

California COVID-19 Workplace Outreach Project (CWOP)

Outreach from
February 2021 – May 2022

Final Campaign
Performance Report





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INTRODUCTION

In 2020, the COVID-19 pandemic spread across the globe, shutting down communities and generating widespread fear, uncertainty, and isolation. Frontline and low-wage workers were severely impacted, suffering higher rates of illness and death, losing critical pay during sick time, and working in unsafe conditions with limited education, awareness, and support resources to protect themselves and their families. High levels of distrust and misinformation exacerbated the situation, particularly for vulnerable workers in hard-to-reach communities.

In an effort to mitigate the spread of COVID-19 in the workplace, California's Labor Workforce and Development (LWDA) created the **California COVID-19 Workplace Outreach Project (CWOP)**. This outreach campaign aimed to educate both high-risk workers and employers on California health and safety protocols as well as workers' rights related to COVID-19. The CWOP campaign was designed using a **trusted messenger model** to help combat the state- and nation-wide fear and mistrust surrounding COVID-19 information. Outreach was executed by a statewide network of community-based organizations deeply embedded in their communities that focused on using local, trusted voices to reach the hardest hit regions and industries with information that was linguistically and culturally accessible.

Launched in February 2021, CWOP was initially funded as a six-month program. However, given its dramatic success in reaching vulnerable communities, and the continued, ongoing impacts of the COVID-19 pandemic, additional funding was provided and the campaign was extended through 2022. In all, more than 60 CBOs received a total of approximately \$18.9

million in funding for this campaign from February 2021 through May 2022.

The following report will provide an overview of the structure, strategy, and impact of the CWOP campaign. The subsequent sections include:

- Executive summary highlighting the key metrics and outcomes of the campaign
- Overview of the campaign's purpose and the unique trusted messenger model it employed
- Description of campaign methodology, including a spotlight on four unique components of the campaign: high-touch capacity building and support, language accessibility and co-built outreach materials, CORD, and statewide coordination
- Campaign performance analysis, including metrics and data related to outreach and other campaign impacts
- Individual summaries of each of the regional and affinity coalitions
- Appendix of additional metrics and campaign details

As this report will demonstrate, the CWOP campaign successfully reached target communities heavily impacted by COVID-19. It established a well-informed and integrated network of organizations adept at reaching and connecting with the State's most vulnerable communities, which in turn created a long-lasting infrastructure in diverse geographic regions. By doing so, the CWOP campaign has laid the groundwork for future State collaborations and campaigns.

EXECUTIVE SUMMARY

Administered and funded through California's Labor Workforce and Development Agency (LWDA), the COVID-19 Workplace Outreach Project (CWOP) is an innovative outreach campaign—led by community-based organizations (CBOs)—to slow the spread of COVID-19 in the workplace by engaging and educating essential workers. The campaign sought to educate workers about COVID-related rights and protections and equip them with the information to build worker power, including approaching their employer about an unsafe workplace or mandated right (e.g., supplemental paid sick leave), or filing a complaint. The campaign builds on the core belief that the most effective way to reach vulnerable workers and communities is by centering local, trusted voices, both to deliver information to the community and to guide campaign strategy.

“

It has been a true honor to work with LWDA, SVM, and The Center on this immense effort. Together we pulled off one of the most outstanding and ambitious outreach campaigns I've ever witnessed. This project definitely inspired me to think of future mobilization efforts differently and to use CWOP as a model for future work.

– Jora Trang,
Chief of Staff and Equity, Worksafe

CWOP was designed to achieve three broad goals:

- Engage and empower high-risk workers through organizations and community leaders they trust;
- Build relationships between CBOs and the State; and
- Strengthen local CBO relationships and infrastructure.

From February 2021 through May 2022, the CWOP campaign proved to be a remarkable success, achieving each of its three goals beyond expectation. Via more than 60 contracted CBOs, the campaign achieved over 300% of the State's initial reach goal, logging over 1.9 million engagements via interactive outreach methods defined by substantive, two-way conversations with workers (including tactics such as phone banking, community canvassing, community events and trainings, and more).

Key Campaign Metrics

(February 2021 – May 2022)

\$18.9 million

in total funding allocated
to CWOP CBOs

6.1 million

total campaign
touchpoints

1.9 million

interactive, two-way
conversations with workers

46

languages used in
outreach or campaign-
produced materials

37

state-led, interactive
trainings for CBO partners

5 million

pieces of campaign content
distributed (*i.e. flyers, door
hangers, mailers*)

“

It really is the people on the ground who have those trusted relationships with the community that have made this program the success that it is ... The worker organizations in this region have truly valued this collaboration. It has brought us all together in a very different and unique way with a worker health and safety lens, and we really would like to see this work continue, because we deeply believe in this model of strategic partnerships that trust the voices on the ground to share information about workers' rights and employers' responsibilities.

— Maegan Ortiz, IDEPSCA

Effectively Reaching Target Communities

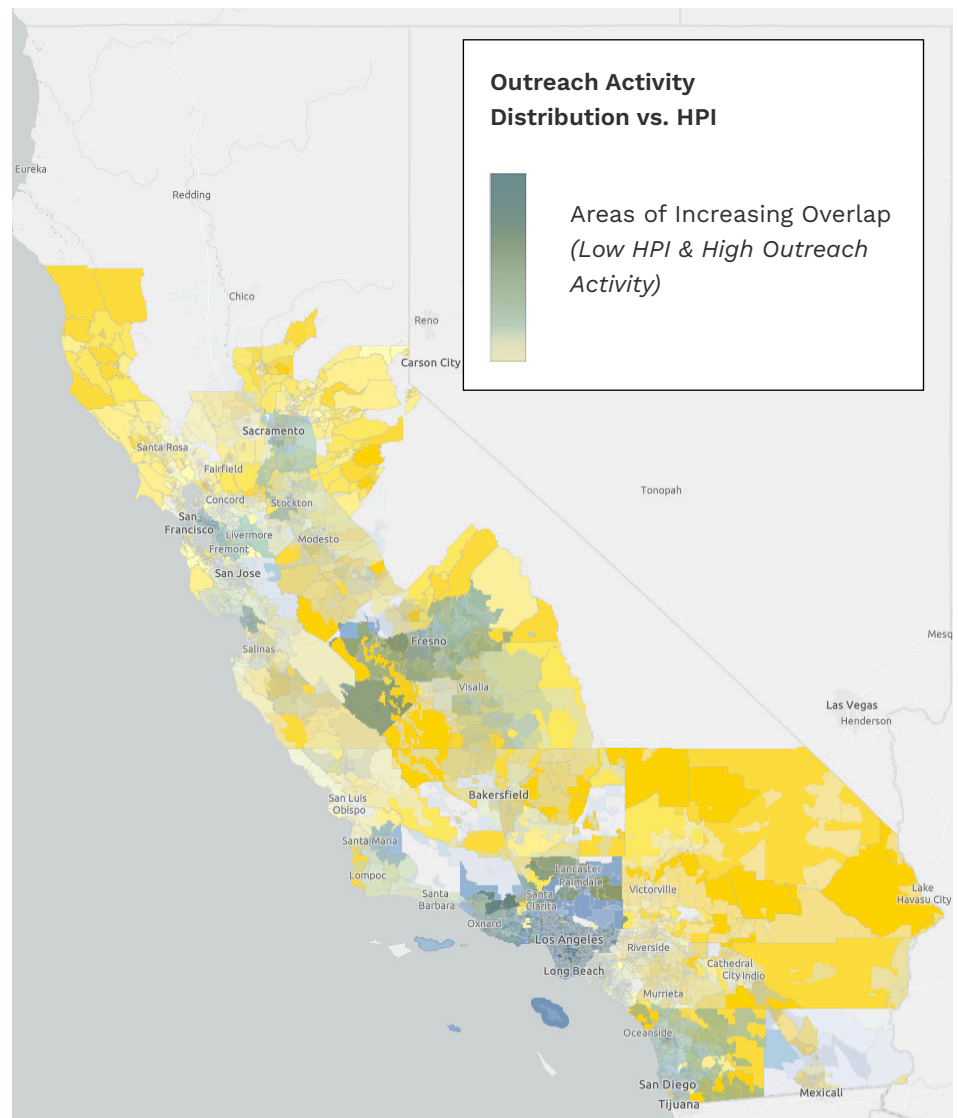
The CWOP campaign aimed to reach the state's highest-risk workers in the regions and industries most affected by COVID-19. These populations were identified using key data sets, including the geographic distribution of the state's total high-risk workforce, according to Occupational Employment Statistics data (Q1 2020); the California Healthy Places Index (HPI), a composite metric of community well-being based on social determinants of health; and COVID-19 incidence. As the map below demonstrates, CWOP partners actively reached and engaged with communities disproportionately impacted by COVID-19.

Initially funded as a six-month campaign in February 2021, CWOP has been extended multiple times due to its quantifiable success in mobilizing community organizations to engage vulnerable workers, and is now expected to run through at least the end of 2022.

Composite: Distribution of Interactive Outreach Activity and HPI

This map overlays interactive outreach data (shown in blue) with HPI distribution (shown in yellow). Bluish-green regions indicate strong overlap. For example, in darker areas, the number of people reached via CWOP outreach is high, while the region's HPI score is low.

Note: HPI (yellow) is only reflected for the geographic regions of the state covered by CWOP outreach.



CAMPAIGN BACKGROUND & OVERVIEW

The Origins of CWOP

On September 9, 2020, Governor Gavin Newsom signed Senate Bill 115, which amended the Budget Act of 2020 to appropriate funding to the California Labor and Workforce Development Agency (LWDA) “to protect essential workers and their families and ultimately slow the spread of the COVID-19 virus through employer education, worker education and engagement, and enforcement.”

With these funds, LWDA launched the Safer at Work campaign, which comprised three outreach strategies: (1) a traditional paid and earned media effort, directed by the Department of Industrial Relations (DIR); (2) a public education effort with several UC labor and occupational health programs; and (3) a community-based organization-led outreach effort known as the **COVID-19 Workplace Outreach Project (CWOP)**.

The CWOP campaign, administered by LWDA and executed by strategic coalitions of community-based organizations (CBOs), set out to accomplish the primary goal of (1) reaching and empowering high-risk workers through organizations and community leaders they trust, and the secondary goals of (2) building relationships between CBOs and the State and (3) strengthening local CBO relationships and infrastructure.

A CBO-Led Structure Supported by Campaign Partners

CWOP was initially launched as a six-month program from February through July 2021 that funded 52 CBOs (“CWOP 1.0”). After the program’s marked success, it was extended for another phase (“CWOP 2.0”) which ran from August 2021 through May 2022 and contracted 60 CBOs. In total, \$18.9 million was distributed to CBOs to conduct outreach over a 16-month period.



Contracted
60+ CBOs

LWDA engaged a team of agencies and organizations to fund and train CBOs, as well as provide the tools, materials, and resources needed for effective outreach. In addition, a paid and earned media campaign was run in conjunction with the CBO campaign to complement the on-the-ground work:

The Center at Sierra Health Foundation (the “Center”)

administered CBO contracts, oversaw outreach activity reporting quality assurance and compliance, and managed financial reporting and payments

UC Berkeley Labor and Occupational Health Program (LOHP) *

UCLA Labor and Occupational Safety and Health Program (LOSH) *

UC Davis Western Center on Agricultural Health and Safety (WCAHS)

Legal Aid at Work’s Family and Work Program (LAAW) *

developed industry-specific resources and trainings and offered workshops for workers, employers, and CBOs during CWOP 1.0

Shared Value Media (SVM)

supported campaign design, developed campaign infrastructure and tools, provided high-touch operational and strategic coalition support, offered technical assistance, and acted as a conduit between CBOs and program partners, ensuring that CBO insight influenced all aspects of the campaign

Runyon Saltzman, Inc. (RSE) *

developed campaign outreach toolkit materials for CWOP 1.0 and connected CWOP to the broader Safer at Work paid and earned media campaign

[click here for more detail on this campaign](#)

** organizations were only contracted to support CWOP 1.0 and did not participate in CWOP 2.0*

CAMPAIGN STRATEGY

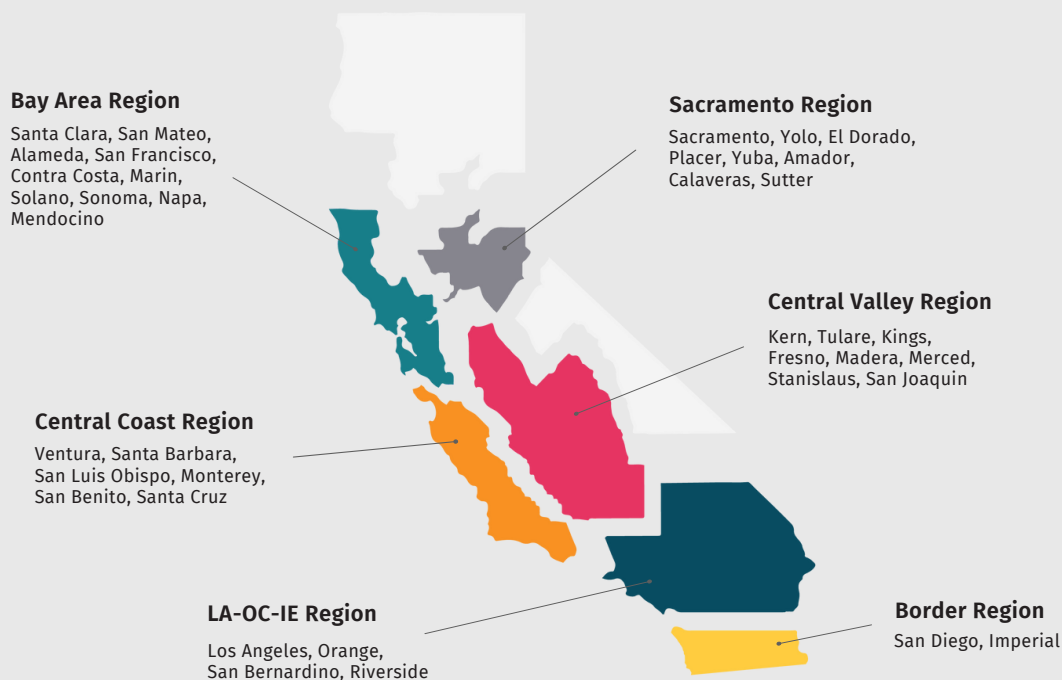
Leveraging Trusted Messengers to Reach Target Communities

The CWOP campaign employed a trusted messenger model and was designed with the understanding that effective outreach to the most vulnerable and at-risk populations depended on engaging local, trusted voices and leaders already embedded in those target communities. To achieve a strategy driven by local knowledge, LWDA engaged coalitions in six priority regions across the state. These regions, illustrated on the map below, cover 38 counties and account for 96% of the state's total population, as well as the vast majority of both its high-risk worker populations and its early COVID-19 cases.

