

Quarterly Progress Report on the California Complete Count – Census 2020

A report to the Joint Legislative Budget Committee,
the Senate Select Committee on 2020 U.S. Census, and
the Assembly Select Committee on the Census

Prepared by: California Complete Count – Census 2020 Office

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EXHIBITS

Please note that some exhibits may contain their own page numbers, attachments, or exhibits.

- A. Implementation Plan Template for Contractors
- B. Tribal Government Funding Agreement Invitation to Participate
- C. Contractor Milestone Document Deadlines and Contract Payment Trigger, by Contractor Type
- D. Contractor Deliverables and Payments Approved, by Individual Contractor
- E. Regional, Statewide and Sector Contracted Partner Snapshots
- F. County Alternate Fiscal Agents
- G. CA Complete Count – Census 2020 Office Organizational Chart

INTRODUCTION

In less than five months, Californians and the rest of the nation will begin completing their 2020 Census questionnaires. Over the next three months, the California Complete Count – Census 2020 Office (Census Office) and contracted outreach partners will transition from the “motivate” phase to the “activate” phase to ensure all Californians are ready to participate when the self-response period starts in mid-March 2020. Challenges threatening a complete count remain in California even though the critical decision on the “citizenship question” was resolved earlier this summer. Other challenges are being created first digital census where individuals can respond online. This creates new questions for security and confidentiality of information shared, as well as system capacity and functionality during peak response periods.

The unprecedented commitment from the Legislature and Governor's Administration to the complete count effort provides resources to proactively promote the privacy, security, and the importance of every person's participation. Data-driven tactics and strong community partnerships will reach those who have historically been undercounted due to demographic or socio-economic factors and support efforts to ensure California can get its fair share of federal funding and representation. California will be ready.

This report includes an update to the state of California's (State) progress since the Census Office's July 2019 Progress Report to the Legislature (July 2019 Report). Provided in response to the requirements of Section 45, Chapter 53, Statutes of 2018 (Senate Bill 866), the report consists of (1) the overall budget, including the annual allocations for community-based organizations (CBO's), media outreach, and local complete count committees and other local government entities; and (2) the total amount of funds allocated to organizations. It also provides an update on prior program developments and next steps for Quarter Four 2019.

The budget allocations and funding tables reflect encumbrances and expenditures period through September 30, 2019¹. Additional program updates, such as the status of contractor milestones and activities in the report reflect the period through October 10, 2019. Additional updates will be made available on the Census Office's website at census.ca.gov on an ongoing basis. Further background and detail on the programs, operations and administrative actions referred to in this document can be found in the previous quarterly progress reports to the Legislature, available at census.ca.gov/reports.

¹ Pursuant to monthly State agency accounting practices.

I. BUDGET AND INFRASTRUCTURE

Overview

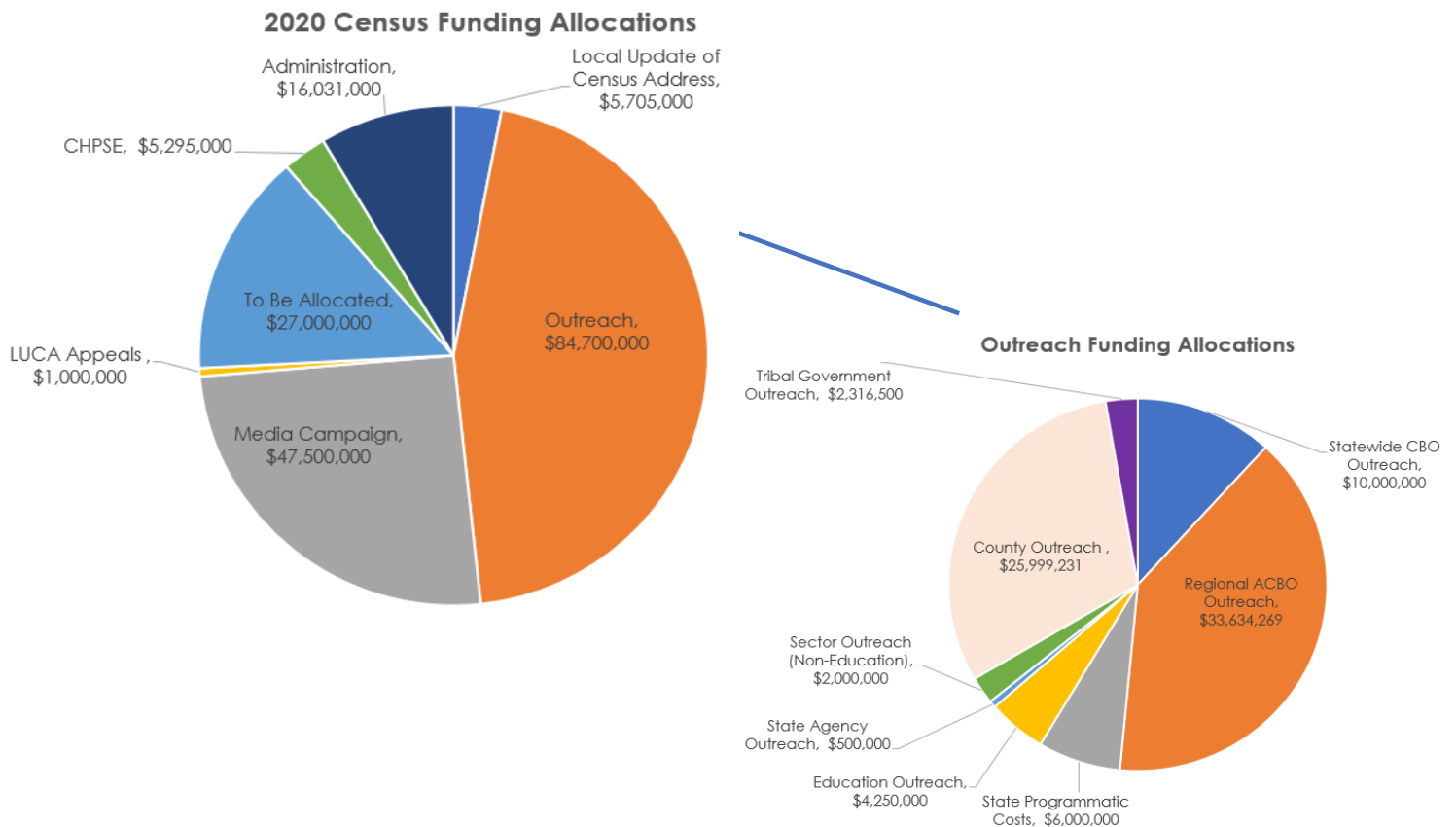
The Budget Act of 2019 included nearly \$87 million in additional funding for statewide census efforts, building on the substantial investment made in the two previous State budgets. The \$187.2 million multi-year combined allocation is outlined in the charts and table below.

	Appropriation Amount	Expended	Encumbered	Available Balance
2017 Budget Act*	\$ 10,000,000	\$ 8,061,983	\$ 1,388,241	\$ 549,776
2018 Budget Act	\$ 90,300,000	\$ 28,883,760	\$ 47,661,156	\$ 13,755,083
2019 Budget Act	\$ 86,931,000	\$ 1,819,373	\$ 39,511,806	\$ 45,599,821
Total:	\$ 187,231,000	\$ 38,765,117	\$ 88,561,203	\$ 59,904,680

*The \$10 million includes two separate budget actions that provided \$7 million for the LUCA incentive program and \$3 million for initial planning activities that were conducted within the Governor's Office of Planning and Research. \$295,000 of the expended amount covered administrative costs at the Department of Finance.

Funding Allocations

The chart below reflects current allocations for Census Office program and operations.



The table below reflects the funding and program area allocations. Additional detail on specific programs is provided throughout this report.

