



STRATEGIC PLAN

General and Implementation

City and County of San Francisco
Office of Civic Engagement & Immigrant Affairs/CAO-GSA
San Francisco Complete Count Committee
January 1, 2010

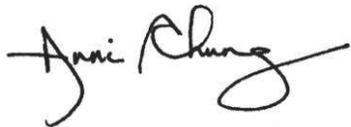
SF COUNTS: Our People, Our Voice, Our Future

There are less than 90 days before the official start of the decennial census count. A snapshot of the nation's people will be taken by the U.S. Census Bureau on April 1, 2010. The Census affects our daily lives in numerous ways and is how our country makes decisions about the allocation of resources and local representation.

Much is at stake for San Francisco in the 2010 Census. As a place of diversity and refuge with one of the nation's highest density rates and a large number of hard-to-count populations, San Francisco's unique situation poses many challenges and opportunities for an accurate, fair and inclusive count. For many San Francisco residents, particularly the most vulnerable, the 2010 Census will be the first opportunity for civic participation and creating voice. Regardless of race or immigration status, each resident's participation is vital to making sure that our communities get their fair share of federal funds for schools, roads, parks and other services. The 2010 Census matters because every San Francisco resident matters.

Since May 2009, the San Francisco Complete Count Committee and the City and County of San Francisco Office of Civic Engagement & Immigrant Affairs have been working closely with community organizations and the U.S. Census Bureau to prepare and plan for the 2010 Census.

We are inspired by the political and community will to ensure that San Francisco receives its fair share and achieves a complete count. From the Mayor to elected officials and local leaders, city agencies, employees, businesses, community-based organizations and volunteers, the investment of time, resources and funding are a down payment on our collective future.



Anni Chung
Co-Chair
SF Complete Count Committee



Andrea Shorter
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I. EXECUTIVE SUMMARY

A community is democratic only when the humblest and weakest person can enjoy the highest civil, economic, and social rights that the biggest and most powerful possess.

A. Philip Randolph, "Why Should We March?" (1942)

In this 21st century Knowledge Economy, the functioning of our nation is based on statistics—about people, about businesses, about natural resources, about physical infrastructure, about all the elements that make up a complex, post-industrial society. We have a capitalist economy and a representative democracy. The strength of our capitalism depends on the effective allocation of economic resources. And the strength of our representative democracy relies on the equitable geographic distribution of political power. The foundation of effective resource allocation and equitable representation is accurate numbers.

Andrew Reamer, The Brookings Institution (2006)

The decennial census is a count of everyone living in the United States and is mandated by the U.S. Constitution. The census was first conducted in 1790 and has been carried out every 10 years since then. The census is like a snapshot that defines who we are as a nation. Participation in the census is required and personal information shared during the official count is protected by federal law. Every man, woman and child, people of all ages, races, ethnic groups, citizens and non-citizens, residing in the United States, including all 50 states, the District of Columbia, Puerto Rico and the Island Areas are counted. By law, the Census Bureau must complete the 2010 count and submit state population totals to President Obama by December 31, 2010.

WHY THE CENSUS IS IMPORTANT

An accurate count of the population is critical to every jurisdiction. The census affects our voice in Congress, decisions and priorities for community services such as roads, schools, elderly care and employment centers, and our fair share of over \$400 billion in federal funds distributed each year for over 158 federally assistance programs (\$4 trillion dollars over the next decade).

Data from the census and other federal surveys determine the shape, size and makeup of communities down to the neighborhood level. Census data impact decisions that affect the everyday lives of residents, such as where to open new stores and banks or where to build homes, schools and roads. Civil rights advocates use census data to measure compliance with policies; community

organizations use census data to demonstrate need. With the passage of legislation such as the 2008 Proposition 11 in California, the census count will be used to determine redistricting decisions that affect local communities and shape the implementation of federal regulations for programs such as employment and housing. Redistricting efforts combined with 2010 Census results will redefine who we are as a city, state and country with huge impacts on our economy and our representation at all levels of government.

