

Statewide Outreach and Communication Strategy (SOCS)

Interim Draft

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Interim Draft

I. INTRODUCTION

The outreach campaign for Census 2020 is the most important in California's history. Given the controversy and uncertainty of a proposed citizenship question, the introduction of the first digital U.S. Census survey form, and a lack of adequate testing – the 2020 U.S. Census will bring an unprecedented level of challenges to states. The 2020 Census will be particularly challenging for California, which is home to over 12 percent of the nation's population yet accounts for more than 30 percent of what Census experts term hard to count (HTC).

California's unique diversity, density, and sheer size present significant challenges in achieving a complete and accurate count in 2020. An accurate count of the population is essential for the equitable distribution of federal funds and political redistricting and plays a vital role in many areas of public life including important infrastructure investments. Without a complete count, the State faces a potential loss of a Congressional seat and billions of dollars in much needed federal funding. Only with a complete count will California receive the equitable share of federal representation and funding the State deserves.

In preparation for the unique challenges the 2020 Census will bring, state leaders and advocates began strategizing and activating early on to determine how to efficiently raise awareness about the upcoming Census. The State positioned itself to support and amplify efforts by establishing the California Complete Count – Census 2020 Office (Census Office) and investing in a statewide strategic campaign.

The Census Office's awareness approach consists of three-phases and is designed to ensure an accurate and complete count of all California residents in the upcoming federal 2020 Census. The three phases of the California Complete Count campaign are as follows:

Phase One	Phase Two	Phase Three
2017 – 2018	January 2019 – March 2020	April – June 2020
Convene, Collaborate & Capacity Build	Educate, Motivate & Activate	Deploy, Count & Assess

This Statewide Outreach and Communication Strategy (SOCS) provides a detailed overview of the Census Office's structure, method, and the three phases. In March of 2019, this draft Interim SOCS, outlining the State's outreach and communication efforts and proposed plans, was provided to the California Complete Count Committee (CCCC) and stakeholders for input. The Interim SOCS will be available in June 2019 and

will include details from strategies and implementation plans provided by the State's various outreach and communication partners. The final SOCS will be available in December 2019 and will detail the strengths of the campaign and address the responsiveness of the State's various tactics.

II. BACKGROUND

While the 2020 Census effort is facing multiple challenges, the state Census Office's outreach approach incorporates and builds upon best practices and lessons learned during the 2000 and 2010 Census.

These best practices include:

- Build early capacity at the grass top level
- Conduct targeted outreach at the grassroots level
- Establish close partnerships and coordination with the U.S. Census Bureau, counties, cities, and community and faith-based organizations
- Data focused outreach investments in Census tracts and populations least likely to respond (children, African Americans, Latinos/Hispanics, Native Americans, Asian/Pacific Islanders, farmworkers, and homeless)
- Regionally produced paid media messages in culturally appropriate, native languages
- Deliver messages through individuals trusted within the HTC communities
- Provide questionnaire assistance at the right time, in the right places by the right trusted messengers (trusted messengers in trusted places)

In response to the extraordinary need to ensure a complete count, Governor Edmund G. Brown, Jr., issued an Executive Order (B-49-18) on April 13, 2018 describing California's Census 2020 initiative. To support the overall Census outreach strategy, the Governor created the California Complete Count Committee (CCCC), a panel of private and public-sector community leaders from across the State working to implement advocacy and outreach strategies to increase the count of all Californians, especially those who are historically hard to count. Additionally, state leaders have made an unprecedented commitment to California Complete Count – Census 2020 outreach and communication efforts by investing \$100.3 million toward strategies and activities that will help ensure an accurate and successful count in California. In his proposed 2019-2020 budget, Governor Gavin Newsom proposed an additional \$54 million for the state Census campaign.

The State's strategy provides a framework and principles supporting expenditures in the most effective ways and builds upon best practices. The 2020 campaign invests in the development and implementation of statewide and regional innovative outreach

tactics that will result in a Census questionnaire return rate exceeding national standards.

By building on approaches successfully used in 2000 and 2010, and by taking advantage of early campaign planning and funding, the Census Office is well positioned to successfully implement a three-phase campaign effort to maximize participation in 2020.

III. METHOD

While the responsibility of the Census count and related data management rests with the U.S. Census Bureau, the State campaign supplements outreach efforts by the U.S. Census Bureau. The Census Office will conduct a robust outreach and communication campaign to reach and activate hard-to-count (HTC) Californians by partnering with local governments, foundations, community-based organizations and ethnic media to ensure outreach and communication efforts are culturally appropriate and delivered by trusted messengers.

With the resources and funding provided by state leadership, the Census Office developed an aggressive and collaborative statewide community-engagement campaign to reach the least likely to respond and HTC communities throughout California. The campaign complements the U.S. Census Bureau's efforts and, by requiring collaboration and coordination, avoids duplication of work.

The State's funding is allocated for outreach in communities, including sizeable distributions to counties, Tribal Governments and community-based organizations, and for associated programmatic costs. Media/public relations funding will supplement this outreach by utilizing local ethnic media to target specific communities and to cover gaps identified in the federal media campaign within California.

Given the importance of grassroots, culturally relevant, and localized efforts, the Census Office staff used phase one to build strategic partnerships and leverage outside resources and contractors to ensure that the most effective strategies are funded and implemented. In phases two and three, the State will act as the expert advisor and connector for the various partners and contractors performing the much-needed outreach throughout the State.

Four overarching principles frame and inform the campaign efforts:

- Messaging to Californians in linguistically competent and culturally appropriate ways
- Leveraging existing networks and community trust through partnerships

- Ensuring accountability
- Operating transparently

California's Complete Count campaign effort spans multiple years, multiple languages, and prioritizes strategic communication and outreach efforts in the communities that have been historically undercounted in the Census.

