

INTERIM Statewide Outreach and Communications Strategy

A Report to the Governor's Office

Prepared by: California Complete Count – Census 2020 Office

Strategy Reflects Information through August 31, 2019

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I. EXECUTIVE SUMMARY

This Interim Statewide Outreach and Communication Strategy (SOCS) details the specifics of the State of California's ambitious and comprehensive complete count outreach campaign to those residents least likely to respond to the 2020 U.S. Census. The SOCS describes the state's innovative steps to coordinate and track its outreach and communication efforts, and how it is building upon the successes and best practices of prior census efforts. It outlines coordinated messaging and outreach activities across the state with a multitude of partners during progressive phases. All of these efforts are focused on educating, motivating and activating all Californians to be counted.

This interim SOCS incorporates key planning and implementation updates as well as feedback from stakeholders.

The 2020 Census offers unprecedented challenges for an accurate and complete count. The introduction of the first online census questionnaire has prompted concerns about cybersecurity and privacy of personal information. Immigrant and undocumented residents may be fearful and reluctant to participate in the census due a continually shifting and contentious political climate. Additionally, the potential for misinformation on social and traditional media platforms may sway many against responding. These present new challenges to a complete count.

California has its own unique challenges in achieving an accurate and complete count. According to data from the U.S. Census Bureau (USCB), California is home to a large multicultural population speaking at least 130 languages, with 18 percent speaking English "less than very well." California contains 12 percent of the nation's population, yet accounts for more than 20 percent of the people living in the nation's hardest to count areas. The consequences of an undercount could result in a potential loss of at least one Congressional seat and billions of dollars in much-needed federal funding for programs that range from transportation and infrastructure to education and social services.

In light of these challenges, state leaders have made an unparalleled commitment to California's Census-related efforts by investing a total to date of \$187 million for the awareness campaign, indicating the critical importance of this decennial count to California.

The California Complete Count – Census 2020 Office (Census Office) is undertaking a 2020 Census strategy that builds on successes and lessons learned from 2000 and 2010 campaigns. It uses data, analytics and technology as its foundation. For the first time, the state will employ an online mapping portal so outreach and messaging partners can easily obtain data to guide outreach deployment and can coordinate and share information. This Statewide Outreach and Rapid Deployment (SwORD) tool provides a statewide platform to focus resources on the hardest-to-count areas and better identify coverage gaps and best practices to fill those gaps. SwORD also helps to ensure state and contractor accountability and transparency about how state funds are spent.

The 2020 outreach and communication strategy is based on methods honed through two previous census cycles. The first strategic component is identifying and reaching the least likely to respond through consistent, coordinated, accessible, and culturally and linguistically appropriate **messaging** that saturates hardest-to-count areas. The next component is extensive **partnering** with community-based organizations, local

governments and community leaders, to deploy **trusted messengers** in trusted places to communicate in a trusted way about the importance of being counted. These partnerships leverage existing networks, relationships and infrastructure. The third component is that the entire program is designed for **accountability and transparency**. The campaign's foundation and supporting structure is the **technology, data and analytics** component that the Census Office and partners use as the basis for decisions and resource allocation.

The state's 2020 Census campaign progresses through four phases, interweaving the strategic components above, to guide messaging and outreach activities that intensify during the enumeration period. The first three phases – *Educate, Motivate, and Activate* – strategically move target audiences toward action. The fourth phase – *Assess and Report* – ensures accountability and sets the stage for the 2030 Census.

Statewide outreach efforts focus locally and regionally on WHERE the most difficult areas to enumerate are based on the state's unique California Hard-to-Count Index or USCB Low Response Scores. In addition, outreach focuses on the demographic populations – the 15 vulnerable populations the state has identified – WHO are least likely to respond. The state's outreach efforts also analyze HOW to reach them through trusted messengers, service providers, cultural and faith-based organizations, employers and other outreach partners who have existing relationships, networks and infrastructure to work with these populations. These elements of the campaign form an integrated, multi-layered strategy, incorporating coordinated activities at local, regional and statewide levels to create a "surround-sound" of 2020 Census messages to reach and motivate those least likely to respond and be counted.

The SOCS details the state's comprehensive plan to work with its various outreach partners, connecting efforts to directly reach those least likely to respond. Foundations, community-based organizations (CBOs), non-governmental organizations (NGOs), government agencies, Tribal Governments and elected officials all form critical partnerships and help leverage existing networks, resources, and expertise. This multilayer approach blankets the state with a relational infrastructure by incorporating grassroots and grassroots organizers to adapt messaging and outreach strategies in real time, based on emergent data and need.

The state's strategy includes investing in CBOs and local governments with effective on-the-ground outreach, both regionally and statewide, in various sectors and specific demographic populations. To ensure accountability and transparency, the state has contracted with many of its regional and statewide partners, requiring Strategic Plans, detailed Implementation Plans, Quarterly and Final Reports as part of the contract requirements.

Additional regional and statewide partners are not under state contract, including Local Complete Count Committees (LCCCs), foundations, non-contracted NGOs and CBOs, grassroots groups and community leaders, and volunteers. These partners also play important roles in working toward a complete count through communication, education, networking and outreach.

The Census Office divides California into ten census regions, each reflecting well-established communities of interest, similar demographics and hardest-to-count characteristics. In each region, the Census Office has hired a Regional Program Manager

(RPM) and contracted with one community-based organization to serve as that region's Administrative Community-Based Organization (ACBO). RPMs help coordinate outreach and messaging activity, serve as a local state census support presence within that region, and work directly with counties, many of which have also contracted with the state to undertake outreach and messaging activities. ACBOs take the lead in organizing and overseeing robust outreach, coordinating with partners and other contractors in that region. Regional partners and contractors include, but are not limited to, local complete count committees (LCCCs), counties, county offices of education and cities.

Statewide collaborators and contractors include partners with reach into specific demographic communities and populations that may not otherwise receive important census messaging. Integral to the statewide strategy are statewide CBOs; sector partners in health, labor, faith, business, entertainment and rural communities; schools and higher education institutions; adult and migrant education programs; Native American and tribal partners; statewide public relations and media experts; Legislative district staff and Congressional staff; local elected officials; and the California Complete Count Committee comprised of leaders from business, non-profit and state entities.

In addition to the collaborative work described above, the strategy includes a vigorous paid media campaign and supports a coordinated effort to educate and drive a complete 2020 Census count among California's vulnerable populations. This is done by amplifying statewide and regional outreach efforts and messaging, using a combination of culturally and linguistically competent owned, earned, and paid media. It includes an emphasis on local ethnic media in traditionally undercounted areas and within vulnerable communities.

The Census Office promotes collaboration and communication among its partners to ensure that all outreach efforts complement one another. It seeks input and provides recommendations on messaging, language and communication access for those who are traditionally undercounted. Messaging impacts response rates. The goal of the SOCS document is to provide a clear, high-level overview of the activities and efforts undertaken by the Census Office and lays out the specifics of the campaign to all audiences.

II. INTRODUCTION

An accurate count of the California population is essential for Californians to receive their equitable share of federal funds and political representation. It plays a vital role in many areas of public life, including important investments in health, education, housing, social services, highways and school lunches. Without a complete count in the upcoming 2020 U.S. Census, our state faces a potential loss of at least one Congressional seat, and billions of dollars in much-needed federal funding. An undercount of California in 1990 cost state residents an estimated \$2 billion in federal funding. Only with a complete count will California receive the share of federal representation and funding the state deserves.

California is one of the hardest states to count. California is home to 12 percent of the nation's population, yet accounts for more than 20 percent of the people living in the nation's hardest-to-count areas, based on a USCB metric. California's unique diversity, large population distributed across both urban and rural areas, and sheer geographic size present significant barriers to achieving a complete and accurate count. The state's population is more racially and ethnically diverse than ever before, with about 18 percent of Californians speaking English "less than very well," according to recent Census Bureau estimates. Because Federal 2020 census questionnaires will cover only twelve non-English languages and official language guides cover only 59, including American Sign Language, many Californians may be unable to access a Census questionnaire or written guidance in a language they can understand. In order to earn the trust of California's most vulnerable populations, it is critical that media and trusted messengers communicate with them in their primary language in accessible formats.

The potential loss of representation and critically needed funding could have long ranging impacts for the state and its residents. The high stakes and formidable challenges make this California Complete Count Campaign the most important to date. The 2020 U.S. Census will bring an unprecedented level of new challenges to all states, beyond the California-specific hurdles discussed above. Among the nationwide challenges: for the first time, the Census Bureau will ask the majority of Americans to complete the census survey online, rather than on paper. While, in the long run, this may reduce costs and increase participation, its impact is unknown, and it may substantially change how many people respond to the census. In addition, the current political climate, growing distrust of government, and rising concerns about privacy may discourage people to open their doors, or computers, to complete the questionnaire. Federal immigration policy as well as the months-long controversy over adding a citizenship question to the census may deter households with mixed documentation status, recent immigrants and the undocumented from participating.

To prepare for the unique challenges of the 2020 Census, in 2017, California leaders and advocates reflected on lessons learned from previous census efforts and launched development of a high-impact strategy to efficiently raise public awareness about the upcoming Census. Subsequently, the state established the California Complete Count – Census 2020 Office (Census Office) and has subsequently invested a significant sum for the statewide strategic campaign.

The campaign's **Mission:** Ensure that Californians get their fair share of federal resources and Congressional representation by encouraging the full participation of all Californians in Census 2020. The campaign's goal is to advocate California Census 2020 participation

to ensure everyone is counted once, and only once, in the right place. The tactics through which the campaign will employ will be as follows:

- Work through trusted messengers to educate, motivate, and activate California's hardest-to-count populations.
- Provide effective and efficient outreach and deployment efforts through accountable and transparent spending and operations.
- Leverage technology for partner collaboration and communication.

This campaign is designed to inform and spur Californians to respond to the upcoming Federal 2020 Census. It relies heavily on grassroots messaging and outreach to those least likely to fill out the questionnaire. It partners with community leaders, local organizations, and ethnic media, trusted in their communities to deliver trusted words and offer trusted places. The state interweaves consideration of these communities' communication needs throughout the Census outreach and communications strategy, at both the statewide and regional levels. The campaign will first Educate, then Motivate, and during the census response period, Activate Californians to fill out their Census form.

A major element of that campaign is the Language and Communication Access Plan (LACAP), which the Census Office developed to ensure that language and communication access is linguistically and culturally appropriate and provides equal and meaningful access to California's vulnerable populations.