In addition to this regional approach, the campaign also focused in on six target industries with high concentrations of vulnerable, low-wage workers disproportionately impacted by the pandemic (with an emphasis on reaching communities of color).

Across the regions, funding was allocated* based on the proportion of target vulnerable populations. In addition, the distribution of funds among CBOs prioritized strategies using **highly interactive engagements** that engaged workers in meaningful conversations in their neighborhoods, in their languages, and with first-hand knowledge of the unique challenges they face.

** See page 24 for more information on the algorithm used to allocate funding*



Coalition Infrastructure Built on Regional Lead Organizations & SVM Support

The challenge in running a statewide campaign in a place as geographically vast and demographically diverse as California is that one standardized strategy cannot be effective everywhere. However, a locally-customized approach can quickly become burdensome and difficult to manage. To solve for these challenges, the CWOP campaign developed a leadership structure to center decision-making power within each region, and a support structure was implemented to lessen the administrative burden and maintain close coordination at a statewide level.

Overall, the campaign was organized into 10 distinct coalitions, encompassing the six priority geographic regions, two geographic subregions, and two affinity coalitions for non-geographic groups that would benefit

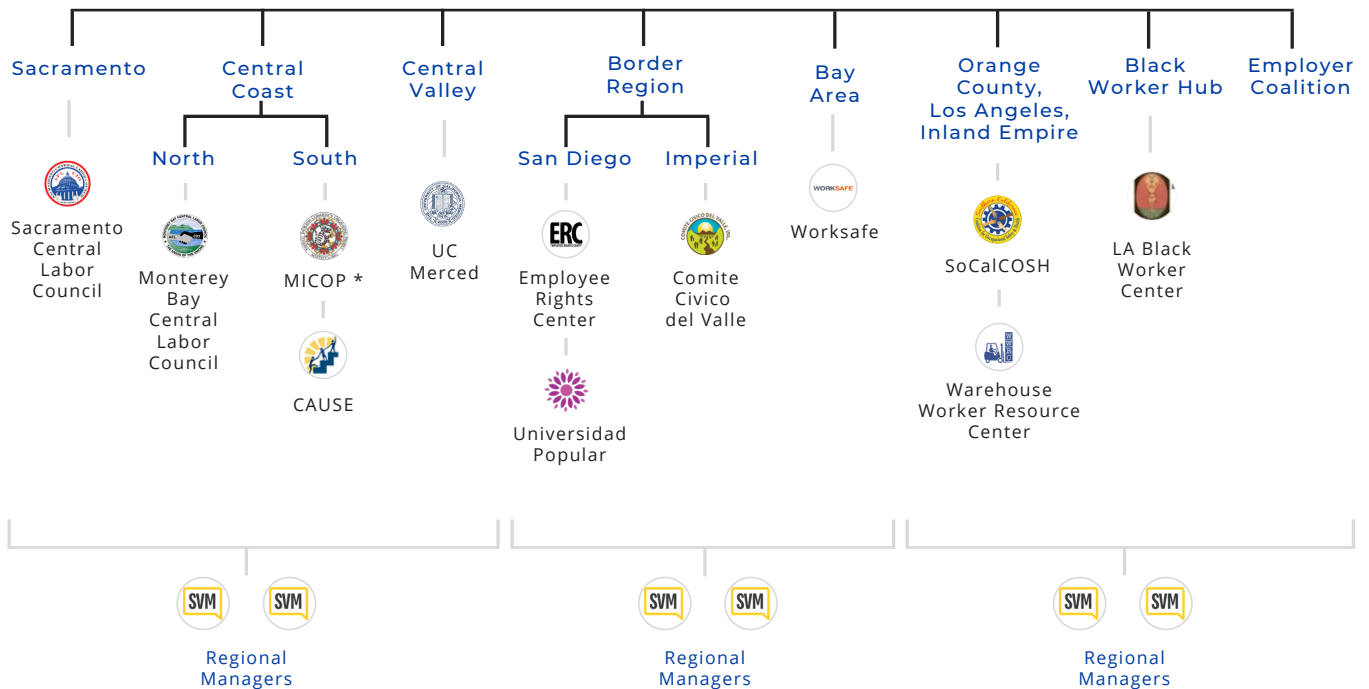
from a tailored outreach strategy (employers and Black workers). This infrastructure enabled a flexible, iterative campaign strategy that could be regularly adjusted to the rapidly changing conditions on the ground and to the experiences of CBOs in their communities.

Each coalition¹ was led by one to two “Regional Lead” organizations—CBOs with demonstrated leadership experience and robust networks and connections in their local communities—that supported the coalition’s strategic planning and coordination. Regional Leads met regularly with their partner organizations in 1:1 sessions and in full coalition meetings, providing outreach targeting and strategy support, troubleshooting campaign challenges, and cultivating buy-in for the program.



In addition, each coalition received the dedicated support of two Shared Value Media (SVM) regional managers who helped to lessen the administrative burden of coordinating across the coalition by developing meeting materials, building solutions to regional challenges, and providing technical assistance. This operational support was achieved through weekly 1:1 meetings between SVM and Regional Leads and also served to inform bimonthly coalition meetings. SVM was responsive to challenges communicated by the coalition and provided CBOs with the necessary resources and support to address them, including extensive capacity building trainings and technical assistance. This high-touch support acted as an essential pillar of LWDA's management of the campaign: SVM's regular reporting and communication gave the State real-time, on-the-ground insight into the campaign's successes and challenges, at both a statewide and regional level, without the resource lift of attending 50+ CBO check-in meetings a month.

Regional Coalition Model

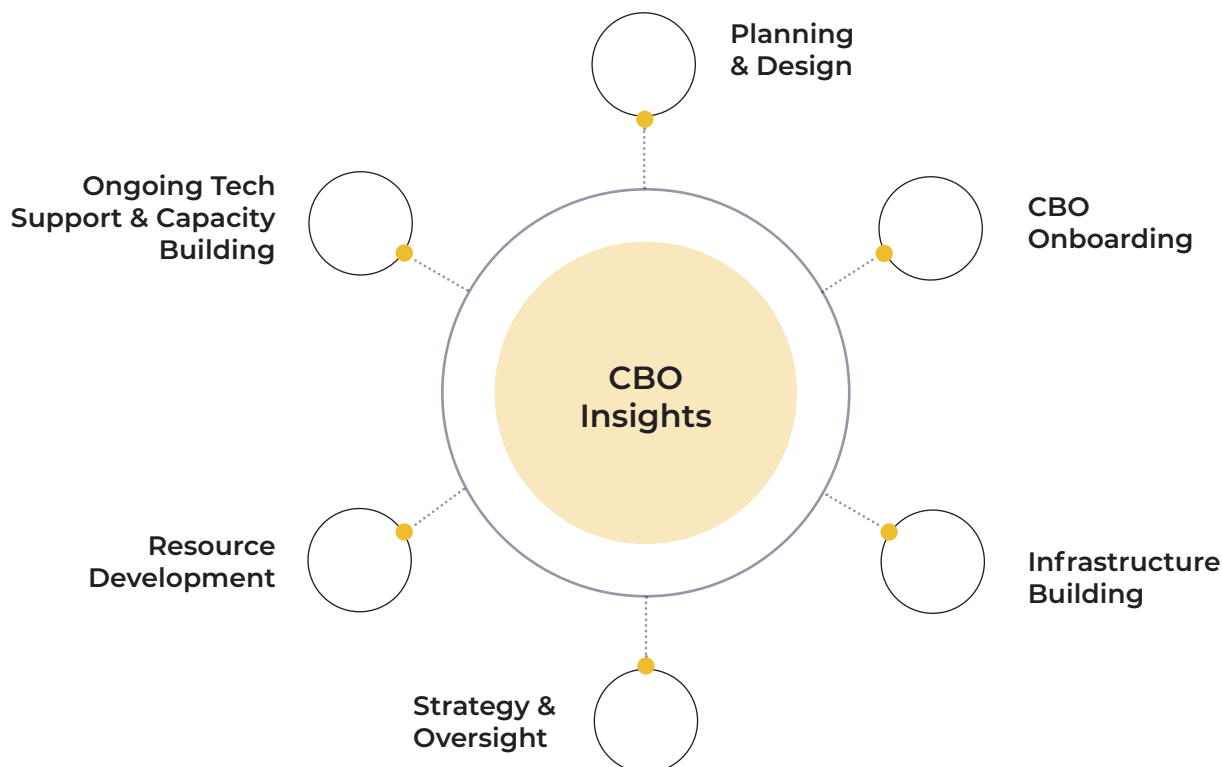


* organization served as a Regional Lead for CWOP 1.0 only

METHODOLOGY

Traditionally, outreach campaigns heavily invest in a paid and earned media strategy (the ‘air game’) that runs parallel to a less-funded CBO effort (the ‘ground game’). The CWOP model instead centered CBO participation and insight. The State invested heavily in the local ground effort and implemented the mechanisms and infrastructure to ensure CBOs had input on all statewide strategy decisions, as well as the autonomy to adjust their strategies in real-time to meet the needs of the constituents in their region. CWOP offers a blueprint for effectively reaching vulnerable communities at scale via local, trusted voices, and regionally-specific strategies.

This unique model requires a different type of support and infrastructure from typical campaigns, but results in a network of organized CBOs with growing capacity that can continue to be reengaged beyond the campaign lifespan. Imperative to the effectiveness of this model are the formal processes and structure to leverage CBO insight to inform every aspect of the campaign, from planning throughout implementation. On the following page is an overview of this model and how the six key campaign processes below are driven by CBO insights that are intentionally built into campaign infrastructure. This model ultimately results in a campaign that is flexible and responsive to local needs and perspectives.



Developing a Trusted Messenger Campaign:

 CBO Insights

 Campaign Process

Foundational Building Blocks

Planning & Design

Consulting contracts with Regional Leads

Cultivate coalition structure and leadership framework to ensure regional discretion on campaign design.

CBO Onboarding

Focus groups, surveys, and listening sessions with CBOs

Develop extensive live sessions, digital learning modules, and written materials to train CBOs.

Infrastructure Building

Focus groups, surveys, and listening sessions with CBOs

Create a suite of tools to support CBOs on reporting, outreach materials, data analysis, and technical support.

Campaign Launch



Ongoing Campaign Management

Strategy & Oversight

Formal recurring meetings (1:1s, coalition, and statewide)

Establish a flexible process for each region to determine local strategies while advancing larger statewide campaign goals.

Provide ongoing operational support.

Resource Development

CBO Input Model 1: formal feedback loops to improve existing assets

CBO Input Model 2: Design and develop copy in partnership with CBOs

Enable CBOs to identify outreach materials needed, asset formats, and have input on copy.