Language and Communication Access

Prior to implementing a robust outreach and communication plan, the Census Office worked to set language access standards to ensure both 2020 Census outreach and communication efforts are linguistically competent and culturally appropriate.

The Census Office will require all contractors, including all counties that opt-in to receive state Census funding, to submit a Language and Communication Access Plan (LACAP), as part of their strategic plan. The LACAP will be reviewed and approved by the appropriate Regional Program Manager (RPM) in consultation with the Language and Communication Access Manager (LACAM). The RPMs and LACAM will coordinate to adjust and take steps to fill any gaps not addressed by proposed contracts, including leveraging non-contractual collaborations with trusted messengers and external stakeholders within those HTC communities.

The Census Office's outreach and communication activities and tools will reflect high accessibility standards in targeting limited English proficient (LEP) individuals and families, and people with disabilities. Both demographic populations are identified as HTC across California. As specified in contracts to be executed as early as April 1, 2019, contractors will be required to submit monthly progress reports to the appropriate RPM for oversight and accountability assurance. Contractors will be expected to review the standards and guidelines set forth in the Language and Communication Access Standards (LACAS). The LACAS was developed to provide guidance to all involved in Census efforts on the best practices at every point of outreach to LEP populations and people with disabilities statewide.

The LACAM will work in close collaboration with all Census Office staff members, contractors and other collaborators involved in the outreach and communication work. This includes the State's outreach and communication teams, counties, administrative community-based organizations (ACBOs), community-based organizations (CBOs), Statewide Outreach and Rapid Deployment (SwORD) developers, education and other sector partners, to seek input and provide recommendations on language and communication access for HTC populations.

The Census Office approach is intentionally designed in response to the U.S. Census Bureau's operational strategy and will address languages and areas of outreach excluded in federal efforts. The languages used for support tools and outreach activities

nationwide differ from California's statewide and regional needs. To this end, the Census office requires ACBOs to do outreach in no less than the top six non-English languages in their region and to make reasonable efforts to be inclusive of isolated linguistic minorities that can only communicate in their own language, including languages of lesser diffusion with no written form. Part of the accountability process will be to review contractor strategic plans and monthly progress reports to ensure materials, digital and print, within the HTC communities are crafted in culturally and linguistically appropriate ways to connect with LEP populations and are also created in formats adequate for people with disabilities.

Collaborating and Leveraging Partners

Leveraging existing networks and community trust through partnerships started with the Census Office utilizing, educating and raising awareness among existing community leaders and sectors, which already reach and touch HTC Californians.

California Complete Count Committee

To effectively convene, collaborate, and capacity build existing community leaders, the California Complete Count Committee (CCCC) was established to increase awareness about the Census and to encourage all Californians to participate. The Committee brings together leaders from business, non-profit, and state entities to share their individual and collective knowledge, expertise, and influence to encourage all communities, particularly hard-to-count communities to participate in the Census 2020.

At each of the CCCC's quarterly meetings, members come together to listen to updates from the California Complete Count Office, to hear updates from the U.S. Census Bureau, and to draft reports with their advisory recommendations that are due to the Governor's Office twice per year. At the May 7, 2018, meeting the Committee established four different working groups; Access and Outreach, Trust and Confidentiality, Housing, and Content and Citizenship. At the December 3, 2018 quarterly meeting the Committee voted to merge the Trust and Confidentiality with Content and Citizenship.

In collaboration with the Committee, the Census Office has designed outreach and communication efforts that will raise awareness about the importance of participating in the Census, utilizing both ground game and air game tactics.

Sector

The Census Office has identified sector outreach as an effective method to complement ongoing statewide geographic and demographic outreach and funding efforts. The goal of sector outreach is to leverage leaders/influencers in various statewide sectors to support outreach efforts to HTC populations. In addition to

education, the following sectors have been identified as instrumental to achieving this goal: health services, labor (unions), faith-based, business/corporate, technology & innovation, entertainment, and rural. The Census Office has prioritized outreach through these sectors based on proven successes in the 2000 and 2010 state Census campaign (e.g., faith-based), as well as new factors including the U.S. Census Bureau's expected online Census response (e.g., technology and innovation).

An effective and well-coordinated statewide sector outreach strategy will identify influencers and organizations in the public and private realm and leverage their organizational, operational and communication infrastructures to broadcast Census 2020 messaging to relevant populations. Through ongoing, sometimes daily, natural points of contact with HTC populations, targeted sectors reach on social media platforms and where they come for various services and activities, such as health services, groceries, and their place of employment, among others. These sectors have a unique ability to reach communities that may not be contacted through other California Complete Count outreach efforts.

Education

Historically, children have been an undercounted population in California. To help count every child, the State must involve parents, teachers, and administrators. The Census Office's education sector outreach approach incorporates lessons learned from 2010 as well as new and innovative approaches in preparation of 2020's unique challenges. The State's outreach efforts are focused on reaching HTC populations, with a focus on children ages 0-5, K-12 students and their families, and young college-age-adults including those at two- and four-year colleges. The Census Office has allocated funding to fulfill the task of outreach to K-12 schools, colleges, and libraries. Schools are funded based on a combined weighted average of the total population of students in Title I schools and Title III students, an approach that reaches 97 percent of all youth in HTC areas.