The Census Office developed a Language and Communication Access Plan (LACAP) that aims to ensure that language and communication access is linguistically and culturally appropriate and provides equal and meaningful access to California's vulnerable populations. The Census Office defines language and communication access as equal and meaningful access for Limited English Proficient (LEP) individuals and people with disabilities in their primary language and in accessible formats.

The Statewide Outreach and Communication Strategy (SOCS) lays out the specifics of the campaign. The initial draft SOCS was submitted March 6, 2019. This **September 2019 Interim SOCS** solidifies the state's strategic direction, and incorporates key planning and implementation updates provided by the Census Office and its various partners. It reflects the baseline as of August 31, 2019 upon which the Census Office will describe, track and measure its outreach and communication efforts to communities with historically low Census response rates.

The **Final Census 2020 SOCS**, informed by fully-developed and approved outreach and messaging plans, will be publicly available in 2020. The Final SOCS will detail the strengths of the campaign and assess the responsiveness of the state's various tactics, as at that time all components of the campaign will be implemented and active.

A Glossary of descriptions of terms specific to the SOCS and an explanation of common Census-related acronyms is included in Appendix A.

III. OVERVIEW

A. The State's 2020 Census Commitment

In response to the range of unusual challenges facing the state's 2020 Census awareness campaign and the extraordinary need to ensure that California is not undercounted in 2020, Governor Edmund G. Brown, Jr. issued an Executive Order (B-49-18, see Exhibit B) on April 13, 2018, establishing California's Census 2020 initiative.

Additionally, state leaders made an unparalleled commitment to California's Census-related efforts by investing \$100.3 million toward outreach and communication 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 Legislature allocated an additional \$30 million to enhance efforts even further, bringing the total to \$187 million.

With the resources and funding provided by state leadership, the Census Office has developed an ambitious, intensive and collaborative outreach and communication campaign. Its focus is to reach and activate historically-undercounted populations throughout California.

B. Campaign Tactics

The Statewide Outreach and Communication Strategy encompasses several components, including:

1. **Messaging and communication** that is linguistically and culturally congruent and encourages all Californians to fill out the 2020 Census questionnaire.
2. **Partnering for outreach** with community-based organizations, local governments and trusted messengers, leveraging and coordinating those partnerships for outreach. The extensive outreach campaign spreads into the grassroots through each of the 10 regions of the state. Statewide outreach efforts that put a targeted focus on vulnerable communities and leverage existing networks, relationships, and infrastructure to communicate with sectors such as health care, education, business, and faith-based organizations will complement this local emphasis.
3. Conducting that messaging and outreach using systems and structures carefully designed to support **accountability and transparency**, including contracts with oversight and trackable spending, operations and results.
4. A system of **technology, data and analytics** to inform resource allocation and connect Census Office staff and partners with each other and with the data needed for decision-making.

Campaign Focused on Those Least Likely to Respond in Hardest-to-Count Census Tracts

To focus on the areas of greatest need and use its resources most efficiently, the state campaign devotes outreach attention and resources on Californians who are **least likely to respond** to the census without specialized outreach and assistance. The campaign uses census data to identify where these residents are – those hardest-to-count neighborhoods that include higher percentages of renters, children under 5, people living near or below the federal poverty level, those with limited English proficiency and other characteristics.

There are multiple metrics used to identify these census tracts and block groups. The Census Bureau **Low Response Score (LRS)** seeks to predict the percentage of households in a census tract or block group that will not self-respond to the census. The metric incorporates more than two dozen variables in a statistical model that was used to best predict the mail return rate of that area in the 2010 census.

The LRS is a valuable metric, but in California, with its great size and diversity, the state has found it helpful to develop a **different metric to identify the hardest-to-count areas in 2020**. It incorporates the latest American Community Survey estimates as well as data from the California Public Utilities Commission. It is called the **California Hard-to-Count Index** or **CA-HTC Index**. See Table 1: CA-HTC Index below for a description of all 14 variables the CA-HTC Index reflects, and further information about the Index.

Another metric used to identify groups who may be correlated with lower census self-response rates is **vulnerable populations located in the HTC areas**. The Census Office has identified these 15 demographic groups who warrant focused messaging and outreach attention, and has contracted with organizations, called statewide CBOs, that have established relations with one or more of these populations and can provide targeted outreach to these communities. See the sidebar for a list of the 15 vulnerable populations.

California's 15 Vulnerable Populations

These groups, the focus of statewide outreach campaigns, may or may not reside in HTC census tracts.

- Latinos
- African-Americans
- Native Americans and Tribal Communities
- Asian-Americans and Pacific Islanders (API)
- Middle East and North Africa (MENA)
- Immigrants and Refugees
- Farmworkers
- People with Disabilities
- Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+)
- Seniors/Older Adults
- Individuals and Families experiencing homelessness
- Children under 5
- Veterans
- Areas with low broadband subscription rates and limited or no access
- Households with limited English proficiency

Table 1: CA-HTC Index

The California Hard-to-Count Index (CA-HTC Index)

The state created a California-focused metric modeled on the U.S. Census Bureau's Hard-to-Count Score of past censuses.

It reflects 14 different demographic, housing and socioeconomic factors correlated with an area being difficult to count. Census tracts with higher CA-HTC indexes are likely to pose significant challenges to enumerate in 2020, while tracts with lower indexes should be easier to count.

The 14 CA-HTC Index Variables

Percent of households without broadband subscriptions:

More than 10 million California households will be asked to complete the census online. Some outreach efforts will be online, as well. A household without a broadband subscription is less likely to know about the census and more likely to fail to fill it out.

Percent of households that are non-family: Non-family households generally involve multiple roommates. The household member completing the census form might forget to include some of these people.

Percent of occupied housing units that are renter-occupied: This factor is among the strongest hard-to-count indicators. Renters move more often and have a greater chance of being missed during the census-taking process.

Percent of housing units that are vacant: Vacant housing units change status quickly. Units considered vacant by census takers could be occupied April 1, 2020.

Percent crowded: Defined as the percent of occupied housing units with more than 1.5 people per room. Occupants of crowded households are more likely to be left off census forms. Also, the person completing the form may omit other residents if the household exceeds landlord or government limits.

Percent of population that is foreign-born: People who are born in other countries are less likely to be familiar with the Census. Some also are not citizens and may fear the consequences of revealing their presence and legal status to the government.

CA-HTC Index Factors

1. % of households without broad-band subscriptions
2. % of households that are non-family
3. % of occupied housing units that are renter-occupied
4. % of housing units that are vacant
5. % crowded
6. % of population that is foreign-born
7. % of adults (25 or older) who are not high-school graduates
8. % of population with income below 150% of poverty level
9. % of households receiving public assistance income
10. % of persons (ages 16 or older) unemployed
11. % limited-English households
12. % of persons who moved from outside county in past year
13. % of population under 5
14. % of total housing units with three or more units in a multi-unit structure

Percent of adults 25 years or older who are not high-school graduates: Non-high school graduates are less likely to be engaged in civic affairs and more likely to be working multiple low-wage jobs that leave little spare time for completing census forms.

Percent of population with income below 150% of the poverty level: Multiple issues increase the odds of an undercount among the poor. They tend to be renters. Administrative records to supplement the census, such as tax returns, may be incomplete for this group. They also are less likely to have internet access.

Percent of households receiving public assistance income: People may be reluctant to share their true household size because the information may contradict government assistance records. They are likely living near or below the poverty line.

Percent of persons 16 years or older who are unemployed: Unemployed people spend much of their time looking for a job. They also might be homeless or living an unsettled lifestyle.

Percent of limited-English households: The percent of households in which no person age 14 years or older speaks English very well. People who don't speak English well will have trouble understanding census materials, including the rationale for the census.

Percent of persons who moved from outside the county in the past year: Recent arrivals likely have little connection to local civic affairs. Proxy information and administrative records about this population will be more difficult to come by.

Percent of population under 5 years old: More children are living in complex family situations, such as shared parental custody or with a grandparent, increasing the chances they will be left off the census form. Some new parents mistakenly believe the census incorporates birth records.

Percent of total housing units with three or more units in a multi-unit structure: There could be a fence or gate around these types of buildings, hampering census workers' non-response follow-up. Individual units may not have addresses, skewing non-response data.

For more information on the CA-HTC Index, see <https://census.ca.gov/california-htc/>.

C. Data-Driven from the Start: SwORD and Data Analytics through the CA-HTC Index

The foundation of California's ambitious Census 2020 strategy are data, analytics and technology tools.

An online platform serves as the effort's central nervous system, gathering and sharing information to allow the Census Office and its partners to coordinate and fill identified gaps in Census outreach efforts. Data analysis about the state's large, diverse population and its significant enumeration challenges underlies the state's census planning. The Census Office distributed outreach and communication campaign resources based on data analysis identifying those areas of the state likely to have the greatest census challenges.

D. Resources for the Census Campaign

The Statewide Outreach and Rapid Deployment (SwORD) Online Mapping Platform

A key CA Census 2010 finding was the need for greater coordination and information-sharing between the state and its outreach and messaging partners. In response, the state contracted with ESRI, a leading company in geographical information systems (GIS) mapping and spatial analytics technology, to develop and launch SwORD, an online platform where the Census Office and partners can share information, collaborate on outreach approaches and coordinate efforts.

SwORD is the state's primary 2020 Census outreach database and houses a wide variety of maps and data about traditionally hardest-to-count areas and the populations within them. SwORD includes tools partners can use to target outreach efforts and plan activities including canvassing, events and place-based support such as Questionnaire Assistance Centers (QACs). Partners will provide data on covered census tracts or block groups, outreach locations, and activity outcomes, so the state can monitor work being conducted. In particular, the Census Office and partners will be able to identify gaps in coverage and take corrective steps. During the census response period, SwORD will allow outreach teams to monitor for rapid response and deployment to work toward achieving a complete count. In addition, SwORD will support Census Office success metrics, identify best practices to disseminate statewide, ensure accountability, and evaluate how contractors spend state money.

The California Hard-to-Count Index

The **California Hard-to-Count (CA-HTC) Index** is based on 14 demographic, housing and socioeconomic variables correlated with an area being difficult to enumerate. Census tracts with higher CA-HTC indexes are likely to be places that will pose significant challenges to enumerate in 2020, while tracts with lower indexes should be easier to count. The index allows the Census Office to focus on neighborhoods where the Census

Bureau is more likely to miss people. The state has used data derived from the CA-HTC Index as a key factor guiding the distribution of approximately \$60 million in outreach funding to date. Crafted by the Department of Finance Demographic Research Unit as a California-focused metric, the CA-HTC Index is modeled on the Census Bureau's Hard-to-Count Score of past censuses, incorporating additional local sources of data.

