 - Audio ads on Pandora and Spotify
 - Display ads on news websites
- Investment in multilingual and targeted messages delivered via print, broadcast, radio, and online ethnic media outlets
- Formal partnerships with media outlets to amplify our efforts through on-air and in-field events such as co-branded town halls, telethons, street team outreach, guerilla marketing

Social Media

We know that for many New Yorkers social media is their main conduit for news and information. We also know that at a time of heightened disinformation and misinformation we must create impactful and creative content that will break

through the noise and reach priority audiences. Messages must be concise, accurate, and action-oriented.

A significant portion of our paid advertising budget will go toward boosting and geotargeting original content on New York City social channels such as:

- NYC Gov (English): Twitter and Instagram
- NYC Gob (Spanish): Twitter and Facebook
- Mayor’s Office of Immigrant Affairs: Twitter, Facebook, and Instagram
- NYC Service: Twitter, Facebook, and Instagram

NYC Census 2020, in partnership with partner organizations, will create social media toolkits containing evergreen content (informative graphics, explainer videos and accompanying copy) to be distributed to our Citywide Partners, CCF awardees, and other influencers. All materials generated by NYC Census 2020 and partners will be maintained in an open source clearinghouse that can be accessed by all community-based organizations, elected officials, and other partners.

Additional tactics include:

- Video
 - NowThis-style videos combining infographics, text, and the voices and stories of everyday New Yorkers joining our census outreach efforts
 - NOCC, NOCC - Highlighting NOCC leaders across the city
 - Video concept: 10 questions, going through their house, school, senior center, clinic (etc.) talking about the organizing work they are doing around the census
- Eye-catching and informative graphics that convey key messages about our campaign and important information about the census
- Videos and static posts featuring recognizable New Yorkers talking about the importance of the census or filling out their census forms during the self-response period
- Gamifying the census by turning self-response into a competition between neighborhoods and boroughs: ideas include an interactive map that will generate self-response rates daily connected to a March Madness-style competition primed for online participation; banners, stickers and profile picture frames to allow census takers to boast about getting counted
- A content calendar that will capitalize on key dates and events to strategically insert the census into the online narrative.
- A graphic to be used for people to post on Facebook/Twitter/Instagram once they complete the census saying they count and have completed the census to create a movement of people completing the census

Rapid Response Program

NYC Census 2020 will circulate morning clips to all Citywide Partners organizations, CCF awardees, and CBOs that opt-in to receive them. In addition, NYC Census will highlight opportunities to insert the voices of our Citywide Partners, Complete Count Fund awardees, and elected officials into conversations online and in the press around census-related media moments.

In addition, we anticipate a high potential for mis- and disinformation about the census and political events that may heighten fears among some populations. Our campaign will create a network of rapid response communicators with deep reach in vulnerable populations to combat fears and mis- and disinformation while responding to events in real time, ensuring communities are receiving accurate information from trusted voices.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Identify most potent messages that will drive New Yorkers to participate in the census, incorporating research conducted by partners and feedback CBOs with roots in historically undercounted communities
- Focus group concepts and messages for paid advertising campaign
- Identify, recruit, and train trusted messengers to reach audiences citywide and hyper-locally for historically undercounted communities
- Creation of materials and collateral, both print and digital, that will be used over the course of the campaign

Education and Persuasion Phase February 1, 2020 – March 31, 2020

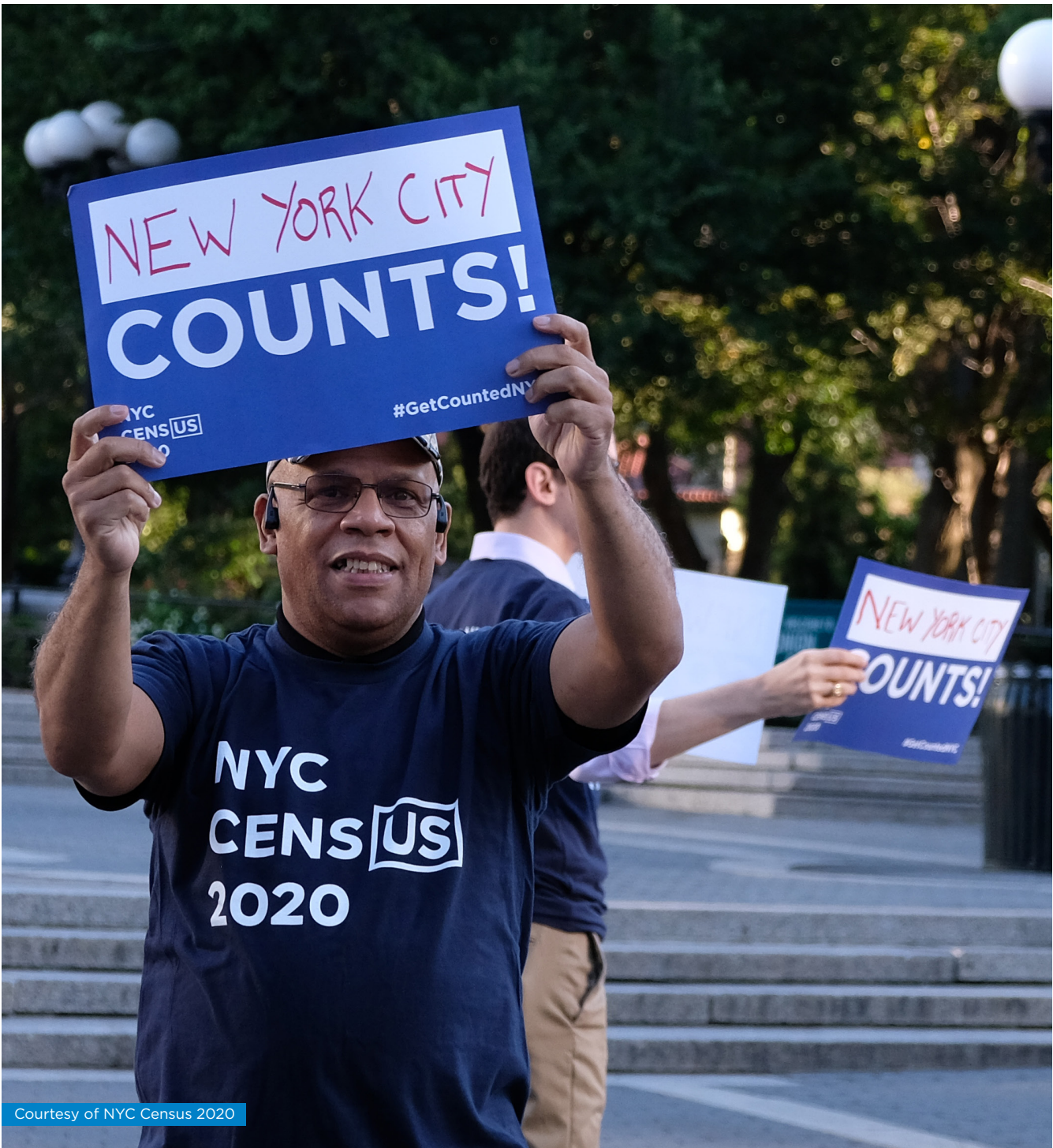
- Generation of earned media coverage of the campaign, prioritizing multi-cultural press serving historically undercounted communities
- Paid advertising campaign using print, broadcast, outdoor, and digital advertising to raise awareness of and confidence in the census, communicate the importance of participating, and inoculate against potential fears
- Testing of digital ad tactics, copy, and graphics to determine the most effective content to drive participation in the census
- Provide message guidance, talking points, and materials to spokespeople and community validators
- Op-ed program launches early March

Get Out The Count Phase March 12, 2020 – May 15, 2020

- Keep New Yorkers and local media updated on self-response rates to help drive

participation in areas that are showing low numbers

- Paid digital advertising campaign to drive New Yorkers to census website and to act by completing the census online
- Out-of-home advertising campaign to shift to messaging around census participation
- Generating earned media to increase awareness of how New Yorkers can complete the census online or over the phone, including raising awareness of trusted institutions that can provide assistance



Courtesy of NYC Census 2020



Courtesy of Gregg Richards & the Brooklyn Public Library



Courtesy of NYC Census 2020

FIELD OUTREACH

WHAT IS THE GOAL?

To get New Yorkers to take action by completing the census it is essential that we ask them to do it! Our outreach plan will reach every corner of the city, and especially in historically undercounted communities.



Increased Civic Action

Execute outreach that builds on our communications plan to increase self-response rate from 62% in 2010.



Coordinated Outreach

Build Neighborhood Organizing Census Committees (NOCCS), across 245 neighborhoods to drive participation.



Proactive Outreach Tactics

Maximize people's ability to take the Census in real time using texting, canvassing, and phone banking.



Days of Action

Organize one day of action during each campaign phase.

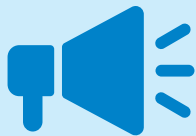
HOW ARE WE DOING IT?

There is no magic outreach formula to get people to act, we must ask them to fill out the Census. Outreach will happen at an unprecedented scale, utilizing multiple tactics:



Capacity Building

- Recruit and Train NOCCS captains, Census workers, and ambassadors.
- Locate pop-up centers.
- Ensure language and field protocols are executed.



Education & Persuasion

- Initiate all outreach tactics.
- Continue recruitment and training.
- Host NOCCS kick-off events.



Get Out the Count

- Conduct over 50,000 hours of outreach.
- Staff pop-up centers and provide assistance.
- Continuously evaluate self-response results.

WHO IS INVOLVED?

To reach New Yorkers, especially historically undercounted communities, we're conducting concurrent and continuous outreach. We aim to touch every corner of NYC.



NOCCS

Community lead teams will manage texting, phone banking and canvassing.



Census Outreach Workers

Staff of Complete Count Fund will assist people to take the Census on the spot.



Ambassadors

Selected community leaders will be important messengers for community events and teach-ins.

FIELD OUTREACH AND OPERATIONS

To accomplish our goal of increasing self-response to the census among New Yorkers, particularly in historically undercounted communities, our campaign must conduct an outreach program at an unprecedented scale. Our campaign is founded on a very basic and fundamental premise: to get people to take action, it is essential to ask them to do so.

The core metric of the field campaign will be “completes” – meaning individuals who confirm that they have completed the census, including, as will often be the case, those who complete the census as a result of their interaction with an outreach worker or volunteer.

For the purpose of the NYC Census 2020 campaign, we have organized New York City into 245 neighborhoods by drawing neighborhood boundary lines along appropriate census tracts. For each of these neighborhoods, NYC Census 2020’s field team, in coordination with CBOs, will develop an outreach plan. In priority neighborhoods – based on historic and projected self-response rates – the outreach plan will include a dedicated outreach team, often including the formation of a Neighborhood Organizing Census Committee (NOCC), a group of neighbors leading local census-related outreach, with the ultimate goal of significantly increasing New York City’s self-response rate in the 2020 Census.

In the months leading to the Get Out The Count phase of the campaign, our focus will be on educating New Yorkers about the census and recruiting volunteers to participate in outreach, particularly during GOTC. Our primary method of education and recruitment will be teach-ins and other community meetings where NYC Census 2020 staff as well as other trained and trusted Census Ambassadors will present information about the census and ask attendees to join the campaign. Phonebanking, textbanking, and high-volume community canvassing mobilizations during the education and persuasion phase will also include a volunteer recruitment appeal to help grow our capacity for the Get Out The Count campaign.

The Get Out The Count phase of the campaign will be a ten-week mobilization period beginning as soon as New Yorkers are able to self-respond to the census – March 12th. To Get Out The Count, outreach teams will mobilize using four outreach methods that will have the greatest impact in encouraging New Yorkers to complete the census: community (e.g. high-volume) canvassing, door-to-door canvassing, textbanking, and phonebanking.

Our goal is to conduct over 50,000 hours of outreach using these four tactics over the ten weeks of Get Out The Count, resulting in more than 400,000 completes.

In all phases of the campaign, outreach will prioritize cultural and linguistic competency and will be conducted by individuals who reflect, and wherever possible reside in, the communities in which they are working.

Targeting: Prioritizing Outreach to Historically Low-Self Response Neighborhoods

To increase New York City's self-response rate and bring it in line with national self-response rates, we will need to persuade hundreds of thousands of New Yorkers who would otherwise not complete the census to do so. While in a political campaign it is possible to know exactly which registered voters have historically voted in similar elections, we cannot know which individuals or which households have completed the census in the past. Instead, we must rely on self-response data at the census tract level and use the historic self-response level of each census tract in the city to inform how outreach resources are targeted.

By the beginning of the self-response window, starting in mid-March, there will be approximately 3,310,000 occupied housing units in New York City. Approximately half of those are located in census tracts where self-response has historically been not only well below the national self-response average, but also below New York City's self-response average.

While our campaign's education and outreach efforts will occur on a citywide basis, and we know that historically undercounted constituencies reside in every corner of the city, in order to have the greatest possible impact on self-response rate we will prioritize vigorous outreach efforts in roughly half of the 245 neighborhoods, focusing on those with the most acute low self-response history. The rationale for this targeting is not only that those historically undercounted communities are most in jeopardy of being undercounted again, but also that increasing the entire city's overall self-response rate will be most impacted by persuading and activating those households that have historically not self-responded.

In roughly half of these priority neighborhoods, primary responsibility for leading outreach – both to educate New Yorkers about the census and to get them to complete the census during the “Get Out The Count” phase – will be coordinated by a community-based organization with deep roots and relationships in that community that have received funding from the Complete Count Fund, enabling them to hire part-time outreach teams.

In the remaining priority neighborhoods, the NYC Census 2020 field team will be responsible for creating the outreach apparatus through volunteer recruitment and the deployment of CUNY Census Corps members, during the Get Out The Count period.

Neighborhood Organizing Census Committees (NOCCs)

In priority neighborhoods, outreach will typically be organized through a Neighborhood Organizing Census Committee (NOCC).

A NOCC is a group of community stakeholders in a specific neighborhood which work together to increase participation in the 2020 Census. In neighborhoods where a community-based organization is funded to lead field outreach, that organization will sponsor the NOCC and may supplement the volunteer outreach of NOCC volunteers with paid outreach workers.

In neighborhoods where there is not a funded CBO leading outreach, the NYC Census 2020 Field Team will be responsible for organizing and staffing the NOCC, often working in partnership with the CUNY Census Corps to lead NOCCs. The NYC Census 2020 field team will include five borough leads, supervising roughly 20 field coordinators. Each field coordinator will be responsible for coordinating the work of 3-5 NOCCs.

NOCC structure will vary from neighborhood to neighborhood to accommodate the unique culture, needs, and resources of each neighborhood, and will also vary according to whether the NOCC leadership consists of volunteers or funded partners. NOCC structure may also vary from partner to partner.

In selecting NOCC leadership and outreach workers, both the NYC Census 2020 field team and funded partners will work to ensure that outreach work is conducted by people who reflect the diversity of their neighborhoods and communities, and can deliver our campaign's message using appropriate linguistic and cultural competencies.

NOCCs will design their own outreach activities to meet the needs of the campaign in each of the three phases:

- Capacity Building: Host teach-ins and attend events in their neighborhood to raise awareness and recruit volunteers
- Education and Persuasion: Continue to host and attend events, and conduct community canvassing, door canvassing, phonebanking, and textbanking to increase awareness of the census
- Get Out The Count: Community canvassing, door-to-door canvassing, phonebanks, and textbanks to get New Yorkers to complete the census

Outreach Tactics

Over the course of the campaign we will use specific tactics to accomplish specific goals, based on the phase of the campaign (capacity building, education and persuasion, Get Out The Count).

Teach-Ins

In the spirit of civil rights movements, we will host a series of teach-ins, in which presenters will review what the census is and what is at stake in 2020, neighborhood-specific information on historic undercounting, best practices on community organizing, and calls to action to join NOCCs and sign up for specific roles at specific events.

Teach-ins have a multi-pronged mission:

- Educate participants about the census
- Inspire participants to participate in self-response
- Train participants to become Census Ambassadors in their own neighborhoods/communities
- Mobilize participants to volunteer
- Prepare participants to host their own teach-ins

Community Canvassing

Community canvassing will be done at both high-traffic locations as well as at events where large numbers of New Yorkers are assembled. Community canvassing can be targeted to specific areas and events where outreach workers can interact with residents of priority geographies and demographic constituencies.

Through community canvassing, we can:

- Provide printed information in languages appropriate to the community
- Ask New Yorkers to pledge to complete the census and sign a pledge card (where they will provide contact information allowing for follow-up)
- Ask New Yorkers to volunteer for the campaign
- Ask New Yorkers to complete the census on the spot during the self-response period

Door-to-Door Canvassing

Door-to-door canvassing can be an effective tactic to micro-target specific census tracts, especially in high density communities where households are grouped closely together. Door-to-door canvassing also provides higher caliber interactions and allows for a more relaxed and comfortable conversation than is often possible in community canvassing at high-traffic locations or events.

However, to avoid any potential for confusion with representatives of the Census Bureau itself, our campaign will not conduct door-to-door canvassing after the Census Bureau has begun its Non-Response Follow Up (NRFU) operations. Additionally, outreach workers engaged in canvassing either door to door or at high-traffic locations will be clearly identifiable as volunteers and outreach workers affiliated with the NYC Census 2020 campaign and their respective community-based organization at all times.

Door-to-door canvassing will be used to:

- Provide printed information, including in languages appropriate to the community
- Ask New Yorkers to pledge to complete the census and sign a pledge card (where they will provide contact information allowing for follow-up)
- Ask New Yorkers to volunteer on the campaign
- Ask New Yorkers to complete the census on the spot during the self-response period

Peer-to-Peer Texting

U.S. Census Bureau surveys indicate that most Americans prefer receiving census information over the phone via text message. Peer-to-peer texting has several other advantages as an outreach tactic:

- Highest volume of delivering a message to constituents
- Easy tool to learn and use
- Can be done from anywhere
- Can be highly targeted to specific households
- Can provide a link where recipients of texts can click to pledge to complete census, volunteer on the campaign, or complete the census

For these reasons, peer-to-peer texting will be a priority for our Get Out The Count period.