In 2017, initial education efforts focused on working directly with California teachers to develop appropriate curriculum that meets the new social science framework. Social science teachers in Sacramento and Los Angeles reviewed current U.S. Census Bureau modules and create their own specific curriculum within the California framework. This approach aligns with a commitment to start locally and create outreach and education efforts that are produced in the regions and are relevant and easily adopted. In fall 2018, the new 5th, 8th, 11th and 12th grade social science curriculum modules and pacing guides were piloted in Sacramento, Los Angeles, and Fresno counties. The Sacramento County Office of Education project manager is updating the piloted curriculum and creating a statewide roll out plan. A creative component focused on the arts and youth is also being developed to encourage Census-related messages and content development by students throughout California.

The Census office is updating a college and university outreach communication resource guide filled with social media tweets, hashtags, and slogans that can be used for basic Census awareness, and the State's Census office has worked with the California State Librarian in organizing public libraries around the state to host workshops and serve as Questionnaire Assistance Centers (QACs) and Questionnaire Assistance Kiosks (QAKs).

Census education activities and events will occur both inside and outside of the classroom. County offices of education will provide implementation plans of 2020 Census activities, events, and contests to the State. In addition, schools are scheduled to open their doors during the critical time of the weeks leading up to and right after Census Day to become QACS and QAKs.

The Census Office's education outreach utilizes schools and libraries as natural trusted messengers and trusted resources centers, as well as providing resources and materials to educators to engage and help inform children, parents, and community members.

Statewide Agency Working Group

Census 2000 and 2010 statewide efforts leaned heavily on the outreach efforts of agencies within California state government. The Census Office will partner with state agencies, including departments, boards and commissions to leverage existing resources to help bring awareness to communities about the importance of a complete and accurate count and help increase the survey response rate.

The goal of the State Agency Working Group (SAWG) is to develop a broad and comprehensive outreach program tailored for each participating state agency. To be most effective, outreach efforts will tie into existing activities conducted by state agencies that provide programs and services to California's HTC communities. State agencies become advocates for a complete count within their departments and with their clients. Their stake in the outcome and their credibility with their stakeholders and clients enhance California's outreach. State agencies have a broad public audience, and many have natural points of contact with California's HTC communities. The Census Office is collaborating with state programs that provide services to immigrants and refugees, farmworkers, people with disabilities, the LGBTQ community, seniors, homeless, children ages 0-5 and veterans.

State agencies have a large stake in ensuring that California has a complete and accurate count. Most use U.S. Census Bureau data to accomplish their missions and some rely on federal funding, which is determined largely by Census data.

For example, the California Health and Human Services Agency oversees several departments that provide services to HTC populations, including Social Services, Health Care Services, Community Services and Development, Public Health, Department of Developmental Services, State Hospitals, and the Office of Statewide Health Planning

and Development. The California Department of Finance estimated that these departments lost approximately \$2 billion in federal funding due to the 1990 Census undercount. Because of this undercount and loss of federal funding, SAWG was developed for Census 2000 outreach and focused its efforts on ensuring the social services agencies were heavily involved in reaching California's HTC, a population that frequently uses their services. With limited time and resources, state agencies provided extraordinary support to the outreach efforts in 2000 and 2010 with positive results.

The Department of Health Services - Women, Infants, and Children (WIC) branch was also a key partner in reaching undercounted communities. They have an existing structure and relationship with HTC communities and have ongoing contact with clients. During previous Census campaigns, WIC sites provided information on the Census at their regional locations.

Constitutional State Entities

The Census Office recognizes the significance of California's constitutional officers' participation in the 2020 Census outreach campaign. Constitutional officers are more than partners, they use their platform to enhance outreach as advocates for a complete count. Their credibility allows them to educate their constituents on the importance of the Census and the resources their industries count on.

Constitutional Officers include:

- Governor
- Lieutenant Governor
- Secretary of State
- Attorney General
- State Controller
- State Treasurer
- Superintendent of Public Instruction
- Insurance Commissioner
- Board of Equalization Members

Currently, the Attorney General is leading California's efforts ensure the Census is constitutional, including co-leading a coalition of 19 attorneys general legally opposing the addition of a citizenship question to the 2020 Census questionnaire.

In previous years, the State Controller's Office distributed Census information with payroll documents, the Insurance Commissioner's Office reached communities through

newsletter articles and events, the Superintendent of Public Instruction lead California's schools through a resolution on the importance of federal funding as it relates to Census data, and the Secretary of State's Office reached more than five million people with important Census information and messages in the California Voter's Handbook for the March primary election.

Legislature and Local Governments

The California State Legislature and local government bodies, including county boards of supervisors, city councils and special district boards of directors are key partners in the 2020 Census effort. Their local presence and existing means of reaching constituents can further the resources of the Census Office and maximize impact in a community-appropriate way.

Local government, like schools, faith-based entities, or business, is another sector that can be instrumental for outreach, education and engagement. The Legislature may also serve as an arm of the SAWG for coordinating outreach through existing communication tools and coordinated messaging. Both are grass top conduits of information that the Census Office will stay in close contact with to understand the needs of elected officials in their role as trusted messengers.

The Governor's Office and State Legislature have partnered to finance and coordinate the outreach and communication effort that is built on collaboration among stakeholders. The Legislative capitol offices and district offices serve as important conduits of trusted information to constituents and have regular interactions with community members. In addition, Legislative offices can offer technical expertise in the development and coordination of resources.

Ground Game

The State's ground game is at the core of the 2020 Census outreach campaign. It is how the Census Office and its various partners will reach and interact directly with HTC individuals and communities.

The State's outreach campaign tightly weaves together a blanket of coverage. Through counties and region-based funding, the campaign will reach Californians WHERE they are. Through Sector Outreach and by funding statewide community-based organizations focused on specific demographic groups, the campaign will reach WHO Californians are.

