

CITY OF CHULA VISTA

DIGITAL EQUITY AND INCLUSION PLAN

JUNE 2020

ACKNOWLEDGEMENTS

The Digital Equity and Inclusion Plan (DEIP) was prepared by the City of Chula Vista, California between May 2019 and June 2020. The initiative for digital equity enthusiastically supported by a network of regional agencies, community-based organizations, private businesses, and educational institutions. City Manager Gary Halbert and his team of dedicated city staff spearheaded this initiative. The City would like to thank all city staff and external partners who participated in the creation of the inaugural DEIP to help bridge the digital divide in the City of Chula Vista.



The Digital Equity and Inclusion Plan was prepared by the consulting team at Nutter Consulting, LLC.

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Dear Community Members and Leaders,

I am pleased to announce the release of the inaugural Digital Equity and Inclusion Plan (DEIP) to help bridge the digital divide in our community.

In recent years, Chula Vista has emerged as a leader in innovation through the release of our Smart City Strategic Action Plan outlining new initiatives to make us a more connected, responsive, transparent, and innovative city.

Though the City has made great strides in leveraging new technology, data collection, and data management to improve our infrastructure, there are residents who are being left behind in our digital age. Some of our fellow community members are unable to access online City services, educational resources, or participate in the digital economy.

The DEIP has been developed to ensure that all community members can participate fully in digital society - by having equal access to the Internet, to high-quality devices such as computers and tablets, and to digital literacy skills.

In light of the recent COVID-19 global pandemic, it is clear that issues of digital equity are even more critical to address. Vulnerable members of our community are struggling with digital access under shelter-in-place advisories; Internet connection is critical to access government services, important public health information, online education, telecommuting for work, and mobile services. While it is not clear when this crisis will be resolved or if this is our “new normal," we stand ready to champion digital equity and inclusion for the quality of life of all residents.

Moving forward, we’re committed to implementing the goals, objectives, and strategies detailed in the Digital Equity and Inclusion Plan. Working together, we can build a more inclusive, more equitable, and more just society in this challenging time.

Sincerely,

Gary Halbert

Gary Halbert
Chula Vista City Manager



EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

As a national leader in civic innovation, the City of Chula Vista, California has actively explored opportunities to utilize new technology and data over the past decade to improve quality of life for its residents. In 2017, the City finalized the *Smart City Strategic Action Plan*, outlining the vision and implementation strategy for their smart city program. The plan includes four main goals - to make the city more connected, responsive, transparent, and innovative. Underpinning these goals are 10 objectives and 39 initiatives to guide Chula Vista's thoughtful implementation of smart city projects and programs, including an inaugural smart neighborhood along the Bayfront. The City has already broken ground on a number of initiatives, such as traffic signal modernization, smart irrigation systems, and an interactive open data portal with GIS mapping.

Central to the success of the *Smart City Strategic Action Plan* is the first goal - to be a more "Connected City." This goal includes a series of objectives, ranging from the build-out of a municipal network that will serve as the backbone for new technologies and sensors, to ensuring "universal Internet and technology access for all communities."

Building on this vision of universal access, the Chula Vista City Manager along with a team of senior City staff collaborated to create this Digital Equity and Inclusion Plan to help to bridge the digital divide in Chula Vista. The City has recognized the growing importance of connecting online as essential day-to-day needs with business, education, and employment activities are increasingly offered online. The City of Chula Vista provides a number of services for residents online as well, including an emergency alert system, online permitting requests, and an interactive data map, and is interested in continuing to lead the way on digital equity and inclusion initiatives by implementing the recommendations in this plan.



WHAT IS DIGITAL EQUITY?

With the proliferation of technology in cities, workplaces, and educational institutions, it is increasingly important to have access to the Internet. Access to the Internet, devices, and digital literacy are now intrinsically linked to economic mobility, public safety, and improving one's education. Unfortunately, access to these three aspects of the digital world is not equal and most communities experience the digital divide - inequality resulting from having access to technology and the Internet or not. In response, cities are initiating digital equity programs to increase access and opportunity, particularly for underserved populations.

While the City of Chula Vista has invested significant resources and effort into making their infrastructure smarter to address issues like carbon emission reduction and traffic congestion, the City team has also prioritized ensuring that all residents have equal access to connectivity, devices, and digital literacy.

Toward this end, the City of Chula Vista has invested significant effort into creating this Digital Equity and Inclusion Plan to identify where the digital divide exists, who it impacts, and how to address the digital divide.



For this report, we are using the following definitions for “digital equity” and “digital inclusion:"

DIGITAL EQUITY

A condition in which all individuals within our community have access to technology devices, Internet connection, and digital literacy skills, giving the freedom to fully participate in the economy, education, and other opportunities[1]

DIGITAL INCLUSION

The actions undertaken by the City and local stakeholders to improve digital equity with intentional strategies to overcome barriers to access and use technology[2]

Importance of Achieving Digital Equity

Efforts to support digital inclusion can have significant positive effects on a community. Digital inclusion is becoming an integral part of civic and cultural participation, as resources and communication shift online. Internet connectivity can impact individual and community outcomes for education, employment, and health. Meaningful action to support digital inclusion can address historical and structural barriers to technology and increase opportunity for vulnerable segments of the population.

In pursuit of these goals, cities across the United States have created digital equity programs, ranging from discreet, individual project-based initiatives to overarching citywide strategic plans. The City of Seattle, the City of Portland, and the City of Austin are leading cities in digital equity work, creating grant programs, partner networks, literacy training, and device access programs. In 2018, the City of Seattle’s digital equity work resulted in skills training for 4,692 residents and free broadband Internet for 223 community organizations.[3]

PROJECT DESCRIPTION & METHODOLOGY

On May 23, 2019, the City of Chula Vista began the multi-phase Digital Equity and Inclusion Plan (DEIP) project. The project began with the following goals:

1. Define the digital divide in Chula Vista
2. Identify connections between the City's digital equity and smart city programs
3. Connect Chula Vista's digital equity programming across the community
4. Establish specific Key Performance Indicators (KPIs) for monitoring progress on bridging the digital divide locally
5. Research and share best practices and case studies from other U.S. cities
6. Develop a set of strategies, projects, partners, budget, and timeline for implementation



PHASE 1: Develop a Chula Vista Goal Matrix

Create a goal matrix to connect the digital equity plan to existing goals across agencies

To understand the priorities and progress of Chula Vista, the DEIP team reviewed City reports and policy documents from the last 3-5 years to identify goals related to digital equity. The matrix serves to connect priorities across 17 goal-setting documents, ensuring that the DEIP aligns with existing goals in community engagement, sustainability, economic development, and other areas.



PHASE 2: Identify and engage key stakeholders

Engage key stakeholders through one-on-one interviews and a community workshop to understand local challenges and resources

The DEIP stakeholder engagement process leveraged the insights and knowledge from the organizations and individuals listed in the Acknowledgements (Appendix C). Once the prioritized stakeholders were identified, we conducted 12 one-on-one interviews in which participants gave detailed insights into the challenges and barriers facing different demographics within Chula Vista, which helped prioritize initiatives and tailor strategies to improve digital equity for specific subgroups of the population.



PHASE 3: Design and host stakeholder workshop

Hold a cross-sector workshop to uncover specific digital divide challenges and map those onto impacted communities and stakeholders that can help

Following the stakeholder interviews, the City held the inaugural Digital Equity and Inclusion Workshop at the Chula Vista Public Library on July 29, 2019. With over 50 attendees, City leadership introduced the Digital Equity and Inclusion project and facilitated interactive breakout sessions to explore challenges and opportunities related to the local digital divide. Participants represented a diverse range of stakeholder groups, including City government, foundations, non-profit organizations, academic institutions, regional municipal organizations, healthcare institutions, and telecommunications providers.

Key questions posed to the stakeholder group during the workshop included:

- Who is impacted by the digital divide in Chula Vista?
- What groups are most impacted?
- Which neighborhoods are most impacted?
- How is their connectivity impacted?
- Who has access to devices and who doesn't?
- What are the key challenges for building digital literacy?

Feedback from the stakeholder interviews and the stakeholder workshop directly shaped the vision, mission, and strategies in the final DEIP.



PHASE 4: Create the Digital Equity & Inclusion Plan

Craft and design a plan based on stakeholder insights and researched best practices and case studies to create recommendations specific to the City

Building on insights from the goals matrix and stakeholder engagement, the DEIP integrates research on best practices and successful case studies from across the United States, while connecting to the specific opportunities for the City of Chula Vista. This plan will serve as an actionable roadmap to pursue and track digital equity and inclusion progress in Chula Vista.



DIVERSE STAKEHOLDERS ENGAGED IN PLAN CREATION

Striving for digital equity requires input and engagement from a broad range of local and regional stakeholders.

Because those affected by the digital divide in the City of Chula Vista span across the diverse population locally, it was critical to reach out and involve a diverse group of individuals and organizations. The sectors and representatives detailed below show the extensive involvement required to build a comprehensive digital equity and inclusion action plan and the specific stakeholders that were engaged for the development of the City of Chula Vista Digital Equity and Inclusion Plan.

City Government

City leadership is an essential driving force behind digital equity programs, playing the role of the central facilitator of both programs and stakeholders. For the City of Chula Vista, the City Manager spearheaded the Digital Equity and Inclusion Plan project. Multidisciplinary City staff members from ten departments and four commissions were engaged in interviews and the DEIP workshop, including the City Clerk, Office of Communications, Development Services, Economic Development, Engineering & Capital Projects, Human Resources, Information Technology Services, Police, Public Works, Commission on Aging, Healthy Chula Vista Advisory Commission, Human Relations Commission, and Sustainability Commission. The Chula Vista City Librarian was an integral facilitator and organizer of the DEIP workshop, hosting the participants in the Civic Center Library branch. Diverse representation of City staff is essential to maximize the potential for inter-departmental collaboration since digital equity strategies and priorities overlap significantly with goals and projects in other departments.

Regional Agencies

San Diego County has demonstrated leadership in smart regional planning, engaging multiple cities and the County government. With this regional context, Chula Vista recognized the importance of engaging municipal agencies within the region that have similar challenges and overlapping goals. The San Diego Association of Governments (SANDAG), the regional planning agency, has convened local governments to create a vision and action plan on smart growth and data use. Considering the relevance of their work, SANDAG was represented at the DEIP workshop. County officials from the San Diego Housing Commission and Aging and Independent Services Council were also engaged for feedback and insights, along with state representatives from the Department of Rehabilitation. The Port of San Diego and San Diego Airport Authority were involved since both agencies are large employers and have adopted data-driven initiatives. A representative from the City of Carlsbad also attended the DEIP workshop to share their insights.

Community-Based Organizations

Community-based organizations (CBOs) encompass a variety of institutions, including non-profits, foundations, cultural organizations, and religious organizations. CBOs are essential to both provide insights on underserved populations that they work with and advocate for, and to connect existing programming under shared objectives. CBOs serve as a critical touchpoint with the community. Since they have established trust with specific subgroups, they are valuable partners for outreach and collaboration. Chula Vista benefits from having a wealth of local organizations working to support the community, including the South Bay Family YMCA, Computers2Kids San Diego, Southwest Civic Association, and San Diego Live Well, all of whom were engaged in the creation of the DEIP. Notably, the San Diego Futures Foundation and CleanTech San Diego have also done substantial work in areas of digital equity and smart cities.

Other key community partners, such as South Bay Community Services (SBCS) and the Chula Vista Community Collaborative (CVCC), are at the forefront of engaging community members in education, economic development, and governance. SBCS provides comprehensive services in four main areas: child well-being, youth development, family wellness, and community engagement. Under their community engagement programming, SBCS operates the Promotoras program where bilingual residents engage fellow community members.[4] Similarly, the CVCC operates five Family Resource Centers (FRCs) connecting residents to onsite resources or referrals to partner agencies.[5] Due to their prominent role in working directly with the public and their FRCs, they could also play an important role in bridging the digital divide with new programming and community support.

Private Sector

With smart initiatives at both county and local levels, the private sector in San Diego has supported a wealth of technology and technical job creation. As both employers and service providers, the private sector plays a key role in improving digital equity in communities. Input from regional employers demonstrated the need for digital literacy in the county's evolving employment landscape, as well as their commitment to professional development. On the other hand, businesses, including T-Mobile and Cox Communications, shared information on their existing digital equity programming for the residents of Chula Vista. Other businesses that participated in the stakeholder engagement process include Black & Veatch, Brookfield Properties, and Media 3 Communications. San Diego Gas and Electric (SDGE) have also participated in supporting the Innovation and Energy Station Programs at the Library. These programs are detailed later in this report.

Educational Institutions

Educational institutions play a vital role in digital equity, connecting students to academic resources and professional skills development. Chula Vista has a robust K-12 public education system with highly ranked colleges and universities locally. Chula Vista Elementary School District (the largest school district in the County), Sweetwater High School District, Southwestern College, St. Katherine's University, and San Diego State University were all involved in the DEIP stakeholder engagement process to identify opportunities to support the students and future innovators of Chula Vista.

Healthcare Providers

As health services and health-related communications transition to online platforms, patients utilize the Internet to improve their healthcare outcomes. Online communications are additionally utilized for public health advisories that improve community health and safety. In the DEIP workshop, San Ysidro Health and Scripps Health provided feedback into the Chula Vista community's health needs and online tools.

To become a community partner or to learn more about the services offered to the community for the City of Chula Vista's Digital Equity program, please email communications@chulavistaca.gov.



Image Source: New America

UNDERSTANDING THE DIGITAL DIVIDE

Disparities in digital access are present across the entire United States; 17.8 percent of Americans do not have access to broadband and 10.7 percent do not have access to digital devices.[6] The impact of the digital divide can be observed in the estimated 14.1 million Americans who live in digitally distressed neighborhoods. In these areas, residents' education and employment opportunities were impacted by a lack of Internet access; 30 percent did not finish high school, compared to the national average of less than 13 percent. Similarly, the unemployment rate for working age individuals is 7.9 percent in digitally distressed areas, compared to the 4.6 percent national average.[7]

14.1 million Americans live in digitally distressed neighborhoods

Understanding the Digital Divide in Chula Vista

In the City of Chula Vista, similar disparities in Internet usage and device access exist. Despite 98.2 percent of the city having broadband coverage, not all residents have the devices or subscriptions to access the Internet.[8] From census data in 2017, an estimated 12,700 residents (or 4.7 percent of households) did not have access to digital devices and over 30,800 individuals (11.4 percent) did not have a broadband Internet subscription.[9] Analysis by neighborhood shows that there is an East and West digital divide in the city, with the West side displaying lower rates of Internet access and use.[10]

An estimated 12,700 residents (or 4.7 percent of households) did not have access to digital devices and over 30,800 individuals (11.4 percent) did not have a broadband Internet subscription.

Note: While the maps show low levels of connectivity, it should be noted the Bayfront community is still under design and development for a new community. Chula Vista's western coastline has consequently low housing density, corresponding to lower rates of connectivity but this will change in the next 16 years as the area is developed and broadband connectivity infrastructure is implemented here.