California Complete Count Office Census 2020 Program Funding Overview			
Programmatic Area	Original Funding Allocations	2019 Budget Act Funding Allocations	Total Allocation
Local Update of Census Address (LUCA)			
Incentive Payments	\$ 7,000,000	\$ (1,295,000)	\$ 5,705,000
LUCA Appeals	\$ -	\$ 1,000,000	\$ 1,000,000
Outreach			
County Contracts ^{1/}	\$ 26,683,500	\$ (684,269)	\$ 25,999,231
Tribal Outreach			
Tribal Government Agreements	\$ 316,500	\$ -	\$ 316,500
Statewide Community-Based Organizations Contracts	\$ -	\$ 800,000	\$ 800,000
Media and Additional Tribal Agreements and CBO Contracts	\$ -	\$ 2,000,000	\$ 2,000,000
Regional Administrative Community-Based Organizations (ACBO)			
Regional Contracts	\$ 22,950,000	\$ 684,269	\$ 23,634,269
Non-Response Follow Up Augmentations	\$ -	\$ 10,000,000	\$ 10,000,000
Statewide Community-Based Organization Contracts	\$ 4,050,000	\$ 5,150,000	\$ 9,200,000
State Programmatic Costs	\$ 6,000,000	\$ -	\$ 6,000,000
Education			
Title I and Title III	\$ 750,000	\$ 3,000,000	\$ 3,750,000
Census Education K-12	\$ 250,000	\$ -	\$ 250,000
Higher Education	\$ 50,000	\$ -	\$ 50,000
State Programmatic Cost	\$ 200,000	\$ -	\$ 200,000
Sector (Non Education)			
Healthcare (WIC)	\$ -	\$ 500,000	\$ 500,000
Other (Faith Based, Labor, Healthcare & Other Target Sectors)	\$ 800,000	\$ 500,000	\$ 1,300,000
State Programmatic Cost	\$ 200,000	\$ -	\$ 200,000
State Agency Outreach	\$ 500,000	\$ -	\$ 500,000
Outreach and Public Relations Campaign			
Statewide Contract	\$ 16,100,000	\$ 30,000,000	\$ 46,100,000
State programmatic Cost	\$ 1,400,000	\$ -	\$ 1,400,000
To Be Allocated	\$ -	\$ 27,000,000	\$ 27,000,000
Contingencies/Emergencies	\$ 1,000,000	\$ (1,000,000)	\$ -
California Complete Count Committee	\$ -	\$ -	\$ -
California Housing and Sample Population Enumeration ^{2/}	\$ -	\$ 5,295,000	\$ 5,295,000
Administration	\$ 12,050,000	\$ 3,981,000	\$ 16,031,000
Totals	\$ 100,300,000	\$ 86,931,000	\$ 187,231,000
Footnotes:			
^{1/} \$684,269 Redirection to County Alternate Fiscal Agents			
^{2/} \$295,000 is Department of Finance Administrative Costs			

Updated Allocations for Program Areas

The Budget Act of 2019 provides specific program area allocations as well as flexibility for still-to-be-determined needs that may result from unanticipated events or tactical changes to strategies. Within the \$86.9 million allocation, \$30 million was designated for activities including, but not limited to, language access, efforts by local governments and community-based organizations, costs related to appeals on determinations from the Census 2020 Local Update of Census Addresses process, or costs for other state entities related to Census outreach activities. It includes \$2 million dedicated to local education-based strategies (Assembly Bill 74; Committee on Budget, Statutes of 2019).

To understand where there is additional need, and if there is capacity through existing contractors to meet that need, the Census Office will rely on information collected through meetings with partners, including community-based groups and philanthropic organizations, Implementation Plan Workshops (IPW's) held in the summer and fall, and Implementation Plans (due at the end of October 2019). The Implementation Plan template (provided as Exhibit A) created for contractors specifically asks:

- What communities will the organization be unable to reach due to budget, infrastructure or capacity limitations?
- How might the contractor's approach be strengthened? What are some viable approaches to fill gaps?
- What are the barriers related to current implementation plan activities or the overall approach to reach HTC communities?
- How would contractors prioritize requested resources, if there is need?

These answers and other information collected in the Implementation Plans will inform the Census Office, from the community-level up, if existing contractors (or subcontracted partners) have the expertise and capacity to fill all outreach needs. The information will allow the Census Office to prioritize investments to have the greatest potential to effectively engage HTC residents. Given the narrow timeframe to allocate further resources, the Census Office will work through existing contractors to award additional funding where warranted. Augmented contract amounts will be determined in November 2019 for allocation no later than January 2020 to the contracted outreach partners.

Other outreach augmentations made possible through the Budget Act of 2019 are as follows:

- **Native American Outreach and Tribal Government Funding Agreements:** Since July 2019, the Census Office has bolstered its resources dedicated to reaching Native American and Tribal communities in three ways: additional communications support, stronger state-wide strategic partners and direct funding to federally recognized Tribal Governments. The multi-year investment totals \$3.1 million. Further details are provided on page 8 and in Exhibit B of this report.

- **Local Update of Census Addresses Appeals:** The Local Update of Census Addresses (LUCA) process includes the opportunity to appeal data provided by the United States Census Bureau (Census Bureau), which lists the addresses that will be included in the household enumeration. The Census Office has allocated \$1 million to assist local governments with some of the costs related to the appeals process to ensure a more accurate and complete count. More information is provided on page 21.

Contracted Outreach and Communication Partners

Milestone Deliverable Approval and Payment Process

Earlier this year, the Census Office became aware that some contractors were frustrated by the length of time it took for the Census Office to approve milestone deliverables and subsequently approve invoices. The Census Office immediately acted to address concerns. The Census Office also analyzed the processes to understand where the slow-downs occurred and how to remediate or avoid them.

The analysis showed that the most significant delays were experienced when contractors were not already established in the State's FI\$CAL system for vendor payment. Nearly four weeks were added to the payment timeline to create a vendor account, between receiving information from the contractor and processing by the Department of General Services (DGS). Once a contractor is established in FI\$CAL, payments are processed within 45 days in conformance with Government Code Section 927, also known as the Prompt Payment Act, with payment issued by the State Controller's Office (SCO). Other delays were created when contractors submitted invoices to the incorrect Census Office unit. In some instances, internal review of the Strategic Plans deliverables extended the approval wait time.

Several steps have been taken to streamline the deliverable and invoice payment process. First, the Census Office worked with the SCO to expedite payment processing to shorter than 45-days. Second, the Census Office streamlined internal communication by consolidating processing steps between different units. Census Office staff also received a refresher training on the deliverable approval process.

All Census Office contractors are now in the FI\$CAL system. Adding new contractors to FI\$CAL to establish vendor payment is estimated to take two weeks through the established process. The steps can take place simultaneously as other Census Office processes for contract execution.

Having identified the causes and with the steps already taken, the Census Office is confident there will be no further delays in payments to partners. The Census Office estimates that future payments associated with approved milestone deliverables, including the Implementation Plans, will take two-to-three weeks, based on the length and complexity. Payments will continue to be issued in accordance with Government Code Section 927 which requires prompt payment to contracted partners.

A current list of approval dates for contractor's Strategic Plans is available online at census.ca.gov/regions. Resources providing greater detail about milestone deliverables and payments are provided as exhibits to this report.

- Exhibit C: Table of contractors' milestone deliverable due dates and corresponding allocation by contractor type.
- Exhibit D: Table of each contractors' milestone deliverables received, the total amount of their contract award, and payments made to date.

In addition, Exhibit E provides snapshots of contractors' current activities and funding allocations by region (counties, ACBO's and County Offices of Education), by statewide CBO, and by sector.

Contracted Partner Relations

The Census Office continues to build into its operations clear communication channels for contractors. Communications range from as-needed, one-on-one meetings with Census Office Regional Program Managers (RPM's) to statewide briefings for all contractors with Census Office leadership. Adjustments to the frequency and mode of communications seek to align with the accelerating momentum in the campaign. Census Office communications and guidance are being tailored to be responsive to contractors' needs.

One such example is the recent improvement made by the Census Office to the regularly scheduled contractor calls. This communication tool began as monthly conference calls by region (north, central, and south). In early September 2019, the contractor calls were modified to a single call with all statewide contractors together to promote better collaboration and consistency. The contractor call mode of communication was then upgraded to a webinar platform to allow resource sharing (e.g., presentations and documents). In October, the frequency increased to a bi-monthly webinar with the agenda driven primarily by contractor requests. Further adjustments will be made to meet the needs of contractors as the campaign progresses.

Other webinars held in Third Quarter 2019 guided contractors through the Implementation Plan template (provided as Exhibit A) on September 19, 2019. Another launched the media campaign on September 27, 2019, sharing how contractors could access the materials and digital resources through the newly created Partner Portal, and best practices to incorporate in their outreach tactics.