During Census 2000, the State's successful outreach efforts focused on the establishment of Questionnaire Assistance Centers (QACs) in hard to enumerate Census tracts with historic undercounts. In addition, during the nonresponse follow-up (NRFU) period, the State funded community-based organizations to canvas areas with low self-response rates by going door-to-door and hanging door hangers. In 2010, with the

support of foundations, the focus was on direct engagement with the HTC, creating materials, hosting small and large-scale events where people could fill out Census forms and mail them, and training trainers to motivate people to complete the Census. For 2020, the Census Office will build on the successes of previous State Census outreach campaigns.

Throughout the past few decennial Census efforts, the challenge has remained – how can the State get ALL Californians to complete the Census questionnaire? This strategy focuses targeted efforts on the least likely to respond because they need the most outreach and education about the importance of being counted. The approach used in 2000, 2010 and now in 2020 is to engage community groups and trusted messengers to reach out to individuals in HTC Census tracts as well as individuals who may be in vulnerable populations. These trusted partners will educate, raise awareness, and motivate them to participate. In the summer of 2018, the State refined its understanding of the challenges and solutions through the statewide readiness assessment and convened communities in order to understand how to build capacity across the State. From readiness assessment convenings, the Census Office learned that regional program managers placed throughout these communities would be critical to assisting counties, cities, and others that are forming Local Complete Count Committees.

The state Census Office recognizes that it is impossible to reach HTC Californians with a “one size fits all” approach. Only by working regionally, within hard to enumerate Census tracts and with HTC communities, will the State be able to implement targeted and responsive outreach strategies that move the needle in HTC communities.

The State's ground game focuses on both geographic areas and demographic populations that are HTC or least likely to respond. The State grouped California's 58 counties into 10 regions based on their HTC populations, geographic similarities, like-mindedness of the counties, capacity of community-based organizations within the counties, and state Census staff workload capabilities.

The Census Office will fund community-based organizations' on-the-ground outreach efforts both regionally and statewide.

Administrative Community-Based Organizations – Regional

This regional funding investment focuses outreach on WHERE the HTC populations are. The Census Office has designated a funding amount for each of the State's 10 regions based on their HTC populations. The funding will be allocated primarily to administrative community-based organizations (ACBOs), which are large community-based organizations with the administrative capacity and experience to conduct robust outreach throughout an entire region.

Qualified ACBOs were selected per region via a competitive request for proposal. Each selected contractor is expected to create an outreach plan that includes 11 specific

requirements, including details on resources and infrastructure, a language and communication access plan, a training and volunteer plan, and timeline, with the goal of educating least likely to respond populations about the benefits of being counted and maximizing the number of Californians enumerated in the 2020 Census.

The ACBOs' outreach plans will include detail on local trusted messengers within community-based organizations that the ACBO will subcontract with as part of the regional work. The plans also will describe what work will be done to address the HTC populations in a particular region and the challenges in reaching and engaging them.

Counties

Counties and cities will play a critical role in the 2020 Census. Funding for counties also is focused on WHERE the HTC Census tracts are and where the least likely to respond populations reside. Counties have close relationships with HTC populations in their jurisdictions and have the administrative and accountability structures to meet requirements for state funding.

Counties that opt in to state funding are expected to collaborate and coordinate closely with cities within their jurisdiction on outreach efforts. By leveraging their existing infrastructure to coordinate with cities as well as local community-based organizations, schools and others, counties can identify outreach gaps and deploy methods that reach all residents within their jurisdiction.

The Census Office will require counties to develop a multi-faceted, multi-channel, multi-lingual cohesive strategic plan to share and review with their designated state Regional Program Manager (RPM). The RPM will look for an overarching strategic plan that addresses broad Census goals and objectives and specific outreach strategies, as well as integration with other outreach efforts of targeted HTC communities.

Native American and Tribal Governments

Historically, individuals residing in California's Tribal communities are among the least likely to respond to the decennial Census. That is why the state Census Office has woven outreach to Native American and Tribal populations throughout each of its funding efforts.

Counties and ACBOs that receive funding from the Census Office for outreach will include the State's Native population among the HTC populations they target. Native American and Tribal populations also are one of the specific demographic groups that will be the focus of community-based organizations performing statewide outreach.

In addition, the Census Office has offered grants directly to Tribal Governments to fund outreach efforts within Tribal communities that raise awareness about the 2020 Census among the State's Native population.

The Census Office mailed invitation letters to 68 Tribal Governments in 2018, inviting them to enter into a funding agreement with the State's Census Office. The State determined funding tiers for Tribal Governments based on housing-units within the Tribal community's service area and will be used to conduct 2020 Census outreach activities within the service area.

The Tribal Governments that accept and enter into the funding agreement will provide outreach plans that include effective methods for reaching Tribal members, potential activities and events, resources available to assist in outreach activities, partnerships that can assist with outreach activities, and a Tribal liaison point-of-contact.

Any portion of this Tribal funding not claimed by Tribal Governments will be diverted to the State's statewide CBO contract to be used specifically to reach Native American and Tribal Communities.

In addition, the State's outreach and public relations campaign will specifically prioritize communication with five hard-to-reach demographic groups, including Native American and Tribal communities.

Community-Based Organizations – Statewide

The State will award funding to CBOs working statewide to target specific HTC demographic populations. This investment in statewide outreach focuses on WHO the hard to count are. The HTC demographic populations targeted through the statewide CBO funding are:

Latinos

African-Americans

Native Americans and Tribal Communities

Asian-Americans & Pacific Islanders (API)

Middle-Eastern North Africans (MENA)

Other vulnerable populations:

Immigrants and Refugees

Farmworkers

People with Disabilities

Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ)

Seniors/Older Adults

Homeless Individuals and Families

Children Ages 0-5

Veterans

Areas with low broadband subscription rates and limited or no access

Households with limited English proficiency

Other demographic populations as identified

Community-based organizations at a statewide level play a unique and important role in supplementing the work being conducted at the regional level in reaching, educating, motivating and activating HTC Californians.