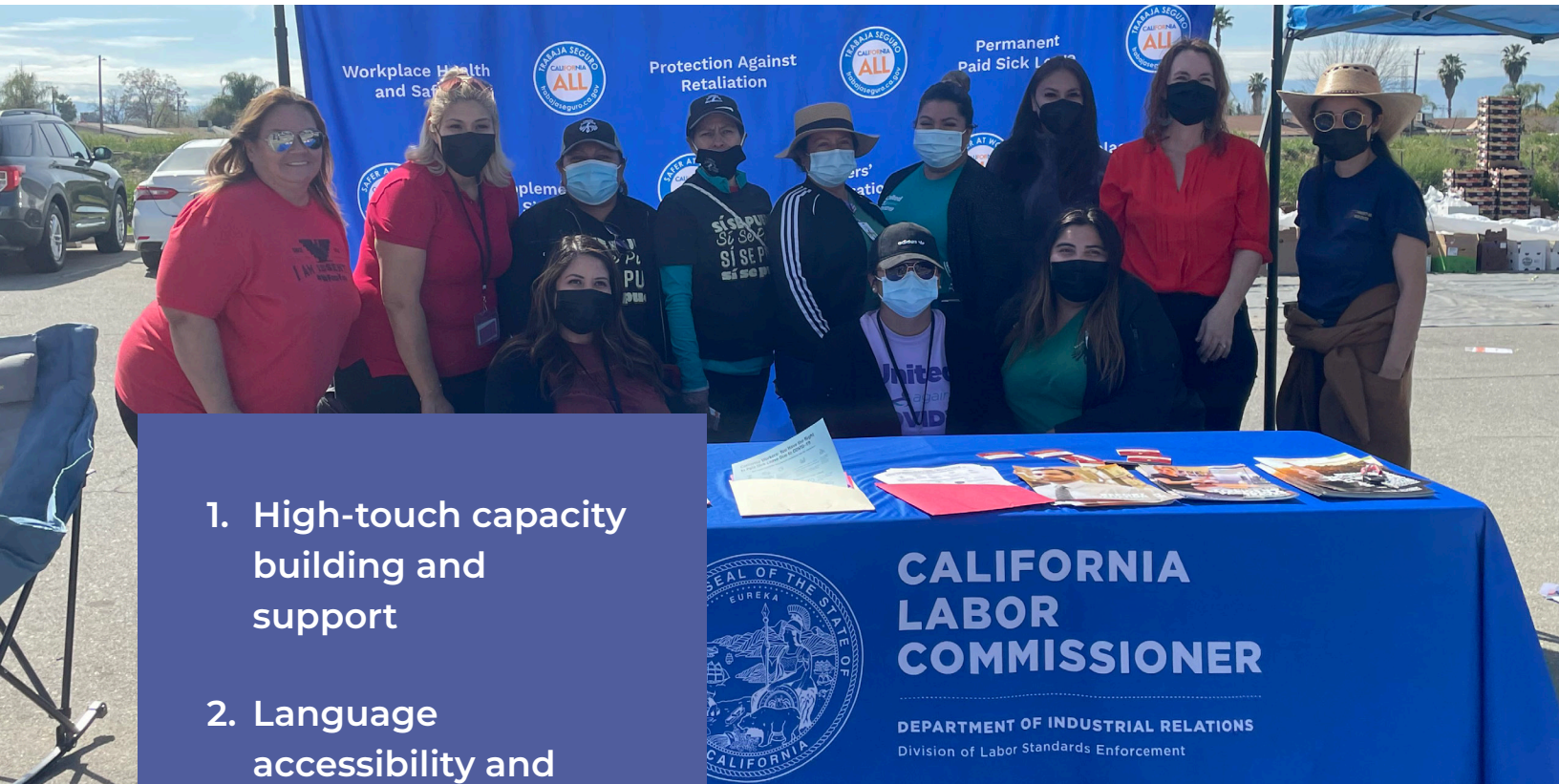
Ongoing Tech Support & Capacity Building

Consistent platforms to voice technical support needs (help desk and 1:1s)

Discussion and surveys to identify labor rights and necessary comms training

Provide capacity-building support and technical assistance on reporting and campaign tools.

Campaign Elements Crucial to CWOP's Success



1. High-touch capacity building and support
2. Language accessibility and co-built outreach materials
3. CORD, a centralized hub for all campaign tools, resources, and reporting processes
4. Statewide coordination among CBOs

CWOP's innovative, CBO-led outreach model that focused on vulnerable communities required unique elements of support and infrastructure to ensure its success. In the following pages, we highlight four key components of the campaign that were critical to reaching the goals of engaging workers, building lasting local infrastructure, and strengthening connections between CBOs and the State.

The CWOP campaign was designed around the recognition that local organizations can increase their impact when they're equipped with the tools, resources, and strategic guidance to expand upon their existing strengths and relationships. In addition, trusted messenger campaigns should seek to bolster local organizations so that ultimately the community is strengthened by the campaign's legacy. Through a series of customized weekly and monthly meetings with the SVM team and ongoing State trainings with subject-matter experts, CBOs received a steady stream of information, print and digital resources, and operational support to shrink their resource burden, amplify the impact of their outreach efforts, and build lasting capacity.

The SVM regional managers that were paired with each coalition worked in close tandem with Regional Leads and CBO partners, providing: focused attention and tailored support to actively address each region's individual challenges; strategies to inform outreach tactics to improve coverage and impact; and regular evaluation and translation of data.

In addition, on-the-ground insights from the CBOs were delivered weekly to the State and partnering agencies to inform ongoing campaign strategy recommendations and adjustments to messaging and targeting. CWOP was structured to ensure the highest level of collaboration and continuous communication between the State, CBOs, and internal stakeholders.

“

CBOs have been empowered as the bridge between workers' needs and the support the state can provide... The close relationship that the CBOs have been able to have with the state agencies to get accurate and current information to our community members and let them know about where they can seek additional information as things change during the pandemic has been crucial.

— Daniela Urban, Center for Workers' Rights

168

regional
coalition
meetings ²

355

1:1 Regional
Lead / SVM
check-ins ³

37

State / UC
Partner / LAAW
- led training
sessions &
briefings

254

average
attendance at
trainings

A critical aspect of successfully reaching vulnerable communities was providing language access both for participating CBOs and the workers they serve—especially through campaign meetings and outreach materials.

The campaign provided in-language, inclusive assistance for all funded CBOs including professional interpreters and live captioners for coalition meetings, statewide briefings, training sessions, and presentations as needed. Campaign materials were produced in as many as 34 languages ⁴ and Regional Leads were provided with discrete funding for any additional translations needed.

In addition, developing culturally, linguistically, and literacy-appropriate outreach materials was central to the campaign’s creative strategy. This required a unique creative development process, and two models were piloted for how CBO feedback could be formally integrated.

In the earlier model, (known as the “Kitchen Cabinet”), a team of Regional Leads met

monthly to provide feedback and edits on a large volume of outreach materials developed by RSE, the campaign’s media and design partner. A number of these assets were then built into template form through the use of a digital asset management platform that allowed CBOs to customize certain aspects of the piece, such as adding their logo and local contact information. In the second model, a small number of creative pieces were entirely co-built with CBOs. SVM worked hand-in-hand with a sub-committee of CBOs who identified the format and style of the outreach material that was needed, and then helped to draft the text and advise on final design and imagery decisions.

Not only did these processes build strong working relationships between the CBOs and the State, but they resulted in outreach materials that were more culturally relevant and accessible to the diverse communities served by the campaign. It also supported CBO buy-in for these final materials, resulting in consistently widespread download and usage of the materials.

34

languages represented in campaign materials ⁴

217

customizable campaign labor assets (with language variations)

8,587

partner downloads of campaign materials

100%

of Regional Leads used discretionary funds to print co-built materials for coalition

“

We have about a quarter of farmworkers that are indigenous, who speak another language other than Spanish, and for the longest time, they have been left behind. There was really no information in indigenous languages until this collaboration started with state partners. Thanks to CWOP, we’ve been able to partner with not only community based organizations, but also state agencies to provide crucial information to indigenous farmworkers in their language.

— Sarait Martinez, Centro Binacional Para el Desarrollo Indígena Oaxaqueño (CBDIO)

CWOP partners utilized the California Community Outreach Rapid Deployment hub, or “CORD,” as the centralized technology platform for all campaign tools, resources, and reporting processes. A collection of custom tools and tech solutions with a single, seamless entry point for partners, CORD provided access to a variety of functions: the CBO outreach activity reporting portal, insights and summary dashboards of CBOs’ reported activity, multilingual outreach materials for download, meeting calendars, maps and data sets to guide outreach efforts, and technical support resources.

Underlying this comprehensive platform was a robust system of technical support for CBOs and internal stakeholders, including:

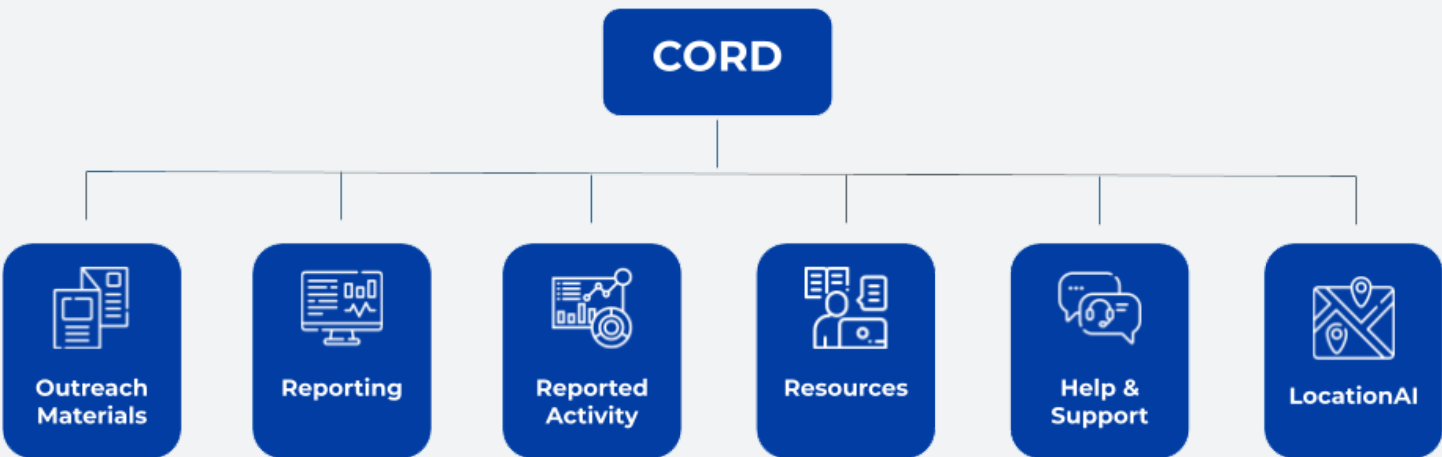
- A ticketing system and help desk for requesting support or reporting technical issues;

- A substantial knowledge base of dozens of frequently asked questions and responses, how-to videos, and other help content;
- Regular office hours to provide campaign support and address individual questions; and
- 1:1 help sessions led by SVM for CBOs as needed

As a system, CORD provided internal stakeholders with real-time visibility into CBO outreach activities, gave CBOs access to data for outreach targeting, and simplified access to updated campaign materials and announcements. Outreach activity data and public data sets were regularly evaluated throughout the campaign to continuously inform and reshape campaign strategy and to support partners in deploying responsive outreach and targeting strategies.

Community Outreach Rapid Deployment Hub (CORD)

A centralized platform to help inform, facilitate, and track CBO outreach efforts



In addition to supporting regionally-led strategic planning, the CWOP model also facilitated collaborative statewide efforts among CBOs, best illustrated through the CWOP Week of Worker Action, which took place March 7-13, 2022. Prompted by CBO calls for a coordinated statewide campaign effort, the Week of Action had the goal of driving worker action around key campaign issues.

The initiative was unique, and particularly impactful, in that it was jointly planned and executed by more than 61 CBOs, LWDA, the Department of Industrial Relations (DIR), and the Agricultural Labor Relations Board (ALRB). The campaign offered coordinated structure and goals, outreach materials and talking points, and connections to state speakers while leaving flexibility for each coalition to decide on the most effective implementation in their region. The Worker Week of Action resulted in a 22% increase in workers reached, compared to the weekly average for the campaign. It also meaningfully strengthened relationships between state agencies and CBOs and increased local CBO capacity and coordination. The full report on the Week of Action can be found [here](#).

To the right is an overview of the unique model that brought government agencies and CBOs to the same table to collaboratively design, plan, promote, and execute outreach and press events from start to finish.

Week of Action Methodology & Infrastructure

Event Framework	defined roles for CBOs, agencies, and SVM to provide cohesive structure statewide
Planned Meetings	10 weeks of weekly 1:1 planning sessions for CBOs and SVM to align on event details and logistics
Cohesive Messaging	talking points, FAQs, run of show, and logistics checklist given to CBOs to ensure consistency
CBO Toolkit	coordinated outreach materials to maintain consistent branding and allow CBO customization
Event Logistics	joint event planning by CBO coalitions
State Review	LWDA support in coordinating speakers and reviewing / approving event logistics and materials
Promotion	CBO promotion with toolkit and PR support pitching to media contacts
Final Execution	CBO, agency, and SVM collaboration on a final run-through and documentation of activities
Outcomes	<ul style="list-style-type: none"> improved State & CBO collaboration and trust stronger CBO coalition relationships increased CBO capacity and infrastructure

37K+

interactive, two-way
conversations with workers

175+

outreach
activities statewide

22%

increase in
workers reached

CAMPAIGN PERFORMANCE STATISTICS

A “Wildly Successful” Enterprise

From February 2021 through May 2022, the 60+ contracted organizations for the campaign reported over **1.9 million interactive engagements** with community members, more than 300 times the minimum campaign goal of 620K interactions (based on total funding). The following section provides a breakdown of key metrics and statistics related to campaign performance across each of the campaign’s goals.

“

CWOP has been a wildly successful enterprise and has expanded the reach of CBOs into vulnerable communities, to immigrant workers, and to workers of color who are in need.

— Ruth Silver Taube,
Step Forward Foundation



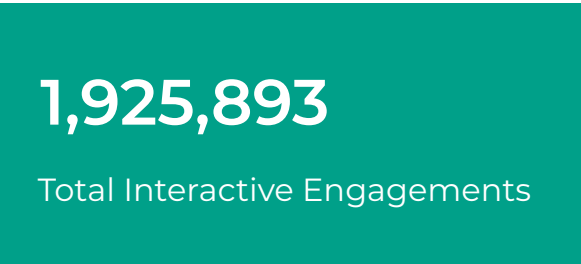
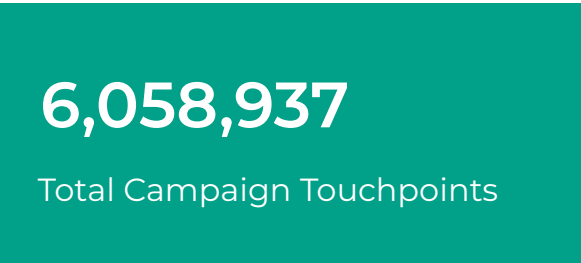
CWOP-at-a-Glance

The impact of the CWOP campaign can be broadly summarized across two key metrics: total campaign touchpoints and total interactive engagements. “Touchpoints” encompass all of the digital and in-person interactions reported by partners, the outreach attempts via phone and text banking and door-to-door outreach, and recipients of one-way outreach tactics, including direct mail, flyer drop-offs, and text and email blasts. It is the broadest metric to measure the full range of outreach activity for this campaign.