Phonebanking

Outreach teams will use phonebanking as an outreach method throughout all phases of the program. Most phone calls will be made through “Virtual Phonebanks” to ensure large scale coordination and prevent duplication of efforts, as well as limit any need for data entry. A predictive dialer system will be used during the Get Out The Count period of the program, as it will allow us to reach five times as many New Yorkers per hour compared to traditional phonebanking methods.

Phonebanks will be used to:

- Raise awareness of the census
- Provide information and answer questions
- Ask New Yorkers to complete the census on the spot during the self-response period

Reporting

All numeric goals of the campaign – from volunteer recruitment to completes – will be rigorously and comprehensively tracked through a unified system of reporting that operates on multiple levels.

Data Entry

All of our outreach activities will be recorded and tracked in our database. Peer-to-peer texting results will sync automatically with our database, and the majority of phone calls will be made through “Virtual Phonebanks” and a predictive dialer system, allowing data to be recorded in real time. Staff, select outreach partners, and volunteer leaders will be given permission to enter collected pledge card and paper phone list data directly into our database, and are required to do so within 24 hours of conducting outreach.

Staff, outreach partners, and volunteer leaders will input all event-related data (including sign-ups and attendee information) into an event management tool, which will sync automatically with our database. This will allow us to generate daily reports.

Tally Sheets

At the start of any outreach activity, the outreach lead will distribute tally sheets to participants. Participants will be quickly trained on how to use these sheets to keep track of key metrics that will be tracked, depending on the specific activity and phase of the campaign. Typically, tally sheets will track:

- Attempts (e.g. doors knocked on, phone calls made, etc.)
- Conversations
- Pledge cards
- Volunteers
- Completes during Get Out The Count

In addition to tracking core-metrics, all tally sheets will seek to capture qualitative information from outreach workers and volunteers such as specific messages that resonate best, stories from the field, logistical challenges, or other recommendations for future outreach.

Soft Reports

Staff, outreach partners, volunteer leaders, and designated volunteers will be asked to submit a soft report via Google form after every outreach activity, using the tally sheets they collected from participants. These reports will aggregate the outcomes of outreach efforts to help measure the effectiveness of each outreach mobilization. These reports will not include personally identifiable information.

Analysis

NYC Census 2020's Field staff will review soft reports on a daily basis as well as reports of data tracked in VAN to identify strengths and weaknesses of the campaign. As a result, they will then make recommendations regarding the allocation of resources to areas in greatest need. During the Get Out The Count period, the field staff will also compare data from field outreach activities to the census tract-level self-response rate reported by the U.S. Census Bureau.

Volunteer Recruitment

Throughout all phases of the campaign, staff members, funded partners, and volunteers will act as multipliers by continually recruiting volunteers, promoting the NOCC program, and growing our operation. We will primarily recruit volunteers in the following ways:

Teach-Ins

During each teach-in, we will explain the NOCC structure, create urgency, and include a call to action. We will ask all volunteers to sign up to join their NOCC and to commit to specific actions (ideally on specific dates) during an interactive portion of the event.

Events and Meetings

NYC Census 2020 field staff, community-based organization leaders, elected officials, and other enlisted "Census Ambassadors" will be deployed to attend hundreds of events and gatherings across the city. We will request speaking roles at events wherever possible to deliver a short pitch that stresses urgency and asks attendees to sign-up to volunteer on a commitment card.

Canvassing, Peer-to-Peer, Texting, and Phonebanking

These outreach tactics will primarily serve to share information about the census and, during Get Out The Count, to get New Yorkers to complete the census in real time. However, particularly during the education and persuasion phase of the campaign, we will include a volunteer-ask in all outreach. Constituents who

complete a census pledge card – on paper or online – will be invited to indicate that they would like to volunteer.

One-on-Ones

Field staff will schedule one-on-one meetings to activate supporters as NOCC volunteers, and to elevate volunteers into NOCC leaders and captains. A Field Associate or Lead Organizer will use a one-on-one meeting to educate a potential volunteer on our strategy and their role in it, build a relationship, assess where the person will best fit into the volunteer structure, learn about the person’s community and best practices for mobilizing their neighborhood, and ask them to commit to a concrete volunteer shift or leadership role. We will also use one-on-ones to ask prospective volunteers to recommend potential volunteers in their networks for us to reach out to.

Digital/Online

All volunteer sign-ups through our website, social media, and digital platforms will be added into our database; contacted by a Field Associate, outreach partner, or volunteer within 72 hours; and invited to participate in an upcoming outreach event. We will also use an event management tool to create event pages, promote our events to large networks of activists, and automate communication (including reminder and confirmation emails) with volunteers and prospective volunteers.

Training

Staff, outreach partners, and volunteers will receive extensive training throughout all phases of the campaign in order to ensure quality and consistency of delivering our message, compliance with our protocols, and competency in the specific tactics and tools of the campaign.

One or more Citywide Partners will be designated to work with the NYC Census 2020 field team to coordinate regular onboarding trainings for funded partners and NOCC captains.

These orientations will include training on the following:

- Technology Tools
- Our Protocols (e.g., volunteers will use tally sheets, volunteers should not talk to the press, etc.)
- Census Background and Messaging (talking points and messaging best practices)
- Organizing Best Practices (using personal stories and “direct asks,” relationship

building, etc.)

- Cultural Competency (overview of the city's residential makeup and general best practices on cultural, language, and racial sensitivity)
- Organizing a Teach-In

Both NYC Census 2020 and select Citywide Partners will offer ongoing in-person and webinar trainings for all staff, outreach workers, and volunteers. All outreach activity leaders will be responsible for providing an abbreviated version of the above training for participants at the beginning of every outreach activity.

Timeline

Outreach during each phase of the campaign will focus on particular tactics that are best suited to the goals of that phase: recruiting and training volunteers and outreach workers during the capacity building phase; educating and preparing New Yorkers for the census during education and persuasion phase; and getting New Yorkers to complete the census during the Get Out The Count phase.

Each phase will include at least one Citywide Day of Action. These days of action will serve multiple goals:

- Focus the activity of all partners on a single moment to create urgency and provide a concrete ask to all institutions participating in the census campaign in any way
- Provide a hook to leverage earned media, thereby further helping to raise awareness of the census
- Create a stress test of our campaign and our capacity in order to identify areas of strength and weakness so we can redeploy resources accordingly

Capacity Building Phase January 1, 2020 – February 29, 2020

In this phase, we will be focused on building the necessary infrastructure to conduct outreach at the scale required to educate hundreds of thousands of New Yorkers about the census and activate them to complete the census during the self-response window. This includes prioritizing recruitment and training of outreach workers and volunteers.

In addition, the campaign will finalize the creation of outreach scripts and ensure that language-appropriate versions of all scripts are provided to all field partners and anyone engaging in outreach activities.

Teach-Ins

The campaign will organize borough-wide teach-ins as well as hyper-local teach-ins in the earliest stages of this phase. We will use these events to both recruit volunteers and empower participants to host their own teach-ins. When recruiting for teach-ins, we will grow our database of prospective volunteers and capture key information about them, including their contact information and neighborhood (which will allow us to pair prospective volunteers with appropriate NOCCs).

Teach-ins will be facilitated by the NYC Census 2020 field team, staff and leaders of community-based organizations, and Census Ambassadors recruited by the campaign.

In addition to census-specific teach-ins, NYC Census 2020 and campaign partners will participate in events hosted or attended by other organizations. When possible, they will request speaking roles at events and meetings, deliver a field pitch, and collect census pledge cards.

Outreach Trainings

NYC Census 2020 field staff, with support from some Citywide Partner Organizations, will oversee training to all outreach leads, including those recruited as paid outreach workers by community-based organizations, the CUNY Census Corps team, and NOCC volunteer leads.

Training will cover outreach best practices, use of technology tools, and guidance on census specific messaging.

Day of Action

Citywide Teach-In Blitz

- Mid-February
- 20-30 teach-ins across the city on one day

Goals

- 60 teach-ins
- 500 events attended
- 50 Census Ambassadors recruited and trained to facilitate teach-ins and speak at events
- 5,000 volunteers recruited and trained
- 250 paid outreach workers hired, trained, and onboarded

Education and Persuasion Phase February 1, 2020 – March 31, 2020

Beginning in January, and with greater intensity from the beginning of February through mid-March, the campaign will focus on activities that increase awareness

of the census, persuade New Yorkers of the importance of completing the census, provide guidance on how easy it is to complete the census and how and where New Yorkers can receive assistance should they need it, combat misinformation and reduce fears surrounding participation, and ask New Yorkers to pledge to complete the census during the self-response period.

Teach-Ins and Events

Teach-ins and events will continue through the education and persuasion phase and will continue to be used to educate New Yorkers about the census, secure commitments to complete the census, and enlist outreach volunteers.

Community Canvassing, Peer-to-Peer Texting, Phonebanking

In this phase, our outreach universe will consist primarily of New Yorkers living in historically undercounted neighborhoods, and New Yorkers we have marked in VAN as having a lower propensity to take the census.

During this phase, we will use pledge cards – both hard copy and electronic – as a tool for New Yorkers to learn about what is at stake in 2020, and make a formal pledge to participate in self-response. We will tag any New Yorker who has pledged to fill out the census through a pledge card, our website, a phone conversation or a text message for the purpose of building our lists for follow-up during the “Get Out The Count” phase of our operation.

Day of Action:

“Census is Coming” Text-a-Thon

- Early March (shortly before cards arrive in the mail)
- 250–500 volunteers and outreach workers texting across the city
- Remind New Yorkers to look for card in the mail and sign online pledge card

Goals:

- 30 teach-ins
- 500 events attended
- 50 Census Ambassadors recruited and trained to facilitate teach-ins and speak at events
- 2,500 volunteers recruited and trained
- 150 paid outreach workers hired, trained, and onboarded
- 10,000 hours of outreach via texting, canvassing, and phonebanking
- 100,000 census pledge cards

Get Out The Count March 12, 2020 – May 15, 2020

Taking advantage of the ability for residents to complete the census online or by phone, the outreach campaign will prioritize outreach through tactics that maximize the ability for New Yorkers to complete the census in the moment and to

confirm that they have completed the census to an outreach worker.

During this period, the core metric of the campaign will be “completes” – meaning individuals who confirm that they have completed the census, including, as will often be the case, those who complete the census during their interaction with an outreach worker. Once a New Yorker tells us they have completed a census form, we will tag them in our database accordingly and remove them from our outreach universe. We will also adjust our targeting according to the daily self-response data we receive from the U.S. Census Bureau.

Community Canvassing

Community canvassing will continue to serve as a means to spread awareness about the census. During this phase, community canvassing will also be used to help facilitate on-the-spot completion of the census form. Field staff and NOCC volunteers will use tablet computers to help New Yorkers complete the form in the moment, or direct New Yorkers to the nearest pop-up site.

Door-to-Door Canvassing

Door-to-door outreach will be targeted to specific census tracts that have especially low historic self-response rates and among communities where fear or misperceptions of the census may require the additional connection that can only be built through a quality in-person conversation.

Peer-to-Peer Texting

This method will be the most efficient at reaching the largest number of New Yorkers in the shortest amount of time. Text messages during this phase will contain a link to the census form and the census hotline number, and will ask New Yorkers to respond and confirm they have completed the form or to ask questions about how to fill out the form.

Phonebanking

We will use a predictive dialer system during this phase, as it will allow us to reach five times as many New Yorkers per hour compared to traditional phonebanking methods. We will use phone calls to encourage New Yorkers to participate in self-response, instruct them on how to access the form, answer any questions they may have, and identify New Yorkers who have either already completed the form or will need a reminder to complete the form at a later date.

Day of Action

Get Out The Count Kick-off Mobilization

- Late March or early April
- 100 Get Out The Count Mobilizations (canvass, phonebank, texting)
- 500 – 1,000 volunteers and outreach workers participating

Goals

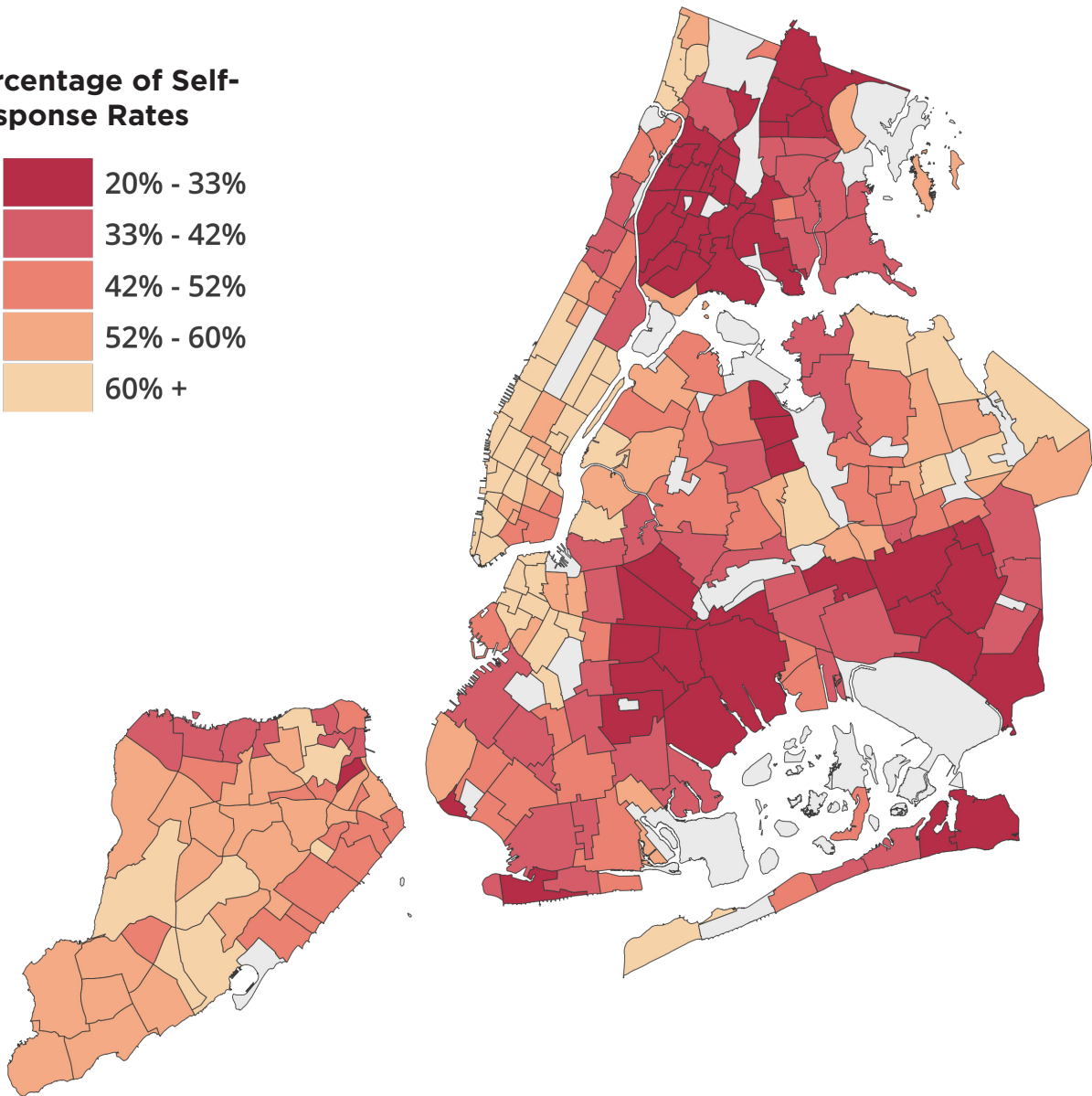
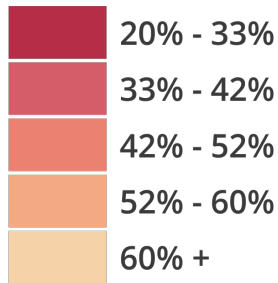
- 30,000 hours of outreach by paid outreach workers hired by community-based organizations
- 22,500 hours of outreach by volunteers mobilized by NYC Census 2020
- 400,000 completes



Courtesy of NYC Census 2020

Projected Baseline Self-Response Rate for 2020

Percentage of Self-Response Rates



This baseline self response is a projection of the percentage of households that will self-respond organically and independently of our campaign. It was derived using historical self-response data from the 2010 Census and 2017 American Community Survey, made available in the Planning Database from the U.S. Census Bureau, to identify areas of greatest need where our campaign's resources should be targeted.