CHALLENGES AND OPPORTUNITIES FOR SAN FRANCISCO

The 1990 Census was considered to be one of the least successful counts on record, with numerous lawsuits and controversy over the results. In comparison, significant resources in a strong economic environment and an emphasis on outreach, particularly to hard-to-count (HTC) populations, resulted in a much more successful 2000 count. Despite this effort, a 2008 Social Compact Economic DrillDown Study¹ revealed that San Francisco's undercount in the 2000 Census was estimated to be more than 100,000. Most of the undercount was with historically HTC populations, including homeless, children, young adults, renters, immigrants, monolingual communities, and linguistically, socially or economically isolated individuals. The estimated undercount translates to a loss of over \$30 million in funding per year for the City (a loss of over \$300 million over the past decade).

Since 2000, the social, political and economic landscape has dramatically changed, as priorities for the nation have shifted and the population has become far more diverse and dispersed. Given the post-9/11 environment, effects of the Patriot Act on civil liberties, growing anti-immigrant sentiment, and increased immigration enforcement activity, there is a great deal of fear and distrust of government authority and increasing concern over confidentiality and privacy of information. Compounding this is the economic crisis felt at every level of government and in every neighborhood and community, as loss of jobs, homes, and economic stability has made it even more difficult to accurately find and count every person.

In many immigrant or low income communities, language barriers, mistrust, or fear of government will make it extremely difficult for the Census Bureau to convince residents to participate—the value of participation may be lost on vulnerable individuals facing insurmountable social divides and barriers. It will take local community-based leaders and trusted voices to convince residents to participate in the census.

¹ *San Francisco Neighborhood Market DrillDown: Catalyzing Business Investment in Inner City Neighborhoods*, The Social Compact, Inc., March 2008, study supported by the City and County of San Francisco, Mayor's Office of Community Investment (formerly MOCD). Social Compact is a national not-for-profit corporation led by a board of business leaders whose mission is to help strengthen neighborhoods by stimulating private market investment in underserved communities. Social Compact accomplishes this through its Neighborhood Market DrillDown analytic tool, developed to accurately measure community economic indicators, and provides this information as a resource to community organizations, government decision makers and the private sector. Social Compact is at the forefront of identifying the market potential of underserved neighborhoods and believes that a public private partnership that involves community members and leverages private investment is the most sustainable form of community economic development.

The U.S. Census Bureau estimates that more than 30 percent of the California population has been deemed Hard-to-Count (HTC).² San Francisco ranks 10th in the State and is among the top 50 counties in the nation with the highest HTC population. With high density rates, a large number of single room occupancy units (SROs), group quarters, and non-traditional or undocumented dwellings coupled with a diverse population and large number of historically undercounted, vulnerable or underserved communities (people of color, low-income, immigrant, homeless, and more), the task of accurately counting every single resident seems insurmountable.

The stakes are even higher now- the Brookings Institute released preliminary results of a study in December 2009 showing San Francisco's per capita expenditure from federal assistance programs reliant in whole or part on decennial census data for funding formulas currently at \$3,862.³ That pays for senior meals, Head Start, criminal justice programs, Section 8 housing, renters assistance and a host of other services from at least 158 federally funded programs.

San Francisco's current population is estimated by the U.S. Census Bureau to be nearly 810,000. Since annual population estimates are adjusted based on the decennial census count and the City has lost ground over the last decade, it is absolutely critical in the current economic environment that we achieve the highest count possible in 2010.

While lack of state and federal funding and resources will make the 2010 Census Count challenging, there is also tremendous opportunity to mobilize the city's community and neighborhood networks, and to apply new, creative and strategic approaches to ensuring a complete, accurate and inclusive count of all San Franciscans. Full participation in the 2010 Census will benefit clients, constituents and all residents of San Francisco.