Implementation Plans: Workshops and Guidance

Contractors and community stakeholders convened in the summer and fall throughout the State with the goal of exchanging best practices, identifying areas of need, and determining next steps in local efforts at IPW's.

When originally establishing dates for IPW's, there was recognition that partners would be in various planning stages and that each workshop would need to fit where the local groups were in planning. This required the Census office to adjust along the way and continuously evolve the agenda for each workshop. As an example, some regions' IPW's

were combined or reschedule to a more convenient time in the calendar. Other IPW's more fully integrated the Statewide Outreach and Rapid Deployment (SwORD) mapping and data tool in order to collect contractors' input and accurately reflect the activities in the field. October IPW's wrapped up with events in Sonoma, San Joaquin, Ventura and San Luis Obispo counties. Resources from the IPW's including presentations and Executive Summaries are posted online at census.ca.gov/events.

Throughout the IPW's, various contractors' requests surfaced, specifically the request to assist with their submission of the Implementation Plan² document through more direct guidance. In response, the Census Office developed an Implementation Plan template that was introduced via webinar on September 19, 2019 (provided as Exhibit A). The template provides a form with instructions and examples to complete the mandatory components per the contractors' scope of work. The template also requests contractors to identify other funding sources that may be available to them, outreach needs, and which entities have the capacity and expertise to meet those needs should other resources be allocated.

If a contractor already submitted their Implementation Plan, there is no need for them to resubmit the document using the template. Given the timing of the template release, the Census Office is working to be as flexible as possible to accept different types of plan submissions. (The Census Office has not received any final Implementation Plans as of October 10, 2019.) The Census Office did receive feedback from contracted partners that the template is a comprehensive tool that will accurately capture plans for the majority of contractors. However, some counties that received the smallest contract awards expressed the need to prioritize sections given limited capacity and resources; the full template is too burdensome. RPM's worked directly with these contractors to find a right-sized solution.

Subcontractors and Other Partnership Agreements

The framework for Census Office contracted partners relies on a lead administrator entity, such as a county, regional Administrative Community Based Organization (ACBO), statewide Community Based Organization (CBO), or sector-lead organization, who may then subcontract or provide funds to other partners to reach all communities of the State. The framework is designed to promote coordinated partnerships and open the door to organizations who may not otherwise be able to participate due to their size or administrative structure. It also mitigates the administrative demands for the State that would otherwise be tasked with managing tens of thousands of contracts with CBO's and local governments.

The Implementation Plans will refine the list of partners for subcontracts and funding agreements from the initial considerations in the Strategic Plans. Similar to the Strategic Plan review, the Implementation Plan review by the Census Office will include consideration for a subcontractor's capacity and expertise in their respective area and

² The purpose of the Implementation Plan is for contracted partners to articulate their strategies, goals, and activities based on their own knowledge of their area (such as geographic, demographic population, sectors, etc). It is intended to build on their Strategic Plan with the desired outcome for all stakeholders to have a clear and collective understanding of the roles and responsibilities.

competency to reach their target populations. Details about which subcontracted partners are engaged and their role in working with HTC communities are expected to be available in December 2019.

County and Tribal Governments

The table below shows the total funded amount, expenditures, encumbrances, and remaining balance for county contracts and Tribal Government funding agreements.

	Funded Amount	Expended	Encumbered	Available Balance
County Contracts	\$ 25,999,231	\$ 12,926,605	\$ 13,072,626	\$ -
Tribal Funding Agreements	\$ 2,316,500	\$ 88,500	\$ -	\$ 2,228,000
State Program Costs	\$ 3,000,000	\$ 798,909	\$ 978,900	\$ 1,222,192
Total:	\$ 31,315,731	\$ 13,814,014	\$ 14,051,526	\$ 3,450,192

County Contracts

Counties are advancing through the various complete count campaign milestones. All county Strategic Plans have been approved, except for three³. Two notable changes were made for county contractors related to the Implementation Plan deadline and Third Quarter Report. First, the county Implementation Plan deadline was extended by one month (from September 30, 2019, to October 30, 2019), enabling closer alignment with the due date for the ACBO's and Statewide CBO's Implementation Plans. This will allow the Census Office to better assess potential gaps and identify needs for further resource allocation. The change in date does not prevent a county from submitting their Implementation Plan earlier than October 30.

Second, counties are no longer required to submit a stand-alone Third Quarterly Report. This was previously due on September 30 and tied to the invoicing for an approved Implementation Plan. This change will reduce redundancies in reporting and allow contractors to focus on developing a comprehensive Implementation Plan. Payments for both the Third Quarterly Report and Implementational Plan (for a total of 25% of the contract award, minus a 10% withholding) will be distributed following the Census Office approval of the Implementation Plan and submission of an invoice by the county.

Tribal Governments and Native American Outreach

Since the July 2019 Report, several significant steps have been taken to further bolster resources for Tribal Governments and Native American outreach. This includes a new funding opportunity for federally recognized Tribal Governments, augmented contracts with CBO's reaching Native American populations statewide, and selecting a contractor that specializes in Native American-focused media. The Census Office also held two consultations with Tribal leadership.

The new funding agreement opportunity and other allocations are responsive to input from tribal leaders and guidance from the Tribal Advisor for the Governor's Office and the California Native Heritage Commission.

³ Del Norte, Humboldt and Trinity counties have submitted Strategic Plans that are under review as of October 10, 2019.

Funding Agreements: The prior funding agreement amounts were based on the number of households within a Tribal Government's jurisdiction, with a minimum threshold of 25 households. This resulted in funding agreement opportunities for 68 Tribal Governments. The total funding agreement opportunity allocation was \$316,500. Thirteen Tribal Governments opted-in to accept the funding agreements terms.

The second round of funding agreements is available to all 110 federally recognized Tribal Governments in California. The allocation formula is based on 2010 Census data sets for population, not housing units. It provides a minimum of \$5,000 per Tribe regardless of population, or \$22.25 per person for populations that exceed the \$5,000 base.

Tribal Governments were asked to opt-in to the funding agreement by October 15, 2019. The Census Office is working to confirm a final list of opt-in tribes. For those that who have not opted in by October 15, 2019 the Census office will create a revised scope of work for the California Indian Manpower Consortium (CIMC) to ensure their communities are still reached.

The 13 Tribes that previously opted-in will be eligible for a second round of funding following the \$22.25 per person or \$5,000 base allocation formula. This will further augment their existing funding agreement.

Statewide CBO Contract Augmentation: For Native American outreach, the statewide CBO contracts will be adjusted to support identified needs. CIMC's efforts will administer funding for Tribal Government-based outreach to those Tribal Governments that did not opt-in with the Census Office. They will also support general outreach for Tribal Governments that do not wish to conduct outreach themselves. The scope and contract amount will be dependent on the total number of opt-in Tribal Governments. Another established Census Office contractor, the California Native Vote Project (CNVP), will provide support for direct canvassing and amplified efforts statewide. Amended contracts are expected to be executed by December 2019.

Native American Media Contractor: The Census Office executed a contract with NUNA Consulting Group on October 2, 2019. NUNA is a collective of consultant-based, small businesses specializing in Native American public affairs and strategic communications. Headquartered in Los Angeles, the NUNA team provides culturally appropriate solutions for their client base of national and regional non-profit Native organizations, Tribal governments, and Native community-owned businesses. The contract amount is for \$682,399.

NUNA will serve as the lead for the Native American-focused communications campaign, which includes producing promotional materials and guiding the public relations efforts specifically tailored for tribal media outlets. CIMC and CNVP will also coordinate with NUNA as part of their scope of work, as will the statewide media contractor Mercury Public Affairs. Additional details will be provided on coordination efforts in the next Census Office quarterly progress report to the Legislature.

Tribal Consultations: In September 2019, the Census Office organized two Tribal consultations, which were the government to government meetings between the Tribal Governments and the State of California. The goal of the consultations was to engage

Tribal Governments, administrators, and tribal organizations so they may communicate the importance and benefits of engaging in Census as trusted messengers to their communities. It was also forum to provide information on Census Office and Census Bureau activities and identify partnership opportunities. The Census Office worked in collaboration with the Tribal Advisor for the Governor's Office, the California Native Heritage Commission, and three regional Tribal Chairmen's Associations. Both consultations were well attended and promoted an atmosphere of open dialogue where much information was exchanged to the benefit of the Tribes and the State.