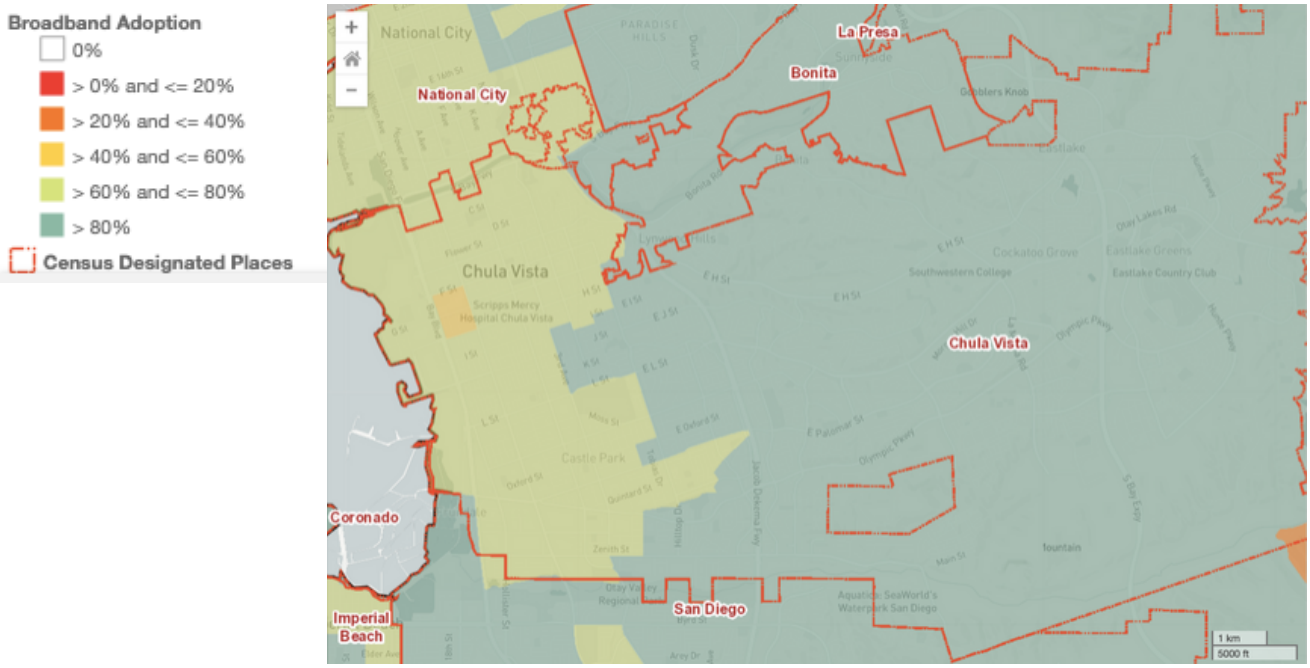


Figure 1: Rate of Broadband Adoption from California Public Utilities Commission data (2017)

The California Public Utilities Commission defined broadband adoption as "the percentage of residential Internet access connections per total households with broadband deployment." Figure 1 describes the percentage of Internet access in Chula Vista at benchmarks of 20%, 40%, 60%, and 80%.

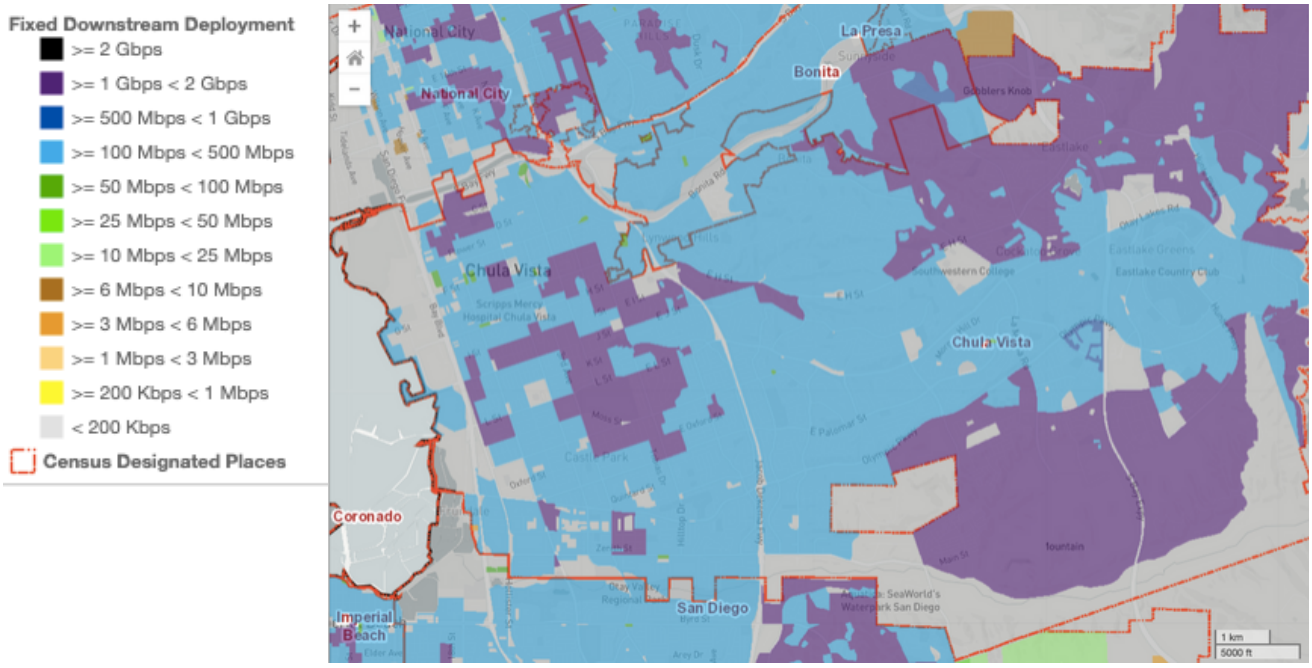


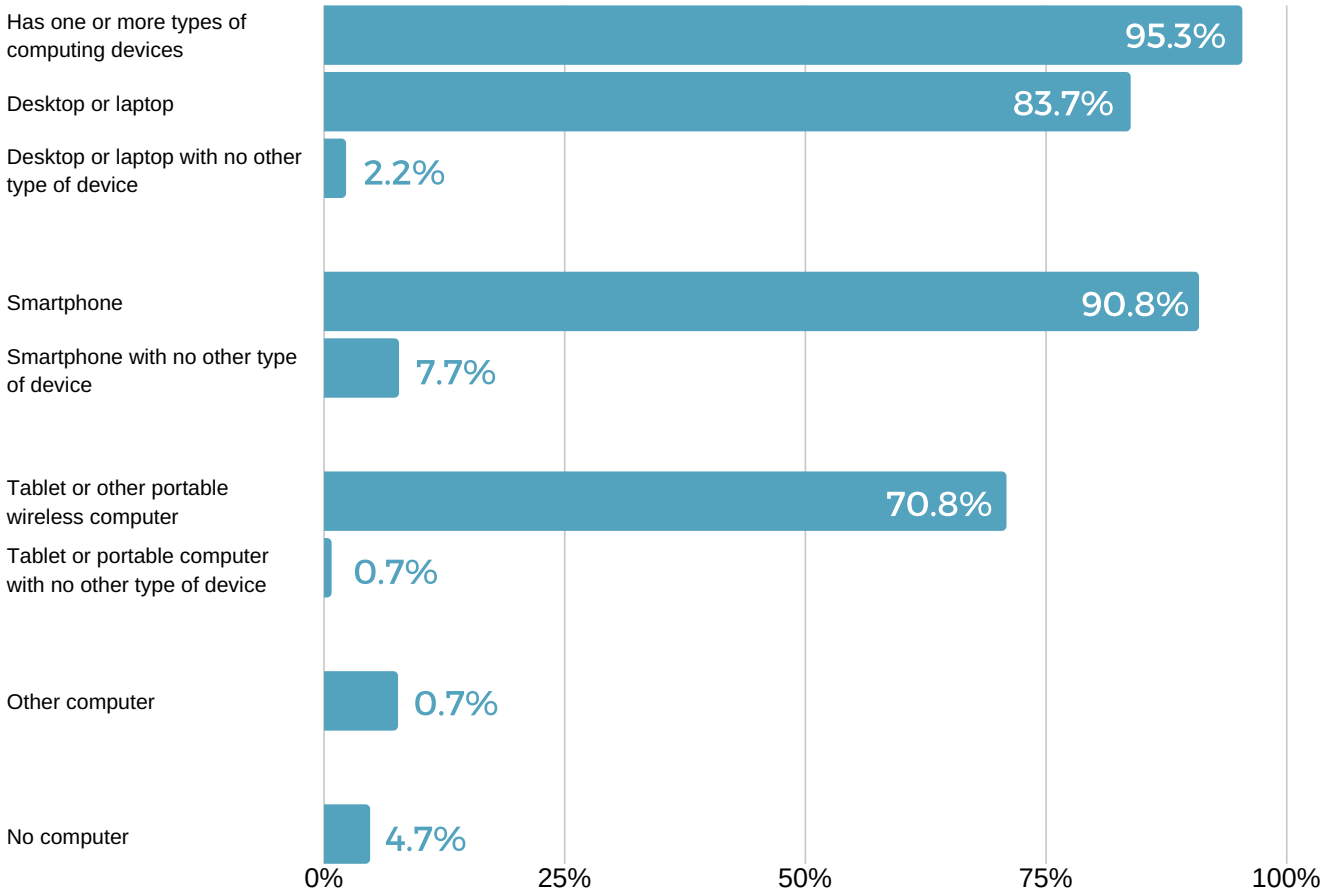
Figure 2: Fixed Downstream Deployment from California Public Utilities Commission data (2017)
Fixed downstream deployment is defined as the maximum speed at which data can be received over a fixed Internet connection. Figure 2 describes the downstream speed of Internet connection in Chula Vista. The majority of the city has access to a maximum speed between 100 Mbps to 500 Mbps.



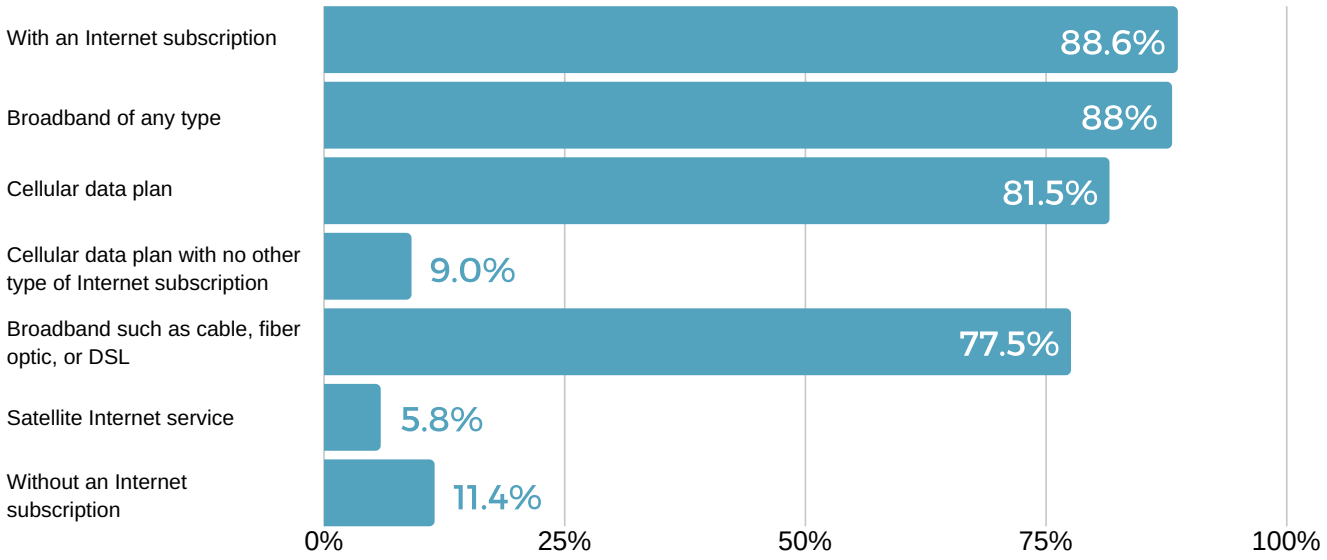
Figure 3: Fixed Served Status from California Public Utilities Commission data (2017)
Fixed served status described the quality of Internet connectivity. The majority of the City is considered "served," with access to speeds equal to or greater than 10 Mbps Down and 1 Mbps Up.

These maps were created through the California Public Utilities Commission's California Interactive Broadband Mapping tool. To explore the available data, please visit: https://www.cpuc.ca.gov/Broadband_Availability/

DEVICE OWNERSHIP RATES IN CHULA VISTA

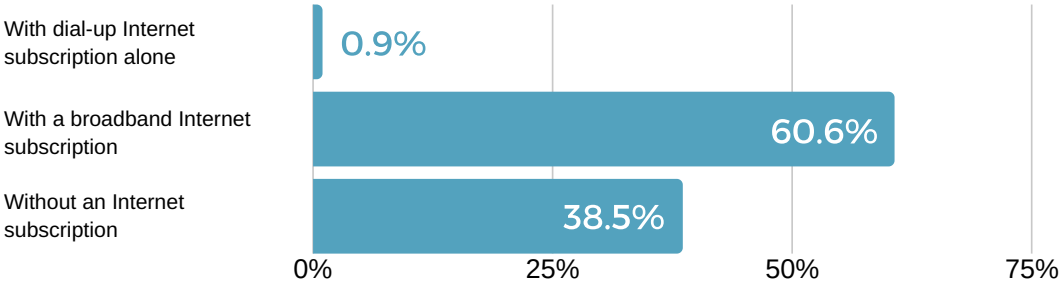


INTERNET SUBSCRIPTION RATES IN CHULA VISTA

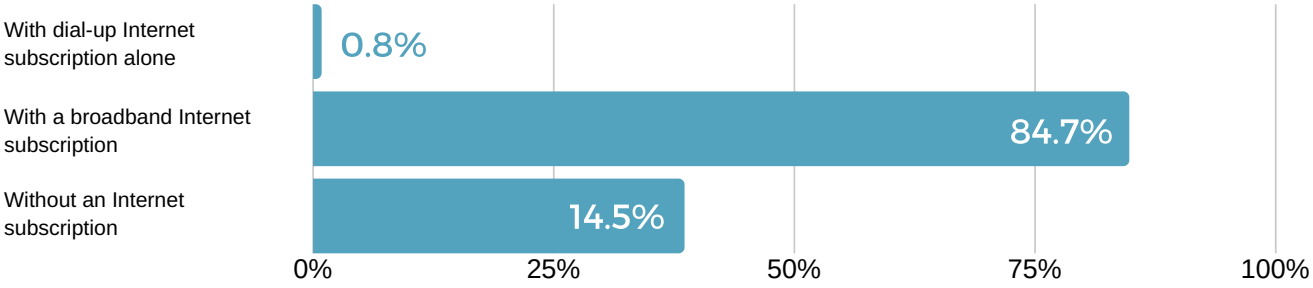


INTERNET SUBSCRIPTION RATES BY INCOME IN CHULA VISTA

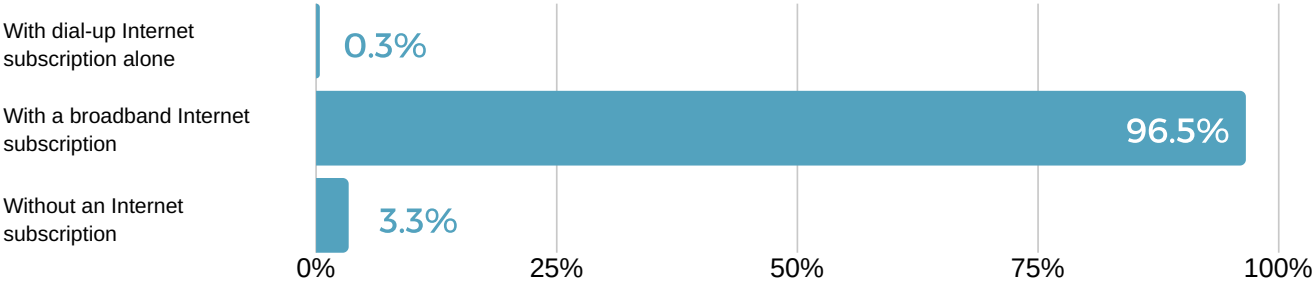
Less than $20,000 Household Annual Income



$20,000 - $74,999 Household Annual Income



$75,000 or more Household Annual Income



These charts were compiled from an American Community Survey conducted in 2017 by the US Census Bureau. This data contrasts with Census data from 2014-2018, where figures indicated that an estimated 8.9 percent of households did not have access to digital devices and 14.1 percent did not have a broadband Internet subscription.[11] This report will utilize the American Community Survey data throughout, since the information is more detailed, but the City wanted to recognize that both data figures are available.



COMMON DRIVERS OF THE LOCAL DIGITAL DIVIDE

While some of those impacted by the digital divide have unique barriers, the most common barriers included a lack of trust in using technology, a lack of understanding about the relevance of technology tools, and affordability of both devices and Internet access.

AFFORDABILITY

Affordability of services, devices, and training is a central barrier to Internet access. In Chula Vista, the average monthly cost for Internet is $30.80.[12] Starting rates range from $14.95-$49.99 per month and 3.2 percent of Chula Vista residents have access to only one or no wired Internet service providers at their address (wired Internet service is hard wired to the provider and implies the use of cable, DSL or FiOS to connect as opposed to a wireless Internet service).[13] Choice between multiple service providers is essential because competition can encourage providers to keep rates low and fair. Although there are low-cost Internet programs available in the area, there are barriers for entry, including previous outstanding balances on Internet bills or having a current or recent active subscription.