However, because CWOP partners were held to a high standard of regularly engaging community members in meaningful, two-way conversation about campaign topics—beyond simply generating awareness and education—a subset of those touchpoints are characterized as “interactive engagements.”

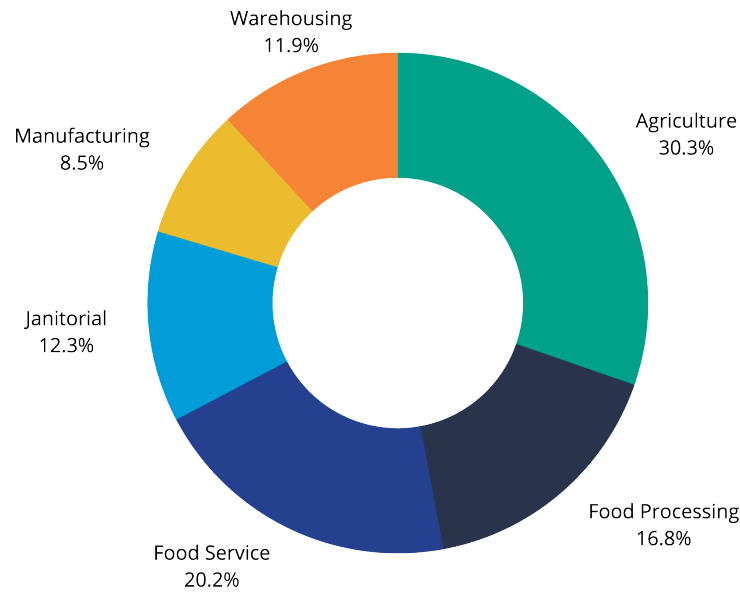
CWOP Campaign

(February 1, 2021 — May 31, 2022) *



Reported Activities by Target Industries ⁵

some activities may be represented among multiple industries if they had a cross-industry focus



4,958,510

Campaign Materials Distributed

19,176

Interactive Activity Count

46

Languages used in outreach or campaign materials

127,935

Vaccine Appointments Facilitated

195,590

Referrals to Vaccine Providers

* See Appendix page 47-48 for a breakdown of these statistics by campaign phase (CWOP 1.0 and CWOP 2.0).

Flexibility in Outreach Tactics



The CWOP campaign prioritized both breadth and depth of outreach. Organizations were contracted to reach a minimum number of workers through interactive activities, but had the flexibility to apply their expertise and fulfill their contracted goal using their choice of a wide range of tactics. Outreach was reported into CORD according to three primary categories of activity (defined in the box to the right).

Many partners utilized a combination of tactics in each category throughout the campaign, adjusting strategies as needed to accommodate for ongoing COVID restrictions and safety measures on the ground, as well as to flexibly respond to what resonated most with their target audiences.

Categories of Outreach

1. Interactive Community Outreach

General community outreach (virtual or in-person), including booths, tabling, events, meetings, trainings, and community canvassing

2. Targeted Direct-to-Individual Outreach

Outreach to specific individuals via phone and text banking or door-to-door canvassing

3. One-Way (Indirect) Outreach

Outreach to generate awareness, including social media posts, mailers, flyer drops, radio/media appearances, and text and email blasts

Interactive Engagements to Drive Change & Action

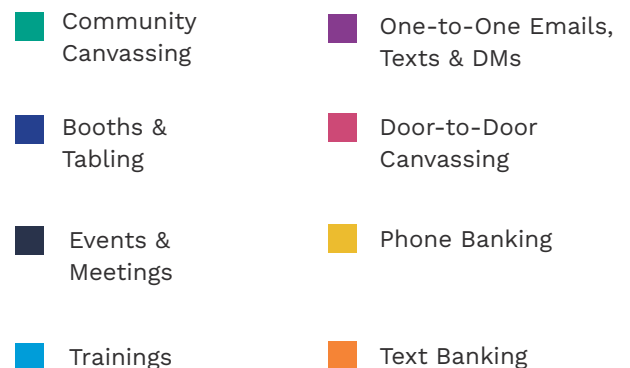
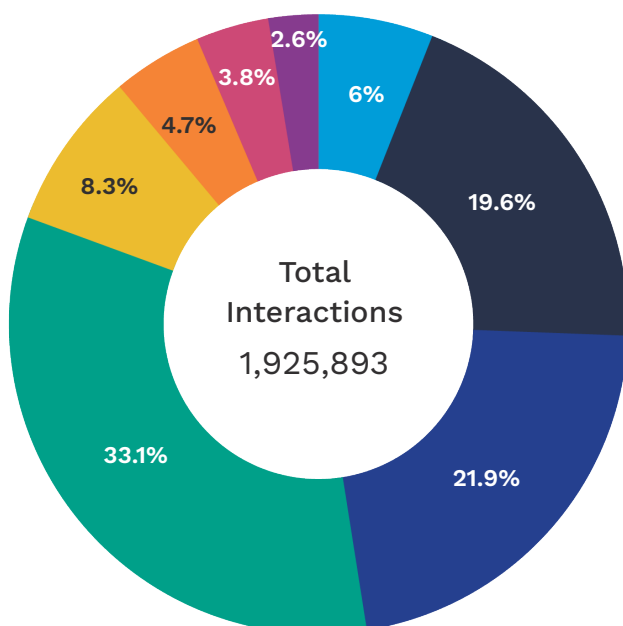
CWOP's trusted messenger model prioritized two-way, in-depth interactions between outreach staff and community members, achieved through community canvassing, booth and tabling events, trainings, phone and text banking conversations, and door-to-door outreach. Particularly during the second phase of the campaign (CWOP 2.0), CBO contracts emphasized these tactics and engagements that allowed for two-way, meaningful conversations with workers.

“

The transfer of campaign information on labor rights and responsibilities, as well as state and federal laws, occurred through the one-on-one conversations that happen at street fairs, market days, resource fairs, weekly meetings, and conferences. With each conversation, a ripple effect is developed that increases the knowledge base of the community.

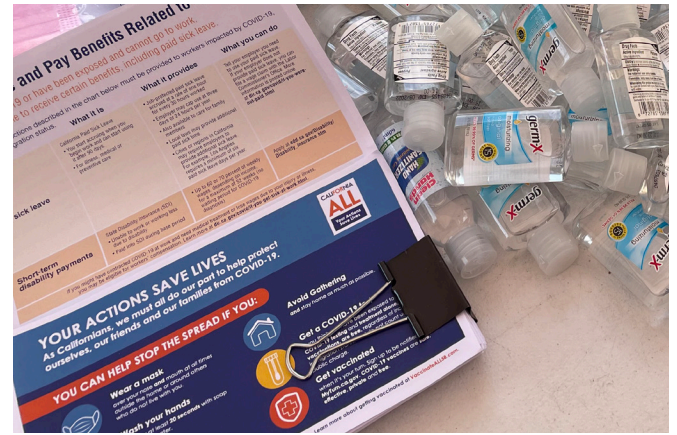
— Vincent Polizzi
Imperial Valley LGBT Resource Center

Interactive Community Outreach (Interactions by Tactic)

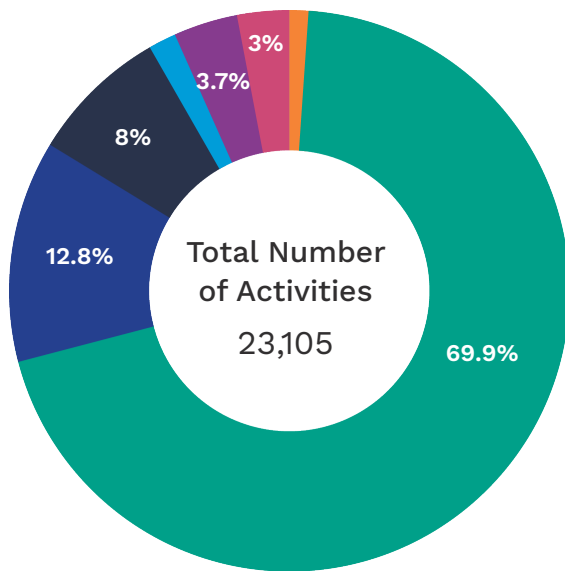


Outreach for Education & Awareness

Although not the priority of the campaign, one-way or indirect outreach tactics were also utilized by CBO partners to share information and resources with the community. Tactics such as social media posts, radio appearances, email blasts, and flyer drop-offs enabled outreach workers to reach broader audiences but did not necessarily offer an opportunity to engage in conversation. For that reason, these tactics did not count toward partners' minimum outreach goals.



One-Way (Indirect) Outreach Activities by Tactic



Social Media Posts

Radio Interviews & PSAs

Email Newsletters

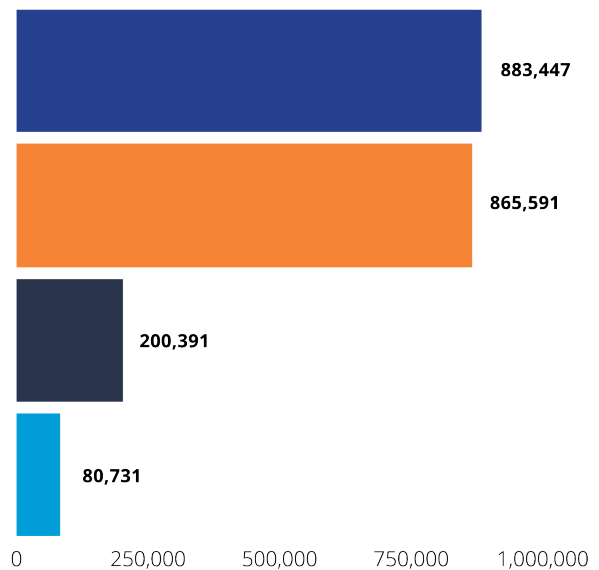
Flyer Drop-Offs

Mass Text / WhatsApp Messages

Other Media Appearances

Mailers

One-Way (Indirect) Outreach Recipients by Tactic



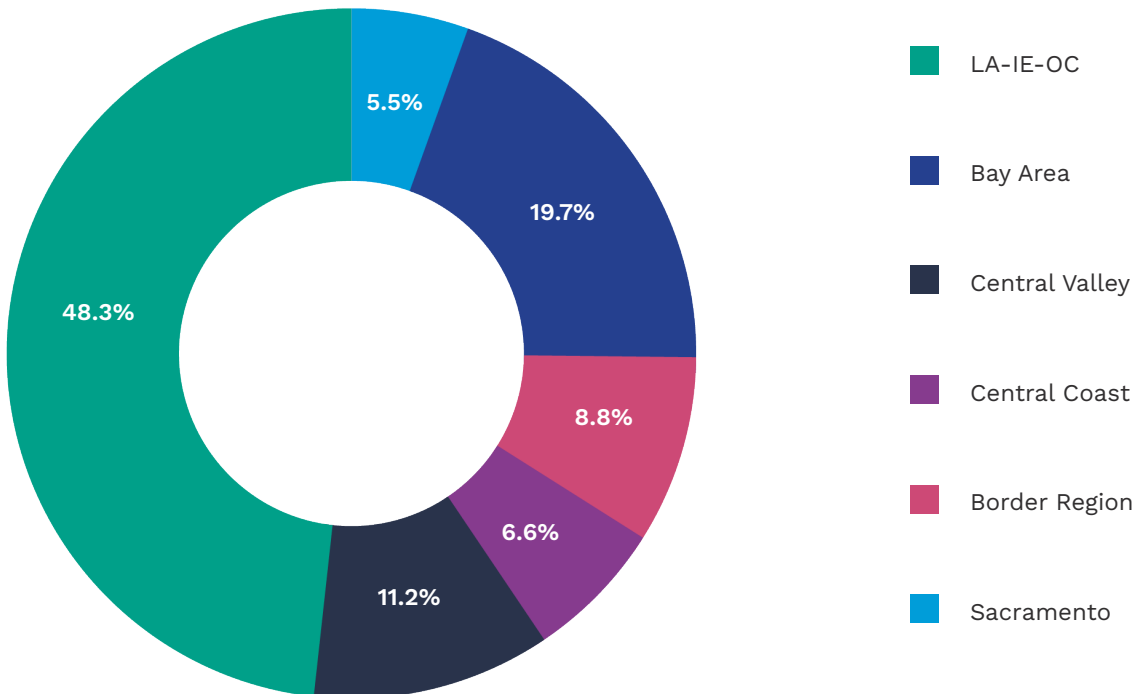
Targeting High-Risk Communities

The CWOP campaign set out to educate and protect the state's most high-risk workers in the regions and industries hardest-hit by COVID-19. These populations were identified through a combination of data sets (which informed the initial funding allocation per region), and the campaign's ongoing targeting strategies:

- Geographic distribution of the state's total high-risk workforce (in the campaign's six target industries) in each region, according to Occupational Employment Statistics data (Q1 2020);
- The California Healthy Places Index (HPI), a composite metric of community well-being based on social determinants of health;
- The California Hard-to-Count (CA-HTC) Index;
- COVID-19 incidence; and
- Vaccination rates

Proportion of High-Risk Workforce Per Target Region

percentage of the total high-risk workforce in six target industries in target regions only