Bronx

Neighborhood	Projected Self-Response	Occupied Housing Units
Hunts Point	25.0%	8,921
Williamsbridge	25.4%	18,008
Wakefield	26.4%	19,549
University Heights	26.5%	7,985
West Farms	26.8%	6,014
Belmont	26.9%	11,925
Mount Hope	27.1%	15,523
Tremont	27.2%	9,850
Highbridge	27.6%	17,794
Soundview	27.6%	23,737
Allerton	28.4%	6,897
Claremont	28.6%	10,263
Morrisania	29.0%	15,466
Fordham	29.1%	21,090
Edenwald	29.3%	8,017
Melrose	29.3%	13,092
Baychester	29.6%	7,721
Morris Heights	29.6%	14,527
Mott Haven	30.2%	25,853
Van Nest	30.5%	9,077
Fordham University	31.0%	607
Concourse	31.2%	26,475
Charlotte Gardens	31.6%	16,214
Norwood	32.3%	15,007
Clason Point	32.4%	9,091
Westchester Square	33.7%	5,449
Kingsbridge	34.1%	38,873
Castle Hill	34.2%	12,896
Pelham Parkway	35.9%	14,927
Pelham Gardens	40.6%	4,829
Throgs Neck	41.0%	12,523
Morris Park	42.8%	8,859
Pelham Bay	42.8%	11,122
Country Club	42.9%	3,194
Parkchester	43.5%	12,996
Woodlawn	44.8%	3,608
Co-op City	52.2%	16,867
Port Morris	52.7%	1,248
City Island	53.3%	2,068
North Riverdale	58.1%	5,918
Fieldston	58.8%	1,929
Riverdale	64.2%	7,707
Spuyten Duyvil	72.6%	4,153

Brooklyn

Neighborhood	Projected Self-Response	Occupied Housing Units
Cypress Hills	21.5%	14,588
East Flatbush (North)	26.7%	27,287
East New York	27.4%	48,964
Canarsie	27.7%	28,765
East Flatbush (South)	29.3%	25,710
Ocean Hill-Brownsville	31.0%	27,698
Bedford-Stuyvesant (East)	31.3%	38,402
Fort Hamilton	32.0%	280
Bushwick	32.6%	42,031
Coney Island	32.9%	10,371
Crown Heights (East)	33.0%	29,049
Borough Park	33.9%	29,003
Seagate	35.1%	2,093
Sunset Park	35.1%	36,324
Flatlands	35.8%	22,218
Brighton Beach	36.5%	24,292
Prospect Lefferts Gardens	36.8%	26,511
East Williamsburg	36.8%	5,635
Flatbush	37.0%	30,056
Bedford-Stuyvesant (West)	38.7%	31,635
Williamsburg (South)	38.7%	29,379
Bergen Beach	39.3%	5,347
Homecrest	41.0%	14,599
Gravesend	41.2%	40,631
Mapleton	41.8%	4,163
Mill Basin	42.2%	4,556
Bensonhurst	43.9%	36,251
Crown Heights (West)	44.0%	23,027
Red Hook	44.0%	4,413
Dyker Heights	44.5%	17,235
Sheepshead Bay	46.8%	38,212
Bath Beach	47.0%	12,294
Midwood	47.8%	31,515
Kensington	48.2%	15,522
Manhattan Beach	51.3%	1,921
Bay Ridge	53.9%	37,881
Clinton Hill	54.3%	13,044
Greenpoint	54.5%	18,951
Gerritsen Beach	54.7%	2,830
Marine Park	56.5%	7,340
Gowanus	57.1%	2,819
Fort Greene	57.4%	13,958
Williamsburg (North)	59.3%	26,350

Brooklyn cont.

Neighborhood	Projected Self-Response	Occupied Housing Units
Boerum Hill	60.8%	9,393
DUMBO	62.9%	2,560
Prospect Heights	63.7%	10,309
Carroll Gardens	65.1%	9,370
Windsor Terrace	66.3%	9,469
Downtown Brooklyn	67.6%	8,213
Park Slope	68.5%	28,191
Cobble Hill	69.6%	5,103
Brooklyn Heights	72.5%	12,148

Manhattan cont.

Neighborhood	Projected Self-Response	Occupied Housing Units
East Midtown	64.3%	28,238
Stuyvesant Town-Cooper Village	64.8%	10,628
Battery Park City	65.0%	6,990
Lenox Hill	65.0%	41,267
Greenwich Village	65.4%	17,728
Hell's Kitchen	66.3%	39,809
Roosevelt Island	66.3%	5,065
Lincoln Square	67.9%	36,728
Yorkville	69.1%	45,141
Upper West Side	69.4%	65,060
Upper East Side	70.9%	30,605

Manhattan

Neighborhood	Projected Self-Response	Occupied Housing Units
West Harlem	36.9%	8,096
Hamilton Heights	39.9%	18,965
Washington Heights (South)	40.6%	32,075
East Harlem	43.1%	50,758
Central Harlem (North)	43.8%	30,115
Alphabet City	44.3%	12,524
Chinatown	46.3%	11,540
Central Harlem (South)	46.8%	19,221
Washington Heights (North)	49.3%	25,494
Marble Hill-Inwood	49.5%	18,218
Lower East Side	50.7%	28,254
NoMad	51.4%	9,815
Little Italy	52.7%	3,589
SoHo	52.7%	7,542
East Village	53.6%	24,189
Manhattan Valley	55.2%	11,835
Kips Bay	55.4%	13,440
Morningside Heights	56.2%	14,091
Midtown Manhattan	56.8%	15,055
West Chelsea	60.0%	2,467
Financial District	60.2%	18,205
Hudson Square	60.4%	1,910
Flatiron	60.7%	9,213
Meatpacking District	61.4%	2,640
West Village	61.5%	18,975
Murray Hill	62.4%	14,963
TriBeCa	62.9%	10,521
Chelsea	63.3%	31,669
Gramercy	63.6%	16,609

Queens

Neighborhood	Projected Self-Response	Occupied Housing Units
North Corona	20.8%	14,417
East Elmhurst	27.6%	6,777
Edgemere	27.9%	4,475
Jamaica	28.7%	29,118
South Jamaica	29.1%	8,588
Richmond Hill	29.3%	14,767
Hollis	29.4%	5,182
St. Albans	29.5%	16,491
Corona	31.3%	16,519
Rosedale	32.1%	11,340
Springfield Gardens	32.2%	12,779
Far Rockaway	32.7%	18,081
Ozone Park	33.9%	15,724
Laurelton	34.2%	8,016
South Ozone Park	34.6%	24,013
Queens Village	36.4%	15,404
Ridgewood	37.7%	24,530
Cambria Heights	37.8%	5,963
Jamaica Hills	37.8%	3,425
Elmhurst	39.6%	34,635
Arverne	40.6%	8,000
Woodhaven	40.7%	11,662
Rockaway Park	41.4%	5,380
College Point	41.5%	9,245
Flushing	42.4%	28,591
Hamilton Beach	42.4%	2,944
Glendale	43.1%	12,040

Queens cont.

Neighborhood	Projected Self-Response	Occupied Housing Units
Maspeth	43.8%	17,847
Broad Channel	45.0%	984
Queensboro Hill	45.7%	6,762
Jackson Heights	45.8%	37,747
Murray Hill	45.8%	27,555
Hillcrest	46.3%	4,824
Jamaica Estates	47.6%	5,137
Pomonok	48.4%	7,242
Kew Gardens Hills	48.7%	12,705
Howard Beach	49.1%	2,655
Holliswood	49.3%	4,411
Middle Village	49.9%	11,480
Ditmars Steinway	50.1%	14,650
Belle Harbor-Neponsit	50.3%	3,488
Woodside	50.5%	16,740
Lindenwood	50.6%	5,273
Astoria (South)	51.1%	29,749
Kew Gardens	52.1%	10,651
Sunnyside	53.0%	21,490
Briarwood	53.9%	10,556
Rego Park	54.4%	12,923
Astoria (North)	55.8%	39,989
Bellerose	56.2%	12,509
Auburndale	56.5%	12,152
Hollis Hills	57.2%	1,256
Utopia	57.6%	2,714
Bayside (South)	58.1%	8,403
Whitestone	60.4%	12,959
Breezy Point	60.8%	2,008
Douglaston-Little Neck	60.8%	14,634
Forest Hills	61.3%	39,789
Fresh Meadows	61.5%	5,197
Bayside (North)	62.1%	12,279
Long Island City	63.7%	16,619
Oakland Gardens	64.8%	8,647

Staten Island

Neighborhood	Projected Self-Response	Occupied Housing Units
Clifton	31.7%	2,165
Mariner's Harbor	33.5%	6,086
Port Ivory	37.2%	451
Port Richmond	38.2%	2,495

Staten Island cont.

Neighborhood	Projected Self-Response	Occupied Housing Units
Tompkinsville	38.4%	1,779
Stapleton	38.8%	2,061
Elm Park	40.0%	4,575
New Brighton	40.6%	2,266
Rosebank	43.8%	867
South Beach Ocean Breeze	43.9%	2,892
St. George	44.7%	5,221
Midland Beach	44.8%	8,829
New Dorp Beach	48.2%	1,613
Fort Wadsworth	48.8%	214
Old Town	49.8%	1,545
Graniteville	49.9%	5,846
Arden Heights	50.7%	4,406
Sunnyside	51.1%	1,111
Grymes Hill	51.2%	1,155
Oakwood	51.2%	6,039
Arrochar	51.3%	4,274
New Springville	52.1%	7,229
West Brighton	52.2%	3,881
Rossville	52.7%	7,915
Grasmere	53.1%	1,510
Tottenville	53.2%	5,437
Prince's Bay	53.3%	2,307
Bulls Head	53.4%	5,100
Castleton Corners	53.5%	4,088
Charleston	54.6%	2,840
Westerleigh	54.7%	4,001
Todt Hill	54.9%	2,455
Shore Acres	55.1%	4,236
Park Hill	55.3%	4,525
Annadale	55.5%	3,558
Manor Heights	56.1%	6,170
Richmond	56.4%	4,702
Woodrow	56.7%	4,623
Bloomfield	56.8%	1,080
New Dorp	57.4%	2,797
CUNY College of Staten Island	57.8%	1,604
Dongan Hills	59.2%	1,443
Eltingville	59.5%	4,601
Lighthouse Hill	59.9%	721
Silver Lake	61.0%	3,464
Great Kills	61.8%	12,967
Randall Manor	64.4%	2,564
Freshkills Park	66.7%	37

PARTNERSHIPS

WHAT IS THE GOAL?

To maximize coordination with civic partners across every sector of New York City to ensure that the full civic infrastructure of the city is strategically engaged in raising awareness of the census and encouraging all New Yorkers to complete the census.

HOW ARE WE DOING IT?

Partners will be engaged in a wide range of activities that make sense for their particular organization and the population they serve. Primarily these activities fall into three categories:



Census Awareness

Educate constituents about the census and be the trusted voice to persuade New Yorkers to complete the census.



Volunteer Recruitment

Encourage constituents to help get out the count in their community by joining the NYC Census 2020 field outreach program.



Get Out The Count

Urge constituents to complete the census and provide or direct them to resources where they can get assistance.

WHO ARE OUR PARTNERS?



CUNY

The City University of New York will enlist a CUNY Census Cops of students to conduct on campus Get Out the Count activities and support field outreach at the neighborhood level.



Community Based Organizations

Over 150 community based organizations serving every geographic and demographic constituency of the city have received funding to conduct census outreach through the Complete Count Fund.



City Agencies

All city agencies will develop plans to incorporate census outreach into their interactions with clients and the general public.



Libraries

Libraries will offer census support and information in all 216 library branches with additional dedicated census staff and equipment available at 110 libraries in the cities hardest to count communities.



Labor Unions

With over a million members and retirees throughout the city, unions will play a critical role in getting out the count among their members and supporting outreach throughout the city.



Employers and Corporate Partners

Our campaign will strive to work with employers to educate New Yorkers about the census not only where they live but also where they work.



Houses of Worship

Faith leaders from every denomination have a critical role to play as neighborhood conveners and trusted voices for their congregants and the broader community.



Elected Officials

New York City is represented by over 150 elected officials at the local, state, and federal level. All will be asked to support census outreach efforts in their districts.



Complete Count Committees (CCC's)

Elected officials and other civic leaders have convened CCCs to coordinate census outreach in their boroughs, districts, as well as among specific demographic groups.

PARTNERSHIPS

Mobilizing the full breadth of New York City’s civic infrastructure will be critical to the success of our campaign. Countless institutions interact with constituencies that will be harmed by a census undercount of our population, and ensuring a complete and accurate count of New Yorkers is a collective responsibility. The success of our campaign rests in no small part on the forging of efficient, effective, and sustainable partnerships with several key sectors: New York City government agencies, elected officials, CBOs, labor unions, libraries, religious leaders and houses of worship, business owners and employers, Complete Count Committees, and more.

All of these sectors will participate in each of the phases of our campaign: Capacity Building, Education, and Get Out The Count. Consistent with the three goals of the campaign, we aim not only to thoughtfully utilize the expertise, resources, and established relationships of these partners to increase census participation, but also to further strengthen collaboration among these partners and to expand their own relationship with their constituencies in ways that strengthen civic engagement beyond the 2020 Census.

City University of New York

The City University of New York (CUNY) is a key programmatic partner in our efforts. CUNY, as the public university system of New York City, has long maintained a strong bond with its community and engages in efforts to address various social issues affecting city residents including funding of social services and civic engagement. The NYC Census 2020 and CUNY partnership consists of four major components; the Complete Count Fund, evaluations, Census Corps, and campus-wide “Get Out The Count” (GOTC) activities.

The Complete Count Fund is a fiscal and programmatic partnership between CUNY and the City. The Fund will award grants to community-based organizations (CBOs), who applied through our request for proposals, and who have a strong history of working in the city, especially those that serve the communities most at risk for being undercounted. CBOs participating will be contracted by and with CUNY and accountable to a set of deliverables that will vary in size and number depending on CBO size, staff capacity, and contract amount. All participating CBOs will be expected to collaborate with NYC census staff and partners, including CUNY, to review and monitor their ongoing performance on deliverables and ongoing work.

CUNY will leverage its research and evaluation arm to do several waves of field work to collect data from members of communities where NYC Census 2020 awardees are working. To measure the impact of work being led by Complete

Count Fund awardees, CUNY's research team will be tracking people's knowledge about the census, fear and misinformation about the census, if people have a belief that the census is good for the community, intention to self-respond, an understanding and a plan for how to self-respond, and recognition of community-level outreach about the census.

By understanding where various communities stand with respect to these attitudes and beliefs about the census, we have a strong indication of where we should target our resources. Based on what we know CBOs are doing in each community, we also have a gauge for which of those activities may be the most useful. With data collected at regular intervals over the course of the campaign, we can see the ongoing effect of our work and refine our tactics accordingly.

CUNY Census Corps is modeled on the highly successful CUNY Service and Cultural Corps, which have placed thousands of CUNY students into paid work experiences. Census Corps students will work in one of the following locations to educate, engage, and mobilize neighbors, friends, family, and other students to complete the 2020 Census:

- At a CUNY campus
- With a Neighborhood Organizing Census Committee (NOCC)
- At a community-based organization
- With the NYC Census 2020 field team

Over 1,300 CUNY students submitted Census Corps applications. Two hundred will be selected to serve as culturally and linguistically diverse Census Ambassadors to promote the census, educate fellow students, faculty and staff, various student groups, and their families, and play a key role in NYC Census 2020's field activities in targeted communities. Students will work up to 12 hours a week earning a \$15 hourly rate.

The Census Corps will provide an opportunity for CUNY students to build their leadership, problem solving, teamwork, and communication skills, as well as grow their professional networks so they have increased access to meaningful employment after graduation. Students will receive training in areas including messaging, tabling tactics, Census 101, and FAQs prior to conducting outreach. CUNY will also train students on topics that will make them more successful in their outreach efforts, such as cultural sensitivity, communication styles, and leadership.

CUNY will hold Get Out The Count events and activities on college campuses. College coordinators have been identified to lead census awareness, engagement, and mobilization across CUNY's 25 campuses. Each college will create its own 2020 Census activity plan to include activities relevant to their student profile,

existing physical location, and resources. Sample activities will include tabling and promotions in high-traffic areas, presentations to college success and opportunity programs, credit and non-credit classes, coordinating activities with student clubs, government and leadership academies, sending email blasts, and incorporating census information and reminders into student touch points, websites and social media.

All CUNY colleges are invited to hold an event during the week of March 30 to coincide with National Census Day on April 1.

Simultaneously, there will be a large-scale communications campaign at CUNY about the census. The University will leverage social media, websites, and other existing communications channels.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Colleges submit 2020 Census activity plans
- Census Corps students selected
- Census Corps students trained and matched with placement site (campus, CBOs, NYC Census 2020 field team)

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Survey of residents in historically undercounted communities (HUCs) to build a baseline dataset
- Ongoing monitoring and reporting HUC trends to facilitate strategic outreach
- On-campus census awareness activities begin
- CUNY social media messages and student, faculty and staff touch points
- College activities logged via NYC Census webpage

Get Out The Count March 12, 2020 – May 15, 2020

- Week of March 30 CUNY campuses events to coincide with National Census Day
- On-campus census Get Out The Count activities begin
- Ongoing monitoring and reporting HUC community trends to facilitate strategic outreach

Community-Based Organizations

For the 2020 Census, NYC Census 2020's robust plan to reach all New Yorkers considers community-based organizations and other civic entities as integral to the

effort. As such, the City has pledged to support community-based organizations to reach historically undercounted communities through a \$16 million-dollar Complete Count Fund (CCF).