Each selected statewide CBO contractor is required to create an outreach plan, similar to the regional CBO plan, which outlines resources, a language and communication access plan, a training and volunteer plan, and timeline. The outreach plan will also provide information on proposed subcontractors, which will provide services outlined in the CBO's strategic outreach plan.

The selected contractor is expected to increase awareness and knowledge about the 2020 Census among HTC populations, and ensure that all outreach, messaging and publicity is culturally relevant and linguistically appropriate.

Air Game

In the fall of 2018, the state Census Office prepared a Request for Information (RFI) to understand the current media and public relations landscape and opportunities and to gather ideas from advertising, media, and public relations agencies that have the experience reaching and activating California's hard-to-count populations. The State received more than 20 responses from a wide-range of media entities.

The Census Office plans to award one or more contracts to help plan, design, produce, integrate, implement, and monitor a California 2020 Census outreach and public relations campaign.

To achieve a complete Census count in 2020, the State's emphasis is on local ethnic media and investments in traditionally HTC communities in order to build a base of trusted messengers, break down language access barriers for non-English speakers, and facilitate culturally appropriate engagement within communities. To support these efforts, the State created an earned and paid media scope of work, which enlists a strategic outreach and public relations firm to assist in executing a timely and cost-effective plan. The outreach and public relations strategy is responsive to a rapidly changing climate and complements existing advertising and marketing campaigns by the U.S. Census Bureau, as well as campaigns by a network of CBOs, local governments and philanthropic entities.

The Census Office will contract with an outreach and public relations firm, which will be required to partner with local and ethnic media partners to create and publish culturally relevant content. The prime contractor will also subcontract, as needed, to ensure economically and effective media-buys and creative are placed in HTC communities. The State's prime contractor will coordinate its work with what the U.S. Census Bureau and outreach partners are doing, as some regional plans have included paid media tactics.

The outreach and public relations contractor will be responsible for providing a strategic outreach and public relations plan, which the State and its various outreach partners will be able to influence and adapt should communication needs change. The Census Office will lead the earned media and social media efforts, influenced by the editorial timeline and tactics provided by the contractor. The contractor will provide services in multiple communication areas to support building awareness, promote self-response by Californians for the 2020 Census, and leverage and amplify existing campaigns and content that uplift the need for a complete count and equality amongst Californians, and the nation.

IV. PHASES OF THE SOCS

The strength of California's 2020 Census campaign is the intersection and coordination of the various work efforts described in this Statewide Outreach and Communication Strategy.

The following is an accounting of work that has, and will be done, during each of the three phases of the 2020 Census campaign.

Phase One	Phase Two	Phase Three
2017 – 2018	January 2019 – March 2020	April – June 2020
Convene, Collaborate & Capacity Build	Educate, Motivate & Activate	Deploy, Count & Assess

Phase One

Convene, Collaborate, Capacity Build (2017 – 2018)

During phase one, the Census Office established its internal and external groundwork to support the various largescale outreach and communication strategies that will be

implemented and executed in phases two and three. This included the hiring and training of Census Office staff in Sacramento, hiring regional program managers, creating an infrastructure, and setting protocols, funding formulas, and timelines. The following are tasks and accomplishments from the first phase.

California Complete Count Committee

The CCCC held its first quarterly meeting May 7, 2018, met three additional times in 2018, and will continue to meet on a quarterly basis until June 2021.

During the December 3, 2018 quarterly meeting the Working Groups met and adopted the following quarterly goals for 2019:

- Quarter I (January to March 2019) Working Groups “get smart,” arranging for speakers to help educate themselves about concerns important to each group.
- Quarter II (April to June 2019) each group will document how they can use their expertise and influence to help with the Census 2020.
- Quarter III (July to September 2019) a period to “engage and activate” working with the California Complete Count Office to participate in Phase II Convenings.
- Quarter IV (October to December 2019) Working Groups will take a deeper dive, support with filling in the gaps and focusing on supporting areas of outreach and communication that need additional work.

Since the Committee's December 3 meeting:

- CCCC has received a briefing from the U.S. Census Bureau on group quarters and service-based enumeration.
- In mid-February they had a webinar on the citizenship question and the effect it has had on Latino immigrants in the San Joaquin Valley.
- In March, the Committee is expecting to hear a webinar on confidentiality and data access, and on language and disability access.
- A message testing webinar is tentatively scheduled for mid-April.

Sector

- Assess targeted sectors to identify key stakeholders/ potential partners/Census 2020 ambassadors within each sector.
- Provide toolkits and resources for influencers and entities who are ready to take action.
- Build strategic partnerships with key leaders through phone calls/in person meetings.

- Collaborate across RPM efforts with counties, ACBOs and statewide CBOs to ensure gaps are covered.
- Provide and further develop toolkits for those ready to take action, including April 1, 2019 Census kickoff community events.

Education

- In July 2018, teachers were provided an overview of the Census in general and outreach and implementation plans for Census 2020. The teachers were introduced to the *College, Career, and Civic Life (C3) national framework* with its Inquiry Arc as a foundational educational pedagogy due to its emphasis on preparation for civic life. Sacramento county teachers lead the development for the 5th and 8th grade curriculum. Los Angeles area teachers lead the development for the 11th and 12th grade curriculum.
- In September 2018 – December 2018, this group of teachers met and refined inquiry-based lesson plans that reflect their current communities. The teachers are now piloting the refined lessons in their classrooms.