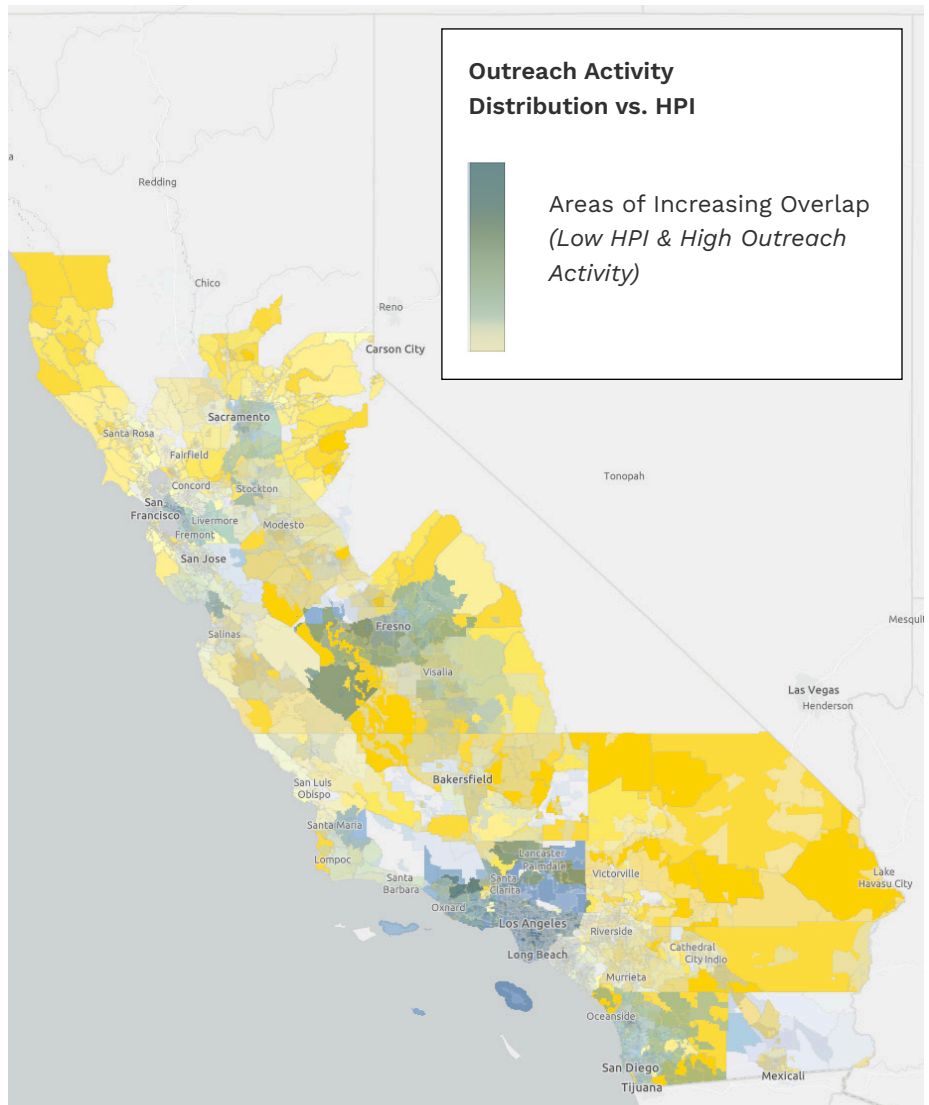
Effectively Reaching Target Communities

As the maps below demonstrate, CWOP partners actively reached and engaged with communities disproportionately impacted by COVID-19, as defined by the data sets described on page 24.

Composite: Distribution of Interactive Outreach Activity and HPI ⁶

This map overlays interactive outreach data (shown in blue, see page 28) with HPI distribution (shown in yellow, see page 27). Bluish-green regions indicate strong overlap. For example, in darker areas, the number of people reached via CWOP outreach is high, while the region's HPI score is low. See pages 26–28 for the isolated heat maps of each data set.

Note: HPI (yellow) is only reflected for the geographic regions of the state covered by CWOP outreach.

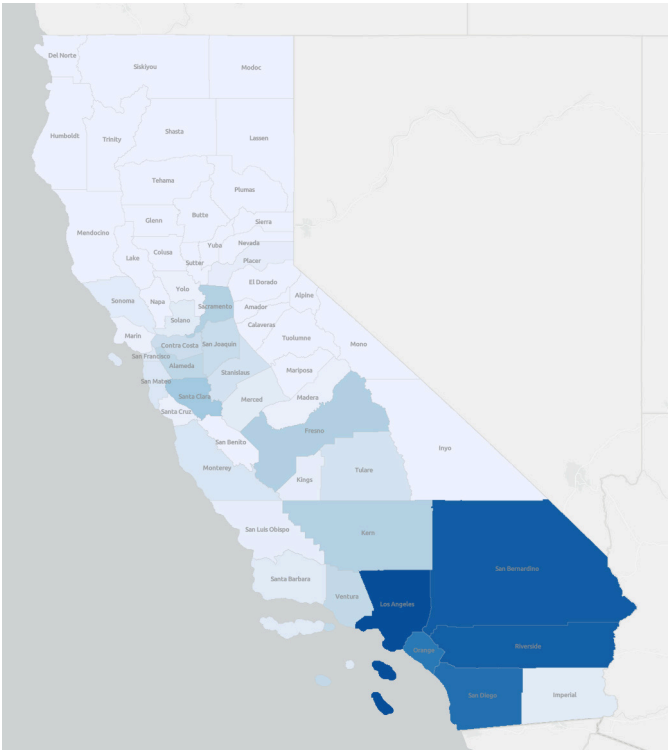


Cumulative COVID-19 Cases

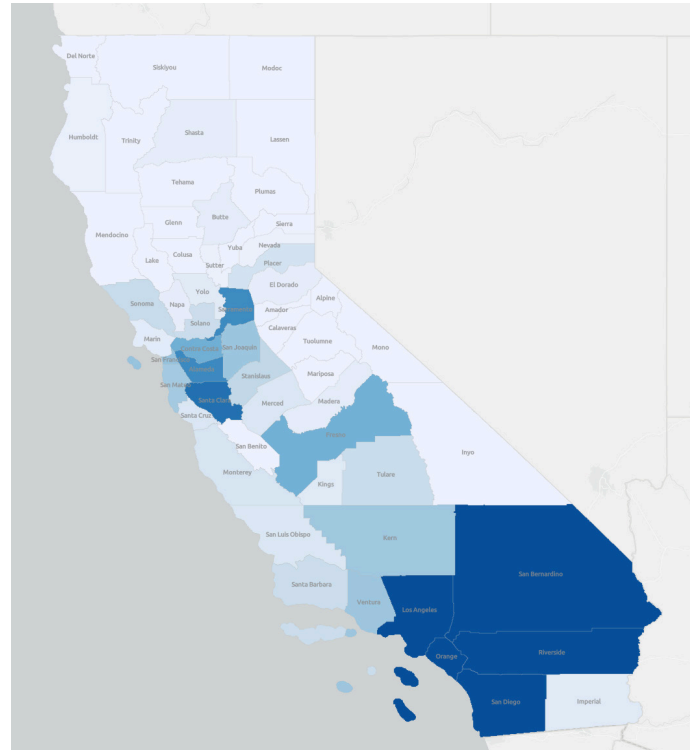
Maps below demonstrate cumulative COVID-19 cases by county. Darker blue indicates higher numbers of cases. The map on the left shows the COVID-19 case distribution up to February 2021, when the CWOP campaign launched. The map on the right shows the distribution of cases throughout the full campaign (February 2021 to May 2022).

Original data source: [CDPH COVID-19 Time Series](#)

Cases up to February 2021



Cases February 2021 to May 2022



Cumulative COVID Rates, up to Feb 2021



Total Cases



Cumulative COVID Rates, Feb 2021 - May 2022



Total Cases

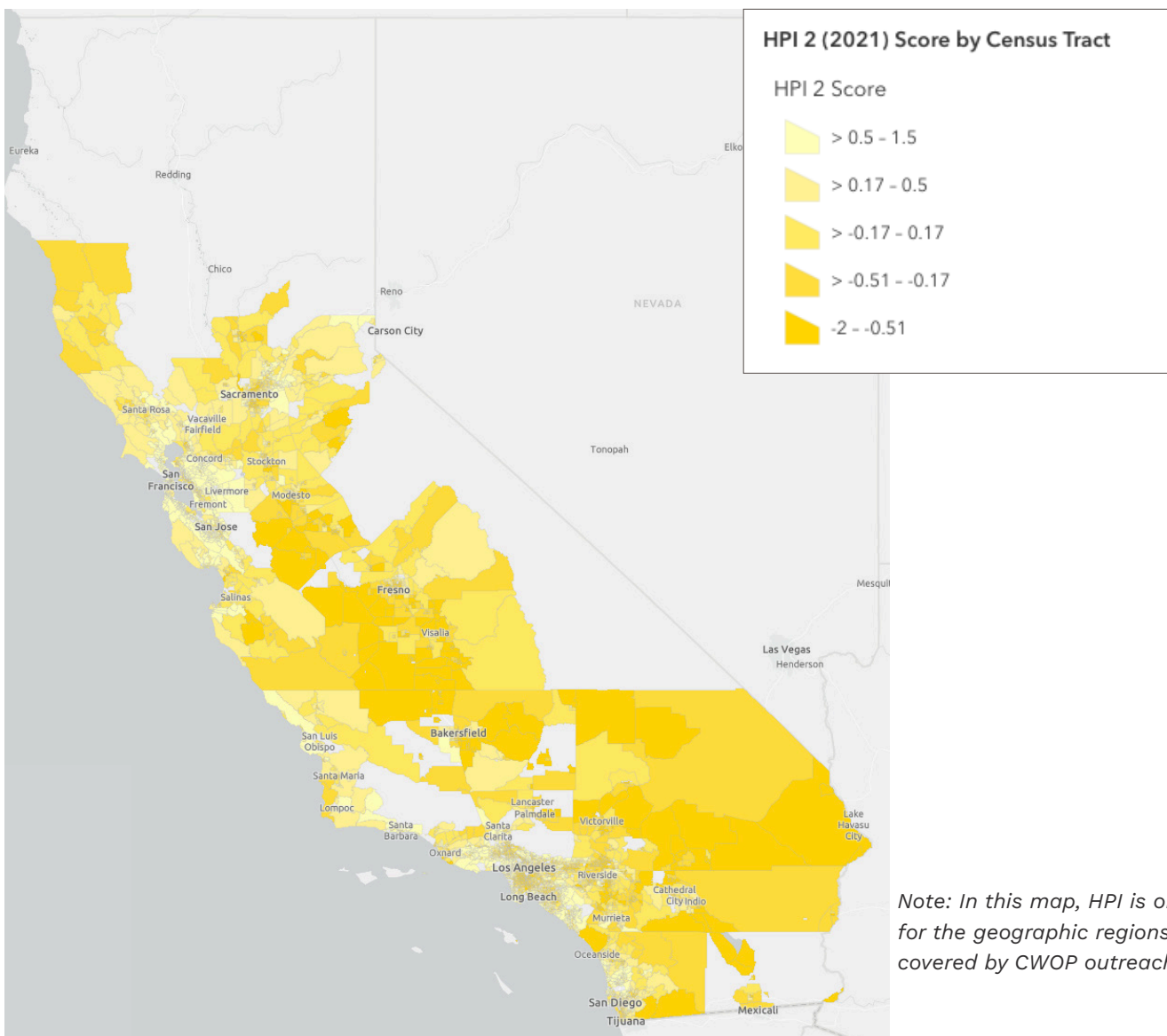


Healthy Places Index (HPI) 2.0 (2021)

Map below demonstrates HPI scores at the census tract level. Lower HPI score and darker shading indicate relatively less healthy communities that are more at-risk for negative health outcomes.

Original data source: [HPI 2.0 Tract-Level](#)

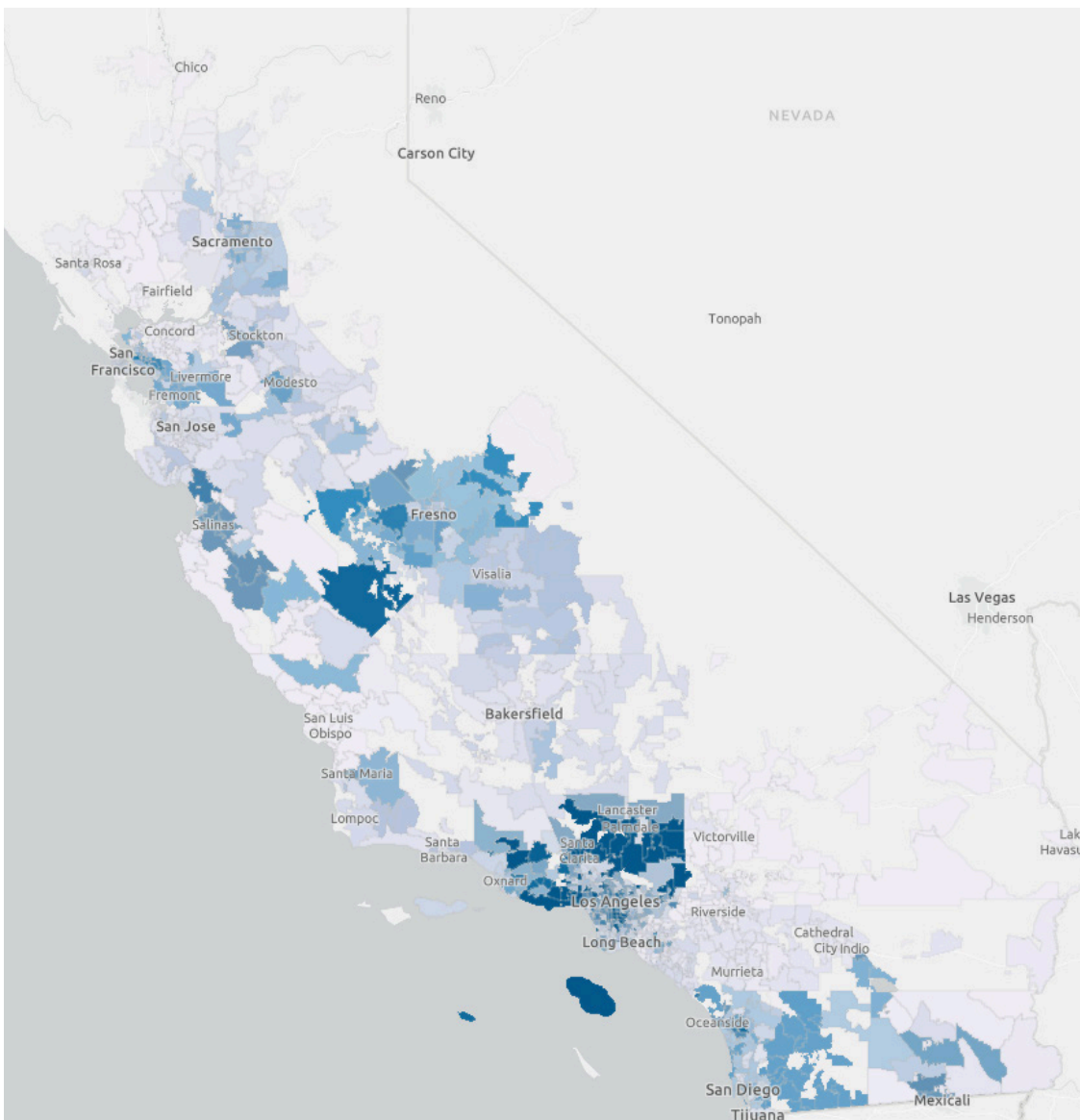
Note: This map is based on HPI 2.0 (2021) data and modeled using census tract boundaries that do not reflect changes extending from 2020 Census data (published by the U.S. Census Bureau in late 2021).