The CCF, administered by CUNY in collaboration with NYC Census 2020, has evaluated proposals from community-based organizations and other civic entities to educate and mobilize New Yorkers to self-respond to the 2020 Census. Contract awards of \$15,000 to \$250,000, with individual amounts variable depending on proposed contract amount and eligibility, will resource two phases of census work:

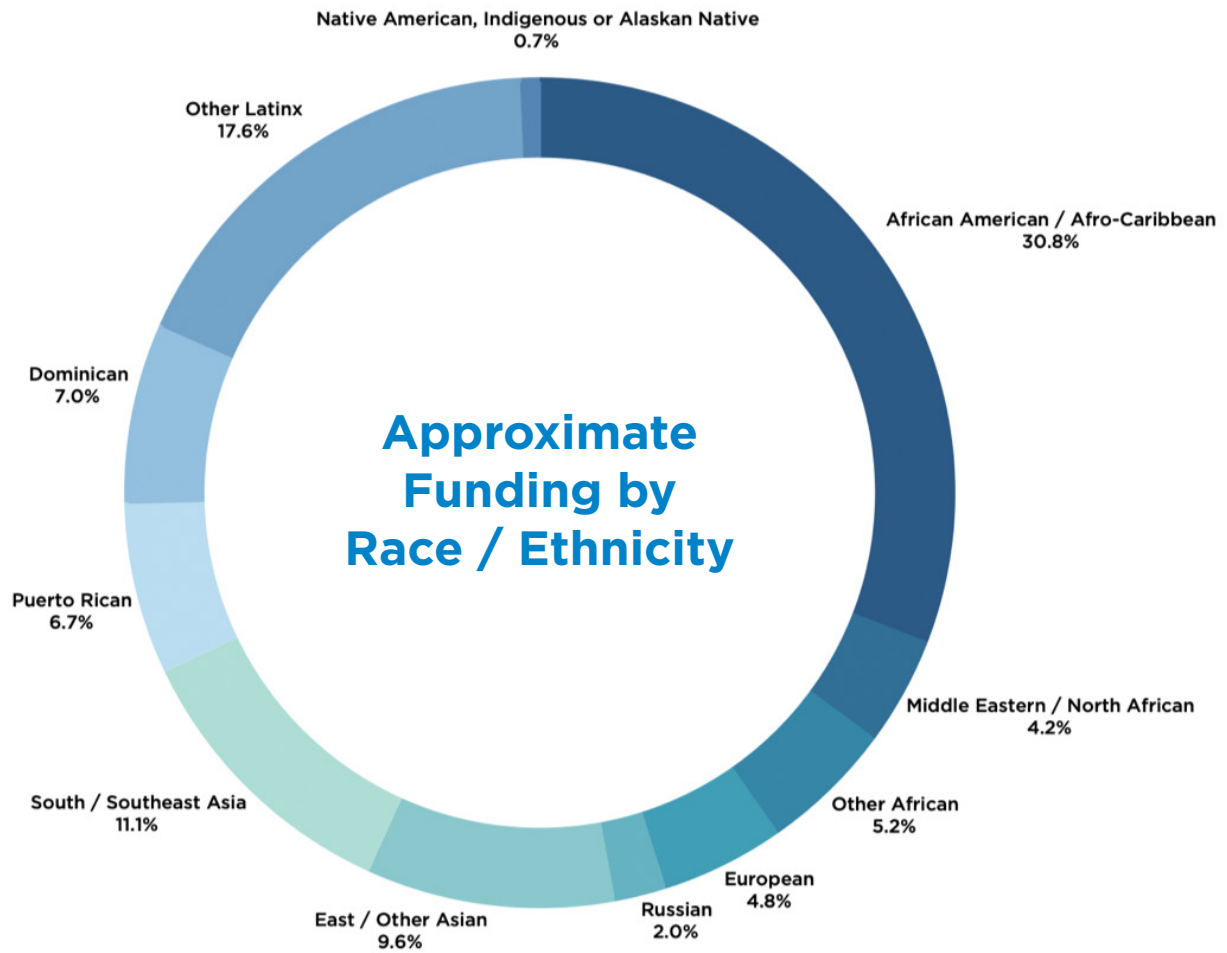
- Education and Start Up: CBOs will be required to lay out a tactical outreach plan, identify strengths and challenges regarding engagement, and produce a comprehensive and detailed “Planning Document.” Contractors will be required to appoint or identify a “Census Manager” to manage this work and serve as a central point of contact.
- Organizing and Action: CBOs will implement multi-faceted plans that include on-the-ground and digital engagement in order to mobilize New Yorkers to self-respond to the 2020 Census.

Complete Count Fund Awardees

The Complete Count Fund received approximately 500 applications and recommended funding for more than 150 organizations including community-organizing groups, direct service providers, faith-based organizations and advocacy organizations. The selection of awardees and amount of funds awarded were designed to ensure that support for outreach was proportional to the needs of historically undercounted communities, including neighborhoods served, racial and ethnic groups served, and special populations served.

Race and Ethnicity

Based on NYC Census 2020’s goal of providing funding at the community level to ensure equitable access to information about the census and mobilization efforts, the Selection Committee was guided by an analysis of demography as well as geography. Funding levels by ethnic/racial group below were estimated by an analysis of the communities served by each of the proposed awardees indicated in their applications and modeled with distributions in accordance with the proposed award amount.



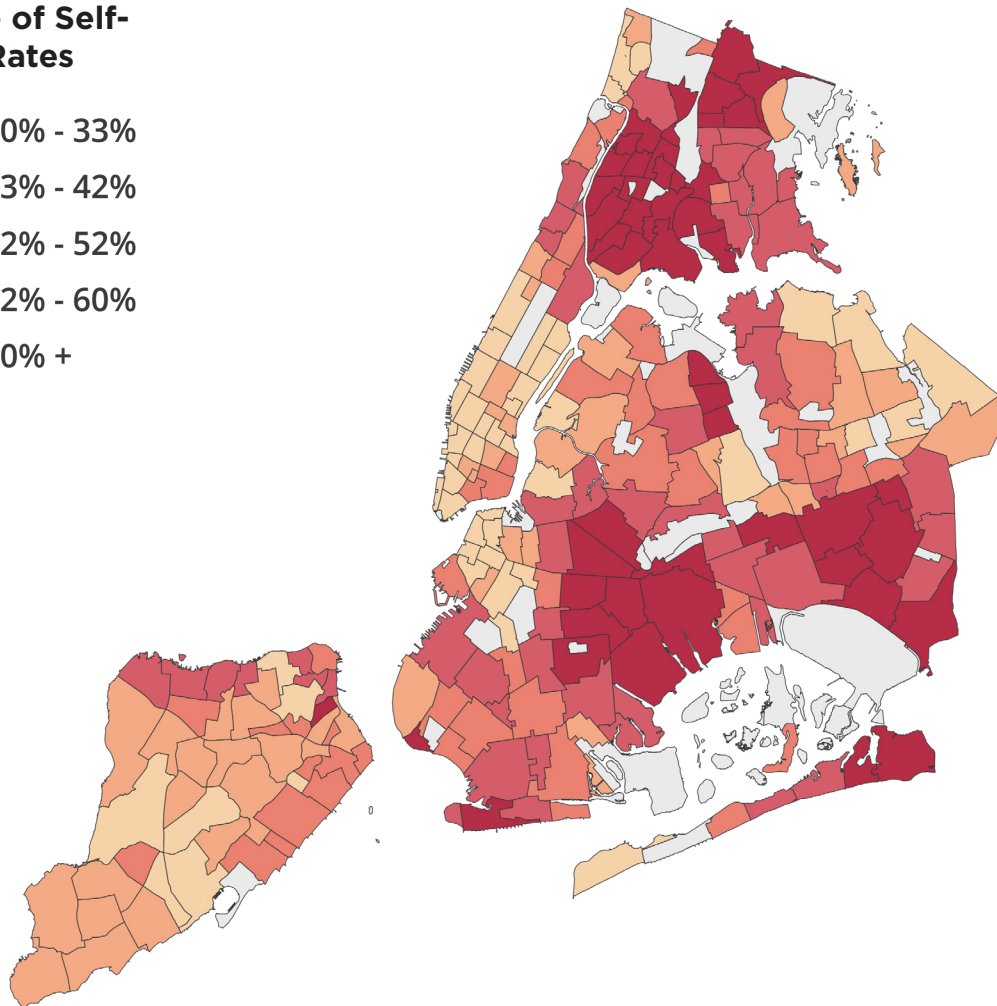
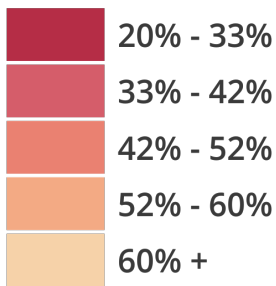
Based on populations served as self-reported by awardees in their application to the Complete Count Fund, subject to change based on final scopes of work of awardees.

Geography

The Complete Count Fund selection committee carefully considered both the 2010 decennial census and the more recent 2017 Census Bureau American Community Survey (ACS) data, to identify geographic areas where the risk of an undercount in 2020 was greatest. To address the relative levels of need in each of the 245 city neighborhoods, the CCF distributed aggregate funding levels that are largest in the areas where self-response is projected to be the lowest based on historic trends.

Projected Baseline Self-Response Rate for 2020

Percentage of Self-Response Rates

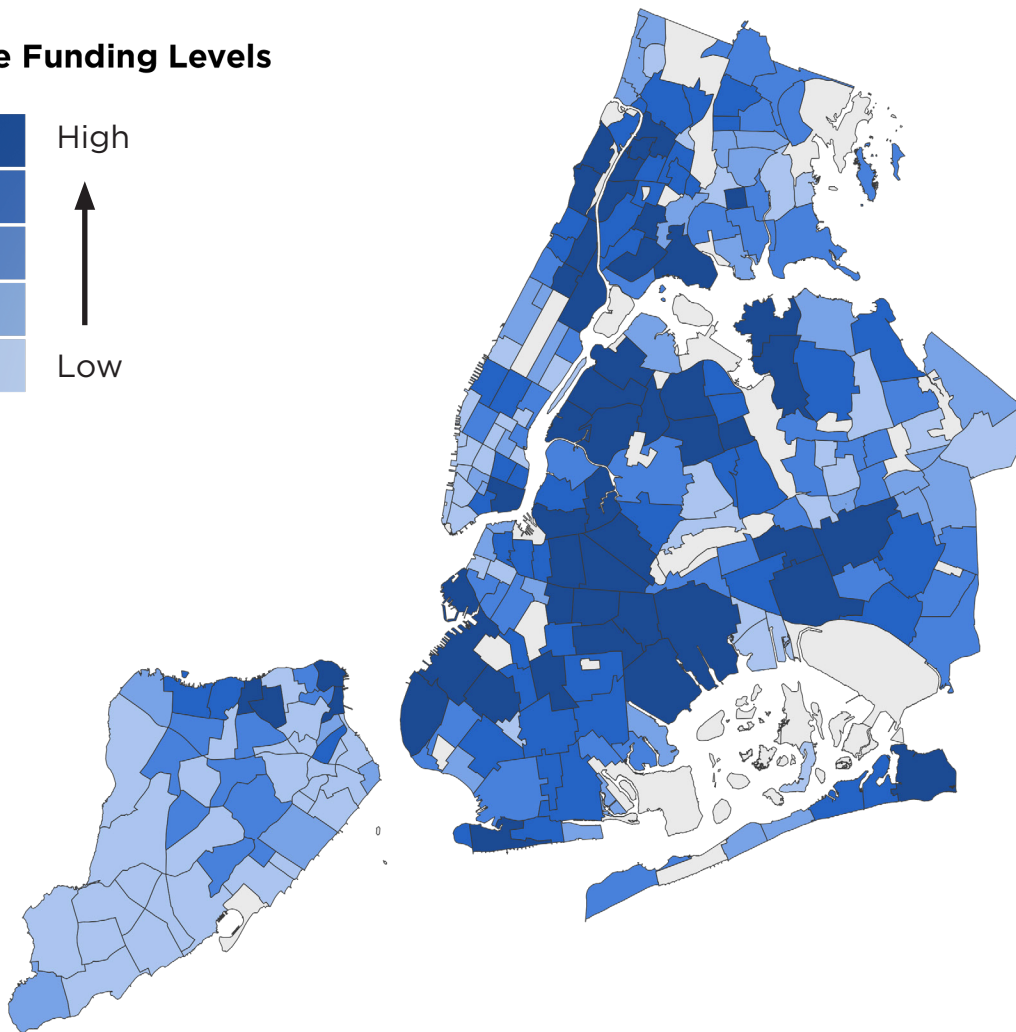
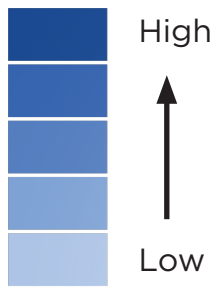


This baseline self response is a projection of the percentage of households that will self-respond organically and independently of our campaign. It was derived using historical self-response data from the 2010 Census and 2017 American Community Survey, made available in the Planning Database from the U.S. Census Bureau, to identify areas of greatest need where our campaign's resources should be targeted.

Borough	Approximate Allocation	Proportion of Total Awards	% of City Population	2010 Self - Response Rate
Brooklyn	\$5,263,413.48	32.94%	30.72%	57.42%
Manhattan	\$2,247,261.11	14.06%	19.31%	67.07%
Queens	\$4,399,967.96	27.53%	27.35%	62.06%
Staten Island	\$1,501,339.75	9.40%	5.56%	64.05%
The Bronx	\$2,567,817.82	16.07%	17.06%	62.43%

Distribution of Awardee Funds

Relative Funding Levels



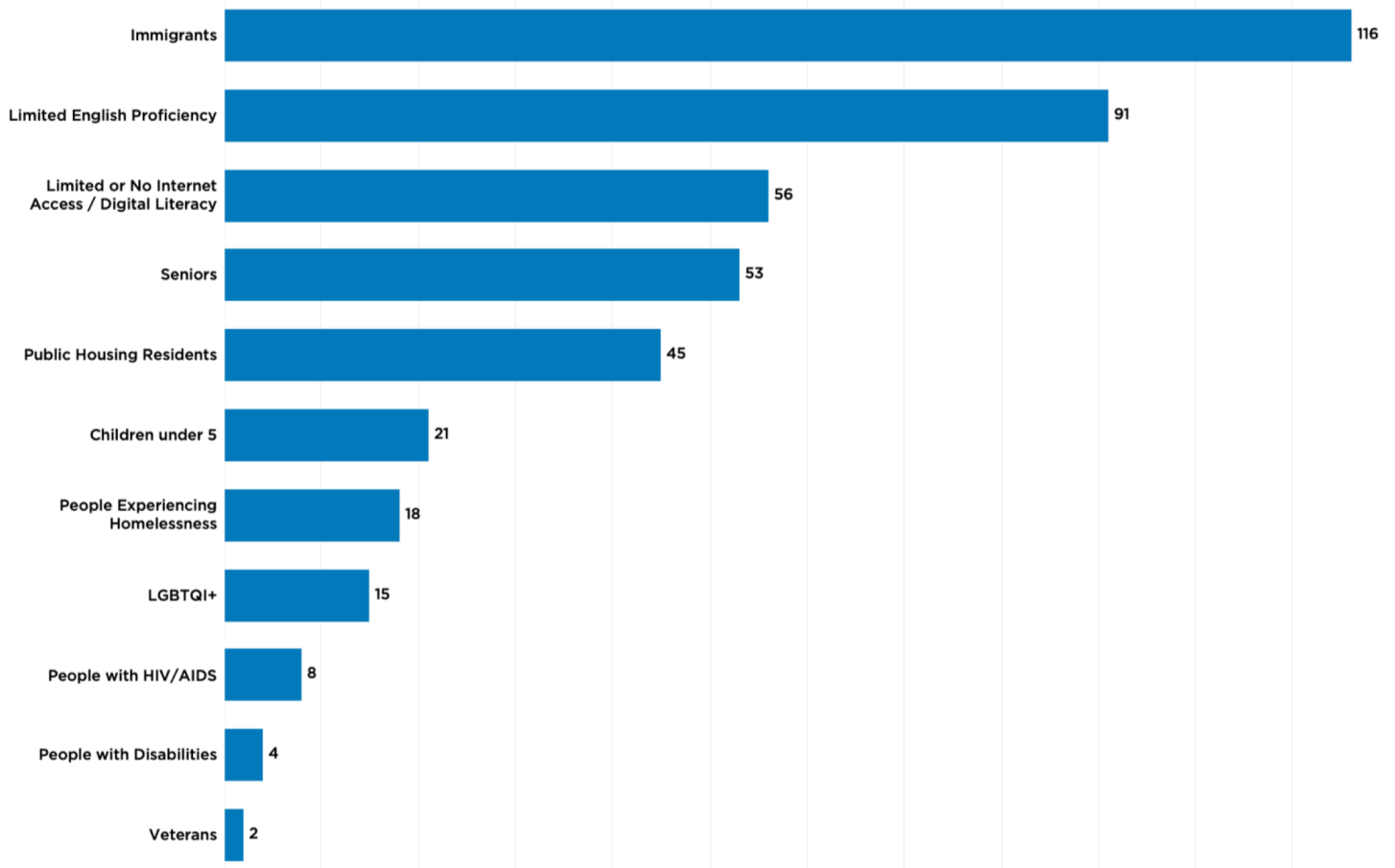
Levels of funding by neighborhood, based on neighborhoods awardees self-reported to serve in applications to the Complete Count Fund, subject to change based on final scopes of work of awardees.

Special Populations

Funding to organizations that indicated a successful track record of engagement with individuals and communities in certain special populations known to be historically undercounted was also tracked to ensure coverage that would be as comprehensive as possible given existing data on these groups' response rates.

Special Populations Served

*By Selected Applications



*Selected Applications that serve at least one of the listed special populations: 145

Based on populations served as self-reported by awardees in their application to the Complete Count Fund, subject to change based on final scopes of work of awardees.