The Census Office has made available a public version of the CA-HTC Index interactive map, so the public can quickly learn about hard-to-count characteristics in different parts of the state. See <https://census.ca.gov/HTC-map/>.

Funding

The state's substantial investment for 2020 Census outreach indicates the critical importance of this decennial count to California and underscores a state history of obtaining results from careful investment. After an investment in 2000 of \$24.7 million and an outreach effort with a staff of 55, the state saw a five percent increase in census response. Ten years later, in the depths of the recession, the state could only allocate \$2 million and a five-member staff to Census outreach; response dropped three percent. Responding to the unprecedented threats in 2020 to a California complete count, the state has so far allocated the largest amount of funding to date for a census campaign, \$187 million, to an effort that will be staffed by 36 people and numerous contracted partners. The table below lists funding, staff and resulting counts for each of the state's census campaigns.

Table 2: *California's Investment in a Complete Count :*

| Census Year | 1990 | 2000 | 2010 | 2020 |
|-------------------------------|------|---------|------|----------|
| Budget Dollars | 0 | \$24.7M | \$2M | \$187.2M |
| Staff Numbers | 0 | 55 | 5 | 36 |
| Mail-back Response Rate (MRR) | 65% | 70% | N/A | # |
| Mail Participation Rate (MPR) | N/A | 76% | 73% | # |
| National MPR/Self Response | N/A | 72% | 74% | # |

The table compares, as of September 1, 2019, financial and staff investments in census efforts and resulting California counts for four censuses. Measures for counts include, for 1990 and 2000, the Mail-back Response Rate (MRR), which included all questionnaires sent back from physical addresses, whether they were received or not. The Mail Participation Rate (MPR) for 2000 and 2010 shows the percentage of forms mailed back by households that received them, excluding those marked "undeliverable."

Figure 1: 2020 Census Funding Allocations

Image Description: A pie chart that depicts funding allocations by category, as follows:

| | |
|--|--------------|
| Administration | \$16,031,000 |
| California Housing and Population Sample Enumeration (CHPSE) | \$ 5,295,000 |
| Local Update of Census Address | \$ 5,705,000 |
| Media Campaign | \$47,500,000 |
| Outreach | \$84,700,000 |
| To Be Allocated | \$28,000,000 |

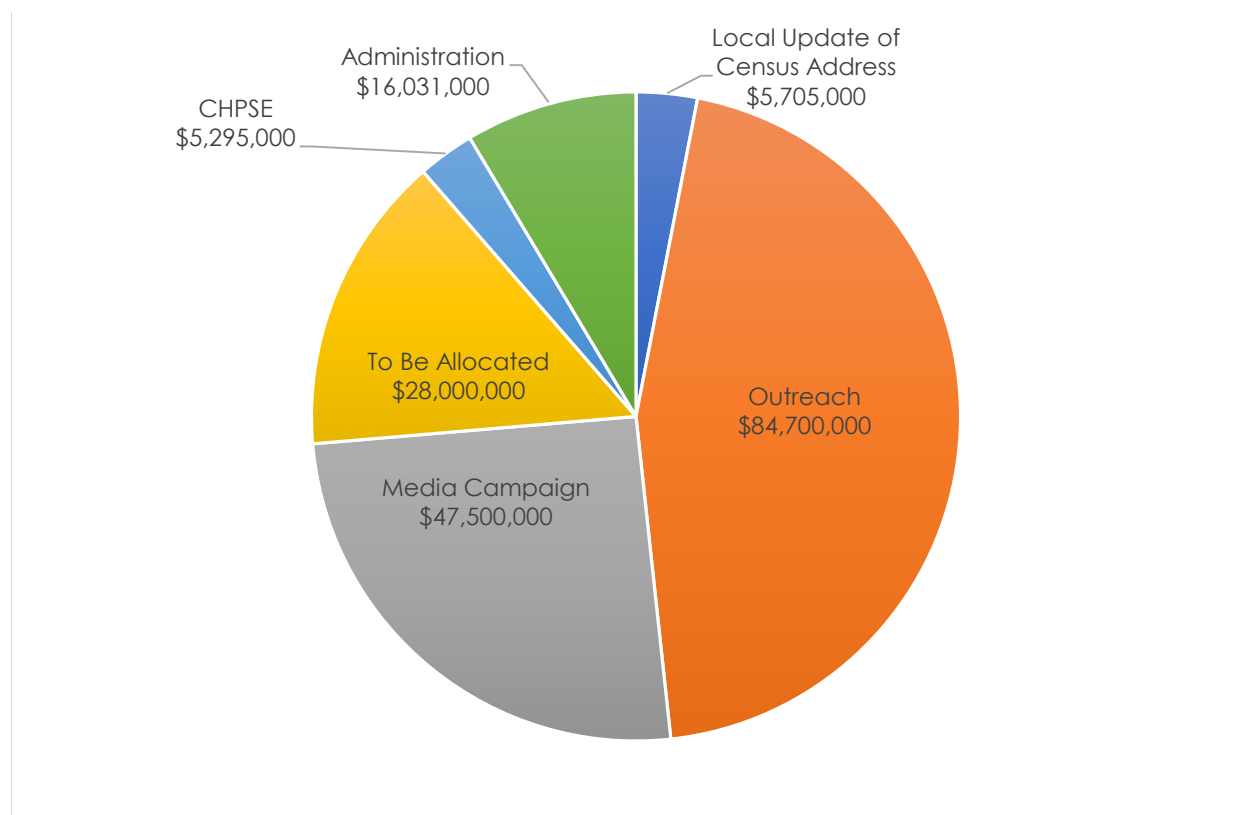
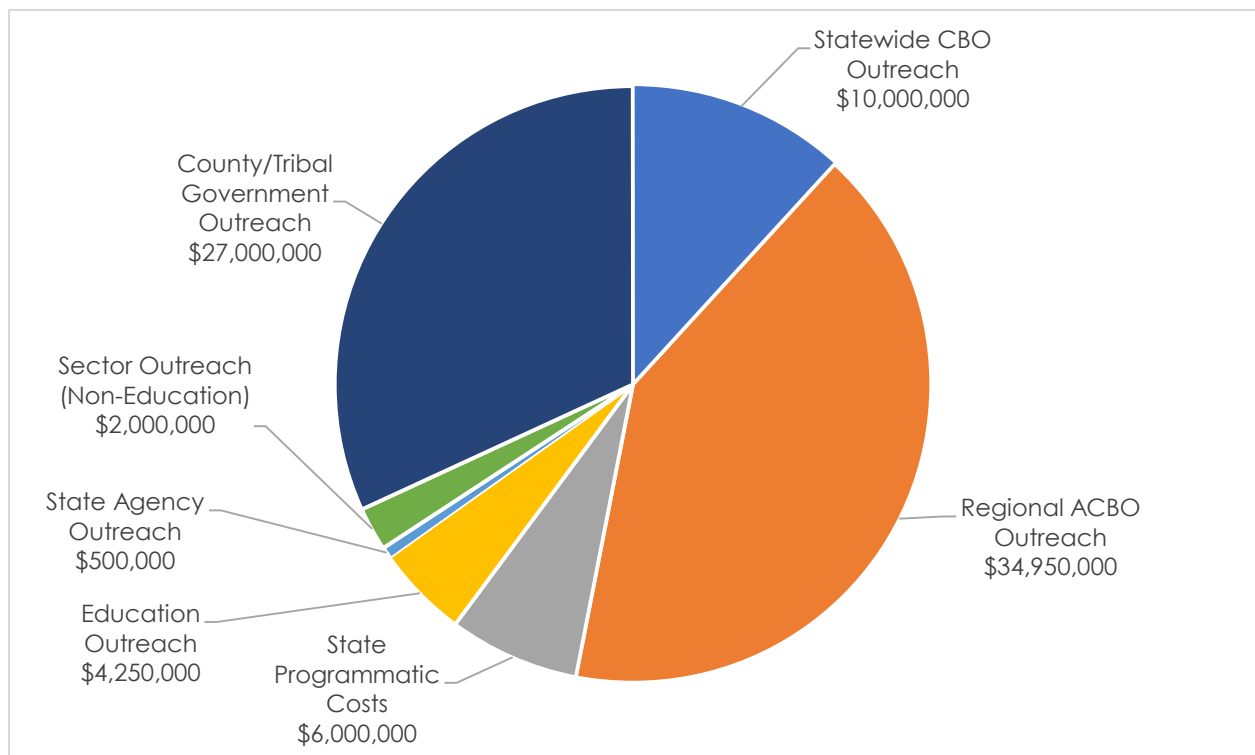


Figure 2: Breakdown of Outreach Funding Allocations

Image Description: A pie chart that depicts funding allocations by outreach category, as follows:

| | |
|-----------------------------------|--------------|
| County/Tribal Government Outreach | \$27,000,000 |
| Education Outreach | \$ 4,250,000 |
| Regional ACBO Outreach | \$34,950,000 |
| Sector Outreach (Non-Education) | \$ 2,000,000 |
| State Agency Outreach | \$ 500,000 |
| Statewide CBO Outreach | \$10,000,000 |
| State Programmatic Costs | \$ 6,000,000 |



Significant portions of state funds are being distributed and spent at the local level.

As mentioned above, the CA-HTC Index has helped guide the distribution of approximately \$60 million in outreach money so far. Fall 2018 allocations to the 10 regions, each overseen by an ACBO, and to most of California's 58 counties, were distributed based on their estimated share of the approximately 11.1 million people statewide who lived in census tracts with a CA-HTC Index of 57 or above (roughly the top one-third of tracts). Counties with no, or relatively few, of these "hardest-to-count" residents received allocations based on their most recent Department of Finance population numbers.

In addition, data helped allocate census outreach money to California's school districts, reflecting districts' share of students enrolled in Title I (low-income) schools and Title III (English-learning and immigrant students) students.

For additional budgetary and expenditure information, see Appendix C, the latest quarterly Progress Report to the Legislature, dated July 25, 2019.

E. Staff & Organization

As noted above, statewide outreach and communications work is accomplished by a fulltime staff in the Census Office working with a range of contractors. The 2020 Census Office staff was originally placed in the Department of Finance, Demographic Research Unit and then moved to the Governor's Office of Planning & Research, before finding a home in the Government Operations Agency. The Census Office falls within the Government Operations Agency because its expertise in contracting, technology and oversight syncs best with an ambitious census outreach effort.

The Census Office is headquartered in Sacramento, and because of the geographic size of the state and scope of work that needs to be completed to ensure a successful count, it has established outreach offices in Los Angeles, San Diego, Fresno, and Oakland.