² Derived by U.S. Census Bureau demographic indicators such as poverty, educational attainment, unemployment, language and housing indicators such as rentals, crowded housing and multi-unit buildings.

³ *Federal Assistance Programs Reliant in Whole or Part on Decennial Census Statistics to Distribute Funds, Fiscal Year 2008 (Update #2 - Jan. 2010 - The Brookings Institution - Preliminary Data)*

II. BACKGROUND

In March of 2010, census forms will be delivered to every residence in the United States and Puerto Rico. There will only be 10 short survey questions and respondents are asked to mail forms back in postage-paid envelopes provided along with the forms. Non-respondents may receive visits from sworn-in census takers who will ask the questions from the form. The majority of the country will receive English-only materials. Households in areas with high concentrations of Spanish-speaking residents may receive a bilingual (English/Spanish) form. Thanks to efforts led by San Francisco's Complete Count Committee (SFCCC) and City Leaders, bilingual advance letters will be provided in five non-English languages (Spanish, Chinese, Korean, Vietnamese, and Russian), thus reversing the Bureau's earlier decision to send advance letters in English only.

Preparation

Early preparations for the 2010 Census began in late 2008 when San Francisco officials led by the City Administrator developed relationships with the U.S. Census Bureau Regional Office. In January 2009, Mayor Gavin Newsom appointed the City's 2010 Census Director and established the Office of Civic Engagement & Immigrant Affairs (OCEIA), a division of the City Administrator/General Services Agency charged with a broad range of responsibilities, including overseeing the 2010 Census, immigrant integration, the Immigrant Rights Commission, language rights and services, and civic engagement initiatives. As a start-up office, OCEIA quickly gained momentum.

Executive Order 09-02

Issued by Mayor Newsom on May 27, 2009, Executive Directive 09-02 established the SF Complete Count Committee and mandated all departments and agencies to cooperate and work closely with the Office of Civic Engagement & Immigrant Affairs to ensure an accurate, fair and inclusive count of San Francisco's population. The 25-member Complete Count Committee of business, labor, community and nonprofit leaders was tasked with helping San Francisco develop strategies and approaches to reach San Francisco residents, particularly the City's historically hard-to-count populations. With leadership from the Board of Supervisors and the Mayor's Office, a budget was quickly developed and approved for San Francisco's complete count efforts.

Planning Efforts

Over a six-month period beginning in July 2009, San Francisco convened six planning meetings with the complete count committee to begin preparing for the 2010 Census Count. Concurrent planning sessions were held with City department and agency representatives and community-based partners. The City also convened a series of seven stakeholder focus groups through the San Francisco-based Wildflowers Institute to determine specific needs and strategies to reach historically hard-to-count populations. From these combined efforts a set of strategic approaches were defined to reach all residents of the City and County of San Francisco.

III. VISION, MISSION & OUTCOMES

VISION:

Residents from all communities in San Francisco are informed, engaged, participating fully in the democratic process and contributing to San Francisco's overall success.

MISSION:

Mobilize and educate the public to ensure an accurate, fair and inclusive count of San Francisco's population during the 2010 Census.

CORE VALUES:

- Respect for community-based expertise
- Respect for diverse leadership; both formal and informal, traditional and non-traditional
- Inclusiveness and multiculturalism
- Partnership and collaboration

DESIRED OUTCOMES:

- A successful and accurate count of San Francisco's estimated 810,000 residents.
- A 70-75% initial questionnaire mail response rate, exceeding the U.S. Census Bureau's target of 65%.
- A 75% or more reduction in the undercount
- Momentum and a sense of a united San Francisco where all residents feel valued and included in the 2010 Census effort.
- Maximized federal funding to the City and County of San Francisco.

IV. SF COUNTS GOALS AND OBJECTIVES

#1 EFFECTIVE PUBLIC EDUCATION AND OUTREACH

Identify and successfully develop effective approaches for informing and educating the general public about the importance of the 2010 Census to San Francisco and to its communities and people.