Complete Count Fund Community-Based Organization Activities

Complete Count Fund awardees are contracted to engage in the following activities during phase two of their proposed census work:

Integration of census work into existing service provision(s)

For those awardees that provide direct services, census work will be incorporated into those services. For example, an organization that provides English to Speakers of Other Languages (ESOL) or English as a Second Language (ESL) classes may incorporate census messaging into their lessons in order to encourage participation in the 2020 Census. Service provisions may also include, but are not limited to:

- Program intakes and orientations
- Social worker check-ins
- Legal services or financial counseling appointments
- Mealtimes at senior centers and soup kitchens
- Benefits screenings

Targeted Outreach

Awardees will engage in internal education and “inreach” efforts that target existing members of their organization and affiliate networks. These efforts may include:

- Census engagement at CBO membership and organizing meetings
- Phone-banking and textbanking to existing members
- Engaging with existing clients or membership through e-blasts and newsletters

Public Education Campaigns

Awardees will launch public education campaigns about the 2020 Census in order to encourage participation among their constituent communities. Public education campaigns may include, but are not limited to, the following:

- Holding census-specific events at CBO locations of operation (i.e. community forums, workshops, lunch and learns, recruitment drives, Census parties, and Get Out The Count festivals and rallies)
- Holding census-specific events at other community gathering places (i.e. Community Board meetings, PTA meetings, services at places of worship, busy intersections and subway stops, and tabling at businesses)
- Incorporating census messaging into existing community activities (i.e. concerts, plays, block parties, and partnerships with libraries, SNAP centers, schools, etc.)
- Sharing census messaging via social and other media

- Recruiting Census Ambassadors (CBO staff, board members, volunteers, and community members) trained to answer common questions and promote participation in the 2020 Census

Pop-Up Centers

Some awardees will host pop-up “census assistance centers” that provide technology for community members to complete the online census survey. At these pop-up centers, tablets and computers will be made available for New Yorkers to complete the census during their visit to the pop-up. In addition, some awardees may host pop-up centers as part of their education campaign prior to the beginning of the self-response period. Pop-up centers that are hosted prior to the self-response period will focus on educating the public about the census and the benefits of completing it as well as attaining signed pledge cards from attendees.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Complete and begin to implement Planning Document, including identifying: challenges to census self-response; opportunities and strategies to integrate census education and mobilization into inreach activities; and strategic locations and/or opportunities to perform outreach in targeted communities
- Hire census manager, outreach coordinator(s) and outreach workers
- Recruit volunteers and identify current staff to assist in education and Get Out The Count efforts
- Train volunteers and current staff to provide information to encourage participation and assistance to New Yorkers seeking to complete the census
- Enlist community leaders to serve as Census Ambassadors
- Commit to host or staff teach-ins and census town hall events in partnership with elected officials and NYC Census 2020
- Education and Persuasion Phase February 1, 2020 – March 31, 2020
- Operationalize inreach and outreach education activities outlined in Planning Document, including Census 101 trainings and integrating census education into existing service provision
- Host or co-host teach-ins and census town hall events in partnership with elected officials and NYC Census 2020
- Organize phonebank, textbank, pop-up centers and/or community canvass events
- Participate in coordinated social media days of action to educate membership and greater community about the census, encourage participation, and dispel fears

Get Out The Count March 12, 2020 – May 15, 2020

- Build opportunities for census self-response into existing service provision,

such as making tablets and time available during classes, workshops, and one-on-one appointments for clients to complete the census

- Organize phonebanks, textbanking, and community canvass events
- Participate in coordinated social media days of
- Coordinate with NYC Census 2020 to conduct rapid response to dispel miscommunication and fears perpetuated in the media

City Agencies

Our campaign will strategically collaborate with NYC government agencies around census outreach and education. We are seeking to leverage the role of City agencies as trusted entities, with whom New Yorkers interact on a regular basis and on a massive scale, to increase awareness and participation in the decennial census during the self-response period.

In order to most effectively reach historically undercounted communities through City agencies, we are prioritizing agencies based on the size and type of their reach in such communities. While all agencies will be asked to participate in our efforts and will designate a point of contact in the agency to facilitate participation in campaign activities, larger agencies such as the Department of Education, the New York City Housing Authority, the Human Resources Administration/Department of Social Services, and NYC Health and Hospitals will develop detailed plans for the census campaign. Specifically, our campaign is seeking to work with City agencies through three modes of communication: general marketing and public awareness, constituent and client-specific education and mobilization, and City employee education and recruitment. Additionally, our campaign will leverage mayoral town halls and other large-scale City events to increase census awareness and to highlight our organizing efforts.

Public Awareness and Marketing

Our campaign will work closely with City agencies to leverage their existing public communication and outreach platforms to ensure that all New Yorkers have the opportunity to learn about the upcoming census at every possible touchpoint. We will also work with City agencies to leverage their city-owned or operated advertisement space on buses, bus shelters, subway stations and LinkNYC kiosks. Agencies will also be asked to send census informational emails to their general listservs and will post our campaign's social media content to their social media channels. Finally, agencies will also be tasked with distributing or displaying our campaign's collateral materials at their events or public-facing offices.

Client and Constituent Education and GOTC Activities

The City's service-providing and program-focused agencies serve millions of New Yorkers, many of whom belong to historically undercounted communities. Our campaign will leverage the physical footholds and audiences that many City agencies have in historically undercounted communities to educate clients about the 2020 Census, and to the greatest extent possible, assist them in responding to the census during the self-response period. Our campaign will ensure that census messaging at these locations is tailored specifically to those being served, with the goal of communicating with agencies' constituencies around the importance of responding to the census as effectively, meaningfully, and respectfully as possible.

At City agencies' public facing offices, front-line staff or contracted service providers will receive information about the census and guidance on how to incorporate census awareness into their interactions with clients and the public so they can act as effective messengers. In addition, we will provide agencies with population-specific messaging in the form of flyers, sample direct mailings, emails, and texts.

City Employee Education and Mobilization

In addition to educating and mobilizing the general public through existing City agency communications platforms, as well as City agency clients and constituents, our campaign will also work with agencies to curate communication from agencies to the hundreds of thousands of New Yorkers whom they employ.

These communications will provide information to employees about the importance of the census to the city and their agency specifically, where applicable. They will encourage employees to participate and provide information on how to complete the census online. Agencies will also make employees aware of opportunities to join the campaign and participate in outreach as a campaign volunteer.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Train agency front-line and outreach staff in basics of census
- Identify messages and talking points specific to agencies and services, and craft tailored messages to resonate with the New Yorkers each agency serves
- Identify physical spaces where census materials can be made available and where outreach workers and volunteers can access constituents enrolling in agency services
- Craft census-related language and design materials (social media posts,

collateral, posters, population-specific flyers, templated emails and texts, etc.) for City agencies to use with the public, constituency or client interactions, and for their employees

- Encourage agency employees to volunteer in census outreach by joining their NOCC
- Prepare the City’s technology infrastructure (NYC.gov homepage, 311, “Mobile Command Center” equipment, computer kiosks or labs, etc.) ahead of the Get Out The Count phase
- Identify City agencies that have non-emergency “Mobile Command Centers,” or similar mobile equipment like the Department of Housing and Preservation (HPD) Outreach Van

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Provide census information tailored to specific agencies and programs to New Yorkers in the course of their interactions with agencies, as well as through visibility, social media posts, and emails
- Continue to provide information regarding the importance of the census to all agency employees, while encouraging employees to participate in census outreach in their neighborhood by volunteering with their local NOCC
- Coordinate with CBO awardees who will utilize agency spaces in historically undercounted communities to conduct their own education and outreach activities
- Use “Mobile Command Center” equipment to carry-out targeted outreach in hard-to-reach communities and neighborhoods or at events

Get Out The Count March 12, 2020 – May 15, 2020

- Include a “call to action” to complete the census in marketing and public awareness or collateral materials and communications (i.e. include the link to the online self-response form with instructions)
- Have front-line or outreach staff provide the public, clients, and constituents with information about how to complete the census
- Remind all employees to complete the census and provide employees the link to complete the census online
- In collaboration with NYC Census 2020 field staff and community-based organizations, leverage physical space and direct access to large audience to get New Yorkers to complete the census when accessing agency services
- Launch census technology platforms (311, NYC.gov homepage, etc.) that will link to the online self-response form
- Make “Mobile Command Center” equipment available as census pop-up centers in hard-to-reach communities and neighborhoods or at events
- Agency outreach teams to participate in census Days of Action

Department of Education

Title I funding affects all New York City's schools and is determined by census data. Recognizing this, the NYC Department of Education (DOE) plans not only to educate our city's students on the importance of the census but also use our school system to make sure parents and families are aware and participate.

Marketing and Public Awareness

The DOE will implement a comprehensive communications plan to educate staff, students, parents, and caregivers and assist principals and their communities in spreading awareness about the census. The plan envisions taking advantage of existing print and electronic channels. In addition to communication from the central office, principals, teachers and parent coordinators will play a key role in messaging census participation in their school communities during the response period through featuring key census dates and information in school calendars, backpack flyers, parent communication apps, Google Education email accounts and other tools.

NYC Census 2020 will also work with DOE on outreach specific to Pre-K and 3-K sites. We will work on messaging for this population with CBOs that focus on services for young children with a focus on the 0-5 population, an historically undercounted group.

Integrating Census Education and Mobilization into Existing DOE Service Delivery

The DOE has a civics curriculum available for all grades which includes lessons on the census. DOE will encourage teachers to incorporate these lessons into their classroom especially during Civics Week, which is the week before the census launches. City students will become Census Ambassadors for the importance of the census and the impact of being counted. The hope is that they will explain to their families and communities the importance of participating, calm any fears and misinformation their family might have, and potentially help fill the census out for their household. This will be accomplished by:

- In collaboration with Democracy NYC, NYC Service, Citywide Partners and CCF grantees, DOE and NYC Census 2020 will curate special events during Civics Week and throughout the self-response period
- School communities will identify opportunities to assist families with completing the census on site during already-scheduled activities like the monthly Parents Association meetings and Parent-Teacher Conference Days
- CWP and CCF awardees will be invited to connect with schools to assist families with completing the census and answering any of their concerns or questions
- DOE can hand out materials about the census at town halls, Chancellor's Parent Advisory Council (CPAC) meetings, and Community Education Council (CEC) meetings

Educating and Mobilizing Staff and Providers

We know educators are trusted messengers, and we will work hard to engage schools citywide. DOE will help us reach principals, staff, and parent leaders to implement key engagement and outreach strategies. We will use campaign research and other data to identify schools in historically undercounted and hard-to-reach areas to target and tailor outreach to specific areas and audiences.

The NYC Census 2020 office will leverage CWP, CCF awardees, and other city agencies to plug into already scheduled district meetings to promote resources available to support schools with census outreach including:

- Boroughwide trainings for parent coordinators and leaders (For example, with support from NALEO, a training will be organized in February to increase schools' capacity to promote and engage with families about the census)
- Leverage important partners including United Federation of Teachers and Council of School Supervisors and Administrators to support coordination of trainings and communication to parents, teachers, and principals

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- PSA with Chancellor recorded
- Press release following interagency kick-off
- DOE approval of flyers for backpack series
- Information provided to welcome centers
- Identify target schools in historically undercounted areas
- Confirm Civics Week Census Outreach plan to include coordination of press events in priority neighborhoods
- Plug into centralized/districtwide meetings like Chancellor's Parent Advisory Council and Community Education Councils
- Boroughwide trainings for parent coordinators and leaders

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Chancellor's town halls include promotion of census participation and volunteering
- Plug into centralized/districtwide meetings
- Backpack flyer week of March 9th
- Ongoing monitoring and reporting historically undercounted community trends to facilitate strategic outreach.
- Census awareness incorporated into Civics Week taking place March 2-6, 2020
- Coordinate Civics Week events in collaboration with Democracy NYC
- DOE social media messages

Get Out The Count March 12, 2020 – May 15, 2020

- Continued messaging on social media, including form Chancellor and with link to complete census.
- Coordinate Day of Action school events during the first week of the self-response period (week of March 8), Census Day (April 1) and to coincide with parent teacher conferences in May
- Backpack flyer week of May 11th
- Work with NOCC leaders and CBOs to organize tabling and flyering at drop off and parent-teacher conferences in hard to reach areas
- Work with principals and parent coordinators to coordinate access to computers and tablets for parents and caregivers to complete the census on site during already-scheduled activities

The Mayor’s Office of Immigrant Affairs

The Mayor’s Office of Immigrant Affairs (MOIA) promotes the well-being of immigrant communities across New York City. Programs that MOIA administers include ActionNYC, IDNYC, NYCitizenship, as well as a host of “Know Your Rights” trainings. Our campaign will work closely with MOIA to leverage its position as a trusted voice and resource hub for New York City’s immigrant community.

Marketing and Public Awareness

NYC Census 2020 and partner organizations will work closely with MOIA to leverage their existing public communication platforms to ensure that all MOIA program participants and clients have the opportunity to learn about the upcoming census at every possible touchpoint. We will:

- Work with MOIA to identify ethnic media outlets and platforms to create a robust and effective multi-ethnic and multi-lingual census media campaign
- Leverage the language skills and expertise of appropriate MOIA staff and Language Access team members to ensure that census messaging is accurately and appropriately translated
- Provide all IDNYC enrollment centers with our campaign’s collateral materials
- Include information about the 2020 Census and the link to the online self-response form in the IDNYC newsletter e-blast
- Include census messaging in select MOIA outreach email blasts
- Provide MOIA with sample social media posts for every stage of our campaign
- Create a “We Speak NYC” PSA about the 2020 Census
- Work with MOIA to develop 2020 Census touchpoints and appropriate deployment of these during Immigrant Heritage Week (April 13-19)
- Provide IDNYC and MOIA with language about the 2020 Census for their websites

- Leverage MOIA’s volunteer base and select staff for days of action and other mobilization needs

Integrating Census Education and Mobilization into Existing Service Delivery

We will also leverage MOIA’s direct services for immigrant New Yorkers to educate clients about the 2020 Census, and to the greatest extent possible, assist them in responding to the census during the self-response period. This will include:

- Train the MOIA Outreach and Organizing, We Speak NYC, Constituent Services Teams, and NYC Immigrant Information Desk navigators, to provide information about the 2020 Census at events and in client interactions
- Share information and talking points about the 2020 Census to NYCitizenship and ActionNYC providers
- Include a census component in Know Your Rights trainings and other MOIA presentations for providers and community members
- Leverage MOIA’s NYC Immigrant Information Desks – in-person referrals at three locations – to promote census completion; and provide navigators with information and talking points about 2020 Census, including instructions on how to access the census online
- Incorporate collateral to select outreach events and scheduled convenings (scheduled February 13, 2020 & February 14, 2020) for MOIA legal service providers to integrate census messaging into their services

Educating and Mobilizing Staff and Providers

- Ensure that all MOIA staff complete the 2020 Census
- Post video of MOIA staff completing the census on social media, including Commissioner Mostofi

Timeline

Capacity Building: January 1 – February 29

- Train MOIA Outreach Teams
- Provide collateral materials to all IDNYC enrollment centers
- Incorporate census information in Know Your Rights trainings and other MOIA trainings
- Produce a “We Speak NYC” census PSA

Education and Persuasion: March 1 – March 31

- ActionNYC, NYCitizenship, and legal service providers will begin to share information about the Census
- MOIA immigration info line will begin providing information about the 2020 Census to callers

Get Out the Count: March 12, 2020 – May 15, 2020

- Include the link to the online self-response form in the IDNYC email e-blast
- Add links to the online self-response form to the IDNYC and MOIA websites
- Incorporate census messaging into Immigrant Heritage Week

New York City Housing Authority

The New York City Housing Authority (NYCHA) is home to one of the largest, most diverse and most concentrated, historically undercounted populations in the city. NYCHA is also the nation's most extensive resident housing system, comprised of 325 resident housing developments and 178,684 apartments. It consists of 400,000 residents who have documented leases, not including additional residents who are guest or are not captured on a lease. Our objective is to create a measurable increase in resident participation in 2020 and reach and count every NYCHA resident, regardless of lease status.

Given its vast infrastructure for disseminating information, its network of existing Cornerstones, community centers, senior centers and NYCHA's community partners across the city, our campaign plans to leverage NYCHA's many service touchpoints along with our Citywide Partners and CCF awardees to push information to residents, with additional outreach activities for developments with the lowest participation in the 2010 Census.

A focus for NYC Census 2020 is to make sure NYCHA residents do not understate their true home composition for fear of losing their apartments, subsidies, entitlement benefits, and facing increasing rents. To address this challenge of "doubling up" and misstating resident composition, NYC Census 2020 will work with NYCHA to craft messaging that will properly communicate that residents can accurately and safely fill out the census.

Marketing and Resident Awareness

Our campaign will work closely with NYCHA to leverage their existing resident communications platforms including lobby announcement space, periodic rent statements, NYCHA social media, and citywide text platforms to ensure that all residents understand the urgency of their participation and its direct impact on their family's wellbeing. The other tenet of the messaging through existing channels is that under Title 13, an accurate report to the census of the family composition will not negatively impact their housing or benefits.

Proactive outreach includes:

- Providing all 325 NYCHA developments with customized NYC Census 2020

collateral materials to be posted in lobbies and refreshed before and throughout the response period

- Providing materials to City Agency partners that manage NYCHA community facilities (Department for the Aging, Department of Youth and Community Development, Department of Education) to amplify outreach and messaging to residents
- Including letters in periodic rent statements directly from NYCHA, explaining that NYCHA cannot under Title 13 use any census information in the re-certification process or for any reason, and that information will not be shared with NYCHA
- Including letters with custom messaging from trusted partners and from the NYC Census 2020 office which echo Title 13 protections and the urgency of a full count
- Providing census materials to NYCHA's Community Engagement & Partnerships division for their recruitment events
- Deploy Census Bureau enumerators to NYCHA Tenant Association meetings throughout the process
- Providing NYCHA with social media posts for all their social channels, both during and leading up to the self-response period

Part of the marketing plan also includes field-based distribution of materials, especially in the hardest to count developments. The NYC Census 2020 field team, our Citywide Partners, and CCF awardees will provide door-to-door lit drop and targeted messaging.