The Deputy Secretary of Census from the Government Operations Agency, the Director of the Census Office and the Chief of Staff direct the activities of the state's program. They are supported by a small staff along with contract employees to handle the day-to-day operations of the program.

The Outreach program is overseen by a Deputy Director of Outreach. For the purpose of this important work, the state has been divided into ten regions staffed by Regional Program Managers (RPM) and Regional Program Associates (RPA). Further, each region reports to either a Northern, Central or Southern California Lead RPM.

The Deputy Director of Statewide Initiatives oversees strategies and efforts at the state level. These include tribal affairs, education, language access, state agency and sector outreach. Each of these specialty subject areas is led by a manager with expertise in the related field.

The media and public relations contract is managed by the Deputy Director of External Affairs and Media Relations assisted by a communications team. This team consists of an Assistant Deputy Director, Public Information Officers, a Communications Specialist and a Webmaster. The communication team also manages the department's website, social media accounts and media inquiries.

The Assistant Director of Legislative Affairs works closely with legislators and their staff to keep them informed of the Census Office's activities.

The administrative functions of this program are managed by the Assistant Director of Administration and a team of budget and contract specialists. This team manages the Census Office's budget, takes care of personnel matters, processes all payments to contractors and vendors and ensures the office runs smoothly.

The Census Office is also supported by contract employees. In addition to ESRI who developed the SwORD platform, the Census Office has contracted with Public Consulting Group (PCG) and Richard Heath and Associates (RHA) to provide support for the office

in a variety of ways. PCG provides project management and other process-related support for the Census Office while RHA provides support to the Outreach team in the field.

See Appendix D for the Census Office organization chart.

F. Accountability, Transparency and Metrics.

Accountability

In addition to being financially accountable, the Census Office holds itself and its partners answerable for delivering results through contracts that ensure accountability for delivering services and transparent commitments. The Census Office has executed contracts with a significant number of partners, including CBOs, local governments, and media organizations.

Contracts enable the state to oversee prudent expenditures and to quantify outcomes. The audit system in place serves to promptly identify any need for change.

SwORD will play a significant role in tracking and ensuring accountability of these contracts. Contracted partners will use the platform to develop their state-funded outreach plans and submit activity reports.

Transparency

The Census Office is fully committed to transparent operations. State leaders have made a significant financial investment to encourage full participation among California residents in the 2020 Census. The goal of transparency is to build trust and confidence among elected officials, partners and the public that the investment is being managed well and will deliver intended outcomes.

The Census Office employs a multifaceted approach to ensure information, such as key milestones and financial reports, is available and current. The approach includes:

- Reporting quarterly to the Legislature on expenditures and accomplishments.
- Regularly updating the website at www.census.ca.gov. The Census Office posts financial information, key milestones, quarterly reports to the Legislature, and bi-annual reports to the Governor.
- Communicating directly with stakeholders and partners in local and Tribal Governments, the Legislature, CBOs and the media.
- Participating in informational hearings before the Legislative Select Committees on the Census.

Metrics

The Census Office is currently defining the metrics that will be the most effective to track as a measure of success. As we transition into the Activate Phase, it will be critical to determine how we evaluate progress and assess resource needs. The Census Office will collaborate with partners to understand their Implementation Plans, and identify the gaps that require additional funding to bolster outreach efforts. Collectively, the Census

Office and partners will work together to monitor goals, objectives and metrics to ensure that performance is tracking towards full participation in Census 2020.

IV. STRATEGIC APPROACH

The 2020 SOCS is based on methods honed through two previous decennial census cycles. It is founded on a practice of leveraging and expanding conduits and networks of trust, and on communicating with people in a way they can hear and understand: in their language, and in an accessible format. Its phased approach – Educate, Motivate, Activate – strategically moves its target audience toward action. Its four strategic components are interwoven to strengthen and reinforce a network of “surround-sound” messages, touches and support.

While the CA Census has learned much from the past efforts, a new and unique variable must be taken into consideration for the 2020 Census – the Internet. For the first time ever, citizens will be able to complete their census forms online and, given the depth of broadband penetration in many parts of the state, we can reasonably expect that most Californians will take advantage of this option.

Building on Best Practices and Lessons Learned

California enters the challenging 2020 Census environment with the benefit of being able to incorporate and build upon best practices and lessons learned in successful state campaigns from the 2000 and 2010 censuses. Specifically, the 2020 outreach campaign integrates recommendations from the 2010 campaign, including creating an online platform to support decision-making and information sharing among state staff members and campaign partners.

The essence of those lessons is that it takes a grassroots approach through direct contacts with residents and communities to reach and encourage those least likely to respond to the census. The 2020 approach relies on the trust and networks already built with and within these communities and speaks to these individuals in languages they understand, and in ways that are culturally competent so they can hear messages that resonate and receive the support they need to fill out the census questionnaire. Culturally appropriate messaging must align and connect to people's value systems, and communicates that the census campaign both appreciates and understands what matters to people. Messaging shares how an accurate census count will advance pieces of our social and physical infrastructure that are of deep importance to our target populations. This grassroots outreach will be targeted through data analytics and mapping technology to guide and focus outreach investments in census tracts and populations least likely to respond, and inform the distribution of funding regionally.

As in previous campaigns, the state's efforts are designed to supplement and complement the work of the U.S. Census Bureau, which is responsible for the actual census enumeration, and related data management, and operates its own extensive outreach efforts. Lessons learned in 2000 and 2010 showed that one of the biggest challenges is the coordination across partners both state funded and privately funded. In 2010, the philanthropic sector played a huge role due to the lack of state funding. For 2020, the Census office is actively coordinating with the Census Funders Table at both the state and national level. Sharing of data on outreach efforts and funding investments is an integral part of the coordination and partnership. Use of technology will allow better and real-time coordination during planning and deployment efforts. Through collaboration and coordinated efforts, the state will enhance efficiencies and avoid

duplicating work the Federal government is already undertaking and to effectively deploy targeted outreach efforts among our partners

Working in a Trusted Way

A key strategy of the outreach campaign is to build on and expand trust through **trusted messengers**, **trusted messaging**, and **trusted places** to learn about and fill out the 2020 Census form. Trusted messaging is communicated by trusted partners at trusted places (e.g., church, library, or local media outlet). Whether delivered in person, online, over the airwaves, on signs, or on paper, the messaging is developed with the receivers in mind, in the language they are most comfortable with, in a way that is easy to access and that resonates with them.

Trusted Messengers and Trusted Messages

Trusted messengers are people whom vulnerable populations consider credible and reliable sources of information. Trusted messengers have spent years building relationships within their communities earning integrity and respect. They understand their community and know what trusted messages will resonate. Examples are librarians, faith-based leaders, and community or neighborhood leaders. The campaign also seeks to involve local and ethnic media and other trusted sources of information.

For the purposes of the outreach campaign, trusted messengers include contracted partners who will be conducting outreach directly to both grass-tops leaders of communities and grassroots community members themselves.

Trusted Places: QACs and QAKs

Part of California's statewide effort to make completing the census form approachable, easy and expedient is to provide and publicize accessible and friendly locations for getting in-language information, and/or for getting online or on the phone to answer the census questionnaire. QACs and Questionnaire Action Kiosks (QAKs) will be placed in the geographic and demographic communities most at risk of being undercounted. Locations may include libraries, senior centers, local schools and Women Infant and Children (WIC) Centers. The Census Office is coordinating with the Census Bureau to enact cybersecurity and protective technical specifications before proceeding with development of QACs.

- **QAC:** A QAC is a physical location staffed with trained and linguistically competent individuals who can answer questions about how to complete the census questionnaire in person, online, and over the phone. Each QAC will have equipment such as a tablet, computer, laptop, or other device, that connects to a secure Wi-Fi and allows for confidentiality of data input. QACs will be accessible to those with specific language or accessibility need. The Census Office is looking at the possibility of providing "QAC in a box," a prepackaged QAC set-up kit, which may include banners with "Fill out Census Questionnaire Here" messaging, and language guides (from the US Census Bureau).
- **QAK:** A QAK is a standalone, unstaffed kiosk that provides confidential online methods for the public to fill out the census form, through a tablet, computer, laptop or other device connected to a secure Wi-Fi.

An Integrated and Multi-Layered Campaign

The state's outreach campaign has multiple individual components. The Census Office integrates and coordinates them to create a tightly woven blanket of coverage, focusing in a two-pronged approach:

- **Where** the census tracts that have high Hard-to-Count Index rates and low response scores are, and;
- **Who** are those least likely to respond.

The outreach effort – the **how** part of the campaign – is multi-layered among different types of partners, incorporating coordinated activities at the statewide and regional levels, in the air through media and on the ground through person-to-person interactions. This approach creates a “surround-sound” of 2020 Census messages, to support, reach and motivate the hardest-to-count to decide and act to be counted. It is an enormous statewide effort, seeking a vast number of “impressions.” In 2000, the state tracked more than 500 million impressions, via media, government agencies and place-based census assistance centers.

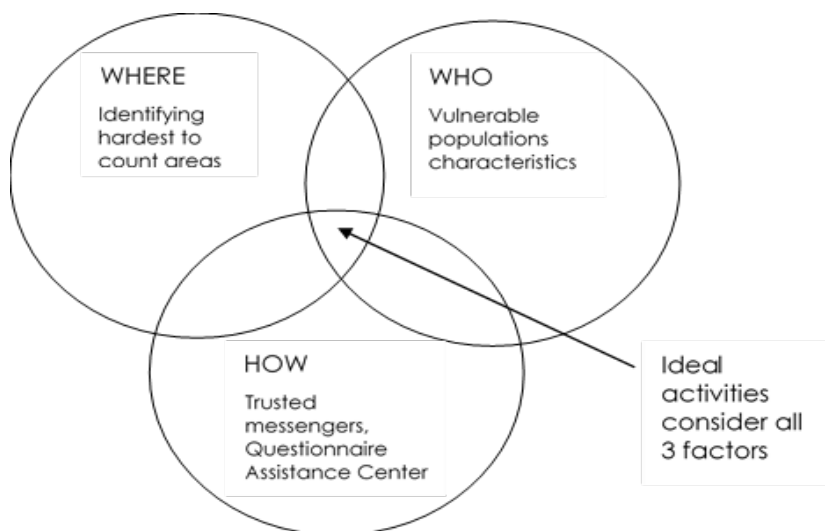
The state is building a formidable infrastructure of CBOs, philanthropic organizations, counties, cities, tribal governments and grassroots organizations as well as sector-focused organizations that work together to encourage those least likely to respond to fill out the Census questionnaire. Through collective and coordinated action, these organizations can strengthen and deepen their impact.