Statewide Agency Working Group

- Identify state programs that have an established contact and trusted relationship in HTC communities and begin meeting with them to discuss partnership opportunities.
- Quantify/identify all touchpoints that state agencies have with California residents.
- Meet with staff who oversee programs that have the touchpoints with California's hard-to-count.
 - Agencies met with during 4th quarter 2018 and 1st quarter 2019: State Librarian, Department of Social Services (including CalFresh), California Department of Tax and Fee Administration, Franchise Tax Board.
 - Currently working on meeting arrangements with the Department of Public Health's WIC program.
- Identified the following agencies as having significant touch points with the HTC:
 - Aging, Business Oversight, California Conservation Corps, California Volunteers, Consumer Affairs, DMV, Employment Development, Lottery, Covered California, Rehabilitation, and Veteran Affairs, to name a few.

Legislature and Local Governments

During the first phase of the campaign, the Census Office produced various reports including:

- Legislative Progress Report (10/18)
- Report to Governor (10/18)
- Legislative Progress Report (1/19)
- Report to Governor (1/19)

Tasks the Census Office will perform for the State Legislature, on an ongoing basis:

- Publish quarterly progress reports to Legislature, pursuant to Chapter 53, Statutes of 2018 (Senate Bill 866), on the infrastructure and funding allocations made by the Census Office;
- Provide in-person briefings as requested and upon milestones with legislative key contacts on development of Census Office programs;
- Develop and distribute legislative office toolkits with talking points and communication guidance for capitol and district offices;
- Provide bi-monthly in-person briefings for Legislative offices on latest Census Office developments;
- Collaborate with Caucus Outreach and Communication Offices on materials and Census collateral to ensure consistency and limit duplication.

Tasks the Census Office will perform for local governments, on an ongoing basis:

- Develop local elected official toolkit with talking points and messaging to incorporate into existing communication channels.
- Host webinars for statewide and regional audiences to share timely information, provide trainings, and share best practices.
- Leverage relationships with the California State Association of Counties, League of California Cities, and other associations representing local elected. This includes coordination of regional staff/field representative and the RPMs and the association caucus activities.

Ground Game

Statewide Readiness Assessment

The Census Office conducted 24 (23 State-sponsored and one locally sponsored) readiness assessment convenings in the spring and summer of 2018.

- Convening locations included:
 - Sacramento – April 19, 2018
 - Oakland – May 1, 2018
 - Fresno – May 8, 2018
 - Bakersfield – May 9, 2018
 - Ukiah – May 16, 2018
 - Bayside – May 17, 2018

- Redding – May 18, 2018
 - Riverside – May 23, 2018
 - Palm Desert – May 24, 2018
 - Salinas – May 31, 2018
 - Mountain View – June 1, 2018
 - Lompoc – June 6, 2018
 - Imperial – June 7, 2018
 - Modesto – June 18, 2018
 - San Gabriel Valley – June 26, 2018
 - San Fernando Valley – June 27, 2018
 - San Bernardino – June 28, 2018
 - Santa Ana – June 29, 2018
 - San Diego – July 10, 2018
 - Oxnard – July 11, 2018
 - San Francisco – July 12, 2018
 - South Los Angeles – August 1, 2018
 - Long Beach – August 2, 2018
- Review of the outcomes of the 24 regional convenings and three Tribal convenings resulted in the following major themes:
 - New citizenship question
 - Accessibility—Census Office proximity and functional needs support
 - New online Census questionnaire format and broadband and Internet accessibility
 - Cyber security and combatting disinformation
 - Language access, cultural competence and communication access for special needs populations
 - Trusted messengers to address rising mistrust of government
 - Addressing transitory residency, migration, and homelessness
 - Coordination and collaboration needs
 - The Census Office also obtained information on trusted messengers within the media sector.
 - Respondents at these convenings listed social media, Spanish-language radio and TV outlets, local and ethnic newspapers, and faith-based media as helpful toward the overall media outreach plan.

Funding Allocation

The Census Office also established a funding strategy and timeline, during phase one, which prioritized funds directly to Census partners.

- Letters to county opt-in/out for state funding were sent out in November 2018.
- Regional Community Based Organization (CBO) Requests for Proposals (RFP) was released in December 2018.
- Statewide CBO RFP was released in January 2019.

Each RFP release was followed by two question and answer rounds. Deadlines for counties and both regional and statewide RFPs are in February 2019.

Native American and Tribal Governments

The Census Office began consulting with Tribal Governments in 2018 to educate and prepare Tribes for Census outreach.

Sixty-eight Tribes received funding opt-in/out letters in early December 2018, in which Tribes were asked to enter into a funding agreement with the State. Partnering Tribes will be awarded State grants to conduct 2020 Census outreach activities in their geographical service areas based on housing unit data.

- The Census Office conducted a Tribal webinar on January 8, 2019 to answer questions from Tribal members and grass tops leaders interested in helping with outreach to Tribes.
- The Census Office mailed out a follow-up letter on February 5 to each of the same 68 Tribes informing them of an extension date by which to respond to this invitation, that being March 15, 2019.
- As of February 2019, the State has received signed agreement letters from the following 10 Tribes:
 - Coyote Valley Reservation
 - Mechoopda Indian Tribe
 - Mooretown Rancheria
 - Pauma and Yuima Reservation
 - Quartz Valley Reservation
 - San Pasqual Reservation
 - Sherwood Valley Rancheria
 - Susanville Indian Rancheria
 - Trinidad Rancheria
 - Pala Band of Mission Indians
- The Census Office is continuing to make phone calls to each of the remaining Tribes to learn of their decision to work with our office on Census outreach efforts among their Tribal members.
- The Census Office will work with Tribes that have opted in to receive the State's

grant on their initial outreach plan, serving as a resource and source of information.