Integrating Census Education and Mobilization into NYCHA's Existing Touch Points

Our campaign seeks to leverage NYCHA's physical presence (94 Cornerstones and 113 senior centers) across the city to provide its residents with information about the 2020 Census, and to the greatest extent possible, facilitate pop-ups to assist them in recruitment opportunities and actual self-response to the census. Our campaign will:

- Provide property management offices with census-related information that can be provided to residents during existing service delivery
- Place pop-up kiosks in NYCHA community and senior centers with permission and collaboration from providers
- Cross promote the online self-response link into existing platforms and technology infrastructure like online rent portal and computer banks used for employment at NYCHA Jobs Plus centers, Cornerstones and senior centers, as appropriate
- Leverage the existing NYCHA zones and resident meeting schedules to present on the census, by invitation

- NYC Census 2020 has begun presenting at each of the 9 Citywide Council of Presidents (CCOP) district meetings to get buy-in from and feedback from tenant association leaders at these meetings
- Attend Tenant Association meetings and events (e.g. Family Day) to directly connect with residents
- NYC Census 2020 will attend meetings and recruitment sessions organized by Community Engagement and Partnerships (CEP), which occur regularly throughout the month

Educating and Mobilizing Partners, Awardees and Providers

In addition to leveraging NYCHA's existing communication channels to residents, as well as its NYCHA's physical service locations across the city, our campaign will work with trusted awardees, partners, and elected officials to craft and provide comprehensive messaging to all residents. This includes:

- Trusted entity endorsements via interactive robocalls and texts, newsletters, direct mail, and during scheduled events
- NYCHA Days of Action
- Volunteer recruitment in partner organizations for NOCCs
- Partner CBOs and CCF awardees will help craft door to door info campaigns along with TA leadership and schedule waves of canvassing at historically undercounted developments
- Elected officials, partners, and awardees host and staff pop-up centers and kiosks and keep records of pledge cards and successful transactions

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Finalize and pilot marketing materials to the TA presidents and NYCHA's Department of Communication for lobbies and elevator banks
- Meet with and gain buy-in from the 9 Council of Presidents Regions
- Outreach to Cornerstones, senior centers, and Complete Count Fund awardees to identify opportunities to collaborate and identify potential gaps in the current support plan for NYCHA developments
- Design and pilot the first Rent Roll letter and social media outreach via NYCHA Twitter, Facebook and Instagram accounts
- Meet with CCF awardees to discuss and strategize about gaps in support

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Facilitate and spread awareness of pop-up style job application events where residents apply for jobs, receive confirmation, and are actively educated with census materials
- Pilot interactive robocalls to target residents
- Launch full flyering of all NYCHA developments and rent roll letters to all

tenants

- Attend all PSA (NYCHA Police Service Area) meetings to obtain buy-in and begin discussions of safety of onsite Census Bureau enumerators and NYC Census 2020 outreach staff
- NYCHA citywide Day(s) of Action

Get Out The Count March 12, 2020 – May 15, 2020

- Include a “call to action” to complete the census in marketing and resident awareness or collateral materials and communications (in partnership with Cornerstones) (i.e. include the link to the online self-response form with instructions)
- Utilize robocalls and texts with survey option to make strategic decisions on where active support is needed
- In collaboration with field staff and CBOs, leverage physical space and direct access to NYCHA residents to complete the census when accessing services through Cornerstones and partner H+H facilities, libraries and governmental organizations
- Direct NYCHA residents towards Cornerstones and senior centers for active assistance to complete the census
- CBOs and NYC Census 2020 field teams conduct door to door outreach in most historically undercounted developments
- NYCHA citywide day (days) of action

Department of Youth and Community Development

The Department of Youth and Community Development (DYCD) will collaborate with NYC Census 2020 to raise awareness about the 2020 Census to the youth and families in programs funded by DYCD, and who live in historically undercounted communities.

Marketing and Public Awareness

Our campaign will work closely with DYCD to leverage their existing public communication platforms to ensure that all program participants can learn about the upcoming census at every possible touchpoint. Our campaign will specifically leverage DYCD’s school-based and NYCHA-based community centers – DYCD funds 94 Cornerstone programs located in NYCHA community centers and 91 Beacon programs based in schools. Our campaign will:

- Ensure that all DYCD-funded programs, including Cornerstone Centers and Beacon community centers, are equipped with collateral materials like informational flyers for participants and their family members
- Provide comprehensive messaging to DYCD to send out to tens of thousands of

- program participants and alumni, as well as their families
- Provide DYCD with sample social media posts during all phases of our campaign

Integrating Census Education and Mobilization into DYCD’s Existing Service Delivery

Our campaign will leverage the DYCD’s physical footholds and audiences at Cornerstone and Beacon community centers to educate clients about the 2020 Census, and to the greatest extent possible, assist them in responding to the census during the self-response period. This will include:

- Hosting or facilitating teach-in presentations at Cornerstone and Beacon community centers during educational programming sessions – these teach-ins will educate youth about the census and inspire them to volunteer with CBOs or our campaign’s Neighborhood Organizing Census Committee (NOCCs) program
- Continuing to disseminate informational materials to Cornerstone and Beacon community centers about the 2020 Census
- In partnership with CBO awardees, asking Cornerstone and Beacon community centers to host pop-ups by making computer labs or CBO-procured technology available to members of the public to complete the census – pop-ups at these locations will serve as a convenient, safe, and trusted space for parents to response to the census
- Collaborating with NYC Census 2020 to increase self-response rates among families with children by working with the U.S. Census Bureau to have Cornerstone providers host census job workshops in January 2020, in neighborhoods where hiring needs are greatest

Educating and Mobilizing DYCD Staff and Providers

In addition to leveraging DYCD’s existing communication channels to program participants, as well as the Cornerstone and Beacon community centers, our campaign will provide comprehensive messaging to all DYCD employees and providers. Specifically, our campaign will provide messaging to DYCD during each phase of the campaign on:

- Volunteer recruitment for NOCCs
- Education and awareness
- Get Out The Count

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Identify Cornerstone Centers in areas where the U.S. Census Bureau’s hiring needs are greatest and connect the Bureau’s job recruitment team to the Cornerstone Center director to schedule job recruitment events

- Disseminate census job application information to alumni of DYCD youth workforce programs (e.g. Summer Youth Employment Program)
- Disseminate information about census outreach volunteer opportunities to program participants, alumni, DYCD staff, and DYCD providers
- Provide youth- and DYCD-specific census collateral materials to all DYCD-funded programs

Education and Persuasion Phase February 1, 2020 - March 31, 2020

- Continue to provide collateral materials to all DYCD-funded programs
- Host teach-ins at Cornerstone and Beacon community centers
- Provide CBO awardees with space and time to conduct their census-related outreach and education activities at Cornerstone and Beacon community centers (avoiding overlap with the NOCCs program)
- Create a public calendar of pop-up dates at Cornerstone and Beacon community centers

Get Out The Count March 12, 2020 - May 15, 2020

- Community-based organizations to host pop-ups at Cornerstone and Beacon community centers during the self-response period
- CBO awardees will continue to host information sessions and teach-ins about the census
- Provide information about 2020 Census Day of Action events
- Send reminder email to all DYCD staff and providers to complete the 2020 Census

Department of Social Services

As the largest social services agency in the nation, the New York City Department of Social Services (DSS) stands as a critical partner in our census campaign. Given its vast client operations and service centers across the city, our campaign plans to leverage DSS's many service touchpoints to disseminate census information to New Yorkers.

Marketing and Public Awareness

Our campaign will work closely with DSS to leverage their existing public communications platforms to ensure that all clients can learn about the upcoming census at every possible touchpoint. This includes:

- Providing all Human Resources Administration (HRA) locations with NYC Census 2020 collateral materials like information flyers, video PSAs, and more
- Providing clients with messaging through the BusinessLink program

- Providing DSS with social media posts for all their social channels, both during and leading up to the self-response period

Integrating Census Education and Mobilization into DSS' Existing Service Delivery

Our campaign seeks to leverage DSS' physical presence across the City to provide DSS clients with information about the 2020 Census, and to the greatest extent possible, assist them in responding to the census through existing DSS service delivery. Our campaign will:

- Train front-line staff at DSS locations across the city with census-related information that can be provided to clients during existing service delivery
- Train DSS Outreach staff to provide information about the 2020 Census to DSS clients and providers through their existing interactions and trainings
- Integrate the online self-response link into existing platforms and technology infrastructure like AccessHRA and computer banks used for applications, recertifications, and case change requests at HRA Job and SNAP Centers

Educating and Mobilizing Staff and Providers

In addition to leveraging DSS's existing communication channels to clients, as well as its HRA centers across the city, our campaign will provide comprehensive messaging to all DSS employees. Specifically, our campaign will provide messaging to DSS during each phase of the campaign on:

- Volunteer recruitment for NOCCs
- Education and awareness
- Get Out The Count

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- DSS and NYC Census 2020 provide training for front line staff (including front-line staff from Job, SNAP, Medicaid, and Child Support centers) through the Office of Policy, Procedures and Training
- Train DSS Outreach staff to educate and inform DSS clients about the 2020 Census
- DSS to provide information to employees about the NOCCs volunteer program and opportunities to get involved in their neighborhood

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Collateral distribution begins at HRA centers and BusinessLink
- Include census information in HRA direct mailing
- NYC Census 2020 to present to Homepage providers
- DSS will include census messaging on social channels

Get Out The Count March 12, 2020 – May 15, 2020

- As part of participation in National Census Day on April 1, Commissioner will send call to action for staff to complete the census
- Continue collateral distribution, including census information in direct mailings, and including census messaging on social channels
- DSS to send out an additional staff-wide email reminding staff to complete the Census and asking for GOTC volunteers
- On March 12, Access HRA self-response link goes live, and census completion option goes live at Job and SNAP Centers, which includes leveraging HRA Business Link communications (e.g., Txt-to-Work)
- Continue collateral distribution and social media messaging

NYC Health + Hospitals

NYC Health + Hospitals (H+H) is the largest public health care system in the United States. They provide inpatient, outpatient, and home-based services to more than one million New Yorkers every year in more than 70 locations across the city's five boroughs. They operate 11 hospitals and 7 community health centers, including a presence in all 5 boroughs. H+H also runs pediatric clinics, which can help reach the 0 to 5 hard to count population. H+H will be involved with USCB group quarters work as well.

NYC Census 2020 will work with H+H to engage their workforce of over 40,000 people and their patient population of over 1 million New Yorkers. We will do this by supplying information through their employee newsletter several times throughout the coming months and other activities, which may include:

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

H+H plans to send information about NOCCs program in newsletter to its over 40,000 employees

- Partner CBOs with H+H locations
- Group quarters meeting to figure out how patients in nursing homes run by H+H will be counted
- NYC Census 2020 and H+H partner on teach-ins and other events

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Train front-line staff, including Bronx NYC Care field staff
- Partner with NYC Census 2020 and CBOs on events like teach-ins and town halls

- Census posters in common areas

Get Out The Count March 12, 2020 – May 15, 2020

- Another communication via employee newsletter stating it is time to fill out the census
- Completing the group quarters count
- Census posters in common areas
- Reminder notification sent to employee newsletter
- Continue to partner with NYC Census 2020 on events and outreach in partnership with CBOs
- Promotion on social media
- Census education included into community events (e.g. health fairs)

Libraries

New York City has invested \$1.4 million in a partnership with The New York Public Library, Brooklyn Public Library, and Queens Public Library, to count every New Yorker in the upcoming 2020 Census. The three library systems are a natural partner given their extensive community activities, branches in every neighborhood, and a diversity of programs. Public libraries are community Cornerstones that offer free programs and services, with 35 million visits each year in 216 locations.

NYC Census 2020 will build off the libraries' strengths. In FY19, NYC libraries held nearly 267,000 programs with over 4.8 million attendees. Between March - July last year, NYC libraries had over 2 million program attendees. New York City libraries have already successfully delivered on many citywide initiatives, such as IDNYC, NYCitizenship, and the New Americans Corners. Libraries have strong ties to the communities they serve and will be at the forefront of engaging historically undercounted neighborhoods about the census. They are trusted and reliable centers for many of our most vulnerable populations, including immigrants, parents, and seniors, providing access information and support, and serving as an important technology hub for many New Yorkers.

The libraries will offer basic census support and information in all 216 locations with extra support for 110 branches in historically undercounted neighborhoods. These 110 branches will be equipped to provide materials in multiple languages and provide language support, with expert programming and outreach staff focused on working with community partners to ensure that everyone is counted in the 2020 Census. With funding from NYC Census 2020, libraries will procure laptops and tablets for community members to complete the census during the self-response period. Libraries are working with NYC Cyber Command to ensure our technology is secure and data is protected.

The libraries are creating programs dedicated to providing New Yorkers with important resources to fill out the census, as well as incorporating messaging into existing programs including early literacy and English language classes. They will hold many different census specific events and programs including community town halls, panel discussions, scheduled “open hours” for help with completing the census, census information sessions, and hosting U.S. Census Bureau recruitment events. Libraries will be taking full advantage of their reach across New York City to promote the census in every library location – from census information flyers to messaging in all of our programming – and will be spreading the word about the importance of the census in every New York City neighborhood.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Recruit Civic Engagement Managers, one per library system
- Begin detailed planning for 110 Census Hubs: mapping community partners and understanding branch capacity and language needs
- Begin pre-census promotion and outreach
- Build staff awareness, plan staff training, prepare to include civic engagement and census-related themes into program curricula (e.g. ESOL classes and early literacy programs)
- Plan for the deployment of new technology, according to privacy guidelines
- Prepare materials, in appropriate languages, for general information, programs, and training

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Finalize community-level action plans for each Census Hub
- Recruit and train part-time staff to support Census Hubs (18 part-time employees total, with each part-time employee responsible for 5 Census Hubs)
- Complete training of over 1,000 public service staff
- Connect with community groups to build awareness of libraries’ role in providing Census information and support

Get Out The Count March 12, 2020 – May 15, 2020

- Host National Census Day at all libraries on April 1
- Canvas existing library users and engage program attendees with census information
- Host regular census events and “office hours” at hubs
- Work with community partners to drive census participation
- Reach new individuals through outreach events and activities
- Coordinate with the City and partners to maximize resources and response rates

NYC Libraries Census Specific Programming & Metrics

The New York Public Library

Total Possible Reach (March - July 2019):

- 6,823,523 visitors
- 47,341 programs with 929,796 attendees
- 1,044,465 computer sessions

NYPL will conduct a range of census-related programs during the upcoming 2020 Census period. The goal of these programs is to engage members of the community with information on the library's programs as well as spread awareness about the importance of the census and how being counted supports them, their family, and community.

NYPL will tap into its current ESOL, adult literacy, and new citizens' programming, by raising awareness on the importance of being counted in the upcoming census. Through targeted programming, the libraries will engage immigrants through resources and visual guides on the importance of the census and provide technology to complete the census. For children and young families, we will utilize our Early Literacy programs to facilitate the reading of "We Count." "We Count" is an engaging and informative children's book that focuses and provides census materials to a diverse audience using images and age-appropriate language that speaks to the reader.

- Census Open Hours/Info Sessions: to include open hours and information sessions
- 30 hub branches; 16 weeks (Mid-March - end June)
- Target: 480 programs; 10 attendees per program; 4,800 attendees
- Census Programming: group discussion, discussion panels, town halls, expert-led talks
- We plan to host approximately 50 other programs including some with key partners between now until the end of the census period

Brooklyn Public Library

Total Possible Reach (March - July 2019):

- 3,396,271 visits
- 20,207 programs with 317,057 attendees
- 640,026 computer sessions

Brooklyn Public Library's range of census programming is designed to increase awareness among key historically undercounted demographics and support

Brooklynites during the crucial self-response period. In partnership with the U.S. Census Bureau, 2020 Census job recruitment programming launched systemwide in fall of 2019. In early 2020, BPL will begin scheduling census awareness presentations in key programs across the borough, including story times, other family and youth events, English conversation groups, cultural programming, High School Equivalency (HSE), computer literacy programs, and more. The Library will leverage its network of community partners to co-host census forums in crucial at-risk neighborhoods. Librarian experts will create census tie-in programming in topics like genealogy and business research, civic engagement, computer basics, spam and phishing workshops, and more. BPL's annual "Read Across Brooklyn" event on March 6, 2020 - in which librarians across all locations host a read-aloud story time program using the same book - will have a census theme. Finally, census "Open House" programming will be scheduled on a regular basis at each of BPL's 40 priority Census Hub locations, with dedicated staffing and computers available to help the public complete their census forms.

- Census Open Hours/Info Sessions
- 10 Navigators; 3 programs/week for 8 weeks
- Target: 240 programs; 10 attendees per program; 2400 attendees
- Other census programming: town halls, public programming with a census focus, including story times, computer literacy, lectures
- Target: 250 other programs; 20 attendees per program; 5000 attendees

Queens Public Library

Total Possible Reach (March - July 2019):

- 4,598,348 visits
- 35,976 programs / 697,572 program attendees
- 1,146,645 computer sessions

The Queens Public Library will offer programs on Census 101 to their customers and CBOs. It will also work with children librarians to implement census story time, work with teenagers and youth councils to spread awareness, and work with older adults and homebound individuals to facilitate information about the census. Besides specific programs on the census, the Queens Public Library will have in every marketing material a banner with census information as well as messaging before programs to raise awareness and explain the role of the libraries.

- Census Only Programming:
- Target: 500 programs; 10 attendees per program; 5000 attendees

Labor

With over one million union members in NYC, the labor movement's culture of engagement and activism lends itself to assisting in this massive civic undertaking and will be critical to our goal of increasing self-response rates among New Yorkers. Union activities will fall into three primary categories: educating union members about the importance of the census, a labor-to-labor Get Out The Count campaign to get union members to complete the census, and enlisting union members to participate in outreach activities to encourage the general public to complete the census.

Educating Union Members About the Importance of the Census

NYC Census 2020 will assist unions in crafting messaging that connect the census to issues and funding streams that are most important to their members, and will share sample content and collateral, talking points, infographics, and other materials that unions can incorporate into their regular member communications. Working with the Labor Counts! Census 2020 Complete Count Committee (Labor Counts) of the New York City Central Labor Council, we will encourage every union in NYC to craft a specific member education plan for their members that delivers educational content in the ways that work best for their members.