SwORD, an online information-sharing hub, supports the coordination and decision-making for this complex effort for the Census Office and partners.

Each of the four components of the outreach and communication strategy is discussed in more detail in the following sections.

Figure 3: Ideal Combination to Identify Approach for Outreach Activities

Image Description: A Venn Diagram showing overlap between Where (identifying hardest-to-count areas), Who (vulnerable population characteristics) and How (trusted messengers, Questionnaire Assistance Centers) with the shared area between the circles indicating that ideal activities consider all three factors



A Campaign of Four Phases

California's 2020 Census campaign effort progresses through the four phases below:

Table 3: Detail of Census Effort in Phases from 2017 – 2021

| | | |
|----------------|--|------------------|
| Phase 1 | Convene, Collaborate, Capacity Build <ul style="list-style-type: none">• July 2017 - December 2018 | 2017-2018 |
| Phase 2 | Educate and Motivate <ul style="list-style-type: none">• 2a) Educate: January – June 2019• 2b) Motivate: July – December 2019 | 2019 |
| Phase 3 | Activate <ul style="list-style-type: none">• 3a) Pre-Census Questionnaire: January – March 11, 2020• 3b) Census Self-Response, Be Counted: March 12 – April 20, 2020• 3c) Non-Response Follow-up, <i>It's Not Too Late</i>: May 1 – July 30, 2020 | 2020 |
| Phase 4 | Assess and Report <ul style="list-style-type: none">• August 1, 2020 – July 30, 2021 | 2020-2021 |

In **Phase 1, Convene, Collaborate, Capacity Build**, the Census Office built capacity by convening grass-tops leaders, engaging strategic partnerships, assessing readiness and needs, and leveraging outside resources to ensure that the most effective strategies are funded and implemented.

Currently, in **Phase 2, Educate and Motivate**, the state is advising and connecting partners and contractors throughout the state and overseeing the development of outreach and messaging plans.

In **Phase 3, Activate**, from January to July 30, 2020, Census partners will execute those plans, spreading the message and reaching out to those least likely to respond.

- During **Phase 3a**, the Pre-Census Questionnaire period from January to March 11, partners ensure those least likely to respond know of the coming Census and understand the need for a complete count.
- **Phase 3b** is the census **Self-Response** period from March 12 to April 30, 2020 when people can fill out the questionnaire online, by phone or by paper. During this "Get out the Count" effort, **Be Counted**, the majority of outreach and communications efforts culminate, with contracted and other outreach partners coordinating closely to ensure outreach coverage and track their multiple "touches" and "impressions," defined as direct or indirect contact between campaigners and a potential census participant. Contractors will open staffed QACs and unstaffed QAKs. Participation and usage of these QACs may give the best indication of the success of outreach efforts, as witnessing individuals complete their census questionnaire forms and assisting them in doing so is the ultimate goal.

- **Phase 3c, It's Not Too Late** starts the **Non-Response Follow-Up (NRFU)** period from May 1 to July 30, 2020, a sensitive time when federal enumerators visit households that have not completed the census form. The Census Bureau is discouraging state contractors from going door to door during NRFU. Census Bureau staff are concerned that household members may get confused if non-enumerators come to their door. The Census office is working closely with the Census Bureau to determine best approaches to guarantee a complete count during this phase. State contractors are trusted messengers and can be effective in encouraging non-responding households to "open their doors" and relay that "It's not too late to be counted."

Finally, during **Phase 4, Assess & Report**, from August 1, 2020 to June 30, 2021, contractors review their data on outreach activities and assess the efficacy of their efforts, documenting their work in final campaign reports submitted to the state. They will upload data on funded outreach activities to SwORD, where it will be available for analysis. Drawing from these documents, final reports on the 2020 Census will include sections for Results/Outcomes, Lessons Learned and Recommendations for 2030.

A. Language and Communication Access

In order to earn the trust of California's most vulnerable populations, it is critical that media and trusted messengers communicate with them in their primary language, and in a way that is accessible. Consideration of these communities' communication needs is interwoven throughout the strategy, at both the statewide and regional levels. The state has developed a Language and Communication Access Plan (LACAP) with contractor requirements for integrating effective language and communication access.

Language and Communication Access Description

The Census Office developed the LACAP, released May 17, 2019, to ensure that outreach and communication efforts and activities are linguistically competent and accessible.

The Census Office's language and communication approach is intentionally designed to augment the Census Bureau's operational strategy by including languages and areas of outreach excluded in federal efforts, as languages translated for support tools and outreach activities nationwide differ from California's statewide and regional needs.

The LACAP requires contractors – including counties, regional ACBOs and Statewide CBOs – to provide effective language and communication access to the people they are under contract to reach and support. The Census Office will work with its contractors and regularly review plans to ensure that materials, digital and print, within the vulnerable populations are crafted in culturally and linguistically appropriate ways to connect with Limited English Proficient (LEP) populations, and that those materials are also created in formats that are accessible for people with disabilities.

The LACAP focuses on providing equal and meaningful access to California's LEP individuals and people with disabilities, two of California's vulnerable populations. The LACAP identifies the languages and language groups that county contractors need to support through a methodology that considers the number or percentage of LEP speakers in various parts of the state, with stepped-up requirements for areas with larger LEP populations. At a minimum, all contractors must provide language support activities

in English and Spanish; this statewide methodology ensures that 91 percent of California's LEP population will be reached. The Census Office has developed a list of the languages that census outreach materials and activities in each county will need to use. That list, part of the LACAP, is included in Appendix H. To download the full LACAP, see <https://census.ca.gov/2019/05/17/lacap/>.

All contractors are required in both their strategic and implementation plans to include a Language and Communication Access section describing their approach.

As discussed in the LACAP, the Census Office's communication and public relations contractor, Mercury, will design and develop a website for the general public that provides information in the top 12 non-English languages spoken statewide. The website will also be compliant with accessibility regulations for people with disabilities.

The Census Office is working in close collaboration, both internally and externally, with contractors and other collaborators involved in the outreach and communications work – including but not limited to counties, ACBOs, CBOs, SwORD mapping portal developers, education and other sector partners – to seek input and provide recommendations on language and communication access for vulnerable populations.

B. Partnering with Trusted Messengers for Outreach

Throughout the past few decennial census efforts, the challenge remains the same: how to motivate ALL Californians to complete the census questionnaire? The approach successfully implemented by the California for 2000, 2010, and now 2020, is to engage community groups and trusted messengers to reach out to individuals in HTC census tracts and vulnerable populations. Trusted partners help educate, raise awareness, and motivate participation in the census. Partnerships with communities' trusted messengers are the most effective ways to increase the likelihood of self-response.

The Census Office has a robust plan to work with its various outreach partners, connecting and weaving efforts to ensure the Census Office and partners directly reach hardest-to-count individuals and communities.

Regional partners and contractors include, but are not limited to, counties, county offices of education and cities. The Census Office has contracted with one community-based organization for each of the 10 regions to serve as that region's ACBO. The ACBOs take the lead in organizing and overseeing robust outreach in that region. In addition, many counties have also contracted with the state to undertake outreach and messaging activities. The Census Office has opened a satellite office in each region, staffed with a RPM who works with the region's counties, the ACBO and other regional partners to coordinate around outreach. Further information about regional aspects of the SOCS is discussed in Section V Regional Approach.

The principle components of statewide outreach are:

- The **California Complete Count Committee**: leaders and experts who advise on outreach and strategies to increase the count in their respective communities;
- **Statewide CBOs**: trusted messengers with extensive knowledge of a particular vulnerable population that contract with the state to provide outreach to their target populations, wherever they may be; and

- **Sector Outreach:** the state partners with organizations and leaders in selected sectors – such as education, labor, and health care – who have preexisting extensive networks and relationships they can employ to share census-related messages broadly and deeply.

Many partners, both regional and statewide, are not under state contract. Foundations, non-contracted NGOs and CBOs, grassroots groups, community leaders, and volunteers – all play important roles in communicating, educating, networking, and conducting outreach to work toward a complete count.

The Census Office intends to identify and engage key partnerships, including foundations, which are providing resources to the 2020 Census outreach effort both inside and outside state-funded efforts in order to have a full understanding of how California as a whole will promote the 2020 Census. The Census Office will promote collaboration and communication among these organizations to ensure that all outreach efforts complement one another. A strategy is currently being developed to determine the most effective way to work across the state, both regionally and demographically.

Well-Designed Outreach Considers Where, Who, and How

Contractors develop detailed plans for their outreach and messaging activities, called Implementation Plans.

The Census Office, in guiding contractors, directs them to start by using the mapping and data provided through SwORD and the CA-HTC Index map. Using these tools, they take a 3-step WHERE-WHO-HOW approach to developing outreach plans – WHERE are the hardest-to-count census tracts, then WHO is in the tracts, and then HOW will we reach them:

- **WHERE:** A grassroots approach looks first at finding vulnerable populations WHERE they are locally by reviewing place-based data. Contractors first use a metric, either the California-specific CA-HTC Index or the Census Bureau's Low Response Score, via SwORD, to identify the census tracts and block groups that pose the greatest enumeration challenges in their community/region, equating to where the Census could overlook some Californians. The state's strategic approach also emphasizes WHERE by focusing resources at the regional level, where the hardest-to-count census tracts are.
- **WHO:** Contractors then identify the characteristics of the populations in those areas, to get to know WHO they are, so they can reach them in the clearest, trusted and effective ways. They look at demographic data to identify which of the 15 vulnerable populations are in these hardest-to-count census tracts. At the state level, the Census Office has made sure that these vulnerable populations receive specific attention by contracting with Statewide CBOs that each focus on one or more of these populations and have trusted relationships with them.
- **HOW:** After identifying WHERE and WHO, contractors consider HOW to reach, inform and support those most likely to be undercounted. They develop strategies and activities involving communities' trusted messengers, offering on-the-ground resources and expertise in trusted places, and reaching out in linguistically and culturally appropriate ways. The Census Office at the statewide level uses sector

outreach as a way to reach vulnerable populations. By outreaching to certain sectors, such as schools, unions, faith-based organizations, and businesses, to leverage their existing infrastructure, relationships, communication links and networks, the state seeks to reach people who might not be touched through other Census Office outreach efforts.

Contracted Partners' Outreach Plans

The Census Office requires Strategic Plans and detailed Implementation Plans from contracted partners – ACBOs, participating counties and Statewide CBOs. These outreach plans will include specific strategies, tactics, budget and timeline. ACBOs and Statewide CBOs often participate in local complete count committees (LCCCs) and other local convenings, creating the opportunity to collaborate with local stakeholders, such as local government agencies, elected officials and community groups.