Community-Based Organizations

The table below shows the total funded amount, expenditures, encumbrances and the remaining balance for contracted CBO's.

	Funded Amount	Expended	Encumbered	Available Balance
Regional ACBO Contracts	\$ 33,634,269	\$ 10,434,654	\$ 13,199,615	\$ 10,000,000
Statewide Contracts	\$ 10,000,000	\$ 1,521,000	\$ 2,379,000	\$ 6,100,000
State Program Costs	\$ 3,000,000	\$ 798,909	\$ 978,900	\$ 1,222,192
Total:	\$ 46,634,269	\$ 12,754,563	\$ 16,557,515	\$ 17,322,192

Regional Administrative CBO Contracts

The ACBO contracted partners are making significant progress as they harness local and regional resources to finalize their Implementation Plans by the October 31, 2019, deadline. This includes working with local partners to determine possible subcontracts or funding agreements. For the prior milestone, all of the ACBO Strategic Plans were approved in July 2019. Payments for invoices received by the Census Office have been processed in accordance with the Prompt Payment Act.

ACBO's that are serving as alternate fiscal agents for counties that did not opt-in to the census outreach contracts (provided as Exhibit F) have the additional dollars reflected in their contracts for allocation.

Statewide CBO Contracts

The Census Office executed contracts with twelve CBO's that will serve statewide HTC demographic populations.⁴ Statewide CBO's are reviewing possible subcontracts to fund local partners and working with statewide coalitions to determine culturally and language relevant outreach approaches. They are developing communication materials and identifying and training trusted messengers for grassroots outreach.

In August 2019, all contracted statewide CBO's received approval for their Strategic Plans. Payments for properly submitted invoices received by the Census Office have been processed in accordance with the Prompt Payment Act. Implementation Plans are the next major milestone deliverable and are due October 31, 2019.

⁴ The Census Office received a submission from a CBO to serve Limited English Proficient residents, but the CBO has since withdrawn their submission.

The Census Office is currently under discussion with additional CBO's for contracted outreach representing the following HTC groups:

- Middle Eastern/North Africa
- People with disabilities and seniors/older adults
- Children ages 0 to 5

As mentioned above, additional contract allocations will be provided to statewide CBO's reaching Native American populations.

Finally, the Census Office is analyzing potential strategies for outreach to individuals and families experiencing homelessness and to veterans. Given the unique characteristics of each of these groups, the Census Office is researching possible contracted partners as well as exploring integrated approaches that are most suitable for the targeted population.

Education Sector

The Census Office's approach for Education Sector outreach incorporates lessons learned and best practices from 2010 along with new and innovative approaches to prepare for 2020's unique challenges. It focuses on reaching vulnerable populations among K-12 students and their families, as well as young college-aged adults at two-year and four-year colleges. The start of the 2019-2020 school year was an important milepost for the Education Sector in the three main program areas: K-12 Census Curriculum, County Offices of Education contracts, and higher education. Each of these are detailed below along with the summary table showing expenditures, encumbrances and remaining balance.

	Funded Amount	Expended	Encumbered	Available Balance
K-12 Census Curriculum*	\$ 250,000	\$ 225,000	\$ 25,000	\$ -
County Office of Education Contracts	\$ 3,750,000	\$ 235,183	\$ 1,399,193	\$ 2,115,624
Higher Education	\$ 50,000	\$ -	\$ -	\$ 50,000
State Program Costs	\$ 200,000	\$ 134,926	\$ -	\$ 65,074
Total:	\$ 4,250,000	\$ 595,109	\$ 1,424,193	\$ 2,230,698

*Effort is funded by the initial organization and planning appropriation provided through the Governor's Office of Planning and Research.

“Count Me In!” Census Curriculum

“The Count Me In: A Census 2020” curriculum was released on August 30, 2019, and will be incorporated in social studies and civics lessons for grades 5, 8, 11, and 12. The curriculum reflects findings from the pilot program and fills gaps identified by the pilot instructors. There were two areas of additional need. The first gap was in the 5th grade modules, where teachers noted that students lacked the necessary background knowledge to complete the lessons fully. This was addressed through additional activities and resources to bolster foundation-laying in the 5th grade modules. Second, teachers received questions about the 2020 Census related to the citizenship question (which was undecided at the time of the pilot) and security measures in place to protect data. Information about Census Bureau operations was included to meet this request.

Educators will have an opportunity to receive support for the curriculum, per the executed contract with the Sacramento County Office of Education, as detailed in the July 2019 Report. The Sacramento County Office of Education contract terms include providing the support, which will be provided through in-person and online training workshops. The in-person workshops are being offered throughout the State between September 2019 and January 2020. It is anticipated that between 75 and 100 educators will attend each curriculum workshop session. The dates of the in-person workshops are:

Sacramento	September 16, 2019
Santa Clara	October 2, 2019
Fresno	October 7, 2019
Rancho Cucamonga	October 11, 2019
San Diego	October 14, 2019
Los Angeles (Alhambra)	October 21, 2019
Los Angeles (Valencia)	October 28, 2019
Fresno	November 15, 2019
Oroville	December 10, 2019
Tehama	January 16, 2020

County Offices of Education Outreach Contracts

The first round of County Office of Education (COE) contracts to conduct required and optional outreach activities resulted in 30 contracts with 32 participating COE's of the 40 eligible, based on the number of Title I schools and Title III students within their school districts.

In September 2019, the Census Office notified individual COE's that additional funding would be made available for outreach contracts. COE's were notified by email with follow-up phone calls from the Census Office about the opportunity for new contracts or contract augmentation. The allocations follow the same data-driven formula⁵ as the first round of contracts, with a minimum \$5,000 contract in order to be eligible. This resulted in 45 COE's meeting eligibility: the previously eligible 40 COE's plus five new COE's (Colusa, Lake, Nevada, Tuolumne, Siskiyou).

COE's without contracts (the eight COE's from the prior round that opted-out⁶ and the five newly eligible COE's) were originally asked to opt-in by October 4, 2019, but the Census Office is providing extensions to encourage participation from as many COE's as possible and will continue to coordinate on solutions that best meet the needs of the COE for opt-in confirmation. For COE's that have existing contracts, the Census Office is providing a revised Scope of Work to reflect the new requirement for an Updated

⁵ For Los Angeles County Office of Education, \$2 million is proposed to be allocated, based on the number of schools that are within census tracts with an HTC index of 57% or higher.

⁶ COE's that opted-out of the 2018-19 outreach contracts shared their decision was based on administrative capacity issues, funding levels, or that they were engaging in other census outreach activities already.

Outreach Plan that reflects the full funding amount. In addition, the Statement of Work is updated to include technical, boilerplate language standard in state contracts.

Higher Education

The purpose of higher education-focused outreach is to develop opportunities for college students to learn about the 2020 Census and to encourage them to respond to the Census questionnaire, whether they live on campus, off-campus, or with their families. The outreach through on-campus and student body activities at the California school campuses will further the complete count mission.

The Census Office initiated conversations and is working with each part of the higher education system in California. As noted in the July 2019 Report, the Governor had sent letters to the University of California (UC), California State University (CSU) and Association of Independent California Colleges and Universities (AICCU). In August, all replied and confirmed they will partner to engage their students for the census. With the Community Colleges already on board, affirmed by the California Community Colleges Board of Governors resolution in May 2019, this covers all of the higher education systems in the state. The Census Office is working diligently, in partnership with the four systems, to identify collaborative opportunities to educate students about the importance of census participation and to connect them with local and regional efforts to ensure opportunities for coordination and collaboration.

In mid-September, a survey was distributed to the UC's, CSU's, and community colleges to learn what activities may take place or are already underway. Responses to date show most college and university respondents were conducting 2020 Census planning activities, including hosting census outreach events, posting information on social media, and working with the Local Complete Count Committees (LCCC's). In addition to partnering with the LCCC's, responses report partnering with cities, ACBO's, and the League of Women Voters. A summary of responses will be provided after the survey closes in October 2019. Other highlights of Census Office activities in collaboration with State colleges and universities include presenting to the CSU Chancellor's Senior Leadership Council, which is comprised of the Presidents of all 23 CSU campuses; analyzing an integrated systematic outreach effort by the California Community Colleges Foundation; and working to partner with organizations, including, but not limited to, Basic Needs Centers, Dream Resource Centers, and LGBTQ Resource Centers that provide resources and services for HTC populations on UC campuses.