Overall CWOP Outreach Activity

Map below demonstrates number of outreach activities conducted by CWOP partners by ZIP code from February 2021 through May 2022. Only activities with geographic data reported at the ZIP code level are reflected in this map (including booths & tabling, events & meetings, community canvassing, training, mass mailers, flyer drop-offs, and door-to-door canvassing). Does not include digital activities.

Darker blue areas indicate a higher frequency of ZIP codes occurring in partner-reported outreach data (i.e. a higher number of activities taking place in a given ZIP code).



A Vaccinated Worker is a Safe Worker

As the COVID-19 vaccine became widely available in early- to mid-2021, the CWOP outreach mandate expanded to include vaccination efforts, in addition to COVID-19 safety in the workplace, labor rights, and worker protections. Many CBOs took advantage of the opportunity to support worker vaccination efforts by hosting or supporting vaccine clinics, facilitating vaccine appointments, referring community members to appointment providers, and dispelling rampant misinformation.

Partners received real-time updates from the California Department of Public Health (CDPH) in monthly statewide campaign briefings and had the option of participating in CDPH's regional Collective Impact Tables, which brought together local health jurisdictions, public health leaders, and CBOs conducting vaccine outreach, to receive the latest information, data, and resources related to the vaccine.

Given the pervasiveness of hesitancy and mis- and dis-information around the vaccine, CWOP's trusted messenger model (using local, trusted voices to interactively engage with high-risk communities) was particularly well-suited to accommodate vaccine outreach.



CWOP Vaccine Outreach

127,935

vaccine
appointments facilitated

195,590

referrals to
vaccine appointments

1,218,806

interactive engagements
in which partners reported
sharing information about the
COVID-19 vaccine ⁷

Achieving CWOP's Secondary Goals

In addition to reaching high-risk workers and their employers, the CWOP campaign was designed to achieve two secondary, but critical, goals intended to develop a long-lasting, replicable framework for statewide outreach campaigns:

1. Build relationships between CBOs and the State, and
2. Strengthen local relationships and infrastructure

Campaign elements such as monthly briefings, state-led trainings, capacity building, mandatory coalition meetings, and the Worker Week of Action were implemented, at least in part, toward the end of attaining these goals. In addition, CBOs were surveyed at the end of the campaign to quantitatively and qualitatively assess how well these outcomes were achieved.

“

The Week of Action provided an important opportunity for us to form new relationships with state agencies and representatives in the county. Reps from ALRB and the Labor Commissioner's Office spoke at our press conference and stayed to join our resource fair and caravan as well, connecting with each of the CBOs and community members in attendance. We now have long-lasting relationships with these agencies that will help strengthen our outreach and allow us to better provide resources to our communities.

— Christian Torres
Comite Civico del Valle

CBO Survey Results (May 2022)

results are reflective of 50 CBO responses ⁸

80%

built a new relationship with a state agency as a result of CWOP (including LWDA, DIR, ALRB, Cal/OSHA, or LCO)

67%

indicated an increased understanding of the roles and resources of state agencies as a result of CWOP (LWDA, DIR, ALRB, Cal/OSHA, or LCO)

94%

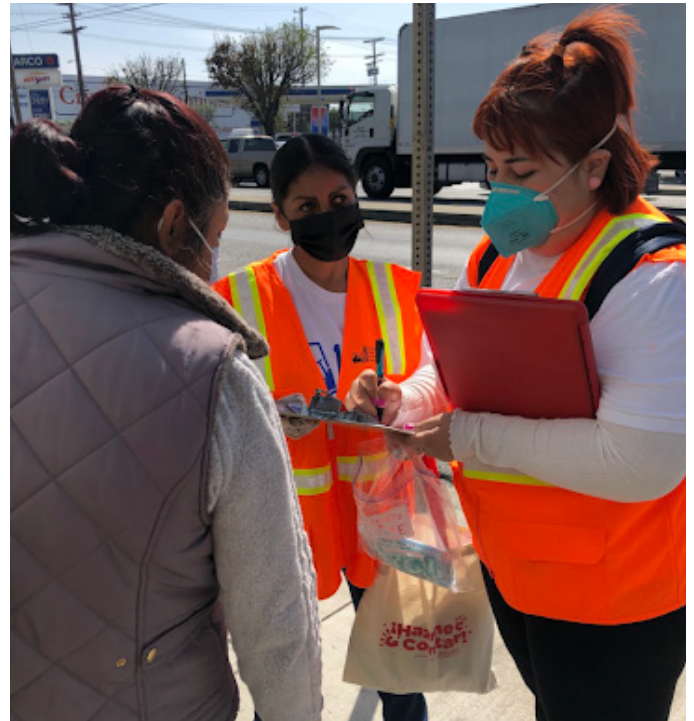
collaborated with other coalition partners on outreach activities

92%

developed stronger relationships with one or more CBOs in the coalition

COALITION SPOTLIGHTS

CWOP's effectiveness derived from centering decision-making power with local leaders who set the strategy and approach in each of their regional coalitions. The following section provides a look into each coalition's approach to reaching workers, informed by the unique industries, languages, and challenges within their communities. Through these snapshots, we share their insights and celebrate their successes.



Imperial

The Imperial coalition consisted of 6 CBOs that grew to collaborate extremely closely throughout the campaign, regularly partnering on outreach activities. The majority of outreach was conducted in Spanish, and there was a heavy focus on reaching farmworkers, day laborers, and workers in the meatpacking industry and retail. Organizations used booths and tabling as a primary tactic, holding resource fairs and meeting people outside central gathering locations like markets, grocery stores, shopping centers, agricultural fields, and areas along the US-Mexican border where thousands of workers cross back and forth each day.

“

Through this campaign, we were able to reach and provide services and information to a significant amount of workers from different areas, especially with farmworkers, one of the most vulnerable and unattended groups in Imperial County. This was a great opportunity for networking with other CBOs and state agencies that never had worked together and strengthened the relationship between those who know each other.

— Victor Beas, Comité Civico del Valle

355,055

touchpoints with
workers

75,103

interactive
engagements

Top 3 Tactics in Coalition

1. Mass Text / WhatsApp Messages
2. Events & Meetings
3. Booths & Tabling



Highlights:

- Led two multi-day caravans in which all of the CBOs in the coalition participated. Groups reached populated city areas, border crossing locations, and a variety of fields in rural areas of the county. One caravan featured a 2–9am shift which proved to be a highly effective new tactic for reaching farmworkers not usually covered during typical outreach.
- Hosted a press conference, community resource fair, and mobile vaccination clinic for the Week of Action. The Labor Commissioner’s Office, ALRB, and five CBOs led a discussion around supplemental paid sick leave and labor protections during the pandemic, in addition to providing personal protective equipment (PPE), educational materials, and COVID-19 vaccinations.

San Diego

The San Diego coalition included 6 CBO partners, co-led by two regional lead organizations, that conducted outreach across San Diego County, with a special focus in the underserved North County region. Although much of the region's outreach was conducted in Spanish (reaching Latinx and immigrant farmworker communities), several of the coalition partners specialized in outreach in Vietnamese and Tagalog, reaching the county's significant AAPI populations as well. The coalition prioritized vaccination efforts, hosting numerous vaccine clinics in community spaces—such as swap meets, grocery stores, and community health centers—and hyper targeting outreach by using census tract-level vaccination data and community insight.



Highlights:

- Strategic approach to vaccine clinics included permanent weekly sites in Escondido and San Marcos to allow for follow-up conversations and trust building. Outreach included weekly canvassing at the Escondido World Market.
- Organized a caravan event with four stops dedicated to outreach throughout the county. The caravan culminated at a business expo and employer panel about COVID-19 impacts in the workplace.
- Held a press conference for the Week of Action at the North Inland Live Well Center—a county building in Escondido that serves as a single stop for health and social services for residents in the region. Marked the first press event at this location and resulted in opening new collaborative relationships between the county and CBOs.

586,134

touchpoints with workers

309,374

interactive engagements

Top 3 Tactics in Coalition

1. Trainings
2. Community Canvassing
3. Events & Meetings

“

CWOP has had a positive impact on workers by providing access to COVID-19 resources and services that otherwise were typically limited for underserved and underrepresented communities. CBOs are now connected and able to share and support each other's events, services offered, etc. It's important to receive labor rights information from a trusted CBO because it eases some of the community's fears and helps clarify misconceptions.

— Yaneth Mora Lopez, City Heights CDC

LA/IE/OC

Covering the campaign's most densely and diversely populated region, the 20 organizations in the Los Angeles, Inland Empire, and Orange County (LA/IE/OC) coalition conducted outreach across Los Angeles, Orange, San Bernardino, and Riverside Counties. CBOs came to the campaign with a wide variety of expertise in outreach tactics, industry coverage, and demographic focus, and regularly collaborated to share best practices, identify common challenges, and provide referrals and connections to resources. The coalition focused heavily on worker empowerment, providing education and resources related to labor rights and protections. It also supported the filing of complaints and encouraged worker organizing.

Highlights:

- Produced an outreach material for the region, clarifying the specific state and local employer requirements and worker protections in place due to the California Emergency Temporary Standards (ETS) and the LA County Health Officer Orders (HOO).
- Utilized the regional discretionary budget to create a CBO-led mural project emphasizing workers' right to a safe and healthy workplace. The mural was revealed in May 2022 on Worker Memorial Day and resulted in a significant partnership between the CBOs and the local community.

1,788,515

touchpoints with
workers

484,522

interactive
engagements

Top 3 Tactics in Coalition

1. Mass Text / WhatsApp Messaging
2. Community Canvassing
3. Events & Meetings



Central Coast South

The Central Coast South coalition, comprising five CBOs, excelled at reaching workers via in-person outreach throughout Ventura, Santa Barbara, and San Luis Obispo counties. The coalition focused on reaching farmworkers in their preferred language, including Spanish, Mixteco, Purepecha, and Zapoteco. The CBOs developed strong partnerships with each other, frequently collaborating to host food banks, community resource fairs, and trainings for workers. A big focus for this region was working directly with state agencies to develop and provide labor rights and benefits trainings for their outreach staff and workers. Trainings were provided in Spanish with simultaneous Mixteco interpretation.

530,393

touchpoints with
workers

152,919

interactive
engagements

Top 3 Tactics in Coalition

1. Mass Text / WhatsApp Messaging
2. Events & Meetings
3. Booths & Tabling

Highlights:

- Partnered with the Labor Commissioner's Office to host three virtual trainings on paid sick leave, retaliation protections, and workers' compensation for promotoras and farmworkers.
- Led two caravans, in partnership with DIR and the Labor Commissioner's Office, that provided labor rights information to farmworkers in Spanish and different Mixteco variants. At the time, in-person outreach was not possible due to COVID-19, so the caravans provided workers with access to labor rights information while working in the fields.

“

CBOs are able to get on the ground and support farmworkers as they advocate for their rights, informing and helping educate them in order to empower them, and that is only possible when we have the support from state agencies. CWOP has been a huge first step. Thank you LWDA, the State, and all the CBOs that have continued outreach during the pandemic to ensure that the community and the workers are informed in order to create a safe and healthy workplace.

— Ocil Herrejón, CAUSE



Central Coast North

The six CBOs in the Central Coast North coalition focused on reaching Latinx and indigenous workers throughout Monterey, San Benito and Santa Cruz counties. Each CBO had their own unique expertise in outreach tactics. But they worked closely to learn best practices from each other, always centering workers' needs in their conversations. The CBOs also regularly collaborated to identify and address challenges and outreach gaps in the community.



Highlights:

- With the support of LWDA, developed new partnerships with the California Department of Motor Vehicles (DMV) and faith-based organizations.
- Developed strategies to reach indigenous communities in their preferred languages, such as Mixteco, Zapoteco and Triqui, including recording audio messages with labor rights information to send via WhatsApp.
- During the Week of Action, led a press conference featuring speakers from the Labor Commissioners' Office and the Agricultural Labor Relations Board, as well as CBOs and workers. Outreach teams also organized tabling and community canvassing events and led four separate vaccine clinics.