In response to the COVID-19 pandemic, Internet service providers have expanded their services to support communities during shelter-in-place advisories. AT&T eliminated late fees and service cancellations for existing customers who are unable to pay their monthly bill. The company also allowed access to their over 20,000 nationwide WiFi hotspots available to all, including non-AT&T customers. Cox offered the first two months of Connect2Compete, their low-cost Internet service package, free to new customers for the first two months. Though Xfinity is not a major service provider in the city, it similarly made their network of over 1.5 million nationwide WiFi hotspots available to everyone, which include some locations in Chula Vista.

ACCESS TO DIGITAL DEVICES

Access to digital devices is also a key barrier to Internet use. Those without devices at home rely on public institutions, libraries, schools, or community centers to access the Internet. However, these locations often have use restrictions, such as operating hours or time restrictions for free use. These restrictions can impact those most in-need of the service, because of work or school commitments during the day. Young students, for example, can be adversely affected if there is no digital device in the home to complete homework after school hours.

Since libraries are now closed due to the COVID-19 global pandemic, the need for access to devices is more critical than ever. In response to the pressing need to support online student learning during this time, the Poway School District is offering Chrome Books to any student who needs a device.

DIGITAL LITERACY

Along with access to devices, digital literacy is critical for individuals to fully leverage connectivity for economic development and education. A recent international study found that 40 percent of employees who use simple office software in their workplace report that they do not feel they have the necessary skill set to effectively utilize these tools.[14]

In providing digital literacy training, a primary challenge is that there is a wide range of ability. Some individuals need training on the basics, such as powering up a computer and accessing a web browser. Others need more nuanced job training skills, such as utilizing email attachments and operating cloud services. A further challenge is the pace at which technology changes. Significant software changes, like the Windows 8 redesign, can quickly make digital skills outdated. In addition to the need for basic technical skills, it is integral to find ways to help build trust in technology and address real concerns over privacy and security. By addressing this educational barrier on issues like managing privacy settings and understanding and mitigating security risks, newer users can begin to feel more control and security over their digital lives.

With social distancing (staying at least 6 feet away from others in public) being recommended following the COVID-19 outbreak, it's now more crucial than ever for all members of the Chula Vista community to have the skills needed to stay connected online.

COMMUNITIES IMPACTED BY THE DIGITAL DIVIDE IN CHULA VISTA

In order to determine ways that the City of Chula Vista can best strive for digital equity, it's important to understand who the digital divide impacts locally.

Through stakeholder interviews, the community workshop, and online research, we identified eight of the most underserved populations in Chula Vista regarding digital connectivity, devices, and digital literacy. While these eight groups are not the only populations in the city that need assistance, the stakeholder cohort prioritized these populations as ones where there is a strong need, distinctive challenges, and a unique role for the City to play in bridging the digital divide locally.



Disabled Persons



Homeless and Housing Insecure



Job Seekers



Low-Income and Unbanked



Migrants and Refugees



Non-English Speakers



Seniors



Students

According to CNN, over 97 percent of U.S. residents are under stay-at home orders in April 2020. It should be noted that the workshops were conducted prior to COVID-19. Nonetheless, the information included here is relevant. It will be updated periodically.[15]

Disabled Persons

5.4 %

of the population under the age of 65 has a reported disability

In Chula Vista, 5.4 percent of the population under the age of 65 has a reported disability.[16] Residents with disabilities can require assistive technologies and accessibility features on websites that provide key services to improve their online experience.

In alignment with the California Department of Rehabilitation, the City of Chula Vista is working to support the employment, independence, and equality for all residents with disabilities. To support this vision, the City can identify opportunities to collaborate with agencies to provide digital literacy programming as well as assistive technologies such as voice activated software and screen readers.



Image Source: Microsoft News

Homeless and Housing Insecure

321

homeless residents

247

of whom are unsheltered

79

of whom are sheltered

Homeless and Housing Insecure persons include individuals or families without or at risk of imminently losing "fixed, regular, and adequate nighttime residence."[17] In 2019, there were approximately 321 homeless residents in Chula Vista; of that population, 247 are unsheltered while 79 are sheltered.[18]

Since the homeless population does not have stable access to housing, it can be difficult to provide consistent resources for regular Internet service, and device access. However, Internet connectivity can be a necessity to access public services and government benefits for this population.

Another barrier for this population includes access to outlets and power infrastructure that is needed to connect and charge devices.

Specific ways to better serve this population include developing access to resources that accommodate mobile populations, such as mobile resource events where individuals can access service providers, public WiFi, and charging infrastructure.

Job Seekers

3.6%

of residents over 25 years of age do not currently have work, and are seeking a job

While job seekers can span a variety of subgroups, including the underemployed, unemployed, seniors, unskilled laborers, and young adults, they all share similar needs for access to computers, reliable Internet for submitting job applications online, and literacy skills on how to navigate job sites.

California's Employment Development Department found that the percentage of Chula Vista residents who are over 25 years of age, do not currently have work, and are seeking a job is 3.6 percent.[19] However, the City of Chula Vista acknowledges that the city's official unemployment rate does not account for the 17 percent of workers who are under-employed or without a stable work schedule.[20]

The Chula Vista library branches provide services to job seekers including resume building and job posting websites, offering information on job application tips, workshops to develop basic digital job skills, such as email and typing and a centralized hub in an accessible area for people to access the Internet.

During the COVID-19 pandemic, it is likely that this unemployment rate will rise. Since libraries are closed for the near future, it is that much more critical to offer job seekers support.

Low-Income, Underbanked and Unbanked

12.3%

of residents live below the poverty line

According to the Census Bureau's annual poverty threshold parameters, 12.3 percent of the City of Chula Vista lives under the poverty line.[21]

The unbanked population is defined as those who are not served by a bank, credit union, or similar financial institution, which accounts for approximately 12 percent of the city.[22]

For low-income populations or those who are unbanked, the central concern is the lack of financial resources to access devices and Internet connectivity.

Main ways to support this population include providing basic financial literacy training including how to access financial resources. This population could also benefit from access to low-cost Internet services and devices that do not rely on credit to obtain.



Image Source: Investopedia

Migrants and Refugees

13.8%

of residents are non-US citizens

30.8%

of residents were born outside of the United States

As reflected in both the *Welcoming City Implementation Plan* and the City's designation as a Welcoming City, the City of Chula Vista is committed to supporting its residents regardless of immigration status. Migrants and refugees include individuals who have left other countries to reside in the United States. Approximately 13.8 percent of Chula Vista's residents are non-US citizens and 30.8 percent of residents were born outside of the United States.[23] In fact, San Diego County was the top California county for refugee resettlement in 2017.[24] As a result of institutional or other barriers, this population may be affected by limited access to all general resources, including digital devices and Internet connectivity.

The unique challenges for this population include the lack of established relationships with local telecommunications providers, the inability to access digital literacy resources and barriers related to citizenship status.

Specific ways to better serve this population include removing the barriers to qualify for low-cost Internet programs; qualification for low-cost Internet programs typically relates to eligibility for federal assistance programs, which can be based on length of residency and citizenship status in the United States.

Non-English Speakers

160,002

of residents speak a language other than English at home

The San Diego region has a diverse population of non-English speaking residents or multilingual residents who encounter significant language barriers when digital resources are only provided in English. Chula Vista is home to approximately 160,002 residents who speak a language other than English at home.[25] Though a share of these individuals are fluent English speakers as well, there may be varying levels of proficiency with a portion of these residents. When online services are not provided in multiple languages, residents are often reliant on their children or others for in-person translation.

Specific ways to better serve this population include ensuring multilingual translations for key City web pages and resources are available. Additionally multilingual translations for Internet subscription resources would be helpful.

The City could train volunteer "ambassadors" for common local languages such as Spanish, Tagalog and Cantonese. Digital literacy skills training can also be integrated into existing English Second Language (ESL) curriculum.



Seniors

12%

of residents are over the age of 65

Seniors are commonly defined as those in the age group of 65 and older.[26] In Chula Vista, 12 percent of the population falls into this category. While some seniors who have had professional or personal familiarity with technology, primary barriers for this age group are the lack of exposure. Age-related disabilities may also prevent some seniors from using the Internet and technology easily.

One specific way to assist seniors in need include offering beginner courses to build basic familiarity with technology, including navigating a new computer or accessing and using an Internet search engine. Another recommendation include developing an intermediate senior course tailored to address changes in technology or norms, such as email features like document and image attachments. Finally, training on customized devices and apps can be offered to match needs, including mobility and transportation services, maps and navigation services, tele-health applications, financial tools, online communication tools, and no-cost or low-cost technical in-person support.



Students

69,500

K-12 students

In the context of digital equity, students typically include school-aged children enrolled in K-12. There are approximately 69,500 students in this age range; Chula Vista's Elementary School District is the largest K-6 district in California and Sweetwater Union High School District is the largest secondary 7-12 district in California.[27] As more educational tools and curriculum shift online, students impacted by the digital divide are at an increasing disadvantage.

The main way that students can be helped is to improve access to Internet connectivity in the home and access to functioning devices for completing course work. Coined "the homework gap," disparities in access to the Internet and devices at home is becoming a central barrier to success for school-aged children; in California, 16 percent of school-aged children lack access to the Internet at home.[28] Secondarily, the city could collaborate to provide job skills training for students that include basic digital literacy and advanced skills like coding that also would help train the next generation of workers.

BRIDGING THE DIGITAL DIVIDE IN CHULA VISTA TODAY

Prior to making recommendations in this report, it was important to catalogue and document existing resources, including trainings, classes, and organizational initiatives that are already in place to provide digital equity services in Chula Vista and San Diego county. From the focus of Adaptive Computer Empowerment Services, which helps persons with disabilities access technology, to device loan programs and digital literacy classes at the Chula Vista Library to the San Diego Futures Foundation and Computers 2 Kids organizations that provide inexpensive refurbished devices and digital literacy classes for low-income persons and students, there is a wealth of resources in and around Chula Vista.

The table in **Appendix A** details the most current list of organizations, resources, and program details.

The strategic recommendations made in this section highlight ways existing services and programs can be enhanced or expanded. They also focus specifically on the unique role of the City of Chula Vista in advancing this digital equity work.



DIGITAL EQUITY AND INCLUSION STRATEGIES
AT A GLANCE

GOAL 1: BE DATA DRIVEN

1.1: Collect and distribute local data on the digital divide

1.2: Champion regional digital divide data collection and management

GOAL 2: INSTITUTIONALIZE DIGITAL EQUITY & INCLUSION

2.1: Incorporate addressing the digital divide into the City's operations

2.2: Leverage City communications and City-led outreach efforts to advance digital equity

2.3: Evaluate and expand City-led digital literacy education

GOAL 3: CONNECT, EQUIP AND TRAIN THE COMMUNITY

3.1: Partner to increase and expand digital literacy training opportunities and device donation programs

3.2: Partner to pursue digital equity and inclusion grants

3.3: Collaborate with local Internet service providers and private sector stakeholders to fund new programs and expand local service



GOAL 1

BE DATA DRIVEN

Understand and track the local digital divide

OBJECTIVES

1.1: Collect and distribute local data on the digital divide

1.2: Champion regional digital divide data collection and management

Advancements in data collection and data management systems have helped governments improve the efficiency and effectiveness of their services to the community. With the addition of data made available to the public, cities have also inspired innovation from community-based organizations, entrepreneurs, and private individuals to utilize open data in solving community challenges.

Chula Vista's smart city program has been a strong impetus for an increased online presence and the open data initiative, creating priorities for open data management and increased data analytics. Hosted through the City's website, the City has established an Open Data Program to prioritize the importance of accessible and transparent government and community engagement. This program includes establishing an Open Data Portal that integrates GIS technology to show datasets mapped onto the city, with information such as flood zones, city-owned infrastructure, and wireless facilities. Also, the City created an Open Data Policy that prioritizes accountability to the public, responsible use of data, and community engagement in data initiatives.

"Another big smart city goal is transparency and community engagement, and this [Open Data Portal] website gives the public a new way to learn and be involved in these projects." [29]
- Mayor Mary Casillas Salas



Through previous reports from the *Smart City Strategic Action Plan* to the Open Data Policy, the City has established priorities that align with this data-driven approach. The City plans to increase the amount of accessible data on the online portal, identifying key data sets across all departments and ensure that data is regularly updated. Data and analytics should also be applied to improve City services and provide transparency on City performance. By improving public access to data and standardizing practices, the City aims to empower residents to locate and use key data.

Integrating these goals into digital equity work, Chula Vista will be focused on creating a citywide strategic, data-driven approach that will provide a system for understanding, tracking and monitoring the digital divide locally.

Established metrics that describe where the divide exists will be able to help direct digital equity efforts where they are needed most and help track future progress.

Objective 1.1: Collect and distribute local data on the digital divide

STRATEGIC ACTIONS

1: In partnership with a university or community-based organization, conduct an online and in-person community survey to develop quantifiable baseline data on the digital divide in Chula Vista
2: Finalize a list of Key Performance Indicators (KPIs) for the City to track on bridging the digital divide locally
3: Utilize the GIS Open Data Portal and other open data programs to house and track digital equity benchmarking data and KPIs to monitor progress on bridging the divide
4: Create a series of maps which visually represent where the digital divide exists and which also show publicly available Internet access such as free Wifi hotspots
5: Create and maintain a resource showing the available Internet service programs, device donation services and digital literacy classes

Gathering baseline metrics is an important foundation for digital equity programs to understand the current state and also to track future progress. The baseline metrics included below were gathered from best practices of other cities pursuing digital equity programs, as well as key metrics identified from previous City of Chula Vista reports with similar goals. These metrics can uncover insights into the current accessibility of services, barriers to access like affordability and location, and needed support to help residents fully leverage the benefits of connectivity for education and employment. Though some of these metrics are available, the data is collected by multiple different agencies and is not regularly updated. By leading data collection coordination efforts, the City can leverage current, reliable data to inform their progress on working toward achieving digital equity.

Once these metrics are gathered to establish a digital equity baseline, the City should host their findings on their website as the “Digital Equity and Inclusion Key Performance Indicators” with a recommended update every four years. Residents can view the progress of digital equity and local organizations can focus resources on the communities most in need. Other cities have utilized a mix of mail, email, online form, phone call, and in-person interview methods to distribute the survey, recognizing that multiple methods should be used to ensure that those without digital access are included in the sample.

Recommended Digital Equity and Inclusion Key Performance Indicators

These Key Performance Indicators (KPIs) represent a list of potential metrics that the City of Chula Vista could use to monitor their digital equity progress. The City staff should review the list and determine which are most appropriate for their data program based on availability of data, the cost to maintain the data and the impact of collecting this data. Please note that only some of the KPIs have existing data available online and the most recent data is included below.

Internet Access and Use

- Percentage of adults with Internet access on any device: 95.3 percent [30]
- Percentage of households subscribing to internet service: 88.6 percent [31]
- Percentage of households and business that have access to fiber-optic or other high-speed internet service: 98.2 percent [32]
- Cost of home Internet access
- Geographic distribution of Internet non-users
- How often children need Internet access to complete homework (daily, weekly, monthly, less often, never)
- Percentage of K-12 students who cannot complete homework due to lack of Internet connectivity
- Frequency of Internet access by location (public library, home, school, work, etc.)

Device Access and Use

- Percentage of device ownership for:
  - Desktop computer/laptop: 83.7 percent [33]
  - Tablet: 70.8 percent [34]
  - Smartphone: 90.8 percent [35]
  - Cellphone
- How often users access the Internet with each of the various devices (daily, weekly, monthly, less often, never)
- Number and circulation of library devices per capita
- Percentage of households using mobile devices only for Internet access

Digital Literacy

- Percentage of non-users who need assistance getting online
- Percentage of non-users who feel the necessity to have regular Internet access
- Percentage of non-users who consider language as a barrier to getting online
- Number of monthly digital literacy courses provided by the City

- Number of monthly digital literacy courses provided by community partners in the City
- Annual percentage increase or decrease in course offerings by the City and by community partners

Local and Regional Governance

- Number of datasets on digital equity and inclusion collected regionally
- Number of city plans that include digital equity and inclusion priorities
- Number of city policies that support digital equity and inclusion
- Number and percentage of City events with digital equity resources represented
- Total dollar amount available for grant making in digital equity programming locally
- Total dollar amount provided in grants to community organizations in the City of Chula Vista for digital equity work from any source
- Number of grant applications received

Partner Institution Engagement

- Number of partners offering at least one digital literacy program
- Number of partners offering at least one low or no cost program to access the Internet
- Number of partners offering at least one device refurbishment and donation program
- Number of private sector partners offering at least one program for low and no cost Internet service
- Number of private sector partners offering at least one program for device refurbishment and donation
- Number of private sector partners offering at least one digital literacy class



Objective 1.2: Champion regional digital divide data collection and management

STRATEGIC ACTIONS

1: Host an annual in-person or virtual regional workshop for regional stakeholders and agencies on digital equity data to determine what data is being collected and what additional data needs to be collected

2: Identify a regional data coordinator to monitor and track progress on a regional data collection effort

3: Establish a protocol for collecting and sharing data regionally on digital equity and inclusion

There are multiple municipal and regional organizations that collect data sets within the County of San Diego. The County of San Diego hosts a Data Portal with datasets organized in categories including government, maps and geographical resources, health, environment, and demographics.[36] SanGIS, a joint powers authority between the City and County of San Diego, and SANDAG have partnered to create and host the SanGIS Interactive Map, an interactive map making tool that integrates public data into a visual medium.[37] Additionally, SANDAG operates an open data portal named Data Surfer that generates interactive reports for selected data sets.[38] Multiple cities in San Diego County have also developed robust open data and GIS programs, including, but not limited to, San Diego, Carlsbad, and Chula Vista.