For private and other public colleges and universities, the Census Office is coordinating with AICCU to identify campus partners who can champion census outreach through existing programs and events that serve the HTC populations. Examples include resource fairs and college access days that attract potential enrollees.

A comprehensive outreach strategy detailing these and other opportunities is under review by the Governor's Office. The final strategy will be included in the next quarterly progress report to the legislature.

Sector Outreach (Non-Education)

Sector outreach contractors, who provide another critical layer of reaching HTC populations, are also building momentum as they move from planning to implementation. Census Office executed sector contracts with PICO California (faith-based) and the California Primary Care Association (health) on July 30, 2019, and the California Labor Federation (Labor) on August 12, 2019. Contract awards were each for \$250,000. Per the terms of the contract, sector contractors had 30 days to submit a finalized Strategic Plan to the Census Office from the date of contract execution.

The table below provide the allocation, encumbrances and expenditures for Sector Outreach.

	Funded Amount	Expended	Encumbered	Available Balance
Sector Outreach	\$ 1,800,000	\$ 202,500	\$ 547,500	\$ 1,050,000
State Program Costs	\$ 200,000	\$ 122,557	\$ -	\$ 77,443
Total:	\$ 2,000,000	\$ 325,057	\$ 547,500	\$ 1,127,443

All sector contractors now have approved Strategic Plans. Like other contractors, sector contractors had the opportunity for a dialogue with the Census Office to ensure their final Strategic Plan met necessary requirements and explored multiple tactics for achieving objectives. The Census Office has received the correlating invoices that trigger payments for 30% of the total contract award, minus a 10% withholding. The next milestone payment will be for Quarterly Reports, which were due on September 30, 2019, and are under review by the Census Office.

Subsequent Implementation Plans and Quarterly Reports also serve as payment triggers. The Census Office will review and approve milestone deliverables in two to three weeks with payment issued pursuant to the Prompt Payment Act, within 45 days of receiving an invoice.

While other sector contracts have not been executed, the Census Office is exploring ways to engage with additional sectors, such as rural, business, and technology. Efforts may include direct contracts with an anchor organization or an integrated approach with multiple collaborating partners.

State Agency Outreach

The State Agency Outreach (SAO) strategy had proven successful in the 2000 and 2010 Censuses and the Census Office is once again seeking to leverage existing state agency, department, board, and commission resources and communication channels, especially those that have direct interaction with HTC communities.

The table below provide the allocation, encumbrances and expenditures for State Agency Outreach.

	Funded Amount	Expended	Encumbered	Available Balance
State Agency Outreach	\$ 500,000	\$ -	\$ -	\$ 500,000
Total:	\$ 500,000	\$ -	\$ -	\$ 500,000

Census Office may direct resources to agencies and departments, particularly if they are especially impactful for HTC populations, that would otherwise exceed existing agency or department resources for communications and outreach. Interagency agreements will provide the mechanism for distributing necessary support. No interagency agreements have been entered into at this this time. However, various agencies and departments have signed participation commitment letters that specify the ways they will promote the census. Additional letters are in process as agencies and departments confirm their methods of engagement and communication between now and August 2020.

Since July 2019, the Census Office engaged with more than 20 agencies and departments identified as having high impact and reach with HTC communities. Those agencies and departments include:

- California Business, Consumer Services and Housing Agency
 - Department of Consumer Affairs
- Covered California
- California Department of Corrections and Rehabilitation (CDCR)
- California Department of Food and Agriculture - Fairs and Expositions Division
- California Government Operations Agency
 - California Public Employees' Retirement System (CalPERS)
 - California State Teachers' Retirement System (CalSTRS)
 - Department of General Services (DGS)
 - Department of Human Resources (CalHR)
 - Department of Tax and Fee Authority (CDTFA)
 - State Franchise Tax Board (FTB)
- California Health and Human Services Agency
 - Child Support Services
 - Department of Aging
 - Department of Social Services (DSS)
 - Department of Health Care Services (DCHS)
 - Department of Public Health (DPH)
- California Department of Veterans Services (CalVet)

- California Labor and Workforce Development Agency
 - California Employment Development Department (EDD)
- California Lottery
- California Office of Emergency Services (CalOES)
- California State Transportation Agency
 - Department of Motor Vehicles (DMV)
 - Department of Transportation (Caltrans)

The Census Office and state agencies explored the various resources that could be leveraged. Items finalized for the 2020 Census to date include:

- Advertising space in the DGS 12-month calendar provided to all state employees;
- Insert in the DHCS Medi-Cal eligibility mailing, reaching 7 million households;
- Census messaging included in CalVet letter from the Secretary to returning veterans;
- Graphics and messaging developed for local and state voter guides;
- Informational article featured in the CalPERS "PERspectives" magazine for over 1.5 million CalPERS members; and
- Informational page in the Department of Real Estate newsletter.

In addition, agency and department field offices or regional centers (such as EDD job centers) will serve as Questionnaire Assistance Centers (QAC's) or Questionnaire Assistance Kiosks (QAK's) where appropriate during the self-response period and non-response follow up. Data on field office locations are being entered to the SwORD system to map key locations in HTC census tracts. QAC's and QAK's will be staffed by either state agency/department employers or through coordination with local CBO's.

Constitutional Officers, who are also key trusted messengers, are engaging through a Constitutional Officers Workgroup, led by the Secretary of State's Office, with similar strategies that coincide with the State Agency Outreach program. Further details on the workgroup's activities will be outlined in the next quarterly progress report to the Legislature.

Outreach and Public Relations (Media)

The Census Office outreach and public relations (or media) campaign approach is to provide community-based partners and organizations with culturally congruent educational and media tools and resources to reach the hardest-to-count Californians. This will complement the work of the Census Bureau that is focused on national media and outreach to inform all individuals living in the United States of the upcoming Census.

The table below shows the expenditures, encumbrances and available balance for the media contract and administration.

	Funded Amount	Expended	Encumbered	Available Balance
Public Relations and Media Contracts	\$ 46,100,000	\$ -	\$ 46,100,000	\$ -
State Program Costs	\$ 1,400,000	\$ 743,181	\$ 286,650	\$ 370,169
Total:	\$ 47,500,000	\$ 743,181	\$ 46,386,650	\$ 370,169

On July 29, 2019, the Census Office announced that Mercury Public Affairs LLC (Mercury) was awarded the media campaign contract for a total of \$46.1 million. Mercury's team includes public relations experts, communication specialists, and media, digital and misinformation specialists to assist the Census Office. Their approach will ensure the campaign not only reaches the hardest-to-count, but also covers all ten census regions statewide and focuses specific coverage on vulnerable populations.

Since the July 2019 Report, significant progress has been made to launch the public-facing media campaign. Work began immediately on research, data analysis, message testing, and other foundational steps. In August and early September, the activities reflected an on-boarding and existing data collection phase. Collateral in English and top 12 non-English spoken languages in California was developed and is being posted. Future Communications Plan iterations are anticipated to be provided as follows:

Phase Description	Campaign Timeframe	Estimated Submission Date of Revised Plan
Motivate – Activate	November 2019 – February 2020	October 14, 2019
Be Counted – NRFU	March 2020 – April 2020	February 3, 2020
NRFU – It's Not too Late	June 2020 and July 2020	May 4, 2020
NRFU – Asset Report	August 2020 – December 2020	July 9, 2020

Regional Media Strategy and Ethnic Media

Regional micro-media campaigns are extremely important to the overall success of the larger campaign. It helps bring together each of the regions' and the State's community partners to identify creative ideas, messaging, resources, and assets for specific regions. Through attendance at IPW's, collaboration with the RPM's and contracted partners, and review of the contractor Strategic Plans, Mercury's Regional Media Leads will make a formal assessment and recommendation to the Census Office on existing gaps and potential opportunities to better reach the HTC in each region. They are part of a regional media team consisting of Census Office regional outreach and communications staff. Working with the contractors and the Census Office, the Regional Media Leads will provide technical assistance, build a regional communications plan with deliverable timelines, and other media support that is specific to the region and inclusive of key stakeholders.