Air Game

With findings from the statewide convening and Request for Information (RFI) responses, the Census Office developed a Statement of Work (SOW) for the Outreach and Public Relations Request for Proposal (RFP), which has a projected release of early March 2019. The anticipated deadline for applicants to submit their proposals will be in April 2019 and notification of contract awards is expected to be issued by June 2019.

During the first phase of the 2020 Census campaign, the communication team worked to establish an efficient and effective foundation in preparation for the following phases, which will rely heavily on quick and responsive communication from all directions – including partners, contractors, media, and stakeholders.

- Update internal communication, such as creating a style-guide, letter-head, timelines, talking-points, and presentations, and drafted legislative reports.
- Established an internal and external communication processes to efficiently respond to external requests such as media interviews and speaking requests, and coordinate with internal Census Office staff and RPMs.
- Reorganized and relaunched the 2020 Census website to improve user-experience. The website is a resource for Census Office partners to access important funding information, hard-to-count demographics, maps, timelines, and sector resources.
- Developed process for managing steady stream of speaking requests.
- Created an online repository for internally shared documents.

Developed funding and sector specific messaging and support documents for RPMs and Census speakers (talking-points, FAQs, one-pagers)

Phase Two

Educate, Motivate, Activate (January 2019 – March 2020)

During phase two, the California Complete Count Office's funding, resources, and partners will be strategically on the ground in California's 10 regions to educate, motivate, and activate HTC Californians to participate in the 2020 Census. At this phase, strategy and implementation plans will be reviewed and approved by the State, and all engagement components of the 2020 Census campaign will begin statewide in HTC communities.

Further details for phase two will be available once strategic and implementation plans are received by state Census partners.

California Complete Count Committee

- The working groups will compile a list of trusted messengers, document their networks, fill out SwORD, share toolkits developed by the State and help recruit enumerators.
- During the second half of 2019, Working Group members will focus on recommending appropriate attendees to invite to convenings and Committee members will plan to attend when possible.
- In quarter four during the "deeper dive" stage, Working Groups plan to confirm the readiness and alignment of the outreach program with the philanthropic sector.
- After October, the Working Groups will assess what type of support would be most helpful to some areas/regions might need in order to develop and carry out a strong outreach strategy for the 2020 Census. This assessment could be incorporated into the implementation plans that are due October 30, 2019.

Sector

- Identify opportunities for partnership on 2020 Census and key organization touchpoints with their membership, customers, and employees. For example, through monthly newsletters, association meetings, annual conferences, social media, pay stubs, receipts etc.
- Develop sector specific outreach strategies based on sector needs, level of partner engagement, and opportunities to leverage.
- Provide and further develop resources, including messaging, toolkits and training for sectors to conduct their own outreach throughout the State.
- Materials developed in partnership with specific sectors, which includes updating, creating and circulating sector targeted resources and outreach materials, and compile and share additional sector related resources that other stakeholders create.
- Maximize funding distribution through leveraging resources and building dynamic partnerships. Develop specific funding strategy for health services, including the WIC (women infants & children) Program vs overall sector.
- Identify upcoming implementation planning workshops, events, forums and/or other efforts to engage and participate in, and where appropriate, serve as a 2020 Census resource.

Education

- Teachers meet again for additional refinement of the curriculum. They will create final drafts for the statewide pilot. The final product, *Count Me In! Census 2020 Inquiries* will be used as for basis for the implementation of a statewide pilot.
- The leadership team of the education project will identify 10 school districts with hard-to-count populations as pilot sites for the newly-developed Census curriculum. As part of the Sacramento County Office of Education contract, each of the sites will be provided \$2,500 to support outreach efforts. Fresno County Office of Education is subcontracted to provide technical assistance support to teachers at the 10 identified sites.
- Present the final curriculum package at the 2019 California County Superintendents Educational Services Association - Curriculum and Instruction Steering Committee Leadership Symposium. This event hosts representatives from the 58 county superintendents. This was the first statewide outreach effort to provide information regarding the curriculum.
- Engage social studies educators statewide and provide exposure to the Census curriculum at the California Council for Social Studies annual conference.

Statewide Agency Working Group

- Work with departments that have resources and services that can help with communication and distribution of key messages.
 - DGS, CALTRANS, CalPERS, CalSTRS, etc.
- Work with staff from partner departments and agencies to prepare outreach plans.
- Share results of studies on barriers, attitudes and motivators to help SAWG members better understand potential barriers and possible motivators for Census participation.
- Establish a state agency email list.
- Develop a repository for participating agencies.
- Determine how agencies will share actionable feedback with Census.

Legislature and Local Governments

The Census Office will continue to perform the below tasks for the State Legislature:

- Publish quarterly progress reports to Legislature, pursuant to Chapter 53, Statutes of 2018 (Senate Bill 866), on the infrastructure and funding allocations made by the Census Office.
- Provide in-person briefings as requested and upon milestones with legislative key contacts on development of Census Office programs.
- Develop and distribute legislative office toolkits with talking points and communication guidance for capitol and district offices.
- Provide bi-monthly in-person briefings for Legislative offices on latest Census Office developments.
- Collaborate with Caucus Outreach and Communication Offices on materials and Census collateral to ensure consistency and limit duplication.