Labor-to-Labor Get Out The Count

Over decades, unions have honed their practices in getting their members to take action in political and legislative campaigns. For the 2020 Census, those practices can be readily transferred to Get Out The Count efforts, ensuring that all union member households respond to the census.

Working with Labor Counts, we will encourage and support labor-to-labor outreach at worksites and union meetings as well as outreach via phonebanks, textbanks, and email.

Mobilizing Union Members to Help Get Out The Count in Their Communities

In addition to labor-to-labor outreach, union members are also active in their communities and will be instrumental in helping Get Out The Count, including in historically undercounted communities. In addition to asking their members to complete the census, some unions will participate in Get Out The Count activities organized by community partners and NOCCs organized by the NYC Census 2020 field team.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Craft census-related language and design materials (social media posts, collateral, posters, population-specific flyers, templated emails and texts,

- etc.) specifically tailored for specific unions to share with their members
- Work with unions to engage member activists in NOCCs and participate in outreach to the general public in their community

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Unions can begin to disseminate census education materials to their members (via mail, email, text, call, etc.) based on what is effective for each individual union
- Coordinate with unions on engaging with days of action organized by community partners and NYC Census 2020 field team to educate constituents about the importance of completing the census

Get Out The Count March 12, 2020 – May 15, 2020

- Unions will engage in a labor-to-labor Get Out The Count campaign using phonebanks, textbanks, and workplace outreach to persuade union members to take the census
- Some unions to mobilize members to participate in days of action such as textbanks, phonebanks, and community canvassing events organized by community partners and NYC Census 2020 field team to urge constituents to complete the census in the moment

Business and Employers

Working with the City's Small Business Services (SBS) as well as business associations of every variety, we will encourage employers large and small to promote census participation.

While there are opportunities for employers in every community to play an important role in increasing census participation, we will prioritize outreach to businesses that are located in and interact with historically undercounted populations, including bodegas, nail salons, barbershops, check cashing stores, fast food restaurants, pharmacies, and others.

We will be working on ways we can incorporate the census into existing programs that SBS successfully runs like the Business Improvement Districts (BIDs). BIDs have a strong relationship with local businesses and can help be our boots on the ground in neighborhoods, especially those in historically undercounted areas. Chamber On-the-Go brings support and resources right to businesses and we will be making sure staff is trained to incorporate census messaging and materials into on-site visits.

Working with the city's BIDs, borough-based Chambers of Commerce, and industry associations and networks, we will demonstrate to individual business owners how a fair and accurate census matters to their business and the communities in which they operate. We will ask business owners to assist by:

- Educating employees about the census, dispelling fears, and encouraging employees to complete the census
- Asking businesses that have storefront presence or other visibility to post flyers to increase awareness of the census
- Using social media platforms to boost census awareness and urge their followers to complete the census online
- Offering incentives to both employees and consumers who verify that they have completed the census
- Where feasible, using physical space to host a pop-up site where CBOs can provide assistance to New Yorkers seeking to complete the census online

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Identify and reach out to bodega, restaurants/fast food, grocers/retailers and caretaker associations, the Street Vendor Project, and other groups to see how we can incorporate census outreach and messaging at future meetings
- Work with SBS and others to draft messages relevant to business community
- Attend business association meetings
- NYC Census 2020 to attend the next large BID meeting
- Identify BIDs in historically undercounted areas and reach out to them about how the city can work with their members
- Meet with Department of Finance to brainstorm ways they can use their lists to reach out to businesses
- Provide collateral to Workforce1 and Business Solutions Centers
- Train staff at Workforce1 and Business Solutions Centers to talk to clients about the 2020 Census
- Identify ways in which Workforce1 and Business Solutions Centers clients can complete the census during their visits

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Hang posters in business in historically undercounted areas
- Attend Chamber on the Go Events in all five boroughs
- Attend MOIA know your rights town hall for employees
- Prep for pop-up sites in businesses and Workforce1 Centers

Get Out The Count March 12, 2020 – May 15, 2020

- Flyer at transit hubs in hard to count neighborhoods with local pop-up locations
- Day of Action events
- Social media outreach

Faith Leaders and Houses of Worship

With approximately 10,000 houses of worship of every faith and denomination and in every corner of the city, faith-based outreach will be a critical element of the NYC Census 2020 campaign. Roughly three-quarters of all adult New Yorkers are religiously affiliated, and people of color residing in historically undercounted communities are even more likely to be religiously affiliated.

Many of these New Yorkers are constantly moving between the secular and sacred worlds. Each day – in addition to following laws, paying taxes, and earning a living – this contingent prays, meditates, reflects on ancient scriptures, entrusts a spiritual teacher, and is a member of a house of worship. Also among this contingent are those who respect and appreciate faith-based infrastructure yet practice their spirituality outside of a religious institution. During the 2020 Census, the secular and sacred will overlap in a unique way.

Faith-based institutions and their communities are vital aspects of the civic infrastructure of New York City and faith leaders will support census outreach in several ways.

Convening Power

Houses of worship regularly convene diverse constituencies across intersections of ethnic, gender, sexual, racial, socio-economic, national, and religious identities. These sacred spaces convene their communities for a variety of events. In addition to regular worship services, a house of worship may also organize a local food pantry, host sacred text study, administer a substance abuse support group, run a community engagement project, conduct a town hall, run a senior living facility, convene clergy roundtables, and facilitate gatherings for youth and adults. We will encourage and support faith leaders seeking to include communications about the census in these convenings.

Faith Leaders as Trusted Messengers

Historically, NYC faith leaders operate as trusted messengers and mediators who negotiate understanding between city government and local communities. These leaders provide a hyperlocal perspective that call attention to the nuanced needs of residents. Additionally, faith leaders have a history of translating complex

government policy into terms which community members can relate. These leaders also have the benefit of communicating this information in the safety of their house of worship and in native languages.

In addition to their very public-facing role as trusted voices, faith leaders serve as daily confidantes, experts, counselors, connectors, and advocates to their members. In an anti-government climate, a house of worship is one of very few places undocumented residents and others who feel suspicious of or threatened by government will go to seek guidance. Such a perspective is an invaluable asset to achieving a complete census count in New York City.

As with other government programs and opportunities for civic engagement, faith leaders will be called upon to use their platforms as trusted leaders within their specific congregation, broader denomination and affiliation, and throughout their local community to encourage participation in the census.

Congregation-Based Education and Get Out The Count Activities

Faith leaders will be provided materials that are linguistically appropriate and easily tailored to their specific faith, denomination, and affiliation to facilitate incorporating census awareness and Get Out The Count activities into services, sacred gatherings and other programming at houses of worship in all faith contexts. These materials will include toolkits on hosting a “Sanctuary Census” or “Sacred Space Census” event – allowing community members to get more information and respond to the census online or over the phone in the safe space of their own house of worship.

Community-Wide Education and Get Out The Count Activities

In addition to congregation-specific activities, houses of worship will partner with other community-based organizations on activities to promote census awareness and participation throughout NYC neighborhoods. Faith leaders, who are generally already accustomed to public speaking, will be invited to census information trainings and enlisted as Census Ambassadors who can spread awareness of the census in a variety of settings and forums throughout the community and encourage residents to participate. Houses of worship will also be asked to host census information sessions for the broader community. Finally, faith leaders will be called on to organize volunteer days, working in coordination with other CBOs and the NYC Census 2020 field team to ask congregants to volunteer for encouraging neighborhood residents to complete the census through door to door outreach, phonebanking, or textbanking.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Develop Faith Leaders census toolkit
- Identify and initiate outreach to all houses of worship in priority historically

undercounted neighborhoods and census tracts

- Convene interdenominational coalition of faith leaders to spearhead organizing through houses of worship
- Identify all holidays and religious observances across faiths to build strategy for incorporating census activities as appropriate during periods of greatest participation

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Enlist and train faith leaders as Census Ambassadors with a goal of providing training to over 250 faith leaders to serve as Census Ambassadors in their neighborhood
- Disseminate faith leaders census toolkit and enlist 1,000 houses of worship that agree to participate in census awareness activities with their congregation
- Organize two faith weekends of action, each with over 250 houses of worship participating in census education activities with their congregations

Get Out The Count March 12, 2020 – May 15, 2020

- Organize two faith weekends of action focused on conducting Get Out The Count activities within houses of worship, including providing assistance immediately following services, with goal of 500 houses of worship participating
- Organize one faith weekend of action focused on mobilizing faith leaders and their congregants to participate in community outreach via canvassing, phonebanking, or textbanking to encourage New Yorkers to complete the census, with a goal of at least 250 houses of worship participating

Elected Officials

New York City is represented by more than 150 elected officials, and the goal of our campaign is to bring awareness to the importance of the census and attention to the work of NYC Census 2020, while also activating each elected official's network to engage in census outreach.

Public Awareness, Education, and Marketing Activities

Elected officials are trusted voices in their communities, and they are uniquely able to elevate public awareness about the upcoming census. Our campaign will equip elected officials with census facts, data, materials, and support, so they can incorporate census messaging during their interaction with constituents throughout their districts. We will leverage elected officials' direct-to-constituent

communication channels by asking each elected official to include census-specific messaging in their newsletters, on their social media channels, in their district offices and in the course of their offices' outreach to constituents on civic engagement topics such as participatory budgeting.

Elected officials will be kept abreast of developments that may require rapid response and participate in rapid response communications and events accordingly.

Elected officials will be asked to identify staff members in their offices to be trained as census assistance providers and to offer constituents the ability to complete the census online in their district office.

Participation in Outreach and Get Out The Count Activities

Every elected official will be asked to designate at least one staff member to be trained by our campaign as a Census Ambassador. These staff members – in addition to the elected officials themselves – will be able to attend events, address groups, and otherwise go places where constituents congregate to speak to the importance of completing the census, dispel fears, and encourage constituents to complete the census during the self-response period.

Elected officials will also be encouraged to convene Complete Count Fund awardees and NOCC volunteers in their districts and/or boroughs to encourage and maximize coordination and share information and best practices.

Elected officials will also help recruit volunteers to participate in field outreach either in partnership with a local community-based organization leading outreach in their community or through the NYC Census 2020 volunteer NOCC program. This will be done both through dissemination of information about getting involved in census outreach through their offices' regular channels, as well as by hosting at least one teach-in or census town hall event and incorporating census outreach recruitment in regular events they hold in their district.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Secure locations for 50 computer stations in district offices for New Yorkers to complete the census during the Get Out The Count phase
- Identify and train 100 district staff to provide information to encourage participation and assistance to New Yorkers seeking to complete the census
- Enlist 100 staff and community leaders to serve as Census Ambassadors
- Recruit hundreds of NOCC volunteers to support outreach efforts during Get Out The Count phase
- Host or co-host at least 15 teach-ins and census town hall events in partnership with CBOs and NYC Census 2020

- Identify strategic locations in elected official districts to perform outreach activities
- Assist in recruiting businesses to support census campaign, for example by committing to encourage employees to complete the census and posting census collateral in their place of business

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- At least 50 elected officials to participate in four or more coordinated social media days of action to educate community leaders and constituents about the census, encourage participation, and dispel fears
- Host or co-host an additional 10 teach-ins and census town hall events in partnership with CBOs and NYC Census 2020
- Organize 25 phonebank, textbank, or community canvass events in partnership with CBOs and NYC Census 2020 field team

Get Out The Count March 12, 2020 – May 15, 2020

- Organize 25 phonebank, textbank, or community canvass events in partnership with CBOs and NYC Census 2020 field team
- At least 50 elected officials to participate in four or more coordinated social media days of action to help Get Out The Count

Complete Count Committees

The United States Census Bureau (USCB) has invited government and community leaders to create Complete Count Committees (CCCs), which are tasked with encouraging census response in their communities. The largest CCCs in the city are boroughwide in scope and are led by the city’s borough presidents, while smaller CCCs also have formed or may form based on geographic and/or other community identities. As public assemblies aiming to increase census awareness and participation, CCCs present an opportunity to engage and collaborate with New Yorkers who are independently energized about census participation.

Those CCCs which operate independently from elected officials will be mobilized to join and support the NOCCs in their geographic location. CCCs will strengthen NOCCs by lending their resources and additional community level expertise. Moreover, NOCCs and CCCs will be asked to host a minimum of one teach-in collaboratively and will be equipped to act as vehicles for information dissemination, with the goal of ultimately driving more people to complete the census. CCCs will also be invited to participate in days of action and other canvassing opportunities.

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Promote NOCCs as an avenue for CCC members to volunteer in coordinated census outreach activities, with a goal of recruiting 250 NOCC volunteers
- Promote teach-ins and events organized by elected officials, CBOs and NYC Census 2020 field organizers
- Identify and enlist 50 Census Ambassadors to attend events, address groups, and otherwise go places where constituents congregate to speak to the importance of completing the census

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Continue to promote teach-ins and events in partnership with elected officials, CBOs, and NYC Census 2020 field staff
- Participate in citywide Day of Action organized by CBOs and NYC Census 2020 field team to educate constituents about the importance of completing the census

Get Out The Count March 12, 2020 – May 15, 2020

- Participate in citywide Day of Action organized by CBOs and NYC Census 2020 field team to urge New Yorkers to complete the census



Courtesy of NYC Census 2020

DATA & TECHNOLOGY

WHAT IS THE GOAL?

To equip campaign partners with sophisticated tools that improve effectiveness of outreach, improve targeting, and reduce duplication so we can collectively contact the largest number of New Yorkers, especially in historically undercounted communities.

HOW ARE WE DOING IT?

Campaign partners will use a suite of tools that integrate with a master database to target outreach, track results, and share information -- all while protecting security of data.



Tracking

Campaign partners will use a shared database to create lists of New Yorkers in their geographic area to whom outreach should be directed. Partners will enter the results of outreach into the database to record which households were contacted and which self-responded to the census.



Analysis

During the Get Out The Count phase of the campaign, NYC Census 2020 will track data and compare it with the U.S. Census Bureau's "Response Outreach Area Map" which provides real-time data on self-response rates at the census tract level.



Collaboration

Partner organizations will be able to upload data from their own organizations into the database and will be able to export lists of individuals whom their organization specifically contacted over the course of the campaign.

WHAT ARE THE TOOLS?

The tools will consist of a combination of hardware and software that are each fully integrated with the main database.



Database

We will utilize an outreach management system that campaign workers and volunteers will use to prioritize and track their outreach to individual households. This database will come with a baseline data set of roughly 6.5 million adult New Yorkers and roughly 2.2 million cell phone numbers.



Texting

We will utilize a peer-to-peer texting app that interacts with our database and allows outreach teams to hold text-based conversations with millions of New Yorkers.



Events

We will utilize an events-based platform to facilitate volunteer management, event scheduling and attendance tracking.

DATA AND TECHNOLOGY

Achieving our ambitious goals and ensuring coordination of outreach efforts among a wide range of diverse stakeholders will require us to utilize sophisticated tools and a data driven approach to tracking outcomes. Meeting the data and technology needs of the campaign will also require that we equip volunteers and community-based partners with the tools they need to succeed while remaining hyper-vigilant about protecting New Yorkers' personally identifiable information.

Programmatic Needs

- Individual data (contact information, addresses, demographic identifiers) for the roughly 6.5 million adult aged individuals living in over 3 million occupied households of NYC
- Aggregate data (at the census tract/block levels) for identifying areas for targeting
- Outreach management software to distribute assignments to organizers and volunteers, and to track engagements across various methods (door-knocking, phone calls, peer-to-peer texting, and events)
- A system to track “inreach” made by partner service providers working with specific populations sensitive to data collection (i.e. domestic violence survivors, undocumented immigrants), while protecting individually identifying data
- A system to aggregate metrics from across separate systems and datasets, that can be used to track percentage to goal per metric, and compared with the live form submission counts from the Census Bureau, to evaluate what’s working and what’s not, and where to reallocate resources
- Individualized, interactive dashboards for each team/stakeholder to track key performance indicators with automated reporting on daily, weekly, and monthly intervals
- An interactive map on our website to engage users and encourage form submissions and volunteer sign-ups, with layers showing pop-up census assistance centers
- Print and digital versions of 2010 initial return rates by borough, neighborhood, city council district, state assembly district, state senate district, congressional district, as well as ad-hoc custom geographies, for presentation purposes
- An internal, interactive map for team members to visualize the city with different lenses, overlaid with outreach events and activities

Tools and Software

Database

The campaign will utilize an outreach management system for storing, filtering, and assigning targeted lists for outreach (to door-knockers, phone-bankers), and recording those results. Field management staff and outreach captains from partner organizations will be able to use the system to assign lists of potential census takers to their team members to reach out to. Phone-bankers will be able to log into their own accounts, load up the virtual phone-bank, see on their screen who they're about to call, the phone number to call, what to say and ask, and mark down how the call went, such as whether or not the person filled out the census and if they're interested in volunteering to help get the word out.

We will also use a mobile app that comes with the outreach management system and allows for door-to-door canvassing assignments to be distributed to smartphone users and for canvass results to be recorded directly after an interaction. Door-knockers will be able to log into their own accounts and, using their phone's GPS, find their way to the next nearest person we need them to talk to and record the result of the conversation, if it happened.

Texting

Campaign volunteers and outreach workers will have access to a peer-to-peer texting app for sending SMS and MMS messages that integrates with our database, enabling our volunteers and outreach workers to quickly send personalized, scripted messages and engage with New Yorkers in their turf. Our partner organizations will also be able to use this tool to communicate directly with their own members and constituents.

Events

Finally, partners will be able to utilize an events-based communications platform, designed to integrate with the database to facilitate volunteer management, including recruitment, event scheduling, and attendance tracking. Like an EventBrite for campaigns, it provides public-facing portals (through a mobile app and web app) for initiatives and organizations to share and collaborate on building capacity for events. Using their own organizational accounts, our partners will be able to share NYC Census 2020 events on social media and directly to their own members over SMS. Volunteers will be able to sign up for their own accounts, register directly in the events management tool for their nearest available event, and share how they're getting involved on their own social media accounts and with their own contact lists.