As a region, San Diego has promoted digital equity as a key element of its smart city vision. In November 2019, SANDAG created a Department of Diversity and Equity, solidifying its priority to leverage data sharing and data gathering for digital equity. Smart Cities San



Diego, the regional initiative, highlights connectivity, equity, economic development, and responsible digital transformation as critical guiding principles. Furthermore, the Smart Cities San Diego Regional Initiative has highlighted “career and job training opportunities” as an opportunity area that could be bolstered through promoting digital equity. As one of the leaders of Smart Cities San Diego, the City of Chula Vista will continue to advocate for digital equity efforts as a part of this initiative.

While there is data being collected countywide, only two digital equity KPI/benchmarking data sets were available as part of this effort - specifically Internet Accessibility and Connectivity. It is recommended that a partial or full set of KPIs similar to ones the listed under Objective 1.1 be included in the county wide data collection effort.

By coordinating data sets across regional and municipal agencies, the San Diego region can have a more detailed understanding of digital equity in the area. This data-driven understanding can inform regional digital equity and inclusion programs through a geographic and demographic lens to prioritize resource provision. Further, by making these data sets public, organizations, such as nonprofits and foundations, can utilize this information to dedicate their resources to the communities most in need in San Diego County.



GOAL 2

INSTITUTIONALIZE DIGITAL EQUITY & INCLUSION

Weave digital equity and inclusion into the City's culture

OBJECTIVES

2.1: Incorporate addressing the digital divide into the City's operations

2.2: Leverage City communications and City-led outreach efforts to advance digital equity

2.3: Evaluate and expand City-led digital literacy classes

Digital equity champions have focused initiatives around supporting underserved communities to pursue their ladders of success. By expanding access to digital literacy training, residents can improve vital skills for educational and career success, as well as utilize greater opportunities for community engagement. Many cities have coordinated networks of digital equity partners, including academia, nonprofit organizations, private sector businesses, and other municipal agencies, to reach broader communities and increase resources.

The City of Chula Vista has prioritized community engagement and equity throughout many of its published plans. To create a robust smart city and technology ecosystem, the City

wants to engage internal departments to champion digital initiatives and external multi-sector partners within the San Diego region. Chula Vista has a strong foundation of online communications resources, including a modern website with a wealth of online services, an emergency alert system, permitting system, and a non-emergency service request portal. To expand the impact of these resources, a central goal of communications improvement is to increase participation by underserved populations, including seniors, low-income, and non-English speaking populations, to understand their needs and to help overcome technology access barriers. In order to expand outreach, the City proposes multilingual communications and inclusion of community leaders to engage hard-to-reach communities.

These goals build upon a foundation of communications infrastructure and digital literacy offerings. There are a variety of digital literacy courses currently available with providers that include the Chula Vista Public Library, Norman Park Recreation Center, Chula Vista Elementary School District, Sweetwater Union High School District, Southwestern College, and the San Diego Futures Foundation. Through the Chula Vista Public Library and Norman Park Recreation Center, community members can improve their digital literacy skills through workshops on topics that include smartphone use, social media, and computer basics. To provide additional support, both agencies offer one-on-one or small group support to help residents navigate their digital devices. In 2019, 53,578 library users accessed wireless Internet and 88,544 users accessed the 90 public computers available through the Chula Vista Public Library System.



Alongside these efforts, the Digital Equity and Inclusion Plan has created objectives to expand digital literacy services, community engagement, and public outreach to underserved populations within the City.

Objective 2.1: Incorporate addressing the digital divide into the City's operations

STRATEGIC ACTIONS

1: Create a Digital Inclusion Coalition, a multi-sector subgroup under the smart cities group or the data governance group
2: Host an annual, regional Day of Digital Inclusion for the community
3: Identify opportunities to add funding and staffing to the digital equity and inclusion effort through internal resources and external partnerships
4: Seek ways to bridge the digital divide in all relevant city planning documents, legislation, policies and programs
5: Explore opportunities to install digital kiosks or other similar media at City facilities to increase access to online government services

In order to support digital equity programming, the City should leverage a network of partners and comprehensive marketing tools to expand the audience reached.

Digital Inclusion Coalition

The City of Chula Vista already has a solid foundation for creating a Digital Inclusion Coalition following the effort to engage local and regional stakeholders for the development of this plan. Moving forward, the City should consider formalizing a Digital Inclusion Coalition to support the ongoing implementation of this plan and to support regional digital equity and inclusion efforts. Since the programming for digital equity and inclusion overlaps with the goals of the City's smart city program, the Chula Vista Smart City Working Group could lead the management and engagement of the Digital Inclusion Coalition. Through this collaboration, the City can pursue initiatives that achieve both digital equity and smart city goals.

The City should collaborate with the Digital Inclusion Coalition to expand digital equity programs throughout the region. By engaging the Coalition, the City can build support and awareness for its digital equity program, coordinate resources to expand service, increase resource distribution within the community, and grow community awareness through cross-marketing. The activities of the Coalition should be solidified in an annual report, which have been utilized by other cities to promote available resources.

Day of Digital Inclusion

Members of underserved populations may struggle to identify and access resources made available, due to time or transportation constraints. Therefore, hosting a regional Day of Digital Inclusion can centralize resources and create an opportunity for targeted outreach to increase awareness of digital equity programs.

This Day of Digital Inclusion will engage the community in a full-day event around digital equity and provide a centralized, curated resource fair for underserved populations to learn more about digital equity resources. The City should partner with the necessary organizations to pursue these key initiatives for the event:

1. Work with the San Diego Housing Commission to gain input on the framework used for Homeless Connect event
2. Work with local telecommunications providers to secure sponsored connectivity for the event
3. Engage device refurbishment and donation organizations to provide on-site application and approval processes for qualifying residents to receive a low-cost device
4. Offer tabling opportunities for local stakeholders, including community-based organizations, cultural leaders, and religious organizations, to raise awareness among their constituency groups about other related community offerings
5. Highlight online resources, library resources, and informational flyers to help promote the City's digital equity initiative at the event

Other cities across the United States have hosted similar programs; for example, Austin has hosted a Digital Inclusion Week since 2016 that provides drop-in device trainings and literacy workshops. Additional information about this program can be found in **Appendix B**. These events often have a resource fair, with community-based organizations or private sector partners signing local residents up for low-cost Internet programs or allowing people to purchase low-cost digital devices. Additionally, these events can include digital literacy workshops so community members are introduced to the types of skills they can gain from similar workshops throughout the year.

The City of Chula Vista should consider registering this event with the National Digital Inclusion Alliance's Digital Inclusion Week. By coordinating with this national event, the City can increase visibility through marketing, align with a national movement, and create connections with other cities pursuing digital equity.

Online City Services and Digital Kiosks

As cities work to make their services more efficient and accessible, municipal services are featured through online portals, allowing residents to request services and complete virtual paperwork. By digitizing these processes, it can reduce error in deciphering handwriting, reduce time to input manual information into digital workflows, and eliminate waiting time at City facilities. The City of Chula Vista has already launched many aspects of this digital transition; the City's website hosts a variety of online services ranging from license applications, to service requests and bill payment.

However, the convenience of online services is not accessible for individuals without access to the Internet. In response, cities have implemented physical kiosks located at city facilities or community centers that offer access to online government services and other informational services. The City of Chula Vista should explore opportunities to install one or more digital kiosks on city property to increase accessibility to online government services. A primary digital kiosk could be located at City Hall near the service desk, featuring a portal for citizens to access the online services and optional informational features. Informational features to consider include integration with library services, such as rental renewals, emergency messaging, navigation services, and information on local events. Kiosks could also accept a variety of payment methods, including cash, checks, and credit cards, to ensure that services like bill payment or processing fees are accessible. The kiosks can take the form of privately manufactured digital kiosks or tablets secured to stands. The City can consider public-private partnerships or innovative financing models to further build out a network of digital kiosks that can be located at other convenient community locations, including partner community service centers.

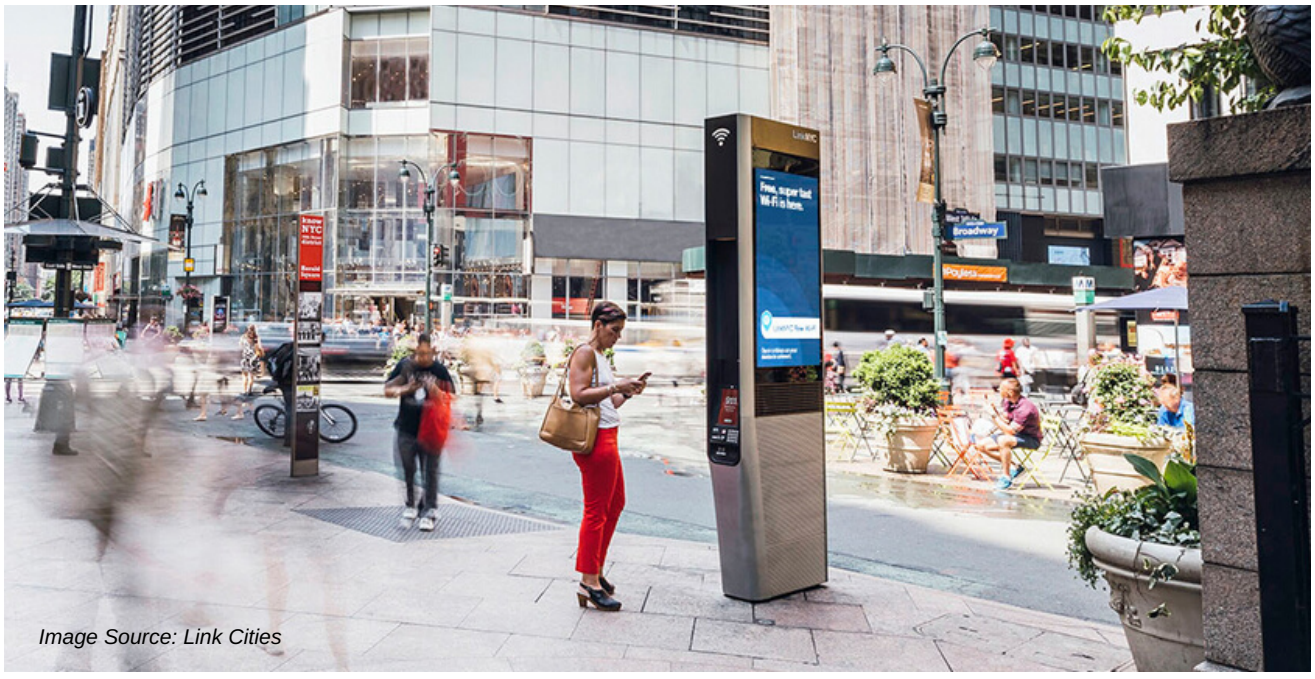


Image Source: Link Cities



Objective 2.2: Leverage City communications and City-led outreach efforts to advance digital equity

STRATEGIC ACTIONS

1: Incorporate addressing the digital divide into the City's online and offline methods of public communication
2: Utilize multilingual volunteers at City-led digital equity events to be inclusive of non-English speakers
3: Distribute multi-lingual printed and other resources on digital inclusion to community resource centers, including the public library, municipal buildings, and schools
4: Ensure the City's printed and digital communications stay current with best practices on mobile-friendly access, multilingual translations, and overall accessibility guidelines for disabled persons
5: Utilize the 2020 Census outreach as an opportunity for digital equity engagement
6: Integrate digital equity and inclusion curriculum into the Resident Leadership Academy course

Outreach and Communications

To increase awareness for the digital equity program, the City should include the program in future marketing and communications distributed to the community, utilizing a diverse array of communications tools. Digital equity program information should be integrated into in-person outreach, printed resources, and online communications. At existing community events, the City should consider offering digital equity resources as well as multilingual volunteers to engage non-English speakers when possible. Printed materials should be distributed at these outreach events and through community centers with multilingual translations to reach populations that lack regular Internet access and multilingual residents. Online communications tools should be available in multiple languages and optimized for mobile viewing as well, since some residents are reliant on their mobile devices for Internet access.

Building on existing communications tools, the following elements should be included to promote digital equity:



CITY WEBSITE
Include new digital equity section under Smart City [39]



CITY CALENDAR
Integrate digital literacy workshops into the online calendar [42]



COMMUNITY CONNECTION ONLINE NEWSLETTER
Feature quarterly updates on the Digital Equity and Inclusion Program, as well as upcoming events [40]



SOCIAL MEDIA
Utilize social media to provide updates on the Digital Equity and Inclusion Program and increase participation



ENOTIFICATIONS
Add 'Digital Equity' as a separate calendar that people can subscribe to and populate with digital literacy workshops [41]



PRINTED COMMUNICATIONS
Ensure that printed communications include information about DEIP to reach audiences that lack regular Internet access

The County of San Diego also provides a 2-1-1 service for information requests. In a 2018 report, low-cost Internet options was one of the top 2-1-1 information requests. The City of Chula Vista should collaborate with 2-1-1 in order to expand outreach and information dissemination for the digital equity resources available to the community.

Additionally, the City of Chula Vista should continue to ensure that their digital communications tools are accessible for disabled persons. Currently, the City follows the standards of WCAG 2 to meet the expectations of the Americans with Disabilities Act (ADA). In the development of the City website, the City uses SiteImprove accessibility reports to identify areas to increase accessibility for users with disabilities. The City utilizes a content management system (CMS) for website development that is ADA compliant and the site displays a Userway accessibility menu.

Census 2020 Outreach

With the 2020 Census, the City has devoted resources to outreach and community engagement events to raise awareness for the Census and increase participation. The Chula Vista team is promoting how to complete this year's Census online. The Census is a unique opportunity to coordinate digital equity efforts to ensure that families without Internet access do not go uncounted.

Census outreach efforts are affected by the COVID-19 shelter-in-place directives and in-person outreach cannot be conducted. However, the Development Services Department and other City departments are utilizing innovative methods to conduct outreach that can be a model for future digital equity engagement. The dynamic engagement methods used for the Census can serve as an outline for maximizing community engagement around digital equity programming in the city.

The County of San Diego released the "2020 Census Complete Count Strategic Plan," listing both the City of Chula Vista and the Chula Vista Community Collaborative as partners in the Count Me 2020 Coalition. Chula Vista received a grant from the State of California for outreach and raising awareness about the 2020 Census. Strategies to maximize response rates from hard to count (HTC) communities include:

- A media campaign to raise awareness about the Census targeting HTC communities
- Language support for 13 different languages to maximize responses in households where English is not the primary language
- Installing local assistance centers and kiosks in public areas (libraries, health communities, community centers, etc.) for spreading information about the census
- Augmenting internet access at above public locations in HTC areas by leasing Internet-enabled devices [43]

The Coalition has made plans for the installation of a minimum of seven kiosks to be located at various Chula Vista facilities and family resource centers in HTC areas. This will include bilingual volunteers for office hour assistance. The City of Chula Vista should use their Census outreach plan as a model for future community engagement around digital equity.