#2 CITYWIDE MOBILIZATION AND CALL TO ACTION

Motivate and inspire all residents to be counted and to participate fully in the City's Complete Count effort by taking personal leadership and encouraging their family members, friends and neighbors to do the same.

#3 OPEN ACCESS TO FULL AND INCLUSIVE PARTICIPATION

Identify barriers to participation for historically undercounted communities in San Francisco. Develop effective solutions and street-smart outreach strategies tailored to their issues and needs that allow for full and inclusive participation.

#4 EFFICIENCY AND EFFICACY

Ensure that the City's outreach efforts are effective and efficient by:

- Identifying city and community assets and fully involving existing formal and informal networks;
- Leveraging outreach efforts and materials by the U.S. Census Bureau, and,
- Supplementing existing materials and outreach with locally focused communications and tailored messages.

V. STRATEGIES FOR ENSURING AN ACCURATE, FAIR AND INCLUSIVE COUNT

There are three primary factors that will impact a successful count of San Francisco's population in 2010:

- 1) An effective, well planned and locally-executed campaign that reaches all segments of the community, especially the most vulnerable and hard-to-count populations.
- 2) A sense of engagement among residents who understand the importance of the census and who feel included in the process; and,
- 3) Adequate planning, preparation, staff and resources to support the effort.

Citywide Involvement

- Create a grassroots movement.
- Identify and mobilize existing neighborhood and community-based networks to coordinate and lead outreach.

Key to our collective success will be conducting effective outreach to all communities and mobilizing the entire San Francisco family of community and faith based organizations, businesses, schools, colleges, media, nonprofits, hospitals, institutions, libraries, seniors, homeless and immigrant organizations, elected officials, city agencies, leaders and employees, and community based organizations. By focusing additional outreach efforts on populations that are least likely to respond to questionnaires and conducting a citywide, coordinated and integrated effort, the City stands the best chance of ensuring that every resident is counted in 2010.

Partnership, Collaboration and Coordination

- Coordinate efforts and avoid duplication.
- Ensure wise use of limited resources by leveraging existing resources.

San Francisco and the SFCCC are partnering closely with local U.S. Census Bureau teams. Census Bureau leaders and field staff have been meeting regularly with the Office of Civic Engagement & Immigrant Affairs and SFCCC members since July 2009. In December 2009, SFCCC members and community-based organizations conducting HTC outreach participated in a Bay Area joint training organized by the Office of Civic Engagement & Immigrant Affairs and members of the Bay Area Funders Collaborative in partnership with NALEO and the Leadership Conference on Civil Rights. In March 2010, City and County department representatives, community-based organizations conducting HTC outreach and SFCCC members will convene with local U.S. Census Bureau field and partnership teams to finalize coordination as the Census effort begins.

Community Stewardship

- Supplement Census Bureau efforts to reach undercounted or invisible populations by mobilizing informal, indigenous, and non-traditional networks and leaders.

Outreach led by members of the SF Complete Count Committee, community-based organizations, business or labor leaders, and public housing residents will ensure that the hardest-to-count and most vulnerable residents are included in the 2010 Census.

Filling Gaps with StreetSmart, Grassroots HTC Outreach Efforts

- Leverage community assets and networks.
- Focus resources on and tailor communications to hard-to-count populations that may not be reached by mass-communications and mainstream media efforts conducted by the U.S. Census Bureau.