486,592

touchpoints with workers

203,470

interactive engagements

Top 3 Tactics in Coalition

1. Mass Text / WhatsApp Messaging
2. Booths & Tabling
3. Events & Meetings

“

The Week of Action helped show the community that there are different agencies available to help them. A memorable story I have is when a client said she wasn't going to get vaccinated because she couldn't afford to get sick. What she meant was that she couldn't financially afford it, because if she gets sick, she needs to take time off work, and if she doesn't work, she doesn't get paid. I told her that if she were to get sick from the vaccine, her employer must provide supplemental paid sick leave. She was so relieved to learn this information.

— Giselle Sanchez,
California Rural Legal Assistance (CRLA)

Central Valley

The Central Valley coalition of 14 CBOs had a strong focus in reaching farmworkers and increasing access to vaccines throughout Kern, Tulare, Kings, Fresno, Madera, Merced, Stanislaus, and San Joaquin Counties. They conducted outreach in 12 different languages and had a deep understanding of how to reach farmworkers and vulnerable populations. For example, they canvassed at 4am at bakeries and carpool pick-up locations where farmworkers gathered prior to their shifts. The coalition also established close relationships with state agencies and divisions, in part through nine trainings provided specifically to train outreach staff from the Central Valley.

1,421,722

touchpoints with workers

311,240

interactive engagements

Top 3 Tactics in Coalition

1. Mass Text / WhatsApp Messaging
2. Community Canvassing
3. Booths & Tabling

“

CWOP has been impactful for workers. It has allowed us to connect with workers and provide information and resources about safety, workers' rights, and vaccines. Workers have become more aware of their rights and have learned ways to speak up about unsafe work conditions or unpaid wages. CWOP has become a safety net for all workers during this time.

— Liliana Felix, West Modesto Community Collaborative



Highlights:

- Partnered with the Labor Commissioner's Office and the Agricultural Labor Relations Board to lead four multi-day caravans that traveled throughout the Central Valley. The multi-day events also included trainings and community events where direct outreach was provided to workers.
- Established partnerships with state agencies and collaborated closely to provide trainings for outreach staff and workers. Trainings covered labor rights and benefits such as health and safety at the workplace, paid sick leave, retaliation protections, workers' compensation, and vaccines.
- During the Week of Action, successfully executed a roundtable of over 60 attendees, as well as nine other outreach events.

Sacramento

The Sacramento coalition included eight CBOs that focused on reaching the Latinx and Punjabi communities throughout Sacramento, Yolo, El Dorado, Placer, Yuba, Amador, Calaveras, and Sutter counties. Primary goals in the region included increasing awareness about labor rights and providing tangible resources to the community, including COVID-19 antigen rapid home tests and personal protective equipment (PPE).

543,536

touchpoints
with workers

145,329

interactive
engagements

Top 3 Tactics in Coalition

1. Community Canvassing
2. Booths & Tabling
3. Events & Meetings

“

As a CBO that's participating in this outreach campaign, I want to stress that it has really felt like a partnership. We appreciated the opportunity to develop relationships between CBOs and the state agencies to get accurate and current information to our community members.

— Daniela Urban, Center for Workers' Rights

Highlights:

- During the Week of Action, successfully co-built a roundtable event on supplemental paid sick leave featuring Labor Secretary Natalie Palugyai; DIR Director Katie Hagen; Labor Commissioner Lilia Garcia-Brower; California Labor Federation Organizing Director Aly Young; Center for Workers' Rights Executive Director Daniela Urban; LWDA Associate Secretary for Farmworker Liaison and Immigrant Services Sebastian Sanchez; and Sacramento's CWOP Regional Lead Sofia Cardenas.
- In partnership with CDPH, reached the Punjabi community through a vaccine event at a faith-based location.
- Developed and tested lasting paid social media infrastructure for coalition to conduct coordinated outreach.



Bay Area

The Bay Area coalition consisted of 11 CBOs spanning Alameda, Contra Costa, Marin, Mendocino, Napa, San Mateo, Santa Clara, Solano, Sonoma, and San Francisco Counties. Many CBO partners had specific industry focuses in their work, individually reaching janitorial, food service, manufacturing, and nail salon workers, while others had target demographic audiences, covering Black workers and the AAPI community. Outreach was conducted in 11 different languages and despite a wide variety in target audiences and tactics, the coalition collaborated closely on Week of Action events and in coalition meetings.

“

Our education about labor rights information is a treasure not only for our future but for our family's future . . .

— Tess Brillante

PAWIS & Step Forward Foundation



Highlights:

- Reached Black immigrant communities in-language for the first time by using the discretionary budget to translate campaign materials into several African languages: Igbo, Tigrinya, Swahili, and French. Translations included both written materials and audio recordings.
- Held a virtual press conference for the Week of Action, drawing nearly 100 participants and 15 speakers, including state representatives from LWDA and Cal/OSHA, local elected officials, workers, and CBOs. The event highlighted advocates' efforts to improve working conditions during the pandemic.
- Led a caravan in San Jose, making four stops to conduct workers' rights outreach at local markets, grocery stores, and fast food locations.

1,187,596

touchpoints with workers

218,596

interactive engagements

Top 3 Tactics in Coalition

1. Mass Text / WhatsApp Messaging
2. Community Canvassing
3. Events & Meetings



Black Worker Hub

The Black Worker Hub (BWH) coalition, led by the LA Black Worker Center in partnership with Earthlodge, COPE, and Anti-Recidivism Coalition (ARC), reached Black workers in Los Angeles, the Inland Empire, and San Diego. They prioritized tactics, such as community health events, that allowed for extensive conversation, story capture, the building of a database for follow-up, and the sharing of connections to other support resources. Their strategy sought to respond to unique challenges that Black workers experience, including high rates of prejudice and discrimination in the workplace, as well as high rates of underemployment and unemployment.

“

The conversations we had were the first, and only, human-targeted engagement many Black workers got about their rights during the pandemic. This whole crisis would have come and gone without a deeper connection to these workers.

— Yardenna Aaron, Earthlodge Center



122,455

touchpoints with workers

50,774

interactive engagements

Top 3 Tactics in Coalition

1. Events & Meetings
2. Community Canvassing
3. Email Newsletters

Highlights:

- Captured 25+ stories as part of the Essential Stories campaign, to uplift the voices and experiences of Black workers in California.
- Focused outreach on ensuring Black workers receive equitable and long-term COVID-19 recovery support, resources, and protections.
- Designed, fielded, analyzed, and disseminated the [Essential Stories: Black Worker COVID-19 Economic Health Impact Survey](#), a research project to better understand the experiences and challenges of Black workers during the COVID-19 pandemic.

Employer Coalition

A pilot group of employer-serving organizations was assembled to increase employer knowledge about changing workplace regulations during the pandemic. The coalition included five organizations (across CWOP 1.0 and 2.0) doing outreach in nine languages to primarily micro-entrepreneurs up to mid-size businesses across Los Angeles and San Diego Counties. The employer coalition responded to challenges in their community including: confusion over changing COVID-19 regulations, burn-out on learning about COVID-19 regulations, and lack of resources, including PPE and testing kits.

“

CWOP has provided our organization the resources to scale outreach, pivot education, and deepen our community engagement efforts. This innovative project has been critical to PPE Unite's success in connecting with over 100,000 businesses.

— Tova Mac & Jay Tsao, Founders, PPE Unite

Highlights:

- During the first six months of CWOP, when the Employer Portal was the primary call-to-action, outreach resulted in 274k page views of the Employer Portal.
- PPE Unite reached over 40k employers, more than doubling their original outreach goal.
- San Diego Small Business Development Center reached over 40k employers, primarily in under represented communities, through their partner network.



1,042,599

touchpoints
with workers

90,527

interactive
engagements

Top 3 Tactics in Coalition

1. Email Newsletters
2. Mass Text / WhatsApp Messaging
3. Mailers

LOOKING FORWARD: CWOP AS A MODEL FOR FUTURE PROGRAMS

The unprecedented challenges and disproportionate impact of the COVID-19 pandemic on vulnerable communities necessitated a unique campaign approach. There was a dire need to engage workers in meaningful conversation with people they trust both to educate them about their labor rights and protections during the pandemic and to equip them to act on those rights. Building on the trusted messenger model used in California Census outreach, the CWOP campaign developed a replicable model proven to not only successfully engage hard-to-reach communities, but also to increase the capacity of participating organizations and to leave behind an infrastructure ready to be reactivated.

The CWOP campaign set out to protect and educate the state's essential workers and accomplish three key goals:

1. Engage and empower high-risk workers through organizations and community leaders they trust;
2. Build relationships between CBOs and the State; and
3. Strengthen local relationships and infrastructure.

By all measures, the campaign achieved these goals, often beyond expectation. Collectively, the statewide outreach efforts resulted in reaching more than 300% of the State's minimum goal for number of people reached. CWOP organizations reported over 1.9 million



meaningful, interactive engagements with community members and more than 6 million total touchpoints in just over a year, concentrated in the state's hardest hit regions and industries. Community members, CBOs, and state leadership alike have commented on the impact of the campaign, its organization and effectiveness, and the important new relationships and infrastructure it has succeeded in fostering.

Among the most significant outcomes of the campaign, however, is the groundwork that has been laid for future initiatives to build upon. Given California's size and diversity, statewide campaigns have historically faced a number of common challenges: difficulty engaging underserved communities, building effective

strategies for diverse regions at scale, and retaining or reengaging successful community partners from one effort to the next.

The CWOP campaign has taken broad strides toward addressing and solving for each of these challenges:

- A localized, but scaled, CBO-led approach enables organizations to engage hard-to-reach communities with tailored strategies and linguistically accessible content that specifically address local needs
- The robust network of CBOs can be easily activated and equipped with trainings and printed or digital materials to disseminate locally
- Ongoing capacity- and relationship-building serves to strengthen individual organizations, ensuring a lasting impact in the community beyond the life of the campaign
- Real-time reporting and a centralized communication system between stakeholders and CBOs enables flexible, responsive campaign management and strategy that can be quickly adapted to changing circumstances on the ground

The CWOP model sets an exciting precedent both for future state and national programs. As of June 2022, LWDA and DIR are in the process of launching a third iteration of the campaign in conjunction with CDPH.



“

CWOP is a great model and should be replicated. Local organizations with an education and outreach track record are one of the best resources and partners the state has to keep their residents informed. Coalitions made of these types of trusted messenger organizations are a very effective way of amplifying reach and impact in our communities. With access to basic regional data, such as HPI, poverty rates, and household size and ages, organizations like the ones that participated in CWOP are able to target their campaigns and improve their results.

— Alor Calderon, Employee Rights Center

APPENDIX

Participating Organizations

** organization only participated in CWOP 1.0*

+ organization only participated in CWOP 2.0

Coalition: **Imperial**

1. **Regional Lead: Comite Civico del Valle**
2. Callexico Wellness Center +
3. California Rural Legal Assistance, Inc. (CRLA)
4. Imperial Valley LGBT Resource Center +
5. United Farm Workers of America (UFW)
6. Lideres Campesinas

Coalition: **San Diego**

1. **Regional Lead: Employee Rights Center**
2. **Regional Lead: Universidad Popular**
3. California Rural Legal Assistance, Inc. (CRLA)
4. City Heights Community Development Corporation
5. Maintenance Cooperation Trust Fund
6. Pilipino Workers Center of Southern California
7. San Diego Workforce Partnership *

Coalition: **Los Angeles, Orange County, Inland Empire (LA/IE/OC)**

1. **Regional Lead: SoCalCOSH**
2. **Regional Lead: Warehouse Worker Resource Center**
3. Alianza Coachella Valley
4. Building Skills Partnership
5. California Healthy Nail Salon Collaborative
6. CLEAN Carwash
7. East Los Angeles Women's Center
8. Garment Worker Center
9. Instituto de Educación Popular del Sur de California (IDEPSCA)

10. Inland Congregations United for Change (ICUC) +
11. Korean Immigration Workers Advocates of Southern California (KIWA)
12. Los Angeles Alliance for a New Economy (LAANE)
13. Lideres Campesinas
14. Orange County Asian and Pacific Islander Community Alliance, Inc. (OCAPICA)
15. Orange County Communities Organized for Responsible Development (OCCORD)
16. Orange County Labor Federation, AFL-CIO
17. Pilipino Workers Center of Southern California
18. Pomona Economic Opportunity Center United for Respect Education Fund

Coalition: **Central Coast South**

1. **Regional Lead: Central Coast Alliance United for Sustainable Economy (CAUSE)**
2. California Rural Legal Assistance, Inc. (CRLA)
3. LUCHA/Poder Popular
4. Mixteco Indígena Community Organizing Project (MICOP)
5. United Farm Workers of America (UFW)

Coalition: **Central Coast North**

1. **Regional Lead: Monterey Bay Central Labor Council**
2. California Rural Legal Assistance, Inc. (CRLA)
3. Center for Community Advocacy (CCA)
4. Centro Binacional Para El Desarrollo Indígena Oaxaqueño (CBDIO)

5. Community Action Board of Santa Cruz, Inc. (CAB) +
6. United Farm Workers of America (UFW)
7. Teamsters Local 890 *

Coalition: **Central Valley**

1. **Regional Lead: UC Merced Community and Labor Center**
2. California Rural Legal Assistance, Inc. (CRLA)
3. California Rural Legal Assistance Foundation (CRLAF)
4. Centro Binacional Para El Desarrollo Indígena Oaxaqueño (CBDIO)
5. Fresno-Madera-Tulare-Kings, Central Labor Council, AFL-CIO (FMTK CLC)
6. Jakara Movement
7. Kern Inyo Mono Central Labor Council
8. Lideres Campesinas
9. North Valley Labor Federation
10. United Farm Workers of America (UFW)
11. United for Respect Education Fund
12. Valley Voices +
13. Stanislaus Multicultural Health Coalition West Modesto/Kings Community Collaborative
14. Westside Family Preservation Services Network