The Census Office will continue to perform the below tasks for Local Governments:

- Develop local elected official toolkit with talking points and messaging to incorporate into existing communication channels.
- Host webinars for statewide and regional audiences to share timely information, provide trainings, and share best practices.
- Leverage relationships with the California State Association of Counties, League of California Cities, and other associations representing local elected. This includes coordination of regional staff/field representative and the RPMs and the association caucus activities.

The Census Office will provide a Governor's Report in June 2019.

Ground Game

- In March 2019, the Census Office will announce awards for Regional and Statewide CBO contracts.
- The Census Office will host Northern and Central California kickoff meetings with counties.
- The Southern California kickoff meeting with counties is scheduled for April.
- RPMs will begin meeting monthly with counties, regional ACBOs, and statewide CBOs. Regional and statewide CBO strategic plans will be due in May.

During the first half of 2019, ground game efforts will revolve around educating HTC Californians. Below are the education priorities for the Census Office's ground game efforts:

- Inform the public about the Census process, purpose and timeline beginning in April.
- Inform the public of the importance of the Census. The State will receive billions

of dollars of federal funds for education, health care, job training, transportation and other vital services based on the Census data. The federal government also uses Census data to determine how to apportion the House of Representatives seats among states.

- Inform the public that the Census data is confidential. No one except sworn U.S. Census Bureau employees can see the complete Census questionnaire forms or link names to responses. The law, Section 214 of Title 13, "Wrongful Disclosure of Information" provides severe penalties for any Census employee that divulges any answers.

Implementation Planning Workshops

In addition, the Census Office will conduct a second round of statewide meetings, also known as "2019 Statewide Outreach and Implementation Planning Workshops" between June and September 2019. These workshops will bring together contractual partners to finalize their strategic and tactical outreach plans in HTC areas prior to "launch" in 2020. This will include partner training on the Statewide Outreach and Rapid Deployment (SwORD) mapping portal.

From August through September 2019, ground game efforts will revolve around motivating HTC Californians:

- Eliminate the fear of completing the Census form. Instill trust that the government will not use this data in a negative way. No one outside the Census Bureau can ever be given any information to link names to addresses on the Census questionnaire. Not even the U.S. President is permitted to look at individual Census data.
- Utilize trusted messengers and sources to encourage members of the public to participate in the Census by completing their Census questionnaire.
- Establish comfortable environments and settings early on and leading to the Census 2020 to encourage the public to participate in the Census, following the education phases. And continue to educate and inform on the importance of the Census as a motivator.

Gap Analysis

During the final quarter of 2019 and first half of 2020, October through June, ground game efforts will revolve around activating HTC Californians. Below are the activation priorities for the Census Office's ground game efforts:

- Engage trusted messengers in trusted environments to help the public participate in the Census and fill out the Census questionnaire.
- Conduct and participate in community gatherings and other forums to rally the

public to participate in the Census.

- Collaborate with other stakeholders and across sectors to activate the public to participate in the Census process by filling out the Census form.

Native American and Tribal Governments

- The Census Office will conduct three Tribal Consultations and three Tribal Chairman Association (TCA) meetings, as Tribes work on finalizing their outreach plans among Tribal members. The Consultations will be hosted by the Census Office and held in the North, Central and Southern regions of the State, namely in Trinidad (North), Sacramento (Central), and Pala (Southern). This second visit with Tribes will be designed to understand the Tribes' outreach implementation plans and provide any resources, tools and feedback needed prior to the activation of outreach during the 2020 Census.
- Additionally, the Census Office will visit with Tribes at TCA meetings organized by the Tribal Governments to be conducted also in the Fall 2019 in the same three regional locations.

Air Game

The Census Office will award the outreach and public relations contract. The contract is expected to begin in June 2019, during this time the Census Office will begin working closely with the prime contractors and their ethnic media subcontractors, coordinating efforts with regional partners. The contractor's strategic plan will be due within the first month of the contract award, which will outline strategic earned and paid media tactics to reach HTC Californians and include a timeline. During phase two, it is anticipated that the plans and timeline will include:

- 2020 Census campaign launch (6 months out)
- The launch of a 2020 Census .org branded campaign site
- Message testing
- Media buys
- Content creation, production, and placement, such as:
 - Ad placements
 - Paid editorial and programming content
 - Branded campaign content and collateral for ground game partners
- Monitor and respond to misinformation and disinformation efforts targeting 2020 Census.

In addition to the outreach and public relations contract, the Census Office will:

- Begin strategic earned media efforts
- Begin strategic social media efforts

- Coordinate and promote April 2, 2019 - Census Kickoff Event

Phase Three

Deploy, Count, Assess (April – June 2020)

Census Day is April 1, 2020, with Nonresponse Follow-Up (NRFU) beginning in May. During the final phase of the 2020 Census Campaign, all efforts will be directed to action: action to fill out the Census questionnaire or, immediately following Census Day, to respond during the NRFU period.

After the NRFU, the Census Office will work with its partners on gathering final data and reports.

Further details for phase three will be available once strategic and implementation plans are received from state Census partners.

Ground Game

Ground game efforts will continue to revolve around activating HTC Californians during the final phase of the campaign, extending to the NRFU period. Below are the activation priorities for the Census Office's ground game efforts:

- Engage trusted messengers in trusted environments to help the public participate in the Census and fill out the Census questionnaire.
- Conduct and participate in community gatherings and other forums to rally the public to participate in the Census.
- Collaborate with other stakeholders and across sectors to activate the public to participate in the Census process by filling out the Census form.

Air Game

- Earned and paid media leading up to Census Day will be geared toward activation during the final phase.
- In the days prior to Census Day, earned and paid media efforts will begin raising awareness about NRFU and switch to NRFU activation messaging immediately following Census Day.