Strategic Plans

Strategic Plans describing specific collaborations, partnerships, and methods to leverage resources to achieve the highest self-response rate possible for the Census 2020 questionnaire were due to the Census Office May 31, 2019. Strategic Plans are approved by the Census Office and address the following elements:

1. **Outreach Approach** describing its approach to reach the HTC with specific strategies, tactics, and timelines, as well as collaborations, partnerships, and resources.
2. **Partnership Coordination** demonstrating a coordinated approach for working with the USCB, the Census Office, cities, schools, other CBOs, sector partners, and other civil society organizations to avoid duplication and to identify the methodology to address gaps.
3. **Resources and Infrastructure** to coordinate with the SwORD mapping portal, and plans for establishing, managing, and announcing QACs and/or QAKs.
4. **Training Methods** to be used to conduct outreach and how to use SwORD effectively.
5. **Data Management** to provide geospatial data or mapping of outreach activities and coverage areas.
6. **LACAP** that defines strategies, tactics and resources, including partnerships, to address language and communication access to reach Limited English Proficient individuals and people with disabilities. (Note: the LACAP was finalized during the strategic plan process.)
7. **Workforce Development** to assist USCB with local hiring of census enumerators and description of community outreach workers trusted messengers.
8. **Budget.**
9. **Timeline** of all specific outreach activities.
10. **Volunteers Plan** (not included in county plan) to utilize and leverage volunteers.
11. **Social Media and Non-Traditional Communications Methods** of providing outreach.
12. **Ethnic and Hyper-Local Media Plan** if applicable.

Implementation Plans

Contractors will use the Implementation Plans to build upon and update approved Strategic Plans. Implementation Plans are due to the Census Office by the end of October 2019 and will provide a clear roadmap for outreach, identifying opportunities to bolster outreach, coordinating partners and resources, achieving goals and desired outcomes, and adherence to a timeline, along with anticipated challenges and possible solutions.

The 2019 Implementation Planning Workshops facilitate the creation and advancement of these plans and provide an opportunity to collaborate with other stakeholders. RPMs will use Implementation Plans to identify any gaps, best practices for outreach, and be a tool to monitor progress.

V. REGIONAL APPROACH

A. Overview of the State's 2020 Census Regional Approach

The Census Office's outreach strategy leverages community-based networks, local governments, CBOs, and trusted messengers who know these regions and the communities in them. In addition, these partners are coordinating with statewide and other CBOs to conduct outreach to the hardest-to-count. Coordination happens at the local level through the LCCCs at the regional level starting with the Implementation Plan Workshops and through statewide and regional meetings.

The state divides California into ten census regions, each reflecting well-established communities of interest as well as communities with similar demographics and hard-to-count characteristics. Each region has a Regional Program Manager (RPM) to help coordinate outreach and messaging activity with the diverse partners and serve as a local state census support presence within that region.

The state's regional funding investment approach focuses outreach on where the HTC census tracts are and vulnerable populations reside. The Census Office has designated a funding level for each of the 10 regions based on their CA-HTC Index profile. The state allocates funds within the regions to counties, and, in each region, to a single community-based organization, an ACBO.

B. Regional Administrative Community-Based Organizations

ACBOs are large community-based organizations with the administrative capacity and experience to manage subcontractors and organize a robust outreach campaign throughout an entire region. The Census Office selected ACBOs for each region through a competitive request for proposal process. ACBOs may subcontract or partner with local community-based organizations who are trusted messengers with networks and relationships to reach vulnerable populations.

C. Counties

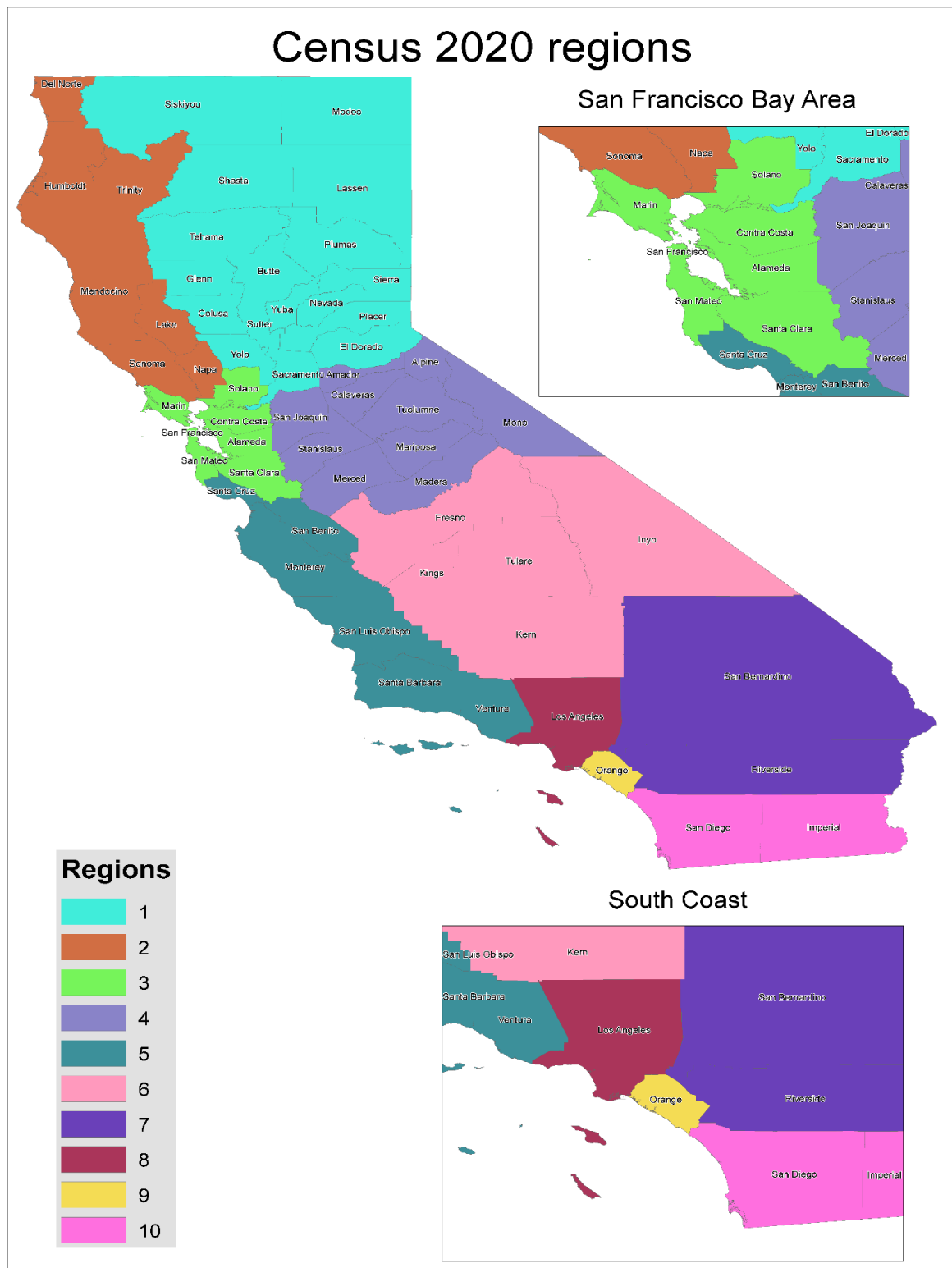
Counties applied to receive state funding for census outreach work. They have the administrative and accountability structures to meet requirements for state funding, and have relationships with vulnerable populations through their on-the-ground activities, such as provision of health services, social services, and libraries.

In 2018, with incentives offered by the state, many California counties, as well as cities, participated in the USCB's process of updating its national database of addresses, reviewing and sending address list updates to the federal government through the Local Update of Census Addresses (LUCA) operation. This update will help to ensure that more houses receive 2020 Census mailings and other census contact.

Many counties have also formed and supported LCCCs, which serve an essential role in regional census outreach, bringing together community leaders and other local trusted

Figure 4: The 10 Regions of the State's 2020 Census Campaign

Image Description: A map of California showing the ten census regions, with inset boxes of the San Francisco Bay Area and South Coast.



messengers, cities, county representatives, and Census Bureau staff to use local knowledge and resources to inform and conduct focused local outreach and increase the count.

D. Regions

Regional Outreach Planning Process

Both counties and ACBOs develop multi-faceted, multi-channel, multi-lingual cohesive Strategic Plans to prepare their outreach approaches. They create the plans in collaboration with local stakeholders, such as local government agencies, elected officials and community groups. Outreach efforts are also coordinated through the LCCCs. With the approval of the strategic plans, contractors turn to planning specific activities, events and programs, including plans for local media and messaging, detailed in Implementation Plans due the end of October 2019. Local media plans will leverage efforts identified in the state's media and communications plan.

Contractors input their data from all activities into SwORD to assist with tracking, accountability and transparency. Contracted partners are also required to submit quarterly reports and data to the Census Office detailing their outreach activities.

RPMs are responsible for managing county contracts, reviewing required deliverables, and supporting coordination among contractors.

1. Regional Activities by Phase

The activities summarized below are common to all ten regions. Activities specific to each region will be detailed in each regional section.

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

During the summer of 2018, the Census Office sponsored 23 readiness/needs assessment convenings across California to activate local partners and grass-tops leaders, develop and strengthen regional collaborative networks, share outreach and planning best practices, and identify the most useful methods the Census Office can employ to best support its local and regional partners. Philanthropy and foundations across the state played integral parts in bringing together the early champions of the census outreach efforts in their regions. In addition, legislative offices were involved in the planning of each region's readiness assessment. The convenings, which drew more than 1,500 local leaders, also served to jump start the formation of LCCCs. See Appendix E for a list of the 2018 convenings and Tribal consultations.

In November 2018, the Census Office sent a letter to County Boards of Supervisors throughout California inviting counties to apply for 2020 Census outreach contracts.

Phase 2: January – December 2019 Educate & Motivate

The Census Office contracted with interested counties as well as regional ACBOs. LCCCs in contracted counties began to engage with local organizations and institutions, including community organizations, school districts, cities, colleges, county departments and local businesses.

With the support of contracted partners, communities discussed barriers and challenges to achieving a successful count and brainstormed possible solutions to best reach their community members. Contracted partners submitted Strategic Plans, detailing their proposed efforts to target vulnerable populations in specific census tracts, with an emphasis on language and communication access.