Ethnic media outlets will also serve as vital partners through their commitment to sharing culturally and linguistically competent information that will help break down barriers. Like the other stages of the campaign development, the summer and early fall involved data collection and research to determine media outlets that could best serve the complete count effort. A survey of outreach contractors and partners, including legislative district office communications staff, provided insight to local ethnic media outlets. Integrating ethnic media tactics into the statewide tactics and ethnic media message testing is expected to begin in January 2020.

CaliforniaCensus.Org and Partner Portal

The Census Office launched "[CaliforniaCensus.org](https://www.californiacensus.org)" that serves both the public and Census Office contractors on September 27, 2019. The website has a consumer-friendly URL with a user-friendly look and resources in 13 languages. The website was developed based on two key data sets: the frequently asked questions of both the Census Bureau and the Census Office in the last six months as well as the responses to surveys deployed in August 2019 related to the information that HTC residents need to feel safe and that enables them to participate in the 2020 Census. The website shares messaging and resources that can help people navigate the census process and encourage participation. It also provides basic information on what the census is, why it matters, timelines and key dates for Census Bureau operations.

The website also features a Chabot for questions and answers in English and Spanish. (The Census Office is determining the need to offer other languages through this tool). A section on press activity is in development, along with media and social media toolkits for outreach partners. By the end of 2019, the website will also feature resources on how residents can complete the census questionnaire in different formats, how to help others understand their questionnaire, and links to partner websites for local complete count campaigns.

A highlight of the website is the Partner Portal where contracted partners can access documents and collateral that supports their outreach efforts with a cohesive look and feel. This includes downloadable materials produced by the campaign, such as flyers, doorhangers, and other materials that are standardized or can be personalized. The branding guide is offered to assist in co-branding. Contractors may also upload their own collateral to share (following approval by the Census Office). Future developments for the Partner Portal will include technical support for user accounts. It will also include outreach guidance documents for contractors issued by the Census Office.

Social Media and Digital Media

A full suite of new social media accounts, including Twitter, Instagram, Facebook and LinkedIn, that aligns with the new census media campaign and aims to engage and inform the public was launched on October 7, 2019. This will ensure that these social media accounts align directly with the new website brand and messaging. Each of the platforms will reach various different segments of the HTC audiences where they naturally congregate online. The handles are @CACensus for Twitter and Instagram, and @CaliforniaCensus for Facebook and LinkedIn.

The Census Office will continue running the existing social media accounts under the @CACompleteCount handle and will represent the State with contracted partners as an audience. The @CACompleteCount and new @CACensus accounts will both operate as expert voices on the 2020 Census and will regularly interact online via retweeting/reposting, signal boosting one another, and engaging in other organic social media interaction as needed throughout the campaign. This will ensure that the rollout of this campaign is comprehensive, consistent, and avoids redundancies.

The initial digital rollout included a soft media launch to build momentum for the upcoming statewide paid media campaign, set for January 2020. The rollout aims to increase awareness of the new statewide campaign, starting with the [CaliforniaCensus.org](https://www.californiacensus.org) website and social media handles. To support the rollout of the website, the campaign released an inspirational and educational video featuring footage of Census partner teams on the ground and narrated by the Governor to draw attention to the upcoming Census and these new digital properties.

Statewide Outreach and Rapid Deployment and Database Enhancements

The SwORD mapping portal continues to offer enhancements to best serve contracted partners and the goals of ongoing data monitoring for rapid response to achieve a complete count. One of the most recent enhancements is the SMS/Text message tool for contractors to report outreach activities. It will allow them to quickly share outreach activities in a simple, conversational format, which they can update later in SwORD. Like with all new features, the SMS/Text message tool was accompanied by a comprehensive user guide.

The Census Office is supporting users through hosted monthly webinars that include trainings on the latest SwORD features, previews of upcoming developments, as well as a forum for users to ask questions. The webinars held last quarter are summarized below and all prior webinars are available at census.ca.gov.

- On July 23, 2019, the Census Office shared how to enter and edit data in the Structured Planning tool and its best practices; how to view and edit outreach report data; how to upload outreach data using the spreadsheet upload tool; and updates on the Chatbot.
- On August 29, 2019 the Census Office reviewed the new features and maps in SwORD; provided an update on the Political Data Inc (PDI), tool and integration with SwORD; and offered best practices for planning and reporting.
- On September 30, 2019, the Census Office gave an update on the PDI tool and SMS/text reporting and shared best practices for planning and reporting.

In addition, the Census Office is providing SwORD "office hours" on an as-needed basis at the request of contractors. Four individual trainings and two small-group trainings were held to assist with technical questions and to improve users' comfort level with the tool.

The previously announced enhancements to SwORD to help contractors with canvassing, phone banking, and other similar activities is now in a testing phase through the PDI application (app). PDI is developing a census-focused app to provide to contractors that will facilitate outreach data reporting and tracking. Many partners already are familiar with PDI and have indicated in their Strategic Plans their intent to use the tool. The Census Office is working with PDI to determine what adjustments are needed to meet the specific needs for census outreach. Once the beta version is final, anticipated to be no later than November 2019, the trainings will be available and rollout in waves as contractors establish their accounts.

California Housing and Population Sample Enumeration

The California Housing and Population Sample Enumeration (CHPSE) survey, managed by the California Department of Finance's Demographic Research Unit (DRU), will assist with evaluating the State's outreach efforts and improving population counts, which impact resource funding decisions and planning. The State has contracted with the RAND Corporation to conduct the CHPSE survey. The survey has three goals: evaluate the spending and effectiveness of the complete count effort; evaluate the coverage of state and federal administrative and survey data; and provide gold-standard data for developing statewide small area population and housing estimates.

Under RAND's current schedule, CHPSE address canvassing in sample census blocks will take place between early January and March 2020. The main data collection effort for the CHPSE survey will take place between May and August, with more intensive non-response follow-up scheduled for September to October to understand attitudes and behavior related to the census participation. The Census Office, RAND and DRU developed several survey questions specifically designed to help evaluate the statewide census effort and assess people's attitudes toward participating in the 2020 Census. They are also collaborating on solutions with the Census Office to limit confusion for California's residents between the CHPSE and census enumeration.

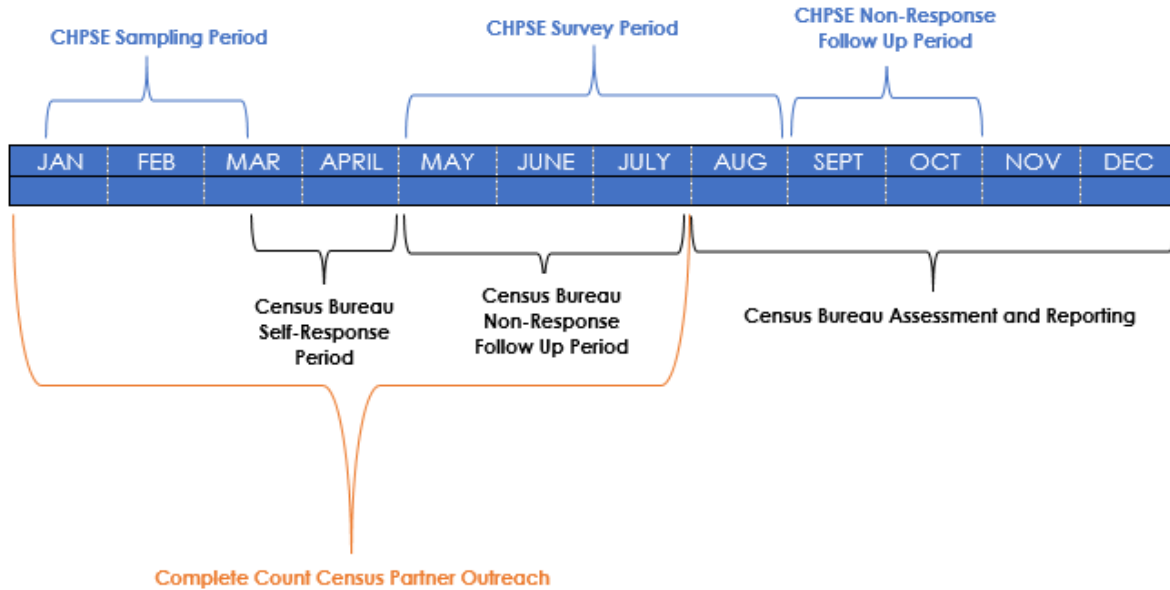
RAND will begin recruiting enumerators in late November 2019 and train them in early January 2020. Address canvassing will be conducted in-person. Prior to starting the process, RAND will verify block boundaries and will update any block maps that have changed since the maps were created.