To fill community outreach gaps, the City also established a grants program in November 2009. Thirty community-based organizations were selected to conduct outreach to hard-to-count communities and neighborhoods throughout San Francisco by employing streetSmart, relevant and creative approaches to mobilizing residents and motivating them to complete and return their census questionnaires quickly. These efforts will focus on motivating residents to participate and cooperate with U.S. Census Bureau workers, educating them on why their participation matters, and assisting residents who will not receive census questionnaires by mail. Hard-to-count populations include:

- Immigrants and newcomers
- Limited English Proficient (LEP), monolingual, or linguistically isolated individuals
- Underrepresented Groups: African/African-American, Latino/Hispanic, Asian/Pacific Islander, Russian/Eastern European immigrants, Native American
- Public housing residents
- Homeless,
- Individuals Residing in SROs, Group Quarters or Undocumented Dwellings
- Children, Youth and Young Adults (18-25)
- Veterans
- Low-income people with disabilities

Hard-to-count outreach will be focused on, but not limited to, areas where the Census questionnaire response rate has been historically lower than the rest of the city:

- Bayview/Hunters Point
- Chinatown
- Excelsior
- Mission
- South of Market
- Tenderloin
- Visitacion Valley
- Western Addition

Outreach efforts will leverage existing resources, core work and reach to targeted HTC populations. Priority will be given to projects that do not duplicate efforts by the U.S. Census Bureau. Outreach may include, but is not limited to: creating relevant and tailored messages communicated by trusted messengers in the community; using arts, media, social messaging, and other creative communication and motivation tools during their regular interactions with targeted populations; broad distribution of 2010 Census flyers and other promotional materials in a community's native language; conducting 2010 Census educational forums and outreach while leveraging community events; door-to-door canvassing with 2010 Census information and assistance in filling out census forms; and leveraging opportunities for outreach at public events such as community plazas, festivals and other large-group gatherings.

SF COUNTS Field Team

To reach San Francisco's estimated 33,000 public housing residents and Section 8 participants, a grassroots field team of Public Service Trainees will be deployed to conduct one-on-one outreach. The trainees are participants in the American Recovery and Reinvestment Act (ARRA) 2009 Workforce Training Program. The Office of Civic Engagement & Immigrants Affairs is partnering with Communities of Opportunity, the SF Housing Authority, the Mayor's Office on Disability, and the San Francisco Department on the Status of Women to conduct targeted outreach to the city's most vulnerable groups.

Quality In, Quality Out

- Ensure that the maximum number of San Francisco addresses are included in the U.S. Census Bureau's master address file.
- Identify non-standard dwellings and invisible households.

Preparations to appeal the results of the Local Update of Census Addresses (LUCA) program were made far in advance by the San Francisco Planning Department. In addition, the Office of Civic Engagement & Immigrant Affairs is working closely with City and County Departments, the Mayor's Office, the Local Homeless Coordinating Board, Project Homeless Connect, and San Francisco's well-established network of affordable housing and homeless advocates to ensure that U.S. Census Bureau field and partnership teams are familiar with, knowledgeable about and have access to San Francisco's unique housing situation.