Integrating Resident Leadership Academies

The County of San Diego created a Resident Leadership Academy (RLA) program that provides curriculum and training for resident-driven community development, including topics such as Community Building Principles, Social Determinants of Health, Land Use and Community Planning, and more. This training program empowers residents to learn skills and best practices that they can use to make positive change in their community. RLA training includes a facilitator handbook, modifiable PowerPoints, and template resources.[44] In collaboration with regional stakeholders, the City of Chula Vista should champion the addition of digital equity and inclusion into the RLA curriculum in their city. By integrating this topic into the curriculum, Chula Vista can encourage an environment for peer-to-peer learning and digital inclusion.



Objective 2.3: Evaluate and expand City-led digital literacy education

STRATEGIC ACTIONS

1: Partner with community-based organizations to create and maintain a searchable online database of digital literacy classes for individuals
2: Utilize participant surveys to gauge the effectiveness of existing City-led workshops
3: Expand the basic, in-person digital literacy course curriculum offered by the public library and the Senior Center by partnering with local organizations
4: Partner with one or more online learning platforms, such as LyndaLibrary or others, to expand course offerings for more advanced community members
5: Promote and market the digital literacy classes held by city institutions and community partners to the public

The City of Chula Vista and local organizations, such the San Diego Futures Foundation, Norman Park Senior Center, and Chula Vista Adult School, have created a strong foundation for digital literacy training, especially for senior citizens. Building on these programs, there are tools and resources to help the City expand the digital literacy skills to reach a broader audience.

Types of courses currently offered through the Chula Vista Public Library by the City and other partners:

- Basic senior digital literacy
- Internet safety
- Android tablets
- Facebook fundamentals
- Smartphone 101
- Understanding my iPad
- Skype 101
- Taking Photos (mobile device)
- Scrapbooking Digitally (mobile device)
- What's on your phone? Apps you should have (mobile device)
- Smartphone security

Types of courses through academic institutions:

- Introduction to Computer Concepts (Adult School)
- Computer Applications Microsoft Office (Adult School)
- Computers and Technology for ESL (Southwestern ColSWC)
- Introduction to Computers (SWC)
- Introduction to Microsoft Word (SWC)
- Personal Development: Adapted Technology Literacy Programs for Students With Disabilities (SWC)
- Adapted Computer Support Laboratory (SWC)

In order to maximize the impact of the City's existing digital literacy programming, the City should support the existing courses through extensive marketing and online services. By integrating existing courses into regular public outreach materials, it can increase the community's awareness of these programs and encourage more individuals to participate. Further, by hosting an online portal for digital literacy courses that are available, participants can view a schedule of courses with location information and sign-up tools.

To evaluate effectiveness and better understand digital literacy needs, pre- and post-workshop surveys should be utilized. For example, the City of San Francisco has utilized these surveys to gauge the success of workshops and collect further metrics on the types of individuals participating in the workshops. By gathering this information, facilitators can improve the content in workshops, administrators can identify which communities need further outreach to increase participation, and the City can use additional data to evaluate digital equity in Chula Vista.

These templates are from the City of San Francisco's digital equity program and could be used as a basis for developing the Chula Vista survey:

- **Pre-training survey:** ***https://drive.google.com/file/d/12SbKr6ryJnoAPzZZMnWDyNL5MSWBU6_i/view***
- **Post-training survey:** ***https://drive.google.com/file/d/1QIWizjd3N8A7uCePxltcsb4Y-6Azos2K/view***

The City should also engage community partners from the Digital Inclusion Coalition to understand which courses are most in demand. Community partners can provide a unique understanding of what target groups of the population need in terms of digital literacy training because they work closely with a particular clientele. Through this engagement, the City can better understand these needs and expand their curriculum by offering spaces to host the workshops, while partners conduct the training.

Recognizing these resources, there are classes that the City of Chula Vista should consider adding to their slate of digital literacy courses to serve key constituencies within the community, either as City-led services or in partnership with other qualified organizations. These classes include:

1

Navigating Service Based Apps

Smartphone apps provide key services for finance, fitness, food delivery, healthcare, mobility services, and navigation. For groups with limited mobility, online services can provide necessary support.

2

Utilizing Technology for Job Applications and Professional Development

Though these courses are offered through academic institutions, the City's Public Library should consider hosting basic job skills and applications workshops. These workshops can include typing proficiency, email use and etiquette, Microsoft Word and Excel use, online job application, and resume building.

3

Exploring Online Learning

With a wealth of online learning platforms, individuals can continue their education online. Platforms released by private companies, non-profit organizations, and higher education institutions can teach learners of all ages and backgrounds, often free of cost.

4

Building Personal Security and Privacy

One prominent barrier to Internet and technology use is distrust, due to concerns over security and privacy. By providing potential solutions for individuals to safely navigate the Internet, it can help new users build trust in using technology more in their everyday lives.



GOAL 3

CONNECT, EQUIP, AND TRAIN THE COMMUNITY

Bolster the efforts of community partners to address the digital divide

OBJECTIVES

3.1: Partner to increase and expand digital literacy training opportunities and device donation programs

3.2: Pursue digital equity and inclusion grants

3.3: Collaborate with local Internet service providers and private sector stakeholders to fund new programs and expand local service

Affordability and accessibility of digital devices and Internet subscriptions are central barriers to digital equity. To effectively utilize the Internet, individuals need both digital devices and high-quality and affordable connectivity to get online. Cities across the country have taken steps to bring Internet connectivity to underserved communities, including public areas, affordable housing infrastructure, and educational institutions. Additionally, a variety of stakeholders, including community-based organizations, foundations, technology providers, and government institutions, have undertaken initiatives to refurbish and redistribute digital devices to communities in need.

As resources and services shift online, Internet access is increasingly important to support education, economic opportunity, health, and quality of life. Most recently, the shift to online health services, or telehealth services, has significantly changed how individuals access and interact with healthcare providers. During the 2019-2020 COVID-19 crisis, healthcare providers quickly expanded their telehealth offerings to decrease public health risks and facilitate responsible social distancing to advise patients on treatment steps.

The City of Chula Vista prioritizes creating opportunities for its residents, including increasing access to technology, learning, and employment options. There is a diverse and accomplished network of community-led efforts currently working in the greater San Diego area, including Cox's Connect2Compete program and Computer 2 Kids's (C2K) Technology Assistance Program. Connect2Compete offers low-cost high-speed Internet and digital devices to qualifying families; through this program, Cox has partnered with Computers 2 Kids San Diego, San Diego County, and the Chula Vista Elementary School District to provide resources for families in need. The Technology Assistance Program by C2K San Diego provides low-cost digital devices to families, along with software packages and low-cost technical support.

Additionally, the City of Chula Vista has demonstrated exceptional leadership in student engagement programs. Hosted at the Public Library, the City and its partners have created Innovation and Energy Stations to engage middle school students in STEAM education and provide unique hands-on learning experience in engineering, coding, energy, and other STEAM areas. The Stations are supported by a network of partners including Qualcomm, Chula Vista Elementary School District, San Diego Gas & Electric, the International Brotherhood of Electrical Workers, and the National Electrical Contractors Association. Over 17,000 students have utilized the Innovation Station since opening in July 2016 and over 8,000 students have accessed the Energy Station since January 2019.

By pursuing partnerships with a diverse set of collaborators including community based organizations, academia and the private sector, the City of Chula Vista can strengthen and enhance the local ecosystem for increasing connectivity, providing devices and offering digital literacy training for all in need.



OVER 17,000 STUDENTS

have utilized the Innovation Station

OVER 8,000 STUDENTS

have utilized the Energy Station

Image: Innovation Station at the Chula Vista Public Library



Objective 3.1: Partner to increase and expand digital literacy training opportunities and device donation programs

STRATEGIC ACTIONS

1: Partner with organizations offering device donations to increase the availability of functioning devices and connectivity for those in need
2: Increase Chula Vista's economic resilience by supporting the development of technical job skills, expansion of employment opportunities, and provision of online services for small businesses
3: Work with telecommunications providers and the Chula Vista Public School Districts to acquire wifi hot spots for students in need
4: Partner to create a digital ambassadors program for senior citizens
5: Work with local healthcare institutions to expand tele-health services
6: Evaluate affordable housing, including multiple dwelling units, shelters, and mobile homes, for high-speed broadband connectivity
7: Partner to host pop-up events and/or mobile WiFi stations to provide temporary Internet service, educational resources, and charging access for the homeless
8: Provide classes and other resources to connect low-income, unbanked, and under-banked persons with basic financial literacy skills

The City of Chula Vista has built a strong foundation for digital literacy and device access programming with multiple local and regional partners. Through the Chula Vista Public Library system, residents with a library card can rent hotspots or Chromebooks for a week at a time for no cost.[45] To improve and expand these services, the City should continue to explore opportunities.

Device Access Programs

Device donation or refurbishment programs can assist residents in procuring low-cost digital devices for personal use, such as computers, tablets, and WiFi hotspots. The County of San Diego has a number of effective organizations that have undertaken device refurbishment programs, including the San Diego Futures Foundation, Cox's Connect2Compete program, Adaptive Computer Empowerment Services, and Computers 2 Kids San Diego. These programs can also provide specialized services, including low-cost software purchase or assistive technology for people with disabilities.

The City of Chula Vista should work with these partners, as well as other organizations doing similar work, to provide support and build awareness of these services consistent service to the community. The City should identify community centers located in areas of greatest need, so that residents can access devices at a location where there is already established trust and familiarity. Additionally, the City should evaluate their current technology stock and determine how devices are used after they are replaced to see if there is an opportunity to provide old City devices to refurbishment programs. Partners, including the San Diego Futures Foundation, can assist in device refurbishment, including system assessments and data removal.

Supporting Economic Resilience

Though Chula Vista and its partners host a variety of digital literacy workshops, most are focused on basic proficiency with computers and mobile devices. These are essential to build a foundation of familiarity with digital devices, however there is room to build a higher level of digital literacy, particularly developing important job skills. As employment opportunities in San Diego County increasingly shift toward jobs requiring computer skills, it becomes more important to prepare the future workforce for these opportunities, as well as assisting the current workforce in building these skills.

The City of Chula Vista should work with local and regional workforce development partners to better understand the digital skills needed by jobseekers, as well as the potential to expand any existing programs into Chula Vista. The San Diego Workforce Partnership, a designation of the City and County of San Diego dedicated to empowering jobseekers, is a potential regional partner to engage in this effort. The City also collaborates with South

County's Small Business Development Center that provides classes and training to help residents. Training topics include workplace issues, human resources, workers' rights, workplace safety, predatory practices, and improved access to legal advice.

The Chula Vista Community Collaborative's Promotoras are potential partners to reach and engage Spanish-speaking residents. Though their work is primarily focused on public health and safety education, their established trust and relationships with Spanish-speaking community members can help the City improve resources to these residents.

On an organizational level, the City of Chula Vista wants to continue to support the ecosystem of small businesses within the city. The City's website hosts a variety of online resources, including licensing forms, data analysis, partnership directory, and educational opportunities. To ensure that small businesses can leverage every available resource, it is critical for business owners to have the knowledge and ability to access online resources.



Engaging Academic Institutions and Students

The City should collaborate with its strong academic institutions to promote digital inclusion for students in the community, including the Chula Vista Elementary School District and Sweetwater Union High School District. It is becoming increasingly critical for students to have Internet access, not only for homework completion, but also for job skill development. By supporting digital equity programs tailored to students, the City can help expand education and employment opportunities and address inequity among students.

In July 2016, the Chula Vista Public Library renovated its basement to host a new Innovation Station, inspired by Qualcomm® Thinkabit Lab™. Qualcomm provided resources for students to learn how to code and explore the intersections of art and engineering.

All sixth grade students, over 4,500 students total, will have the chance to use the Innovation Station during school year. The City has also engaged additional partners to expand curriculum; Microsoft hosts a monthly event teaching children how to use Minecraft to gain familiarity with computers, exercise creativity, and build collaborative skills.[46]

The City of Chula Vista should continue to explore ways to expand programming through the Innovation Station. Partners in the private and nonprofit sectors can centralize services for students through the Innovation Station. The City should continue to seek out partners, with emphasis on telecommunications providers, educational nonprofits or foundations, to expand device access and digital literacy programming.

Building on the success of the Innovation Station, the Chula Vista Public Library opened an Energy Station in January 2019. Developed in partnership with Chula Vista Elementary School District, San Diego Gas & Electric, the International Brotherhood of Electrical Workers, and the National Electrical Contractors Association, the hands-on station was created to inspire the next generation to pursue careers in science, technology, engineering, and mathematics (STEM). Activities will change how students view STEM careers while building understanding of energy needs, demands, and clean energy opportunities. Having a pipeline of future STEM workers is essential to the health and growth of our regional innovation economy, which depends on technical expertise in fields such as electrical engineering, biomedical research, and wireless communications.

All sixth-grade students in Chula Vista will get the opportunity to participate in the hands-on activities offered at Energy Station. Students will be teamed up to work on wind and solar projects and tasked with solving problems in clean energy, wind and solar power and energy storage.





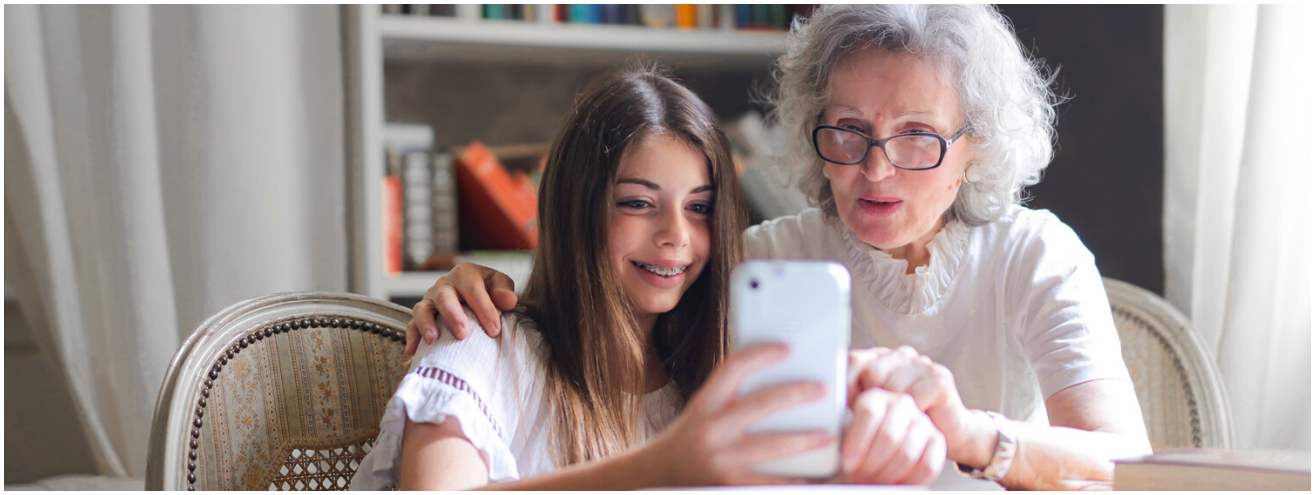
In April 2020, the City also began a partnership with T-Mobile and additional telecommunications providers to acquire 2,000 WiFi hotspots for local families. These hotspots were paid for through a Public Education Grant Fund (PEG) grant for $650,000. This initiative is in direct response to address the homework gap for students who lack Internet access at home. In light of the COVID-19 pandemic that has closed public schools throughout the region, the impact of the digital divide has become more visible with 69,500 school-aged children in Chula Vista learning at home.[47]

The City should continue working with the Chula Vista Elementary School District and the Sweetwater Union High School District to actively support digital equity programming and provide supplementary services to best support their work, such as building awareness or fostering public-private partnerships.

Outreach to Seniors

The City of Chula Vista has created a strong base of digital literacy resources specifically tailored toward seniors available through the Public Library system and the Norman Park Senior Center. Through the Norman Park Senior Center and the Chula Vista Public Library, seniors can currently access courses including computer basics, smartphone apps, and Internet navigation. To further expand digital adoption within the senior community, the City could consider developing a digital ambassadors program to provide more personalized training for seniors. While the Digital Equity and Inclusion Plan focuses on communities most in-need of digital support, there are many digitally skilled Chula Vistans that can lend their skills to the community. With volunteers at public computer locations, such as the Chula Vista Libraries or the Norman Park Senior Center, digital ambassadors can provide small-group or one-on-one training sessions.

To aid in improving digital inclusion of seniors, the Commission on Aging could consider prioritizing new digital literacy program content, guiding implementation for device access programs, and facilitating partnerships with local senior organizations Many of the goals in the City of Chula Vista's Age Friendly Action Plan are supported through increasing device access and digital literacy amongst seniors.