Coalition: **Sacramento**

1. **Regional Lead: Sacramento Central Labor Council**
2. Building Skills Partnership
3. California Rural Legal Assistance Foundation (CRLAF)
4. Center for Workers' Rights
5. Jakara Movement
6. Lideres Campesinas
7. Maintenance Cooperation Trust Fund

8. Ring of Democracy +
9. Alliance of Californians for Community Empowerment (ACCE) Institute *
10. Sacramento Area Congregations Together (Sacramento ACT)*

Coalition: **Bay Area**

1. **Regional Lead: Worksafe**
2. Black Cultural Zone Community Development Corporation
3. Building Skills Partnership
4. California Healthy Nail Salon Collaborative
5. Chinese Progressive Association
6. East Bay Alliance for a Sustainable Economy (EBASE)
7. Jakara Movement
8. Maintenance Cooperation Trust Fund
9. Step Forward Foundation
10. Trabajadores Unidos Workers United
11. United Farm Workers of America (UFW)
12. Bay Rising (Movement Strategy Center) *
13. Teamsters Local 890 *

Coalition: **Black Workers Hub**

1. **Regional Lead: Los Angeles Black Worker Center**
2. Anti-Recidivism Coalition (ARC) +
3. Congregations Organized for Prophetic Engagement (C.O.P.E.) +
4. Earthlodge Center for Transformation

Coalition: **Employer Groups**

1. Economic Development Corporation of Los Angeles County (LAEDC) +
2. Los Angeles Area Chamber of Commerce
3. PPE Unite +
4. San Diego and Imperial Small Business Development Center Network +

CWOP 1.0 & CWOP 2.0

Learnings & Adjustments Between Campaign Phases

After the success of the first iteration of the campaign (“CWOP 1.0,” from February 2021 to July 2021), CWOP funding was extended through May 2022 (“CWOP 2.0”). CBOs were engaged from the initial planning stages throughout every subsequent phase of execution to ensure that their insights and on-the-ground knowledge of target communities continuously shaped campaign design and strategy.

From CWOP 1.0 to CWOP 2.0, LWDA, with SVM support, spearheaded a series of feedback sessions with CBO partners and internal stakeholders to identify key challenges and recommended improvements for the campaign extension. Key learnings and adjustments included:

- A revised development process for outreach materials, in which a small number of assets were co-built in partnership with CBOs, rather than a process where a large number of assets were built with limited CBO feedback
- An increased emphasis in CBO contracts on high quality, in-person interactions and an expansion of the target industries
- The creation of regional goals to increase CBO collaboration and improve coalition coordination

The full report outlining the feedback and adjustments between the first two phases of the CWOP campaign can be found [here](#).



Phase Statistics: CWOP 1.0

2,952,992

1.0 Campaign Touchpoints

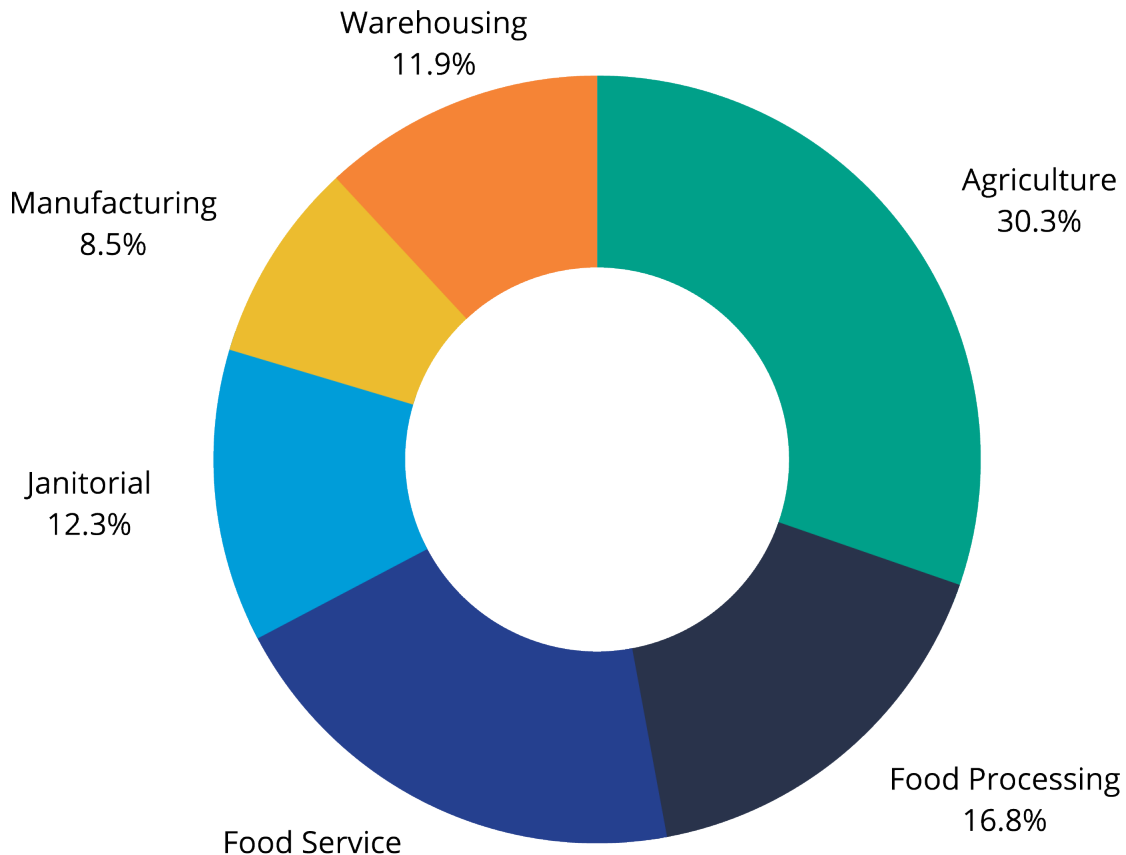
943,084

1.0 Interactive Engagements

- **1,204,112** Campaign Materials Distributed
- **33** Languages Used
- **7,884** Interactive Activity Count
- **74,433** Vaccine Appointments Facilitated
- **110,124** Referrals to Vaccine Providers

CWOP 1.0: Number of Reported Activities in Target Industries

some activities may be represented among multiple industries if they had a cross-industry focus



Phase Statistics: CWOP 2.0

3,105,945

2.0 Campaign Touchpoints

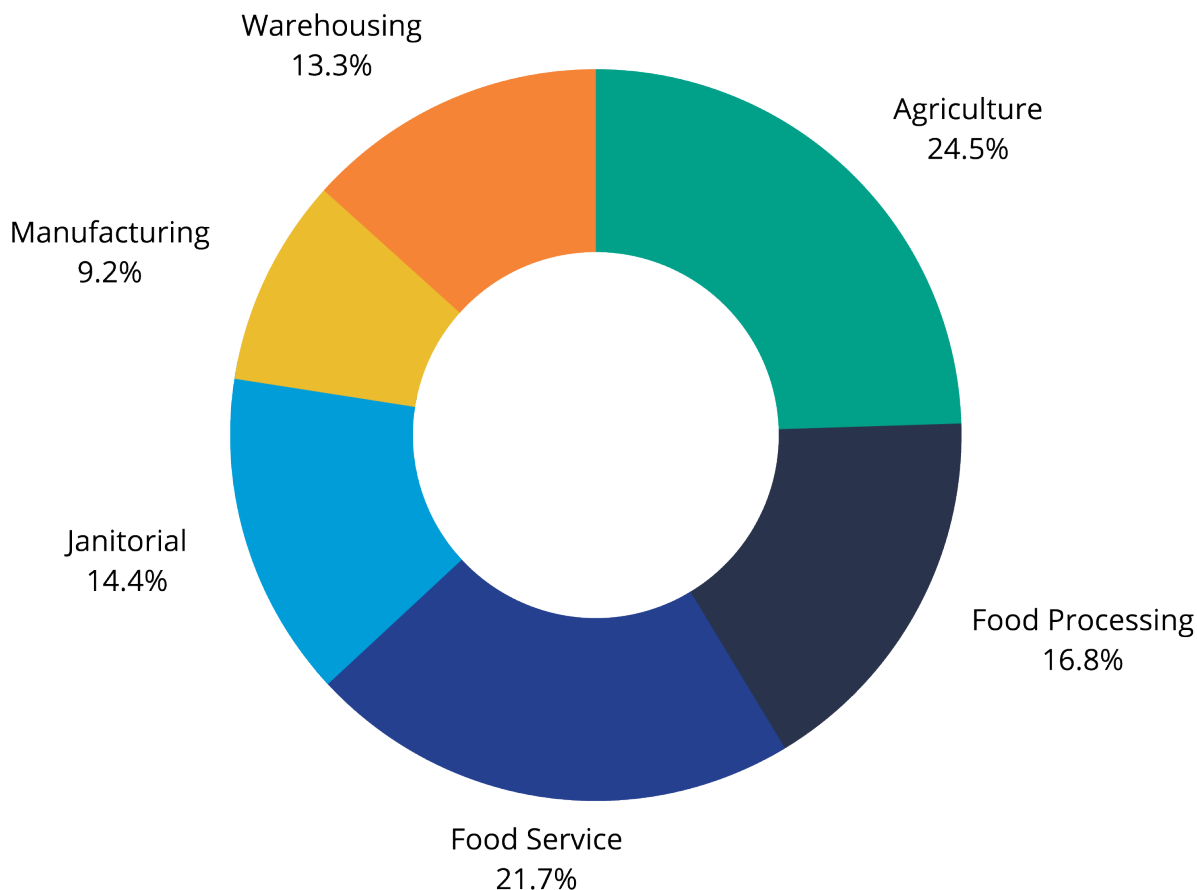
982,809

2.0 Interactive Engagements

- **3,754,398** Campaign Materials Distributed
- **29** Languages Used
- **11,292** Interactive Activity Count
- **53,502** Vaccine Appointments Facilitated
- **85,466** Referrals to Vaccine Providers

CWOP 2.0: Number of Reported Activities in Target Industries

some activities may be represented among multiple industries if they had a cross-industry focus



Campaign Languages

Language accessibility is a central characteristic of an effective trusted messenger campaign. CWOP partners reached vulnerable workers across the state of California, recording millions of interactive engagements with workers in their neighborhoods and in their languages—as evidenced by the **46 separate languages used in the campaign**.

Partners reported conducting outreach in 38 languages, and campaign materials were produced and made available on CORD in as many as 34 languages. In most cases, those languages overlapped; however, some languages were used only in outreach either because the language isn't used in written format (like many indigenous languages) or because the CBO outreach tactic didn't require printed materials. And in a few cases, campaign materials existed for languages in which partners did not report conducting any interactive outreach activity (i.e. may have been used instead for flyer drops or social media posts).

** language used for outreach only (no campaign materials produced)*

+ language used in campaign materials only (no reported interactive engagements)

Amharic +	Hmong	Samoan
Arabic	Igbo +	Somali
Armenian +	Huave *	Spanish
Burmese +	Japanese	Swahili +
Cambodian / Khmer	K'iche'	Tagalog
Cantonese	Korean	Thai
Mandarin	Laotian	Tongan
Chatino *	Mam	Tlapaneco *
Chinanteco *	Marshallese	Triqui *
Creole *	Mixteco	Tzeltal *
English	Portuguese +	Urdu *
Farsi	Nahuatl *	Vakaviti +
Filipino *	Punjabi	Vietnamese
French	Purepecha *	Zapoteco
Guerrero *	Q'anjob'al +	
Hindi	Russian	

End Notes

1. Page 10: Note: The Employer Coalition did not have a designated Regional Lead organization.
2. Page 15: Regional coalition meetings take place twice monthly and are mandatory for all CBO coalition partners. They are led by Regional Leads and provide CBOs with space to discuss outreach strategy and share campaign learnings.
3. Page 15: SVM held weekly 1:1 check-in meetings with each Regional Lead throughout the campaign as a space to share campaign updates, evaluate outreach challenges, and solicit feedback or insights to bring to LWDA to guide larger campaign strategy.
4. Page 16: Campaign materials were produced in 34 languages, while outreach activities were reported in 38 languages. See page 49 for a breakdown of outreach and material languages.
5. Page 20: This data only covers activities in which CBOs reported that the target industries were reached. It doesn't cover all campaign activities because there was a possibility to report on "general" reach (workers and community members whose industry was not identified) and "other" reach (industries beyond the campaign's six targets).
6. Page 25: In the composite map, HPI data is visualized for only the geographic areas covered by the CWOP campaign for easier comparison. Although outreach activity closely matches the State's distribution of COVID-19 incidence (see page 26), the composite map uses HPI as a primary comparison metric because the State's COVID-19 time series data is published at the county level (while HPI is visualized at the census tract level and the outreach activity heatmap relies on ZIP code-level data). In order to maintain consistency, optimize readability, and accurately represent the relationship between community need and campaign reach, the composite map focuses on data available at greater levels of geographic specificity.
7. Page 29: This number represents total interactive engagements in which partners reported "COVID-19 vaccine" as a topic covered. Tactics include: booths and tabling, events and meetings, community canvassing, and training activities across CWOP 1.0 and 2.0. Phone and text banking, door-to-door canvassing, and one-to-one messaging are not included in this count due to the different way those tactics are reported in CORD.
8. Page 30: The End-of-Campaign Survey was sent to all 60 CBOs contracted for CWOP 2.0. We received a total of 50 responses from 44 of the CBOs.

THANK YOU

FOR QUESTIONS, PLEASE CONTACT:



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