VI. TIMELINE & KEY ACTIVITIES

TIME	U.S. CENSUS BUREAU	STATE OF CALIFORNIA	CITY AND COUNTY OF SAN FRANCISCO	SF COMPLETE COUNT COMMITTEE & PARTNERS
FALL 2008	<ul style="list-style-type: none"> Recruitment begins for local census jobs for early census operations. Census employees begin going door-to-door to update address list nationwide. 	<ul style="list-style-type: none"> State identifies office to oversee Census efforts. 	<ul style="list-style-type: none"> SF becomes first California city to successfully challenge 2007 annual population estimate; 2008 estimate rises to 808,976. City begins early preparation for 2010 Census. 	<ul style="list-style-type: none"> Community partners and advocates begin identifying 2010 Census issues around privacy, safety and limited-English speaking individuals.
SPRING 2009	<ul style="list-style-type: none"> Regional Office establishes SF/Bay Area Operations. Local Census Office Partnership Teams establish relationships with trusted messengers, local government, businesses, community organizations. 	<ul style="list-style-type: none"> Governor appoints Director of State Census Office. 	<ul style="list-style-type: none"> Mayor establishes new Office of Civic Engagement & Immigrant Affairs, appoints Executive Director to oversee 2010 Census. OCEIA begins planning and solidifying relationship with local and regional Census Bureau. 	<ul style="list-style-type: none"> SFCCC candidates are identified and selected.
SUMMER- Fall 2009	<ul style="list-style-type: none"> Recruitment begins for census takers needed for peak workload in 2010. 	<ul style="list-style-type: none"> State Office begins convening a series of regional meetings. San Francisco is the second meeting convened, attended by over 100 community leaders. 	<ul style="list-style-type: none"> Mayor issues Executive Order 09-02 and appoints SF Complete Count Committee. City joins challenge on same-sex marriage policy- Census Bureau reverses policy. Mayor and Board of Supervisors commit resources to census. City hosts convenings and planning meetings with SFCCC, City agencies/departments, and CBOs., Strategic Plan developed 	<ul style="list-style-type: none"> SFCCC begins meeting and planning. Strategic plan input completed. SFCCC members lead effort with City Attorney and Board President to successfully challenge US Census policy on lack of bilingual advance letter- Census Bureau reverses decision, national impact.
January- February 2010	January 4th Portrait of America Road Tour Launch	<ul style="list-style-type: none"> California CCC rolls out assistance to counties. County open house events. 	<ul style="list-style-type: none"> January 4th SF Counts Launch Implementation Begins Stakeholder Roundtables begin SF Counts Field Team Orientation 	<ul style="list-style-type: none"> Implementation Begins for Community and CCC Outreach.
March 2010	<ul style="list-style-type: none"> Census forms are mailed or delivered to households. 	3/20/10 California Be Counted Day	<ul style="list-style-type: none"> SF COUNTS Outreach Activities City Hall QAC/Information Kiosk Community Events and outreach Field Team begins outreach campaign to HTC Public Housing 	<ul style="list-style-type: none"> Community rallies and events in HTC communities Public Service Announcements Grantee Midterm Report and Convening
April 2010	<ul style="list-style-type: none"> National Census Day— target date for mailing back completed forms. 	TBD	<ul style="list-style-type: none"> Field team and departments assist census bureau teams. Grantee program concludes 6.30/10 	<ul style="list-style-type: none"> Celebratory Event Census Outreach Evaluation Interim report due
April - July 2010	<ul style="list-style-type: none"> Census takers visit households that did not return a form by mail. 	TBD	<ul style="list-style-type: none"> Census outreach evaluation Review, challenge preparation for 2009 population estimates 	
December 2010	<ul style="list-style-type: none"> By law, the Census Bureau delivers population information to the President for apportionment. 	TBD	<ul style="list-style-type: none"> Review of census results Final report due 	
March 2011	<ul style="list-style-type: none"> By law, the Census Bureau completes delivery of redistricting data to states. 	TBD		

VII. PROPOSED BUDGET

Expense Item	Amount (\$30,00 available)	% of State Funds	Amount (\$870,000 available)	% of City & County Funds	Total Project Funds
A. Administrative support & overhead	\$ 2,100	7%	\$ 10,000	1%	\$12,100
B. Personnel Outreach & Education Coordinator Policy & Project Manager	\$ 0	0%	\$200,000	23%	\$200,000
C. Citywide Outreach Campaign 1. Ethnic media & bilingual materials 2. Translations & interpreters 3. Ethnic business campaign 4. Youth campaign 5. Questionnaire Assistance Centers 6. Stakeholder convenings/roundtables 7. Facilitation and training	\$17,900	60%	\$ 50,000	6%	\$67,900
D. Community HTC Outreach Grants	\$ 0	0%	\$570,000	66%	\$570,000
E. SF CCC HTC Outreach Activities 1. Census Awareness Campaign 2. Community outreach events 3. Consulate roundtables	\$10,000	33%	\$30,000	3%	\$40,000
F. Other Program Costs (equipment, facilities, communications, hardware/software)	\$ 0	0%	\$10,000	1%	\$10,000
Total Expenses	\$30,000	100%	\$870,000	100%	\$900,000