Connecting Affordable Housing

Connecting affordable housing complexes to Internet and digital devices is a growing trend in the United States. Because of the nature of affordable housing complexes, cities can centralize resource provision to low-income residents. Affordable housing administrators have partnered with telecommunications providers to connect residents with low-cost Internet services and digital devices through computer labs or refurbished device programs.

This priority was institutionalized by the Department of Housing and Urban Development in January of 2017, when they created new provisions that their Consolidated Plan framework now required cities to address digital accessibility. Consolidated Plans must now describe broadband access in low- to moderate-income housing and plans to improve this access if there are gaps for residents.[48]

High-speed Internet access and computer labs can greatly improve the quality of life for residents; students can utilize the Internet for homework and residents can access online resources for needed services or landlord disputes.

The City of Chula Vista should analyze current building codes and assess if there are opportunities to codify broadband requirements for new affordable housing developments. Additionally, the City should work with telecommunications providers, including but not limited to Cox Communications and AT&T, to explore potential partnerships to provide high speed Internet to existing affordable housing complexes and computer labs for residents.

Providing Resources for the Homeless

Digital resources can improve services to the homeless community and quality of life for members of the homeless community. Digital tools have revolutionized the efficiency and effectiveness of services to homeless populations, allowing data-sharing across agencies and mapping resources to identify location-based trends. Similarly, digital tools can improve access to key resources, helping homeless or housing insecure persons locate existing resources, such as available shelters, local food banks, and mental health services.

Central challenges to getting online for homeless individuals are charging digital devices and free Internet access.

To address these concerns, the City should integrate digital equity programming and resources into the homeless outreach events. At these events, volunteers provide showers, haircuts, nutrition, hygiene kits, books, and clothing to members of the Chula Vista community. Current participating partner organizations include South Bay Community Services, CVPD, Community Through Hope, Think Dignity, South Bay Pioneers, Helping Hands, and Veteran Community Services.[49] To improve digital inclusion for homeless persons, digital equity booths at outreach events can connect participants to partners with device access programs, including the San Diego Futures Foundation and Computers2Kids San Diego. In addition, the City should work with local telecommunications providers to provide free Internet hotspots for the organizations and participants to use while the event is taking place. Finally, the booths could feature charging stations for mobile device charging.



Image: Day of Hope event in Chula Vista

The City of San Diego has engaged the homeless population through a one-day event. In partnership with local vendors, the San Diego Housing Commission hosts a one-day resource fair for homeless citizens in the County, connecting them to service providers and resources. Cox Communications provided wireless connection for the event, including a computer lab for use throughout the day. With Internet connectivity, organizers were able to digitize the registration process as a result, increasing the number served from 800 to 1900 people. Prior to the event, the Commission does a citywide census count of the homeless to inform estimates for Homeless Connect. The overall effectiveness of the event has increased by digitized processes.[50]

The City of Chula Vista should collaborate with partners to utilize best practices from this event, including leveraging digital connectivity and tools, to increase services to the homeless community.

Building Financial Literacy for Low-Income, Under-banked, and Unbanked Populations

Financial literacy can be a foundational element for empowering community members. As financial institutions also shift to online platforms for services, it is critical for people to have an understanding of how to navigate these tools. Cities and non-profit organizations have created tools to teach their residents some basic financial literacy. Building on a basic understanding of navigating digital devices, these programs can provide an accessible way for people to engage in online financial literacy learning.





Objective 3.2: Pursue digital equity and inclusion grants opportunities

STRATEGIC ACTIONS

1: Explore funding opportunities to support the creation of a Digital Equity and Inclusion Grant Program
2: Research management structure to administer the grant program including staffing, application procedure, giving guidelines, and evaluation criteria
3: Investigate state and federal grant opportunities to address digital equity

The cities leading in digital equity have been lauded for successful grant programs, targeting funding to community-based organizations, schools, or individuals undertaking initiatives to bridge the digital divide in the community. Digital equity grants typically fund projects that expand access to the Internet or to digital devices for underserved communities. Individual grants can vary from $10,000 to $25,000 and are administered by a committee that reviews applications. Funds can be gathered from grants or donations from private sector partners.

The City of Chula Vista could greatly increase the capacity of community organizations that are already undertaking digital equity work or that work closely with underserved populations by establishing a Digital Equity and Inclusion Grant program. The City can create a set of eligibility requirements to ensure that funds are directed toward potentially successful digital equity programs and institutionalize a review process to select recipients. Creating a grant program will not only support existing programs, but encourage other community-based organizations to adopt digital equity into the services that they already provide to the Chula Vista community.

State and Federal Grant Opportunities

In April 2019, the Digital Equity Act was introduced to Congress, which would make up to $1.25 billion available in grants. The House Committee on Energy & Commerce held the first meeting regarding the Act in the Subcommittee on Communications and Technology in January 2020.[51]

In response to the COVID-19 global pandemic, state and federal officials have also elevated digital equity as a priority since shelter-in-place mandates have made the digital divide across the United States more pronounced with education, employment, government resources, and healthcare shifting rapidly online. The California Public Utilities Commission will make $30 million available for school districts to assist families in accessing Internet and digital devices for distance learning. In addition, public-private partnerships with the State generated over 70,000 device donations of laptops, Chromebooks, and tablets to give to students.[52]



Objective 3.3: Collaborate with Internet service providers and the private sector to fund new programs and expand service

STRATEGIC ACTIONS

1: Distribute the Digital Equity and Inclusion Plan and engage all local telecommunications providers
2: Host a Digital Equity Open House for telecommunications providers to connect with City leadership and discuss current needs
3: Identify and nurture key funding partners such as the Verizon Foundation and Qualcomm Foundation

Internet service providers and other private sector companies have partnered with cities to support device and Internet access programs, as well as devote funds for other digital equity initiatives. Qualcomm has a global initiative called Wireless Reach, created in 2006, that is aimed at bringing advanced wireless technology to underserved communities in order to create positive social and economic change.[53] Their Education team under this initiative has worked toward eliminating the homework gap, a term used to refer to the learning disparity between students who have reliable broadband access and those who do not. The Qualcomm Education team has provided schools with LTE-enabled tablets for student use on- and off-campus. In addition, the T-Mobile Foundation has fostered a culture of community participation, devoting volunteer hours through employee programs and funds distributed through grants. Specific to digital equity, one of their four central impact areas "investing in youth" is focused on bridging the homework gap in schools by encouraging innovation among students and improving device and Internet connectivity.[54]

In some communities, ISPs have played an important role in combatting the digital divide by providing high-speed broadband internet services for a discounted rate. Cox Communications's Connect2Compete service provides eligible households with up to 15mbps Internet for $10 a month. Additionally, Comcast has launched an internet adoption program, Internet Essentials, which provides low-cost broadband access to families that qualify for public assistance programs such as the National School Lunch Program, Housing Assistance, Medicaid, Supplemental Nutrition Assistance Program (SNAP), SSI, and others. Similarly, AT&T's Access Program that provides low-cost wireline home Internet service at rates of $10month for 5 mbps-10 mbps connectivity or $5/month for 768 kbps-3 mbps connectivity. Residents within AT&T's service areas who qualify for SNAP or Supplemental Security Income (SSI) are eligible to apply.[55]

Finally, telecommunications companies can enter into joint initiatives with local and/or regional projects. Verizon has partnered with the City of Boston and provided $1 million to the Boston Digital Equity Fund to support programs that provide low-cost broadband to underserved communities.[56] Similarly, both Verizon and Comcast donated $850,000 to seed the City of Philadelphia's inaugural Digital Literacy Alliance Grant Program.[57]

With these opportunities, the City of Chula Vista should continue to create relationships with and engage telecommunications providers to find opportunities for future partnerships on implementation for digital equity projects.



Figure 4: The matrix below outlines the goals and objectives of the Digital Equity and Inclusion Plan. There are estimates of the time frame, impact, main audiences, costs, and key performance indicators that can be utilized to evaluate implementation of the objectives. The key outlines estimates of time frame and cost to use in reading the matrix.

Symbol Key

🕐	Short (1 year)	$	Less than $10,000
🕐🕐	Medium (2-5 years)	$$	$10,000 - $50,000
🕐🕐🕐	Long (5+ years)	$$$	$50,000+

GOAL	OBJECTIVE	TIME FRAME	IMPACT	AUDIENCE	ONE-TIME COSTS	ONGOING COSTS	KEY PERFORMANCE INDICATORS
BE DATA DRIVEN	**Objective 1.1** Collect and distribute local data on the digital divide	🕐	High	All	$	$	Establishment of a digital equity data base
BE DATA DRIVEN	**Objective 1.2** Champion regional digital divide data collection and management	🕐	High	All	$	$	Number of datasets on digital equity and inclusion collected regionally
INSTITUTIONALIZE DIGITAL EQUITY & INCLUSION	**Objective 2.1** Incorporate addressing the digital divide into the City's core operations	🕐🕐	High	All	$$	$$$	Number of city plans that include digital equity and inclusion priorities; Number of city policies that support digital equity and inclusion
INSTITUTIONALIZE DIGITAL EQUITY & INCLUSION	**Objective 2.2** Leverage City communications and City-led outreach efforts to advance digital equity	🕐	Medium	All	$	$	Number and percentage of City events with digital equity resources represented
INSTITUTIONALIZE DIGITAL EQUITY & INCLUSION	**Objective 2.3** Evaluate and expand City-led digital literacy education	🕐	Medium	All	$$	$	Number of monthly digital literacy courses provided by the City; Number of monthly digital literacy courses provided by community partners in the City; Annual percentage increase or decrease in course offerings by the City and by community partners

GOAL	OBJECTIVE	TIME FRAME	IMPACT	AUDIENCE	ONE-TIME COSTS	ONGOING COSTS	KEY PERFORMANCE INDICATORS
CONNECT, EQUIP, AND TRAIN THE UNDERSERVED	**Objective 3.1** Partner to increase and expand digital literacy training opportunities and device donation programs	🕒🕒🕒	High	All	$$$	$$$	Number of partners offering at least one digital literacy program; Number of partners offering at least one device refurbishment and donation program; Number of private sector partners offering at least one program for device refurbishment and donation; Number of private sector partners offering at least one digital literacy class
CONNECT, EQUIP, AND TRAIN THE UNDERSERVED	**Objective 3.2** Partner to pursue digital equity and inclusion grants	🕒🕒🕒	High	All	$$$	$$$	Total dollar amount available for grant making in digital equity programming locally; Total dollar amount provided in grants to community organizations in the City of Chula Vista for digital equity work from any source; Number of grant applications received
CONNECT, EQUIP, AND TRAIN THE UNDERSERVED	**Objective 3.3** Collaborate with local Internet service providers and private sector stakeholders to fund new programs and expand local service	🕒🕒🕒	Medium	All	$$$	$$$	Number of partners offering at least one low or no cost program to access the Internet; Number of private sector partners offering at least one program for low and no cost Internet service

OTHER DATA SERVICES FOR COMMUNITY MEMBERS

The Digital Equity and Inclusion Plan was created by the City of Chula Vista to focus on providing resources and services for those most in need of support. By understanding the dynamics of the Chula Vista community in the creation of this plan, the City can prioritize bridging the digital divide for communities that struggle with connectivity, digital literacy, and device access.

While the Digital Equity and Inclusion Plan is primarily focused on underserved populations, there are a number of initiatives underway that support the use of technology and data for more advanced users as well.

The City has existing programming for the digitally proficient population to advance their skills and to engage in the region's innovation and technology-driven initiatives. The County of San Diego and the City of Chula Vista have developed a variety of online services for the community including:

Alert San Diego is a regional notification system operated by the San Diego County Office of Emergency Services under their Ready Campaign to educate and empower in the case of an emergency. Residents register their cell phone numbers, VoIP phone numbers and email addresses and receive notifications in the event of an emergency or disaster. The system has been made accessible in American Sign Language and Spanish and is available to adaptive technology for people with disabilities.[58]

Accela Citizen is an online permit system that allows citizens to obtain planning and development information (pay fees, schedule inspections). Through the portal, residents can: research public information, submit applications, view and track the status of applications for minor permits, and make secure online payments.[59]

ACT Chula Vista is an online portal where citizens can submit requests for non-emergency services via a mobile application and web tool. Requests include information about location, description, and photographic information about the issue. ACT Chula Vista is available in different languages and can be submitted anonymously.[60]

Aira is an augmented reality service that connects blind and low-vision people to highly trained, remotely located agents. Using a smartphone app and camera, users connect with live, sighted agents who provide on-demand visual descriptions and guidance. Agents use real-time video and audio as well as maps and other online information to help users interact with their surroundings. The City and Third Avenue Village Association have partnered with Aira on a pilot program to provide free services along Third Avenue downtown.[61]

In addition to sharing information with the public, the City is exploring the use of dashboards to share interactive content with the community. Leading the efforts in this venture is the Chula Vista Police Department who is currently exploring dashboards as a means of conveying data and connecting the residents to resources.



The Chula Vista Police Department deployed a dashboard focused on response times based on Growth Management Oversight Commission (GMOC) requirements. The dashboard takes the user to the GMOC website where additional content on the GMOC's role and other metrics are located.[62]



CVPD's School Resource Officer (SRO) dashboard connects the community with content specifically focused on the SRO role in the schools. Users are transferred to a website that highlights many of the resources available to the public primarily focused on students, parents, teachers, counselors or anyone researching ways to overcome youth centered challenges, including addiction, homelessness, bullying, and suicide.[63]

Currently, the City is exploring using some of these techniques and other new technology to include a larger variety of services for the community's benefit.



LOOKING FORWARD

The City of Chula Vista is poised to be a national leader in bridging the digital divide.

While a number of resources already exist within the City and through community partners to address digital inequities, the adoption and implementation of this Digital Equity and Inclusion Plan will further reduce the divide by tackling the root causes of digital inequity head on.

By creating programs, policies and partnerships that focus specifically on access to Internet service, access to devices and access to digital literacy training, the City and its broad network of partners will lead the way in the San Diego region on being more digitally inclusive and equitable.

Overall, the 3 goals, 8 objectives and 38 strategic actions included in the Digital Equity and Inclusion Plan (DEIP) are meant to serve as the foundation to guide the initial implementation of the City of Chula Vista's digital equity program. As both technology and the needs of citizens evolve, it will be advantageous for the City to regularly update the community on its progress and expand its digital equity priorities through updating the plan.

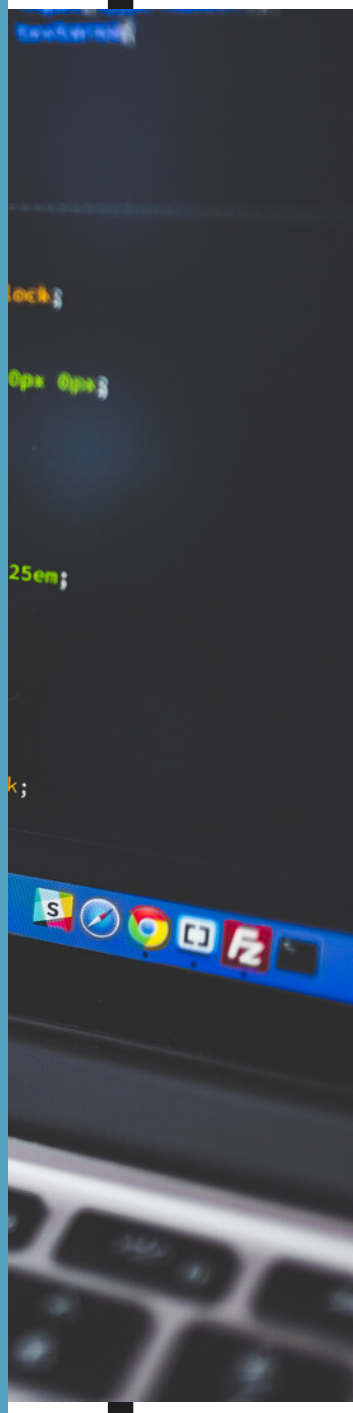
Since the goals and strategies of the DEIP overlap well with the City's smart cities program, it's recommended that the Smart City Working Group either house the Digital Inclusion Coalition or work closely in concert to create co-benefits while implementing programs.

Throughout the implementation of this plan, it should be considered a living document that can be built upon with the participation and collaboration of the Digital Inclusion Coalition and other community partners throughout the city and region. By treating the DEIP as a living document, it allows for new ideas and initiatives to be included and reflects the nimble and agile nature of technological advancement.



APPENDIX A

The following appendix contains a matrix that describes digital equity programming that is currently available in Chula Vista, provided by both the City and its partners.