In June, the Census Office coordinated with local and regional stakeholders to begin a number of local meetings across the state. These meetings include a public convening session with various elected officials and, for contractors, a focused Implementation Plan Workshop (IPW). This second round of convenings provided updates to interested members of the public and shared how they can participate and contribute to the effort. In addition, the IPWs give local partners the opportunity to strengthen coordination, identify gaps in their outreach efforts, and begin planning and detailing specific 2020 Census outreach activities. These meetings will be held through fall 2019. See Appendix F for a list of the 2019 IPWs to date. In addition to the IPWs, philanthropy has been working on increasing communication through the Census Funders Table and convened our ACBO and CBO partners to encourage better coordination.

The Census Office will coordinate with partners to work on Implementation Plans, due in October 2019.

Phase 3a: January – March 11, 2020 Activate

During the first quarter of 2020, contracted partners will conduct training, prepare to open QACs/QAKs, and develop localized messaging and materials for canvassing, mailings, and events. They will use SwORD and other tools to ensure that their efforts are data-driven.

Phase 3b & 3c: March 12, 2020 – July 30, 2020 Self-Response and Non-Response Follow Up

During the Self-Response Period, ACBOs and counties will work with their community partners to conduct outreach through workshops, presentations, and assistance at QACs/QAKs and engage local and ethnic media to spread the word. They will continue their outreach campaigns while monitoring the response data through SwORD and other means. Work during the Non-Response Follow-up Period will be coordinated with the Census Bureau in order to identify the most effective way to encourage response.

Phase 4: August 1, 2020 – June 30, 2021 Assess & Report

Contracted partners will submit final reports assessing their outreach efforts and offering lessons learned and good practices to inform future census outreach efforts locally and across California.

2. Region-Specific Chapters

Following are chapters on each of the ten regions, their contractors, HTC characteristics, and discussion of outreach work accomplished to date by phase.

a. Region 1

Region 1 is the largest region in California with 17 counties and extends from Sacramento to the Oregon border. Out of the 17 counties, seven of the counties are being covered by the ACBO, Sacramento Region Community Foundation. The region includes hard-to-count census tracts in urban areas with a large percentage of limited English-speaking populations, multifamily housing, immigrants, refugees, and other vulnerable populations. Region 1 also encompasses an expanse of rural areas that have few community-based organizations and rely on social service agencies. The rural areas have low broadband access and populations that are isolated and hard to reach. It is an agriculturally rich area with a large farmworker population. The area is also home to Native American and tribal populations. Areas such as Butte and Shasta counties have been devastated by wildfires, scattering residents into temporary quarters across the region and throughout the state.

The ACBO is working with its Funding Consortium Partners and Multi-County CBO partners to collaborate in a robust and inclusive outreach approach throughout the 17-county region. The ACBO and its partners are committed to an approach that is community-driven with authentic engagement. The planning is informed by the voices of local community partners who represent HTC and vulnerable populations.

Figure 5: Northern California Regions 1, 2 and 3, CA-HTC Areas

Image Description: A map of Northern California showing Regions 1, 2 and 3 with color coding to indicate the CA-HTC Index by census tract. (Source: CA-HTC Index)

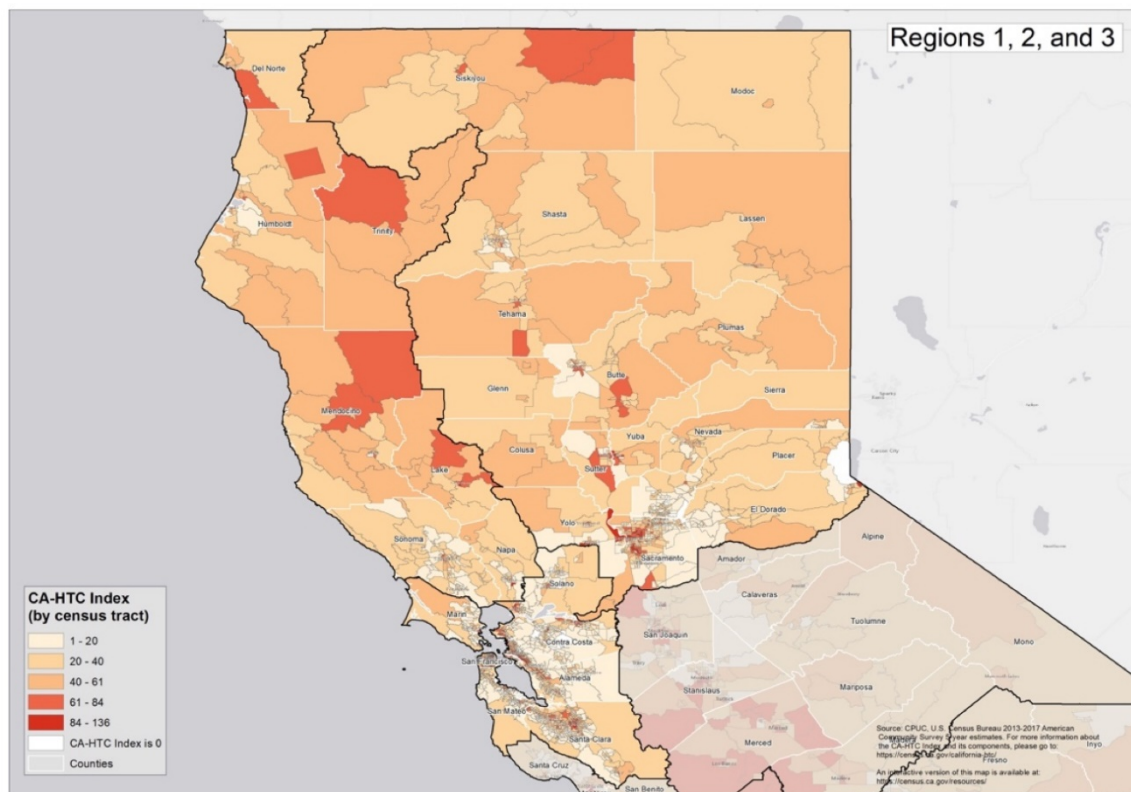


Table 4 shows the breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 4: Region 1 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Factors |
|---------------|-------------------------|---------------------------------------|-----------------------------------|--|--|
| Butte | 225,207 | 106,795 | 11,451 | Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese) | Vacant housing units, Unemployed, Non-family households |
| Colusa | 21,479 | 7,902 | 4,070 | Spanish, Other Indo-European languages, Tagalog (incl. Filipino) | Households without broadband subscription, Vacant housing units, Non-high school graduates |
| El Dorado | 185,015 | 83,959 | 6,666 | Spanish, Other Indo-European languages, Chinese (incl. Mandarin, Cantonese) | Vacant housing units, Households without broadband subscription, Unemployed |
| Glenn | 27,935 | 16,721 | 4,417 | Spanish, Other Asian and Pacific Island languages, Tagalog (incl. Filipino) | Children under 5, Non-high school graduates, Households without broadband subscription |
| Lassen | 31,470 | 16,677 | 1,921 | Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese) | Households without broadband subscription, Vacant housing units, Moved recently |
| Modoc | 9,017 | 6,494 | 505 | Spanish, Other Asian and Pacific Island languages, Vietnamese | Households without broadband subscription, Vacant housing units, Non-family households |
| Nevada | 98,838 | 48,370 | 2,161 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Vacant housing units, Unemployed, Households without broadband subscription |
| Placer | 374,985 | 152,300 | 15,947 | Spanish, Other Indo-European languages, Tagalog (incl. Filipino) | Moved recently, Non-family households, Vacant housing units |

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Factors |
|------------|------------------|--------------------------------|----------------------------|--|---|
| Plumas | 18,724 | 6,845 | 249 | Spanish, Other Indo-European languages, French, Haitian, or Cajun | Vacant housing units, Households without broadband subscription, Non-family households |
| Sacramento | 1,495,400 | 717,998 | 189,390 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Households receiving public assistance, Unemployed, Below 150 percent of poverty level |
| Shasta | 178,919 | 89,245 | 4,479 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Asian and Pacific Island languages | Non-family households, Households without broadband subscription, Vacant housing units |
| Sierra | 2,885 | | 40 | Spanish, French, Haitian, or Cajun, German or other West Germanic languages | |
| Siskiyou | 43,530 | 13,111 | 1,240 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Households without broadband subscription, Households receiving public assistance, Below 150 percent of poverty level |
| Sutter | 95,583 | 47,034 | 14,538 | Spanish, Other Indo-European languages, Other Asian and Pacific Island languages | Moved recently, Below 150 percent of poverty level, Households receiving public assistance |
| Tehama | 63,247 | 29,668 | 4,667 | Spanish, Other Indo-European languages, Korean | Moved recently, Unemployed, Households without broadband subscription |
| Yolo | 212,605 | 108,315 | 28,040 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Moved recently, Non-family households, Below 150 percent of poverty level |
| Yuba | 74,644 | 30,529 | 6,085 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Unemployed, Households receiving public assistance, Households without broadband subscription |

Region 1 Work by Phase

Region 1 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In spring of 2018, Sacramento County began its census planning activities, leveraging resources from the county and philanthropy. The county convened more than 100 stakeholders to assess their capacity and resources, as well as to educate them on the importance of the Census. Sacramento County's organizational structure includes two active communities: the Community Steering Committee with representatives and non-profit organizations from various hard-to-count populations, and the Government Steering Committee, which includes cities and local government departments and agencies.

Phase 2: January – December 2019 Educate & Motivate

In the spring, in preparation for the Strategic Plan, the ACBO gathered baseline data for this vast region, identifying local partners and gaps in outreach coverage. In several counties there are few or no existing local community-based organizations to engage in outreach discussions and implementation.

In July, the ACBO started to work with their Funding Consortium Partners, counties, multi-county CBOs, and local partners to co-create a community-driven Implementation Plan that builds on the assets of the communities and fills in outreach gaps. The ACBO's desired outcome is a community-led and designed outreach strategy and plan that builds the capacity of community-based organizations and counts the region's vulnerable populations.

In spring, the counties also submitted their Strategic Plans, which were informed and vetted by the LCCC. Sacramento County held an April kick-off event for the 2020 Census, paired with a job fair hosted by the Sacramento Employment and Training Agency.

The counties and ACBO received further information on coordination at Implementation Plan Workshops held in Sacramento and Red Bluff in June. Over 100 participants attended the Sacramento event, which was opened by CCCC Chair and Secretary of State Alex Padilla, Sacramento Mayor Darrel Steinberg, and Yolo County Supervisor Don Saylor.