The above state funds represent 3.3 percent of San Francisco City and County's total estimated costs of \$900,000, which include:

- Two dedicated, full-time positions (Outreach & Education Coordinator, Census Project Manager)
- City Hall Questionnaire Assistance Center and an Information Kiosk
- Citywide SF COUNTS outreach campaign
- Community-outreach grants to Hard-to-Count populations
- All other program costs

San Francisco's in-kind investment includes:

- Support services (clerical, printing, hardware/software, communications, office space, facilities, meeting space, printing, materials)
- Three regular personnel from the Office of Civic Engagement & Immigrant Affairs (Executive Director, Executive Coordinator, City Hall Fellow)
- 120-member Jobs Now field trainee team funded by ARRA 2009 Workforce Training program funds for public housing & Section 8 housing outreach
- Training, facilitation, design and other support to community-based organizations conducting hard-to-count outreach in the City and County of San Francisco

VIII. CONCLUSION

An undercount in the 2010 Census is an unacceptable, no-win scenario for San Francisco. Underfunding of critical services, infrastructure and loss of voice for already underrepresented communities is not the vision for our residents.

The pathway to building strong, diverse and engaged communities begins with the 2010 Census. The opportunity to make an individual contribution to the greater good begins with being an active part of the census.

For many San Francisco residents, particularly the most vulnerable, the 2010 Census will be the first step to civic participation and creating voice. Regardless of race or immigration status, each resident's participation is vital to making sure that our communities and neighborhoods get their fair share of federal funds for schools, roads, parks and other services.

The 2010 Census matters because every San Francisco resident matters.

IX. CONTACT INFORMATION

SAN FRANCISCO COMPLETE COUNT COMMITTEE

Anni Chung, President & CEO, Self-Help for the Elderly, *Co-Chair*,
Andrea Shorter, President, Commission on the Status of Women, *Co-Chair*
Sherilyn Adams, Executive Director, Larkin Street Youth Services
Rosario Anaya, Executive Director, Mission Language Vocational School
Elmy Bermejo, Interim Executive Director, Latino Issues Forum (through December 2009)
Jamal Dajani, Director, LinkTV, HRC Commissioner
Sheryl Davis, Executive Director, Mo Magic
John Eller, Director, ACORN-SF
Don Falk, Executive Director, Tenderloin Neighborhood Development Corp
Felix Fuentes, Labor Expert, IRC Commissioner
Aileen Hernandez, Chair, African American Out Migration Task Force
Jim Lazarus, Senior VP of Policy, SF Chamber of Commerce
Jan Masaoka, Director & Editor-In-Chief, Blue Avocado
Angus McCarthy, President, McCarthy Engineering, IRC Commissioner
Toye Moses, Southeast Facility Board, IRC Commissioner
Philip Nguyen, Executive Director, Southeast Asian Community Center
Vincent Pan, Executive Director, Chinese for Affirmative Action
Michael Pappas, Executive Director, SF Interfaith Council
Mario Paz, Executive Director, Good Samaritan Family Resource Center, Inc.
Ana Perez, Executive Director, CARECEN
Rebecca Rolfe, Executive Director, LGBT Community Center
Rosabella Safont, Associate Director, MEDA, Elections Commissioner
Bernadette Sy, Executive Director, Filipino American Development Foundation
Maripousa Taufetee, President, Potrero Terrace Resident Council
Kent Woo, Executive Director, NICOS Chinese Health Coalition

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Felix Fuentes, *Outreach & Education Coordinator (effective January 2010)*
Sally Leung, *Executive Coordinator*
Priscilla Olivas, *Policy Analyst/ Project Manager*
Richard Whipple, *City Hall Fellow/Project Supervisor*
Whitney Chiao, *Senior Public Administration Intern, Women's Fellow*
Christopher Chan, *Communications Intern*
Carlos Sanchez, *Legal Intern*

X. APPENDICES

- A. Mayoral Executive Order 09-02
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