APPENDIX A

Current digital equity programming in Chula Vista

Chula Vista benefits from a wealth of resources from organizations at the local, regional, and state levels. To assist current residents of Chula Vista in leveraging these resources, we have created a centralized list of current digital equity programs, organized into 3 central categories:







The programs are organized in a matrix and segmented into color-coded sections that correlate to the 3 categories above. The first, blue chart outlines programs related to device access. The second, orange chart outlines programs related to digital literacy and finally, the third, green chart outlines programs related to Internet access.



DEVICE ACCESS RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Chromebook Rentals	City	Chula Vista Public Library	The Chula Vista Public Library System offers free Chromebook rentals for 7-day checkout periods. Patrons must have library cards, sign an agreement, and be 18 years or older. All Chula Vista Library branches	None	Free; $10/day overdue fee	All	*http://bit.ly/2sg2BO8*
Hotspot Rentals	City	Chula Vista Public Library	The Chula Vista Public Library System offers free hotspot rentals for 7-day checkout periods. Patrons must have library cards, sign an agreement, and be 18 years or older. All Chula Vista Library branches	None	Free; $1/day overdue fee	All	*http://bit.ly/2sg2BO8*
Public Computer Use	City	Chula Vista Public Library	The Chula Vista Public Library System offers public computers for use. Patrons must have a library card. Computers can be used for 1 hour per session in the Adult Area with a 2 hour limit per day. Computers can be used for 30 minutes per session in the Children's Area with a 2 hour limit per day. They also offer Internet Express computers for 15-minute sessions. All Chula Vista Library branches	None	Free	All	*http://bit.ly/2sg2BO8*

DEVICE ACCESS RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
	Non-profit	Adaptive Computer Empowerment Services (A.C.E.S.)	ACES is a nonprofit with the mission to improve quality of life through technological empowerment in San Diego County, focusing on the low-income, disabled and senior populations. Their main programming includes device refurbishment, digital literacy training, and assisting people in applying for low-cost Internet.In 2011, ACES partnered with SDFF, the San Diego Broadband Initiative, and Nice Guys of San Diego to refurbish and distribute computers to low-income students. San Diego County	SDFF, San Diego Broadband Initiative and Nice Guys of San Diego	Unknown	Disabled persons, Low-income, Seniors	*http://www.adaptive.org/*
Barona Education Grant Program	Non-profit	Barona Band of Mission Indians	The Barona Band of Mission Indians created this grant program to improve educational opportunities for students on the Barona Indian Reservation and underserved areas of the State of California. Each assembly district has the opportunity to nominate a school in their district that can receive a $5,000 grant to be used to “promote academic improvement”, including computers. San Diego County	None	N/A	Students	*https://www.barona-nsn.gov/copy-of-education*

DEVICE ACCESS RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
	Non-profit	Computer2Kids San Diego	C2K collects devices, refurbishes them, adds applications (including Microsoft Office and PowerMyLearning Software), and provides them at a low-cost to low-income residents. Each devices comes with a one year free warranty and technical support for $20 per call. C2K also hosts basic computer classes at 5 library branches in San Diego County. San Diego County	Many	$50-$150 per device	Low-Income	*https://www.c2sdk.org/*
California Assistive Technologies and Devices Supplier Directory (CAL-ATSD)	State	California Department of Rehabilitation	CAL-ATSD is a directory of qualified suppliers who specialize in products and services designed for individuals with disabilities. This resources helps state employees with disabilities and clients of the CA DOR acquire assistive technologies and related services in a timely manner. State of California	None	Free	Disabled persons	*https://www.dor.ca.gov/cal-atsd*
	Nonprofit	EveryoneOn	EveryoneOn is a national nonprofit that connects low-income families to affordable computers and other digital devices. National	Many	Varies	Low-Income	*https://bit.ly/2YhdFbZ*

DIGITAL LITERACY RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Digital Drop-In	City	Chula Vista Public Library	Volunteers provide basic support for digital device use. Chula Vista South Branch Library Mondays, 4-5pm	None	Free	All	*http://bit.ly/2RHrXz9*
Computer Club	City	Chula Vista Recreation Department	Norman Park Senior Center Mondays, 8am-12pm	Chula Vista Public Library	Unknown	Seniors	*http://bit.ly/2Ealfty*
Drop-In E-Reader Clinic	City	Chula Vista Public Library	Drop-In assistance to help people navigate library e-book rentals. Chula Vista Otay Ranch Library 1st Friday of the Month, 6-6:30pm	CVESD, Qualcomm Thinkbit Labs	Free	All	*http://bit.ly/35f1fBR*
Energy Station	City	Chula Vista Public Library, SDG&E	The Energy Station was inspired by the Innovation Station. Created in partnership with SDG&E, students will have hands-on learning experience in topics like clean energy, wind and solar power and energy storage. Chula Vista South Branch Library Open during library hours	CVESD, International Brotherhood of Electrical Workers (IBEW), National Electrical Contractors Association (NECA)	Free	Students	*http://bit.ly/2LJ7ypw*
Innovation Station	City	Chula Vista Public Library	The Innovation Station was modeled after the Qualcomm Thinkbit Lab. This space is dedicated to technology and innovation driven learning, including physics, robotics, and coding. These hands-on learning experiences are open to the public Chula Vista Civic Center Library Open during library hours	CVESD, Qualcomm Thinkbit Labs	Free	All	*http://bit.ly/2YCENAh*

DIGITAL LITERACY RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Tech One-on-One	City	Chula Vista Recreation Department	Private one-on-one instruction provided on any phone and/or tablet device. Norman Park Senior Center Available by appointment	Chula Vista Public Library	$10 for residents and $13 for non-residents per 30 minute session	Seniors	*http://bit.ly/2Ealfty*
Technology Training Courses	City	Chula Vista Recreation Department	These weekly "one-on-one" training sessions can help participants learn how to install and use various smartphone apps, how to perform basic tasks on a computer, and how to use the internet to find information. Norman Park Senior Center Weekly	Chula Vista Public Library	$10 for residents and $13 for non-residents	Seniors	*http://bit.ly/38uo8Dq*
Wireless Wednesdays	City	Chula Vista Public Library	Courses to teach basics of smartphone and tablet use, including topics like: 1) taking photos, 2) scrapbooking digitally, 3) what's on your phone?, 4) security. Chula Vista South Branch Library Wednesdays, 4-5pm	None	Free	All	*http://bit.ly/2t93atE*
	Academic	Chula Vista Adult School – Sweetwater Union High School District (SUHSD)	The Adult School offers digital literacy courses, primarily "Introduction to Computer Concepts" and "Computer Applications Microsoft Office." Chula Vista Adult School Varies by semester	None	Free for US citizens; $6.31/hour of instruction for non-residents of the US	All	*http://bit.ly/2YBytJe*

DIGITAL LITERACY RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Continuing Education Department	Academic	Southwestern College	Southwestern College offers a variety of courses that are tuition-free and open to the public including: "Computers and Technology for ESL", "Introduction to Computers", "Introduction to Microsoft Word", "Adapted Computer Instruction", and "Adapted Computer Support Laboratory." SWC Chula Vista Branch Varies by semester	None	Many tuition-free or nominal fee	All	*http://bit.ly/2E55HY3*
Adaptive Technology Program	Non-profit	San Diego Futures Foundation	The Adaptive Technology Program works to empower visually impaired individuals through technology skills training, providing personal instruction and integrating tools like computer magnifiers and screen readers. San Diego County Unknown	None	$10 for residents and $13 for non-residents	Disabled persons	https://sdfutures.org/adaptive-technology/
Basic Computer Classes	Non-profit	San Diego Futures Foundation	Courses to develop basic familiarity with the computer and functions including an introduction to file management, email, and internet basics. San Diego County Varies	None	Free	All	*https://sdfutures.org/digital-literacy/*
Senior Digital Literacy Workshops	Non-profit	San Diego Futures Foundation	Courses for seniors, including topics like: 1) How to use your smartphone, 2) Facebook, 3) Skype, 4) Amazon, 5) Internet safety. Chula Vista Civic Center Library Varies by location	Chula Vista Public Library	Free	Seniors	*https://sdfutures.org/digital-literacy/*

DIGITAL LITERACY RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Cox Digital Academy	Private Sector	Cox	Cox's Digital Academy is an online platform for digital literacy training with educational videos, tutorials and games in categories that include: computer basics, educational games, educational resources, social media, online safety, financial wellness. All	None	Free	All	*https://bit.ly/2BEp77T*

INTERNET ACCESS RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Facilities with Free Public WiFi	City	City of Chula Vista	The City of Chula Vista offers free public wifi at a variety of public buildings including: Civic center Library Branch, Heritage Recreation Center, Loma Verde Aquatic and Recreation Center, Norman Park Senior Center, Otay Ranch LIbrary Branch, Otay Recreation Center, Parkway Community and Aquatic Center, Public Works Corporation Yard, Salt Creek Recreation Center, South Chula Vista Library, and the Veterans Recreation Center.	None	Free	All	*http://bit.ly/2rAFD4c*
Cox Connect2 Compete	Private Sector	Cox Communications	Cox Connect2Compete provides low-cost devices and high-speed Internet services for qualifying families with students in grades K-12. Low-cost Internet is $9.95/month and includes in-home wifi, free installation, and a modem. To qualify, families must meet the criteria: 1) A child in K-12 school, 2) Participate in one of more of the following subsidy programs National School Lumnch Program, SNAP, TANF, and/or Public Housing.Cox has served families in the Chula Vista Elementary School District. National	Computers2Kids (for device distribution)	$9.95/month for Internet	Low-Income, Students	*http://bit.ly/2RIyJ7W*

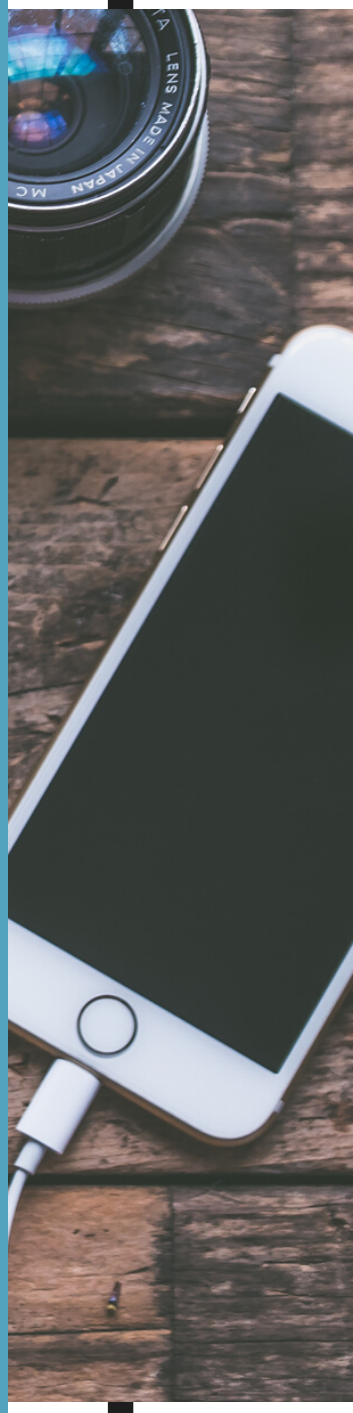
INTERNET ACCESS RESOURCES

PROGRAM TITLE	TYPE	LEAD ORGANIZATION	SUMMARY	OTHER PARTNERS	COST	AUDIENCE	FOR MORE INFORMATION
Access Program	Private Sector	AT&T	AT&T's Access Program provides low-cost wireline home Internet service at rates of $10/month for 5 mbps-10 mbps connectivity or $5/month for 768 kbps - 3 mbps connectivity. Residents within AT&T's service areas who qualify for SNAP or Supplemental Security Income (SSI) are eligible to apply. National		$5/month - $10/month	Low-Income, Students	*http://bit.ly/36yK7H5*
	Nonprofit	EveryoneOn	EveryoneOn is a national nonprofit that connects low-income families to affordable Internet service programs available in their area. National	Many	Varies	Low-Income	*https://bit.ly/2YhdFbZ*



APPENDIX B

The following appendix contains a case studies and best practices that the City of Chula Vista reviewed in the creation of digital equity strategies for the DEIP.



APPENDIX B

Case Studies and Best Practices in Digital Equity

In the creation of this plan, the City of Chula Vista reviewed case studies and best practices from other cities pursuing digital equity across the United States. Please note that not all of the objectives have corresponding case study and best practice research, since some of the objectives were informed by the work that the City of Chula Vista and its partners are undertaking at a local level.

Corresponding Objective	Type of Case Study or Best Practice Research	Cities Researched or Resource Referenced
Objective 1.1	Digital Inclusion Community Survey Case Studies	City of Seattle, WA; City of Austin, TX; City of Fayetteville, AR
Objective 2.1	Digital Inclusion Coalition Case Studies	State of Minnesota; City of Detroit, MI
Objective 2.1	Best practices to improve accessibility for disabled persons and non-English speakers	Web Content Accessibility Guidelines by the Web Accessibility Initiative; Multilingual Accessibility Guidelines by the US General Services Administration
Objective 2.1	Digital Inclusion Day Case Study	City of Austin, TX
Objective 2.1	Digital Kiosk Case Studies	City of Denton, TX; City of Philadelphia, PA
Objective 2.3	Digital Literacy Resources	LyndaLibrary; Learning Express Library; Mango Languages; Peer 2 Peer University (P2PU); DigitalLearn.org
Objective 3.1	Resources for Device Donation Programs	San Diego Futures Foundation; Cox Connect2Compete; Adaptive Computer Empowerment Services; Computers 2 Kids San Diego
Objective 3.1	Resources for Connectivity in Affordable Housing	ConnectHome USA
Objective 3.2	Digital Equity Grant Program Case Studies	City of Austin, TX; City of Philadelphia, PA

OBJECTIVE 1.1 Digital Inclusion Community Survey Case Studies

Other cities pursuing digital equity initiatives have deployed community surveys to gather periodic metrics to evaluate the success of their programs. The City of Chula Vista can leverage this information to design a digital equity and inclusion survey.