Data

As a baseline, our database will be loaded with a commercially available dataset which contains information on roughly 6.5 million adult aged individuals living in New York City, including roughly 2.2 million “Verified Cell” phone numbers. Using address data, we’ll be able to geocode and tag individuals with their NOCC (Neighborhood Organizing Census Committee), to assign lists of potential census takers to the trusted messengers best suited to talk to them about it.

Starting March 12, 2020, the Census Bureau will release daily breakdowns of form submissions by census tract through the ROAM (Response Outreach Area Mapper) API. Since the boundaries of our NOCCs are built out of clusters of census tracts, we will be able to utilize these daily breakdowns to compare with NYC Census 2020 related activities (forms completed, the work done by our field team and our CBO partners, activity from geofenced social media campaigns, etc.), and ultimately, our percentage to goal.

By identifying areas of growth and stagnation in form submissions over time and comparing it with outreach activities, we can figure out what’s working, what’s not, and where to reallocate resources, to evaluate how we can get to our goals. To do so, we’ll need to keep track of metrics from systematically different aspects of our program and store them on a unified database.

Metrics and Tracking

Direct contact with individuals, volunteer recruitment activities, event attendance, and any data on the individuals we encounter, will be managed on or ultimately stored on our database. Peer-to-peer texting results will be synced back to the database. Likewise, our events management tool will be used for event recruitment, attendance tracking, and volunteer retention, the results of which will also be synced back to the database. Using fine-grained permissions to lock down accounts and silo data, partner organizations will be able to upload their own lists and keep track of outreach within their own constituency, while ensuring that their data is protected from any unauthorized use.

Dashboards and Reports

With all the data in a single database, we’ll be able to create interactive dashboards that stakeholders can use to compare operational input with the output (forms submitted to the Census Bureau). For partner organizations, they’ll see metrics relevant to their work and in their turf, allowing them to compare their outreach or inreach activities with mission-critical metrics, such as percent-to-goal. To foster a little friendly neighborhood competition, they’ll see how they’re faring compared to other organizations and other areas.

The data in these dashboards will also serve as the basis for personalized automated reports to relevant stakeholders. For instance, partner organizations will receive weekly emails reporting on the activities we're seeing from them, how well it's translating into forms submitted, and if we're missing information from them, reminders to submit their update.

Data Access, Security, and Permissions

Thanks to fine-grained controls for permissions-based accounts, the lists uploaded and work done by the partner organizations participating in our outreach program will be kept separate from each other. Each partner organization will effectively be able to work on their own turf and reach out to their own members and constituents, while their data remains siloed from each other. They'll be able to create volunteer and outreach worker accounts that don't have permissions to export data, but will be able to collaborate on outreach efforts.

Partner organizations will be able to export the work they've done with the people in their network and turf, along with the history of interactions and results. Aside from aggregate operational metrics, no organization will be able to export data, especially personally identifiable information, outside of this scope.

Protocols Regarding Partner Organizations

We're enlisting the help of over a hundred partner organizations through the Complete Count Fund awardees among others. To reach as many people as possible, we need to avoid the duplication of effort in data entry and the accidental outreach to the individuals that may exist in multiple lists across different partner organizations.

The following protocols are designed to avoid the logistical issues that arise from such a massive collaborative effort, while still protecting the information shared by our partners:

- All partner organizations participating in our outreach program are required to use the City's database, and each organization will be provided with their own account(s) that are tied to this database
- All partner organizations working on inreach are required to submit metrics on the work through an online form
- Partner organizations are free to use their own data and lists, provided they upload the data through their account(s) with the City's database and use it to keep track of outreach
- The City will work with partner organizations to ensure they have access to the resulting data from their work, including outreach made to individuals
- The data and tools made available to partner organizations from the City are

restricted in that they cannot be sold, used to re-disclose information without permission, used for fundraising or marketing purposes, or used for partisan political activities

Timeline

Capacity Building Phase January 1, 2020 – February 29, 2020

- Establish data privacy, sharing, and retention protocols, and execute agreements between NYC and all partners utilizing database and constituent contact tools
- Create data entry and reporting protocols to ensure uniform entry of data and regular and consistent reporting of key metrics from all entities engaged in outreach
- Complete procurement of database and constituent contact tools
- Complete procurement of hardware for libraries, NYC Census 2020, and Complete Count Fund awardees
- Provide in-depth training to the lead technology liaison at each Citywide Partner organization and each organization funded by the CCF
- Support and facilitate technology trainings for staff and volunteer leaders at all organizations that will be funded to conduct outreach using the tools that the City is procuring
- Continue to enhance data in database

Education and Persuasion Phase February 1, 2020 – March 31, 2020

- Produce regular reports on key metrics from outreach
- Analyze results of outreach to identify gaps in outreach

Get Out The Count March 12, 2020 – May 15, 2020

- Produce regular reports on key metrics from outreach
- Analyze results of outreach, including daily comparison of internal data with the Census Bureau's tract level real-time self-response rate tool to identify gaps in outreach

PHASE FOUR

Ongoing Activities During the Census Bureau's Nonresponse Follow-Up Operation ("NRFU")

Our campaign plan has identified three phases starting in January with a focus on capacity building, through February and March with a focus on education and persuasion, and a Get Out The Count phase from mid-March to Mid-May. We are dedicated to increasing self-response prior to the launch of the U.S. Census Bureau's Nonresponse Follow-Up Operation (NRFU) consisting of door-to-door enumeration. This strategy is grounded in the reality that self-response is historically more accurate than responses provided to Census Bureau enumerators.

However, our work will continue throughout the spring and summer of 2020, coinciding with the work of the Census Bureau's census enumerators. Some of our tactics and messaging may shift, but this fourth phase of our campaign is still vital to New York City's success in generating a fair count of our population.

The Census Bureau begins NRFU around mid-May which will run through the end of July. During this period, census-takers, known as enumerators, will be knocking on doors of residences for which no response has been logged.

The commencement of NRFU does not mean the wind-down of our operations. In fact, it is critical that our work continue during this period in order to have as full and as accurate a count as possible.

Why Continue Our Work During NRFU?

As part of NRFU operations, enumerators delete vacant or non-housing units from the Census Bureau database of addresses. People may well be living in these units, despite their status, and we cannot rely on enumerators to successfully count those residents. Certain communities, such as immigrant communities and other communities with a historic distrust of the federal government, will not open their doors to a Census Bureau enumerator.

After three attempts at an in-person enumeration, enumerators can obtain information from a proxy – a neighbor, a landlord, a letter carrier, etc. Information obtained from proxies is far less accurate than information provided through self-response.

The Census Bureau estimates that the self-response rate will be 60% nation-wide in 2020. That means enumerators are expected to visit 40% of households across the

USA. That's a tall order. The fewer households the Census Bureau has to visit, the easier it will be for them to follow-up with all non-responders and achieve a full and accurate count.

The good news is that as a result of the Census Bureau tracking responses in almost real-time with a continuously updated ROAM map, if a household self-responds during NRFU, the Census Bureau can tell – allowing for efficient use of enumerators.

Campaign Changes During NRFU

That said, there will be some changes for NYC Census 2020 during NRFU. In order to minimize confusion on the part of residents, there will be no door-to-door canvassing during NRFU. This allows for clear messaging that anyone knocking on the door during this period is an enumerator (community events, textbanking, and phone-banking can continue).

Messaging on the importance, safety, and ease of filling out the census will continue but will be tweaked as appropriate:

- Messaging will encourage people to respond in a way they are comfortable: online, paper, phone, or in person
- For certain communities such as those that are unlikely to open the door to an enumerator, messaging should remain focused on encouraging people to self-respond and on emphasizing that it isn't too late to make a difference

The Census Bureau's ROAM map will be used to identify neighborhoods with low response rates to deploy targeted resources ("flood response") including:

- Community events
- Increased visibility in the community such as flyering and leafleting including working with local community spaces such as laundromats, delis, barbershops, and hair salons to put up posters or allow for other collateral to be prominently displayed
- Mobile assistance centers
- Increased internet access points
- Targeted, community-based messaging and advertising
- Digital organizing that includes social media ads in a geotagged location

Criteria to determine which areas need a flood response will be developed during the self-response phase and will be continuously monitored. CBOs will be requested to aid in the deployment of messaging and activation of flood responses during NRFU.



Courtesy of NYC Census 2020



Courtesy of NYC Census 2020

WHAT WE LEAVE BEHIND

A successful Get Out The Count campaign will positively impact New York City for the next decade by ensuring that the City receives the funding for programs and services on which millions of New Yorkers depend, as well as by protecting our fair representation in Congress and the Electoral College.

Additionally, the way we conduct this campaign will have long-term benefits for communities across New York City by strengthening the social and civic fabric of the city - including strengthening the capacity of community-based organizations and activists to shape the city's future through the tools of civic engagement and organizing.

The NYC Census 2020 campaign provides basic building blocks for future civic activity for both individuals and organizations. Teach-ins include civic education about the workings of government and how federal dollars impact individuals and communities. The Get Out The Count work begins with training on standard organizing tools: talking to people about why the census matters, running a phone bank or texting program, and conducting a street outreach program. Beyond the training, people will use organizing technology tools to encourage friends, neighbors, and strangers to participate in the census. Some will learn how to record all this information in our database. People with experience using these tools will be valuable for nonpartisan Get Out The Vote efforts during the 2021 citywide elections. Finally, through participation in this work, people and organizations will be introduced to a network of organizations and City agencies committed to overcoming census participation roadblocks.

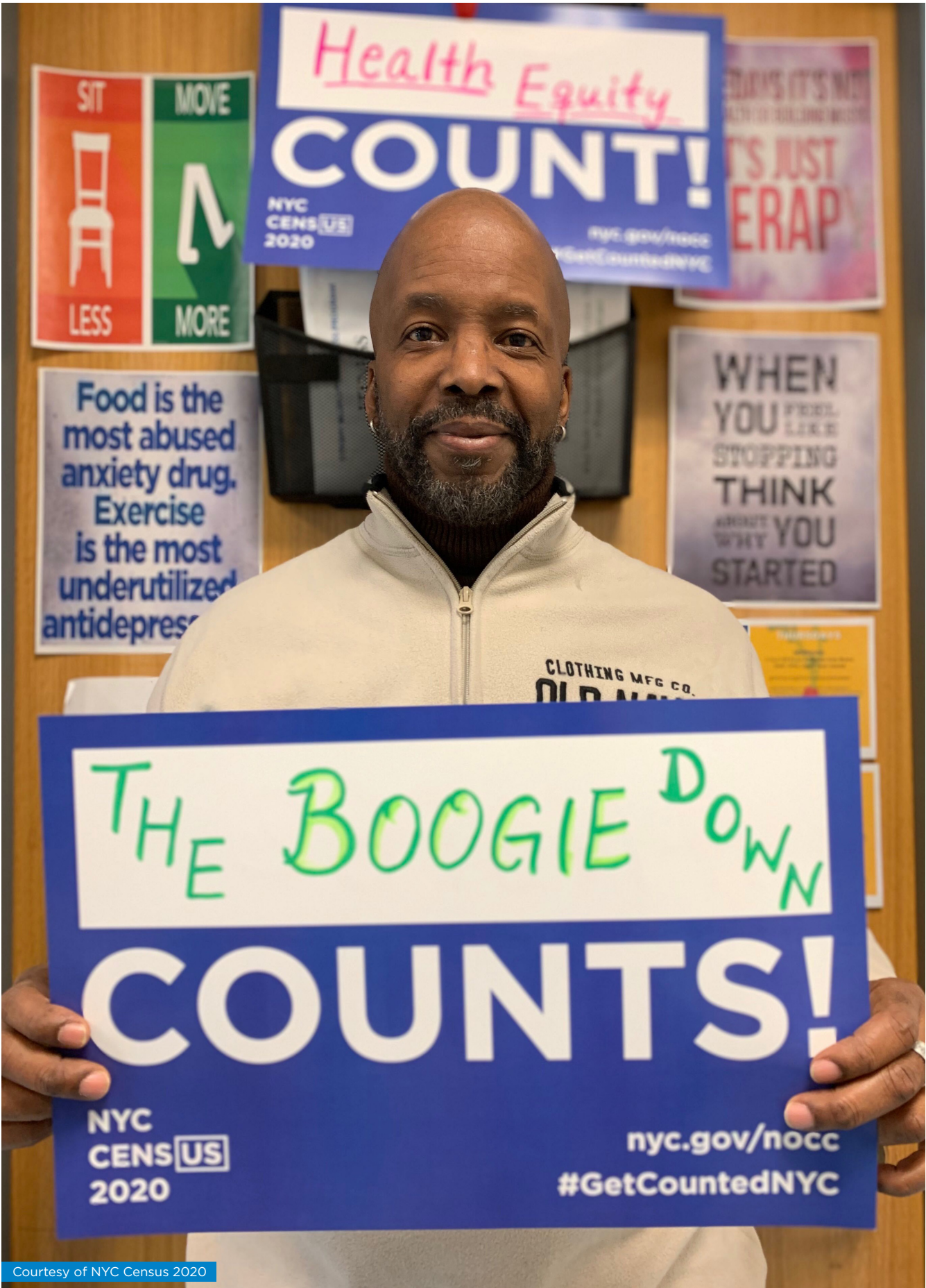
As a result of this campaign, thousands of New Yorkers will develop skills that can be utilized beyond the census to urge fellow New Yorkers to take action in a myriad of other contexts, making their communities more effective in advocating for their needs - and in so doing, ensuring that government decisions are reflective of the perspectives of all communities.

Thousands of New Yorkers will receive training in specific technologies and tools that can make them and their organizations more effective in mobilizing their constituents at a greater scale than they have previously experienced. Community-based organizations that partner with NYC Census 2020 will determine which of these tools are most valuable to their own work beyond this campaign and how best to sustain their capacity to utilize those tools.

Through our partnership with CUNY, we will evaluate the effectiveness of various outreach tactics and messages over the course of the campaign. While that evaluation is intended primarily to provide real-time feedback that can help inform strategic decisions during the Get Out The Count phase of the campaign, many of the conclusions of that evaluation will be informative for participating organizations and organizers for their own future work.

Our campaign will carry a message of inclusion to every corner of the city. Our success depends largely on cultivating the belief that everyone's voice matters and that by taking action everyone can make a difference in the lives of their family members, their community, and their city. In fact, our success hinges on spreading that belief especially among those who feel alienated from, mistrustful of, and even threatened by government.

Finally, at the conclusion of the campaign, we will invite and encourage the thousands of volunteers who took time to talk to their fellow New Yorkers about the census to stay active in their community. We will offer those individuals the opportunity to maintain their involvement by becoming active in one or more of the Citywide Partner organizations or community-based organizations supported by the Complete Count Fund. Campaigns like ours succeed in part because they find a way to spark interest and involvement from people who have not previously taken action or participated in the civic life of their community. We believe that it is critical to ensure that those new activists not only learn the tools and skills to be effective in this campaign, but that they also find a lasting organizational home where their activism can be nurtured and sustained.



Courtesy of NYC Census 2020

GLOSSARY

Census Ambassador

A trusted community leader who has been identified, enlisted, and trained to help raise awareness of the census and recruit volunteers by speaking at teach-ins, community events, and other settings.

Census Manager

A staff member who oversees the work of a Complete Count Fund awardee. Census Managers hired or designated for this work must spend no less than 50% of their time solely dedicated to census outreach and education.

Census Tract

The smallest geographic unit for which population data is collected and maintained by the U.S. Census Bureau.

Citywide Partner (CWP)

One of 14 organizations that received funding from the New York City Council to collaborate with the City's census office to advise on campaign strategies and tactics.

Complete Count Fund (CCF)

An awards program, funded by the NYC Census 2020 Office and New York City Council and administered by the City University of New York, to support census outreach and education in all five boroughs of New York City.

Get Out The Count (GOTC)

A citywide civic mobilization to ask New Yorkers to complete the census once the self-response period begins and people can self-respond online. Get Out The Count is the third of three phases that make up the 2020 Census campaign.

Inreach

The act of engaging with one's existing membership, clientele, and/or affiliates in order to educate those parties about the 2020 Census and encourage participation in completing the census.

Multicultural Media

Media outlets serving ethnic communities in NYC, often in their native languages. NOCC: Neighborhood Organizing Census Committee - the primary organizational structure of the outreach program in each of the neighborhoods where outreach will be prioritized. NOCCs are clusters of census tracts.

NRFU:

The U.S. Census Bureau's Non-response Follow-up operation (NRFU) that takes place between mid-May and the end of July.

NYC Census 2020

The City of New York's Census Office established by Mayor de Blasio in January 2019 to ensure a complete and accurate count of all New Yorkers in the 2020 Census. The office includes staff dedicated to field operations (Field Team), communications (Communications Team), and other staff to support the work of Complete Count Fund awardees, city agencies, and other partners.

Outreach Worker

Someone employed either part-time or full-time by a CBO to conduct outreach using the tactics described in the plan.

Pop-up Center

A temporary, organized space designed for educating NYC residents about the census and providing technology for NYC residents to self-respond to the census.

ROAM

The Response Outreach Area Mapper is an application developed by the U.S. Census Bureau to make it easier to identify hard-to-survey areas as well as provide socioeconomic and demographic characteristic profiles of those areas.

Self-response

The act of completing the census by mail, by phone, or online. Households that do not self-respond will be counted by the U.S. Census Bureau's door-to-door enumerators. Self-response rate is the percentage of occupied housing units that self-respond to the census.



Courtesy of NYC Census 2020



Courtesy of NYC Census 2020



Bill de Blasio
Mayor



Julie Menin
Director

2020

nyc.gov/census