A smaller group of interviewers will continue to work on the project through October 2020. This group will have special training in convincing people to agree to take the survey and will be tasked with contacting the hardest-to-reach households.

The table below shows the CHPSE total funded amount, expenditures, encumbrances, and remaining available balance.

	Funded Amount	Expended	Encumbered	Available Balance
CHPSE	\$ 5,295,000	\$ 499,929	\$ 4,499,360	\$ 295,711
Total:	\$ 5,295,000	\$ 499,929	\$ 4,499,360	\$ 295,711

The CHPSE field survey timeline in relation to other Census Bureau and contracted partner field activities, is provided below:



Local Update of Census Addresses Appeal

An accurate population count starts with an up-to-date and complete address list. The Local Update of Census Addresses (LUCA) program provides state, local and Tribal Governments with a once-in-a-decade opportunity to update the Census Bureau's address list that is used to conduct the decennial census household enumeration. The LUCA process began in 2017 and a final phase includes an appeals procedure for local governments to contest the data provided by the Census Bureau, which may or may not include all of the data the local government submitted to them. Reasons for excluding addresses may be a substantive contest or due to procedural error. To help ensure the fullest possible participation, the State is prepared to help cover some of the costs associated with filing appeals by allocating \$1 million for this effort. The reimbursement to local agencies will be formula-driven based on the number of appealed addressees submitted for review. While jurisdictions are free to appeal corrections and deletions for any reason, the State appeals process funding is focused on just those appeals that seek to add additional addresses. This allocation is consistent with the State providing some help during earlier phases of the LUCA process. The table below shows the LUCA total funded amount, expenditures, encumbrances, and the remaining available balance.

	Funded Amount	Expended	Encumbered	Available Balance
LUCA	\$ 5,705,000	\$ 5,705,000	\$ -	\$ -
LUCA Appeals	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Total:	\$ 6,705,000	\$ 5,705,000	\$ -	\$ 1,000,000

Other Partners

The Census Office has numerous partners working on outreach and education that do not have a formal contract but provide critical contributions to the complete count effort. This includes, but is not limited to, philanthropic organizations and the Census Bureau.

Philanthropic Organizations

The Census Office is working collaboratively with a number of philanthropic organizations that have partnered to meet a variety of early needs such as informational tool-kits, train the trainer sessions, educational convenings, and local planning sessions. This included active involvement in Statewide Readiness Assessment Convenings and the IPW's.

The Census Office, working with the Governor's Senior Advisor on Social Innovation, continues to meet with foundations to determine the best approaches to coordinate and identify outreach opportunities, share data, and evaluate tactics. Collaborating philanthropic organizations include: the California Census Funders Table (as well as their advocacy arm, the Census Policy Advocacy Network), the League of California Community Foundations, the Funders' Committee for Civic Participation census working group, and other California-based regional foundations.

United States Census Bureau

Close coordination with the Census Bureau regional partnership staff and national decennial leadership is critically important to the success of the complete count effort. Census Bureau partnership specialists assigned to regions in California, as well as key regional Census Bureau leadership, regularly coordinate with the Census Office. Specifically, the Census Office Director communicates directly with Census Bureau Headquarters leadership to raise critical issues including: outreach and canvassing guidance, QAC and QAK guidance, cybersecurity best practices, daily response rate application programming, group quarters enumeration, service based enumeration operations, media and advertising coordination, mis/disinformation rapid response, NRFU projections, and other emerging issues. The Census Office Director will be implementing a periodic call with the Census Bureau's Regional Director to discuss operational issues and timelines for deliverables. The Deputy Directors of Outreach and Statewide Initiatives hold a bi-weekly call with the Census Bureau's regional partnership lead to discuss outreach coordination for California-based partnership specialists.

II. ADMINISTRATION

The \$187.2 million Census funding plan for statewide outreach and coordination includes language for the funding to be spent or encumbered over four fiscal years. As part of staffing the Census Office's operation, the California Government Operations Agency (GovOps) has established an administrative budget unique in nature for this multi-year operation. Administrative costs continue to stay under ten percent of the total budget and plan to remain below ten percent for duration of the Census Office operation. The table below shows the administrative costs for the Census Office's operation.

	FY 17-18*	FY 18-19	FY 19-20	FY 20-21	4-Year Totals
Administrative Staffing	\$ 1,000,000	\$ 1,497,000	\$ 2,075,000	\$ 2,005,000	\$ 6,577,000
Administrative OE&E **	\$ 1,750,000	\$ 1,279,000	\$ 5,267,000	\$ 1,158,000	\$ 9,454,000
Total:	\$ 2,750,000	\$ 2,776,000	\$ 7,342,000	\$ 3,163,000	\$ 16,031,000

*Includes the Administrative portion of the organization and planning appropriation provided through the Governor's Office of Planning and Research.

**The State is funding all costs related to SwORD through the Administrative Budget.

The table below shows the expenditures, encumbrances and remaining balance for the Census Office's operation.

	4-Year Funded Amount	Expended	Encumbered	Remaining Balance
Administrative Staffing	\$ 6,577,000	\$ 2,162,970	\$ -	\$ 4,414,030
Administrative OE&E	\$ 9,454,000	\$ 2,744,301	\$ 4,515,453	\$ 2,194,246
Total:	\$ 16,031,000	\$ 4,907,271	\$ 4,515,453	\$ 6,608,276

California Complete Count Committee

The California Complete Count Committee (CCC Committee) serves as the advisory body to the complete count effort, helping to develop, recommend, and assist in the administration of a Census outreach strategy to encourage full participation in the 2020 Census. The Chair of the CCC Committee, Secretary of State Alex Padilla, continues to emphasize the importance of census participation and promotes the issue throughout the state while the members of the CCC Committee continue to engage stakeholders within their communities.

The CCC Committee will submit its bi-annual report to the Governor by January 1, 2020, that provides details about the activities of, and recommendations by, the CCC Committee in the last six months. The next CCC Committee meeting is scheduled for December 3, 2019, at Fresno State University. Further details about the CCC Committee meetings and current membership can be found at census.ca.gov/committee.

The CCC Committee held their most recent quarterly meeting on September 4, 2019 in Los Angeles. The Committee was briefed on the efforts of the Census Office including an overview of upcoming activities, the new media and public relations contract with Mercury, and an update on the Implementation Plan Workshops and Strategic Plans. The Census Bureau also briefed the CCC Committee on cybersecurity.

In the last quarter, Chair Padilla and many CCC Committee members participated in their regions' IPW's. Their attendance at the events highlight a commitment to the important work underway by contractors, community partners and other stakeholders. CCC Committee members learned about planned activities and also the needs and challenges in their areas. With this information, the CCC Committee members are able to more effectively coordinate within their networks to help reach California's HTC populations.

In addition to attending various events, CCC Committee members documented their influence by providing key contacts within their spheres. For example, one CCC Committee member representing persons with disabilities helped coordinate outreach to numerous organizations serving this HTC population so the organizations' data may be uploaded into the SwORD database and used to help cover possible gaps statewide. Similar efforts by other CCC Committee members will continue in the next quarter.

Staffing and Organization

Since the July 2019 Report, the Census Office has brought on new staff and transitioned current staff to new roles for existing and added positions. The Census Office is working purposefully to identify candidates to fill the remaining vacancies who have the expertise and experience needed for the next phases of the campaign. All of the potential candidates are vetted through the Governor's Appointment Office because they are appointed positions.

The Census Office, with direction from the Governor's Office, recently adjusted the organizational structure to best accommodate current and upcoming workloads following the departure of the Census Office Chief Deputy Director. Of note, the Chief Deputy Director position is now titled "Chief of Staff" and will manage all operations in the Census Office. In addition, a new position was created, titled "Policy Advisor to the Director." The position is intended to work closely with the Director and senior leadership to develop policy recommendations for Census Office programs and operations related to external stakeholders, including the Census Bureau.

The Census Office organizational chart is provided as Exhibit G to this report.

Administrative Support

When the Census Office was first created there was clear need for administrative support to assist with the immediate tasks and growing volume of duties. Filling the Census Office positions reduced that need in early 2019. However, the expanded program opportunities made possible by additional funding led the Census Office to again seek administrative support so that the Census Office can dedicate energy and focus to program deliverables. Two new contracts were executed in late July 2019 to provide the necessary assistance and structure, in addition to the previously established contract.