SEATTLE IT CONNECTEDNESS SEGMENTATION STUDY

For one month in 2018, Seattle deployed a survey that in which 4,315 families representing 10,358 residents participated. The survey had an 18 percent respondent rate and was distributed through mail, online, telephone, and in-person methods.[64]

To ensure that a diverse cross-section of the community was surveyed, as well as key population groups, the City conducted stratified sampling across five population groups:

- General population
- Targeted low-income population
- SHA housing population
- Living in city sanctioned tiny home villages
- Seattle public schools parents/guardians

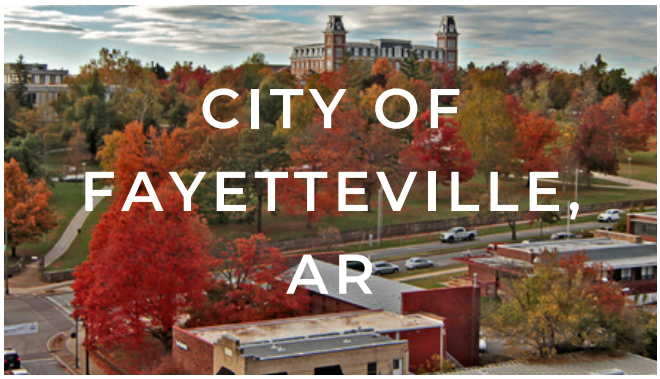
The full survey can be found here:
http://www.seattle.gov/Documents/Departments/SeattleIT/DigitalEngagement/TechAccess/Seattle%20IT%20Connectedness%20Study_Mail%20Version.pdf



DIGITAL INCLUSION SURVEY

In 2014, the City of Austin deployed a Digital Inclusion Survey in partnership with the University of Texas Austin's Moody College of Communication's Austin Internet and Global Citizens Project. The team sent out 15,000 postcards with a notice that the resident was selected to participate in a survey and offered a paper copy of the survey in a pre-paid envelope with an option to complete online as well. The survey was designed to take less than 20 minutes to complete. The City has planned to update their digital inclusion metrics every three years.[65]

Survey: https://utexas.qualtrics.com/jfe/form/SV_6SDsYx976Wwu7f7



DIGITAL INCLUSION SURVEY THROUGH SPEAK UP FAYETTEVILLE

The City of Fayetteville's Digital Task Force and the University of Arkansas's Center for Communication Research deployed a survey to evaluate digital access and adoption. Prior to distribution, 25 members of the partner agencies tested the survey to improve the user experience. The survey was administered through three central methods: email recruitment through the Fayetteville Public Schools' public communication with parents, online message through the Speak Up Fayetteville site, and direct mail to 4,000 randomly selected mailable residents. All participants were submitted into a prize drawing for a free laptop or tablet. Through these methods, the City secured 701 respondents.[66]

OBJECTIVE 2.1 Digital Inclusion Coalition Case Studies



MINNESOTA TECHNOLOGY LITERACY COLLABORATIVE

The Technology Literacy Collaborative began as a resource for community technology centers and digital literacy instructors in Minneapolis. Since its establishment, the TLC has become a collaborative of organizations that focus on technology and service to underrepresented populations. The TLC has expanded beyond Minneapolis and now convenes organizations working on digital equity issues throughout the state. The group shares best practices, promotes collaborative efforts, and advocates for digital equity with a unified voice.[67]

CORE MEMBERS

- City of Minneapolis Information Technology Department
- St. Paul Neighborhood Network
- Davenport Group
- Neighborhood House
- Pillsbury United Communities
- Project for Pride in Living



DETROIT DIGITAL JUSTICE COALITION

The Detroit Digital Justice Coalition is a network of organizations who are dedicated to digital justice in their community. Their activities are guided by the principles of digital justice, including access, participation, common ownership, and healthy communities.[68]

CORE MEMBERS

- Allied Media Projects
- Michigan Welfare Rights Organization
- Detroit Sierra Club
- The Work Department
- Kemeny Recreation Center
- 48217 Community Environmental Health
- Detroit Black Data Processing Associates
- Mt. Elliot Makerspace
- 5E Gallery
- The Ruth Ellis Center
- The Luella Hannan Memorial Foundation
- Bridging Communities
- The Detroit Community Technology Project
- James and Grace Lee Boggs Center to Nurture Community Leadership
- Foundation of Women in Hip Hop

FUNDING PARTNERS

- Broadband Technology Opportunities Program
- The Ford Foundation

OBJECTIVE 2.1

Best practices to improve accessibility for disabled persons and non-English speakers



Image Source: Funka

ACCESSIBILITY FOR DISABLED PERSONS

WEB CONTENT ACCESSIBILITY GUIDELINES BY THE WEB ACCESSIBILITY INITIATIVE

1. Provide text alternatives for non-text content
2. Provide captions and other alternatives for multimedia
3. Create content that can be presented in different ways, including by assistive technologies, without losing meaning
4. Make it easier for users to see and hear content
5. Make all functionality available from a keyboard
6. Give users enough time to read and see content
7. Avoid content that causes seizures or physical reactions
8. Help users navigate and find content
9. Make text readable and understandable
10. Make content appear and operate in predictable ways
11. Help users avoid and correct mistakes
12. Maximize compatibility with current and future user tools[69]

MULTILINGUAL ACCESSIBILITY

The list below represents best practices in website design and online resource provision created by the federal government.

DIGITAL.GOV BY THE US GENERAL SERVICES ADMINISTRATION

Language: Sole use of machine or automatic translations is discouraged. If translation software is used, the translation should be reviewed and verified by a professional to ensure that the message is clearly communicated in a culturally relevant manner.

Culture: Agencies should conduct usability tests to understand the cultural considerations of their target audience. Regardless of language used, the online experience must be culturally relevant to achieve an emotional connection with the audience.

Access to Multilingual Information: Enable users to find your multilingual website via prominent access on the English site. Access to multilingual websites should be made available on the global navigation on the top right of every English page.

URL Strategy: Use a stand-alone, dedicated URL for marketing and search engine optimization (SEO) purposes. That URL can then re-direct to another one more in line with your agency URL convention.

Comparability and Maintenance: Ensure that your multilingual website provides a comparable user experience to your English site.

Users' Expectations: Manage users' expectations by notifying when a user is going to navigate to an English-only area, external website, or will require a special program or software to view an application.

Toggle: Enable users to toggle between comparable content or features on the English and multilingual websites if available.

Digital Features and Functionality: Provide similar digital features and functionality on multilingual websites as available on the English site.

Integrated Operations: Integrate your multilingual website initiatives with your internal infrastructure, overall operations and online-offline strategy.

Marketing and Outreach: Develop and execute a targeted multilingual marketing and outreach program that includes branding, social media and email marketing strategies, and KPIs (key performance indicators) to measure success.[70]

OBJECTIVE 2.1 Digital Inclusion Day Case Study



DIGITAL INCLUSION WEEK

The City of Austin created a Digital Inclusion Week in 2016 with the goal to raise awareness of solutions addressing home internet access, personal devices, and local technology training and support programs. DIW2019, held in October, was sponsored by the National Digital Inclusion Alliance. Their programming schedule centered around drop-in device trainings and literacy workshops for seniors and job-seekers. By centralizing this programming in a specific time frame, Austin was able to conduct targeted marketing and increase engagement with existing digital equity resources.[71]

PARTNERS

- Community Tech Network
- Austin Public by the Austin Film Society
- Austin Resource Recovery
- Broadband Now
- City of Austin
- Austin Public Library
- Austin Free Net

OBJECTIVE 2.1 Digital Kiosk Case Studies



CITY HALL IN THE MALL KIOSK

In 1998, the City of Denton began a “City Hall in the Mall” program in partnership with TeleWorks. This was one of the earliest implementations of digital government kiosks, aimed at bringing City services to newly formed suburban sprawl communities. The mall kiosk serves as a satellite government office that accepts payments, facilitates library book renewals, sells fishing licenses, and allows users to fill out applications. One of the defining, successful features is the flexibility of payment; the kiosk that accepted cash, checks, and credit cards generated more activity than the kiosk at the police station that only accepted credit card.[72]



LINKPHL DIGITAL KIOSKS

In 2018, the City of Philadelphia announced the plans to deploy a network of 100 LinkPHL digital kiosks throughout the city. This initiative is led by the Office of Transportation and Infrastructure Systems, Department of Streets, and the Managing Director’s Office. With private sector partners Link and PECO, the kiosks are being built, maintained, and deployed at no cost to the City. The kiosks include services such as information on local events and social services, emergency messaging, City services, navigation, free phone calls, USB charging ports, and free public WiFi.[73]

OBJECTIVE 2.3 Digital Literacy Resources

There is a multitude of resources that the City and its partners can utilize to create new workshops or increase the online tools that the community has access to.

Cities and other educational organizations have released educational resources that can be used for new workshops. By gathering these resources, the City will have accessible tools for potential staff members, volunteers, or partner organizations that would like to take on new workshops.

WORKSHOP TEMPLATES

Job Skills Workshop:

https://drive.google.com/file/d/1ctXbwku6y-zMqZv88dJ1yIsaG5L8-O_G/view

Excel Basics:

https://drive.google.com/drive/folders/19zc09sNlWYerOTIVyLVrQss_DcRwO2iB?usp=sharing

Image Editing 101:

https://www.gcflearnfree.org/imageediting101/

Finally, there are free and subscription-based tools that can encourage community participation in digital literacy workshops and expand the curriculum for jobseekers or students to develop their skills in the more advanced spectrum of digital literacy.



Image Source: tscpl.org

LYNDA LIBRARY

LyndaLibrary is an initiative that began in 2014, connecting over 120,000 public libraries to Lynda the online learning platform by LinkedIn.

This program gives patrons access to Lynda's nearly 8,000 courses across business, creative, and technology topics and 150,000 award-winning video tutorials with their library login credentials.[74]

Key features include:

- Unlimited courses 24/7 from computer or mobile device
- Popular courses in:
  - Microsoft Excel and Powerpoint
  - Photography
  - Time Management
  - Video Editing
  - Web Design and Development
  - Business Training
  - Game Design
- Priced in terms of potential patrons: $20,000/year
- LinkedIn also offers solutions for elearning for City and County employees

LEARNING EXPRESS LIBRARY

Learning Express Library offers English and Spanish language resources for high school and college students, and professionals. Find resume and cover letter templates, practice GED and GRE tests, and eBooks.[75]

MANGO LANGUAGES

Mango Languages is a language learning software for online learning, including computers and mobile devices. Their course offerings include ESL courses in multiple languages.[76]

PEER 2 PEER UNIVERSITY

P2PU is a nonprofit that began organizing study groups for online courses in partnership with the Chicago Public Library system. Expanding across the country, P2PU provides materials to empower community members to organize, facilitate, and promote their own courses.[77]

Topics include:

- Learn HTML - Create Web pages Using HTML5
- Resume Writing
- English Course for Beginners

DIGITALLEARN.ORG

DigitalLearn.org offers very basic courses to build familiarity with the computer.[78]

OBJECTIVE 3.1 Resources for Device Donation Programs

SAN DIEGO FUTURES FOUNDATION

In 1999, San Diego County established IT services as a priority to improve operations and began upgrading computers on 2-3 year leases. Once the leases expired, the County gave the computers to nonprofits to ensure the technology benefited the community and help the digital divide, equity, and inclusion. The San Diego Futures Foundation was established through this effort.

Over the last 19 years, SDFF has received 1/4 of the County's retired computers, amounting to 53,000 total and 2,000-6,000 annually. The foundation cleans, refurbishes, and donates the computers to nonprofits. Each nonprofit can access 5 computers at a time for no cost and after 5, they pay a reduced fee. Computers are also available to community members at a low cost.[79]

SDFF also has a Adaptive Technology Program to empower visually impaired individuals through technology where they provide intensive personal instruction and integrate services like computer magnifiers and Screen Readers in to commonly used applications and operating systems.[80]

COX CONNECT2COMPETE

Cox's Connect2Compete program connects low-income families with students in grades K-12 with laptops, desktops, and/or tablets alongside their low-cost Internet services. Qualifying families also have access to free security packages, including Cox Security Suite and McAfee Family Protection. Parents can use these tools to block inappropriate content.[81]

ADAPTIVE COMPUTER EMPOWERMENT SERVICES

ACES is a nonprofit with the mission to improve quality of life through technological empowerment in San Diego County, focusing on the low-income, disabled and senior populations. Their main programming includes device refurbishment, digital literacy training, and assisting people in applying for low-cost Internet. In 2011, ACES partnered with SDFF, the San Diego Broadband Initiative, and Nice Guys of San Diego to refurbish and distribute computers to low-income students.[82]

COMPUTERS 2 KIDS, SAN DIEGO

C2K collects devices, refurbishes them, adds applications (including Microsoft Office and PowerMyLearning Software), and provides them at a low-cost to low-income residents. Devices can cost $50-$150 each; in 2018, C2K SD had distributed over 24,000 computers to over 97,000 families. Each device comes with a one year free warranty and technical support for $20 per call.[83]

OBJECTIVE 3.1 Resources for Connectivity in Affordable Housing

In July 2015, the White House, U.S. Department of Housing and Urban Development (HUD), and its nonprofit partners EveryoneOn and US Ignite launched ConnectHome. An ambitious collaboration among government, corporate, philanthropic, and community leaders, ConnectHome is committed to harnessing technology to improve the lives of Americans living in HUD-assisted housing. Through ConnectHome, the federal government, local governments, public housing agencies, Internet Service Providers (ISPs), nonprofits, and other stakeholders collaborate on a common platform to develop locally-tailored solutions to narrow the digital divide. EveryoneOn, a national nonprofit that seeks to bridge the digital divide by providing low-cost internet to economically disadvantaged households. There is a rolling application process through EveryoneOn.[84]

OBJECTIVE 3.2 Digital Equity Grant Case Studies



GRANT FOR TECHNOLOGY OPPORTUNITIES PROGRAM

The Grant for Technology Opportunities Program is administered by the City's Digital Inclusion Program directed at improving the community's ability to fully participate in the digital society. GTOP offers individual grants of $10,000 to $25,000 and technology grants distributing refurbished devices. For 2018, 269 refurbished Dell Optiplex desktops (towers only, no screen or peripherals) are available for request. Any certified non-profit can apply, requiring that their mission aligns with GTOPs digital equity goals and they have secured 1:1 matching funds (in-kind, cash, and/or volunteer hours).[85]



DIGITAL LITERACY ALLIANCE GRANT

The Digital Literacy Alliance was created from the Mayor's Fund for Philadelphia; this 19-organization collective has awarded close to $175,000 to 12 organizations working to improve digital equity in the city. For the 2020 grant round, the Alliance will distribute $200,000 with individual grants of $10,000 to $25,000. The Grant program was funded through $850,000 in seed funding, consisting of a $500,000 grant from Comcast and a $350,000 grant from Verizon.[86]



APPENDIX C

The following appendix contains an acknowledgement of individuals and organizations consulted through the stakeholder engagement process in the creation of the DEIP.



APPENDIX C

Acknowledgements

The City would like to thank and acknowledge the City staff and community leaders who were integral to the creation of this plan. Thank you to those who participated in our stakeholder interviews and workshops.

2019 Digital Equity and Inclusion Plan Stakeholder Interview Participants

City of Chula Vista Staff

- Kerry Bigelow, City Clerk of the City of Chula Vista
- Angelica Davis, Senior Management Analyst, Development Services Department of the City of Chula Vista
- Dennis Gakunga, Chief Sustainability Officer of the City of Chula Vista
- Leilani Hines, Housing Manager, Housing Division, Development Services Department of the City of Chula Vista
- Marlon King, Emergency Services Coordinator, Fire Department of the City of Chula Vista
- Emily Novak, Development Services Counter Manager, Development Services Department of the City of Chula Vista
- Oscar Romo, Chair, Sustainability Commission of the City of Chula Vista
- Lillian Uy, Former I.T. Manager, Information Technology Services (ITS) Department of the City of Chula Vista
- Joy Whatley, City Librarian, City of Chula Vista

External Partners

- Jason Anderson, President and CEO, CleanTech San Diego
- Zach Birmingham, Senior Environmental Specialist, Port of San Diego
- Qamar Bradford, Business Specialist, State of California Department of Rehabilitation South County Branch Office
- Rachel Gregg, Director of Government and Community Relations, San Diego State University
- Gary Knight, Executive Director, San Diego Futures Foundation
- Denise Serrano, Director of Public Affairs, University of California San Diego

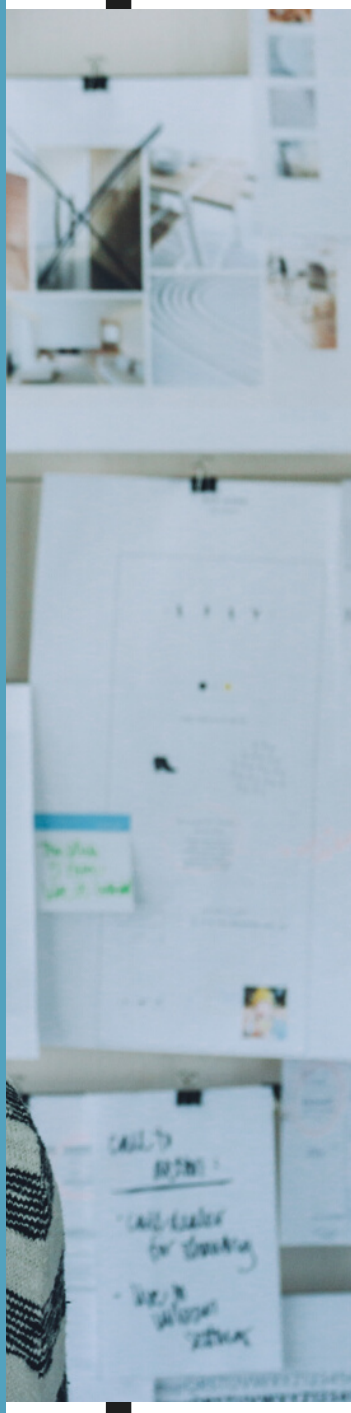
2019 DEIP Workshop Participants

- Black & Veatch
- Brookfield Properties
- Chula Vista Elementary School District
- City of Carlsbad
- Computers 2 Kids San Diego
- Cox Communications
- Madaffer Enterprises
- Media 3 Communications
- Nutter Consulting
- San Diego Airport Authority
- San Diego County
- San Diego Futures Foundation
- San Diego Housing Commission
- San Ysidro Health
- SANDAG
- Scripps Health
- SDG&E
- South Bay Family YMCA
- Southwest Civic Association
- State of California Department of Rehabilitation South County Branch Office
- T-Mobile
- The Port of San Diego
- Verizon



APPENDIX D

The following appendix contains list of sources corresponding to in-text citations in the DEIP.



APPENDIX D

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