Public Consulting Group, Inc.

Public Consulting Group, Inc. (PCG) provides the Census Office with project management services, which includes the establishment of a project management organizational structure to support the Census Office as well as development and

management of the Census enterprise-wide project schedule. PCG's project management services include: management of deliverables and reporting on progress; facilitation and support for meetings; management of risks and issues as well as remediation and contingency plans; assistance with resolution of impediments preventing the Census Office from accomplishing its vision; management and development of a decision log; development of communication channels and frequency to ensure statewide teams have the necessary information to execute their responsibilities; and assistance with the development of processes and procedures as well as policy writing.

PCG entered into a contract with the Census Office on July 22, 2019, for an 18-month term with a contract total of \$1.086 million. PCG initial deliverables to the Census Office included an evaluation plan containing risks and issues as well as remediation action plans. On an ongoing basis, deliverables will include weekly activity and monthly status reports.

Qualifications: PCG is a privately held management and technology consulting firm founded in 1986 that helps state and local governments achieve their performance goals and better serve populations in need through industry-leading consulting and technology solutions. With offices across the nation, PCG has operated multiple large-scale project management office projects in 45 states. Over the last several years, PCG has served as an advisor to State-Based Marketplaces and Medicaid agencies as they have developed governance structures, standards, architectural models, policies and procedures to help implement the Affordable Care Act and other healthcare initiatives. PCG has over 2,500 employees worldwide and a Sacramento regional office with over 100 consultants that can be called upon to assist the Census Office.

Experience Performing the Services: PCG has provided project management services for over 32 years on a range of projects related to government system integration efforts. In addition, PCG has provided traditional program and project management services for some of the largest and most complex government information technology solutions in the nation including:

- The over \$10 million California Health Benefit Exchange (HBEX), also known as Covered California;
- The approximately \$1 billion CDCR Strategic Offender Management System (SOMS); and
- The approximately \$40 million State of Wyoming Department of Workforce Services Unemployment Insurance Division Modernization Project.

Project Team Qualifications: PCG has assembled a team of consultants who have project management experience and formulated the team based on the positive working relationship model that PCG consultants established with Covered California leadership in mind. The team model was also developed with the ability to adjust resources based upon the need of the Census Office. The PCG consultants on the team have not only consistently provided project management services, they also have experience in program areas including:

- Planning and implementation (including marketing, communication, etc.), and have trained and supported transitioning leadership of many initiatives;
- Business Process Mapping;
- Project management planning and implementation, including project concept statements, project charters, and project prioritization;
- Outreach initiatives; and
- Supporting executive management.

Richard Heath & Associates

The Census Office contracted with Richard Heath & Associates (RHA) to provide outreach leads and project manager support for outreach initiatives to ensure an accurate and complete count of Californians in the 2020 Census. Contracted dates are from July 30, 2019, to September 30, 2020, in the amount of \$1,785,457.20.

In coordination with the Census Office, RHA is developing tools, strategy documents, standards and processes to support RPM's in meeting performance standards and achieving established outcomes of the outreach campaign through the contracted partners. In-region, RHA team members will work with RPM's and provide support by:

- Identifying program data needed to assess effectively the outreach campaign process;
- Evaluating contracted outreach partners performance using SwORD data
- Attending and supporting Census events, meetings and webinars;
- Working collaboratively with RPM's to identify outreach strategies and best practices for contracted partners and making real-time pivots to maximize the contractors' outcomes throughout the campaign; and
- Assisting with quality assurance activities and review of contractors' invoicing and reporting to ensure program compliance and effectiveness.

Qualifications: Since 1979, RHA has been recognized as a leader in building, executing and supporting customized community outreach, education and engagement strategies and campaigns. A Minority Business Enterprise, RHA is known for connecting hard-to-reach populations to critical resources and programs through integrated campaigns, various messaging channels and a large established network of trusted community partners and messengers.

RHA has developed, managed and supported outreach campaigns and programs. Over four decades, RHA has built a network of thousands of community partners whom it has leveraged and managed to perform micro-local outreach to target populations. RHA's outreach teams mentor partners, connect partners to outreach opportunities, such as public events and pro bono radio advertisements, and monitor their performance and activities. RHA has worked closely with several state agencies on outreach and

education programs and campaigns, including Covered California, California LifeLine and Teleconnect Fund, and California Low-Cost Auto Insurance Program.

Experience Performing Services: RHA has engaged millions of diverse, hard-to-reach, hard-to-move and low-income consumers across California through outreach and engagement strategies; partner support and performance monitoring; ability to reach and influence diverse, low-income, hard-to-reach and hard-to-move populations who are also considered hard-to-count; and general outreach campaign support. Examples of other projects include:

- California Health Benefit Exchange In-Person Assisters Program: Recruited, trained and provided technical assistance to over 900 statewide organizations and 7,000 of their staff to provide outreach and enrollment assistance to consumers.
- California Health Benefit Exchange Outreach and Education Program: Managed 66 funding agreement organizations who reached successfully over 18 million California consumers through outreach and education activities.
- California Department of Insurance California Low Cost Auto Insurance Program: Developed and is implementing a customized outreach and advertising campaign to increase awareness, knowledge and participation. RHA has worked with more than 25 compensated partners and 1,800 non-compensated partners to perform outreach activities, including 1,000 presentations and over 1.1 million collateral placements.
- California Public Utilities Commission California LifeLine Program: Leveraged over 60 local community-based organizations, strategic event presence and a multi-language call center to reach over 1,000,000 Californians and increase awareness and program participation.

Project Team Qualifications: RHA's team is composed regional outreach experts. RHA built this team leveraging existing personnel and proven operational methods. The team's qualifications include:

- Decades of experience recruiting, managing and supporting partner networks who perform outreach and engagement;
- Project and program management support, including development of program documentation, policies, workplans and timelines; and
- Expertise in reaching HTC populations with targeted outreach strategies.

Center for Collaborative Policy

The existing two-year contract with the California State University, Sacramento, Center for Collaborative Policy (CCP) remains \$1.48 million, ending on December 31, 2021. Their activities include facilitation with stakeholder engagement during the statewide convenings and IPW's, Tribal Government consultations, the Statewide Outreach and Communication Strategy (SOCS) report, as well as governance and facilitation support for the CCC Committee.

Statewide Outreach and Communications Strategy (SOCS)

The SOCS report to the Governor details the comprehensive complete count outreach campaign. The SOCS describes the State's steps to coordinate and track its education and communication efforts, and how it is building upon the successes and best practices of prior censuses. It outlines the coordinated messaging and activities throughout the state with regional and statewide partners during progressive phases. A draft of the Interim SOCS was released in March 2019 and presented to the CCC Committee. Since then, significant additions were made including a restructuring to help readers easily understand what is happening and when in their community, region and throughout the state. The Interim SOCS will be released in November 2019 with the final SOCS scheduled for release in Quarter One of 2020.

Transparency, Reporting and Accountability

The Census Office continues its commitment to operating with openness and accountability. This includes regular updates to the state census websites (census.ca.gov, CaliforniaCensus.org) and direct communication with stakeholders in local and Tribal Governments, CBO's, Census Bureau, the Legislature, key partners, and the media. The communication channels and frequency are evolving to meet the various stages of the complete count effort. The Census Office also participates in informational hearings before the Legislative Select Committees on the Census. The Census Office will observe these and other practices to share financial information and key milestones via the website, quarterly reports to the Legislature and bi-annual reports to the Governor. In addition, the Census Office will collaborate with the Office of State Audits and Evaluations for oversight of financial contracts and Census Office resource use.

III. NEXT STEPS

The Census Office will submit its next quarterly progress report to the Joint Legislative Budget Committee, the Assembly Select Committee on the Census and the Senate Select Committee on 2020 U.S. Census in January 2020.

This report is anticipated to include the following updates:

- Summary of Implementation Plan review and analysis;
- Updated schedule for the unallocated funding provided through the 2019-2020 State Budget; and
- Rapid response and crisis communications planning overview.

Pursuant to Section 45, Chapter 53 of Statutes of 2018 (Senate Bill 866; Committee on Budget), this report will also include details on the Census Office's funding and infrastructure actions during the fourth quarter of the calendar year.