By fall 2019, most contracted partners will have mapped locations for the QACs and QAKs, such as libraries or government social service agencies, and will have submitted Implementation Plans laying out localized communication methods and events to encourage residents to complete the Census.

b. Region 2

Region 2 is diverse in terms of population and geographic areas. It includes an array of hardest-to-count census tracts in urban areas with large percentages of immigrants, unemployed, low-income and limited English-speaking populations. The region also includes rural areas that have low or no broadband access and/or mobile coverage, making it difficult to access the Census questionnaire, especially for those who do not trust or know how to use the Internet. Native Americans live on tribal lands and in hard-

to-reach areas, especially in the northern areas of the state. Others considered hardest to reach are those living and working in the cannabis growing area of northwest California, who have lived in isolation from government for generations. Like other areas in Northern California, there have been areas that have been devastated by wildfires and other natural disasters. Sonoma and Lake counties are still recovering from fires that have left many families displaced.

The Region 2 ACBO, the United Way of the Wine Country, will work through local CBOs for their outreach. They will be building on the established reputation in HTC communities across the region to work with hyper-local trusted messengers to deliver Census 2020 messaging to specific HTC populations.

Table 5 is a breakdown by county of the leading hard to count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 5: Region 2 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|---------------|-------------------------|---------------------------------------|-----------------------------------|--|---|
| Del Norte | 27,442 | 13,623 | 1,144 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Moved recently, Unemployed, Households without broadband subscription |
| Humboldt | 135,490 | 66,500 | 4,532 | Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese) | Non-family households, Vacant housing units, Below 150 percent of poverty level |
| Lake | 64,095 | 26,103 | 3,763 | Spanish, Tagalog (incl. Filipino), Chinese (incl. Mandarin, Cantonese) | Vacant housing units, Unemployed, Below 150 percent of poverty level |
| Mendocino | 87,497 | 42,789 | 7,547 | Spanish, Other Indo-European languages, French, Haitian, or Cajun | Unemployed, Households without broadband subscription, Vacant housing units |
| Napa | 141,005 | 57,595 | 20,209 | Spanish, Tagalog (incl. Filipino), Other Indo-European languages | Vacant housing units, Moved recently, Non-family households |
| Sonoma | 500,943 | 246,339 | 52,405 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Non-family households, Moved recently, Vacant housing units |

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|---------|------------------|--------------------------------|----------------------------|---|---|
| Trinity | 13,037 | 3,028 | 354 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Households without broadband subscription, Vacant housing units, Moved recently |

Region 2 Work by Phase

Region 2 specific activities by phase include:

Phase 2: January – December 2019 Educate & Motivate

The ACBO conducted outreach to each of the seven counties and LCCCs, helping to identify leadership and establish clear roles and communication plans. The ACBO and counties will be finalizing their communications, marketing and outreach plans in collaboration with regional partners.

The United Way of the Wine Country will solicit proposals from local CBOs for canvassing and operating QACs/QAKs and begin holding Be Counted California events. Activities will include adding bilingual English and Spanish information regarding census to hold messages on 211, United Way's telephone referral system for human and social services.

Phase 3a: January – March 11, 2020 Activate

The ACBO and counties will initiate canvassing in HTC neighborhoods, deploying tools such as the Community Motivator to educate, activate and motivate people to self-respond. This effort will be reinforced by promoting and driving traffic to Census 2020 questionnaire assistance activities and events, distributing Census 2020 outreach materials, and holding "Be Counted California Events" in March and April 2020.

c. Region 3

Region 3 is known for its dynamic mix of urban and suburban areas, high-tech to low-tech employment centers, arts and entertainment production, and ethnic cultural centers. While these diverse characteristics are a strength, previous census counts have shown that the region's population has historically been undercounted. The Bay Area's vibrant diversity and ethnic cultural centers bring significant challenges to obtaining a complete count, with over 2.75 million people speaking a language other than English at home. To add to this complexity, the Bay Area is experiencing a large influx of peoples from Middle Eastern and Northern African countries. In addition the high cost of housing has led to an increased number of those experiencing homelessness and displacement; there is a high percentage of renter-occupied neighborhoods; and finally, this region has high percentages of individuals with low literacy and individuals who are foreign born.

The Region 3 ACBO, United Way Bay Area (UWBA), will also work to ensure sufficient coverage in under-resourced counties and cities throughout the seven counties – Marin,

Contra Costa, Solano, and San Mateo counties have received fewer state resources than others, and pockets of these counties also have fewer available CBOs involved in Census outreach. UWBA's plan includes three main components of coordination: collaboration with other regional census leaders, frequent communication, and partnerships with subcontractors as local and trusted community messengers.

Table 6 is a breakdown by county of the leading hard to count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 6: Region 3 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|---------------|-------------------------|---------------------------------------|-----------------------------------|---|---|
| Alameda | 1,629,615 | 758,676 | 281,942 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Multi-unit structures, Non-family households, Renter-occupied units |
| Contra Costa | 1,123,678 | 529,736 | 149,624 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Moved recently, Multi-unit structures, Foreign-born population |
| Marin | 260,814 | 119,259 | 22,123 | Spanish, Other Indo-European languages, Chinese (incl. Mandarin, Cantonese) | Non-family households, Moved recently, Multi-unit structures |
| San Francisco | 864,263 | 386,566 | 170,041 | Chinese (incl. Mandarin, Cantonese), Spanish, Tagalog (incl. Filipino) | Multi-unit structures, Non-family households, Renter-occupied units |
| San Mateo | 763,450 | 407,076 | 129,229 | Spanish, Chinese (incl. Mandarin, Cantonese), Tagalog (incl. Filipino) | Foreign-born population, Multi-unit structures, Crowded units |
| Santa Clara | 1,911,226 | 972,400 | 371,011 | Spanish, Vietnamese, Chinese (incl. Mandarin, Cantonese) | Foreign-born population, Multi-unit structures, Moved recently |
| Solano | 434,981 | 197,262 | 46,407 | Spanish, Tagalog (incl. Filipino), Other Asian and Pacific Island languages | Moved recently, Unemployed, Households receiving public assistance |

Region 3 Work by Phase

Region 3 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

UWBA convened local CBOs and heads of LCCCs to help shape the Strategic Plan, begin alignment of efforts, and work to coordinate and avoid duplication. UWBA participated in each county's LCCCs to engage with organizations and institutions.

Starting in November 2018, the Alameda County LCCC held 14 Census Solutions Workshops to build buy-in among existing trusted messengers and learn best practices within diverse Alameda County communities.

Phase 2: January – December 2019 Educate & Motivate

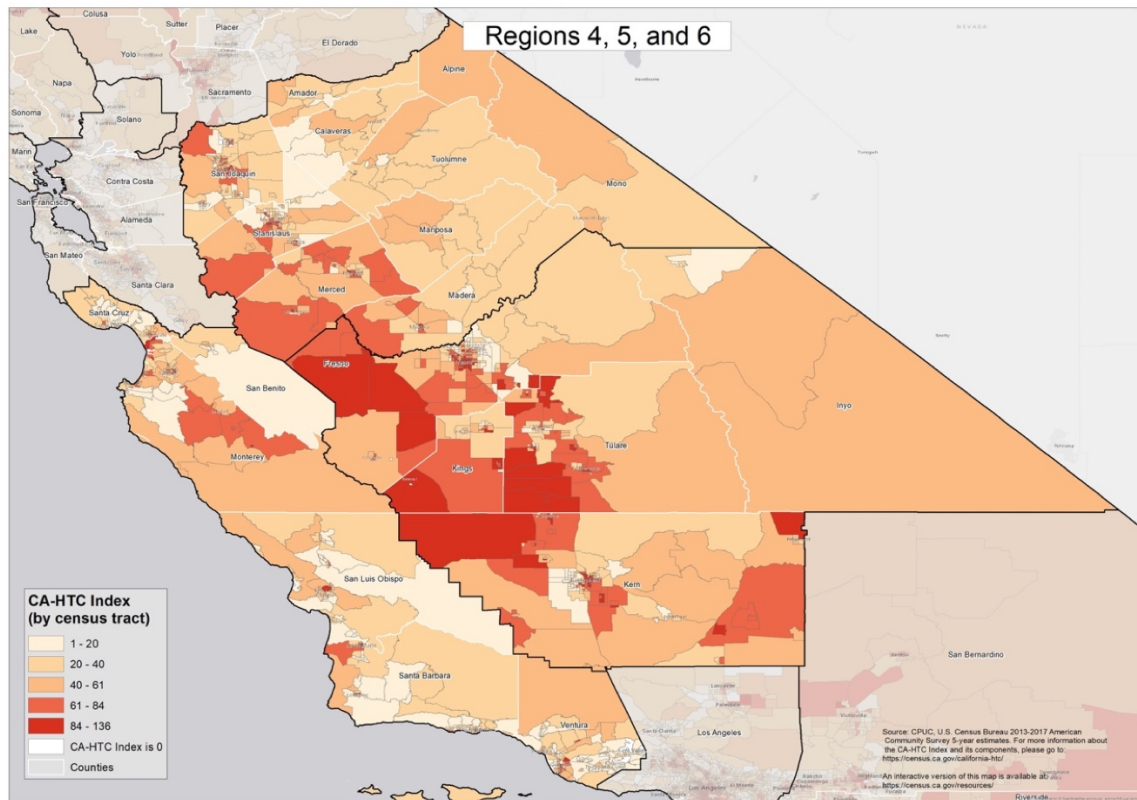
UWBA is subcontracting with local community-based organizations to conduct outreach activities, host community events, provide language services, and act as local QACs.

All counties in the region have launched or planned LCCCs or a local variation on this stakeholder committee format. Some counties with extensive resources, such as San Francisco, Santa Clara and San Mateo counties, have developed their own extensive outreach plans. Aside from the ACBO and counties, some area foundations are also key partners in getting out the count.

UWBA works to recruit USCB enumerators and develops its campaign toolkit. The Census Office gathered counties, the ACBO, LCCC members and other interested stakeholders at Implementation Plan Workshops during the summer in the East Bay and in San Francisco. An additional meeting is planned later in the year for Redwood City, Santa Clara and San Mateo counties.

Figure 6: Central California Regions 4, 5 and 6, CA-HTC Areas

Image Description: A map of Central California showing Regions 4, 5 and 6 with color coding to indicate the CA-HTC Index by census tract.



Source: CA-HTC Index

d. Region 4

Geography and topography combine to make this region extremely challenging to reach the hardest-to-count communities in Region 4. The region ranges from rugged Sierra Nevada mountains at southern Lake Tahoe to Yosemite National Park and down across the San Joaquin Valley floor. The region has an enormous amount of forestry married with agricultural veins from the Central Valley up to the Foothills.

Out of the ten counties in the region, only six are directly receiving state funds: Calaveras, Madera, Mariposa, Merced, Stanislaus and Tuolumne. The City of Stockton has a contract with the state in lieu of San Joaquin County.

The ACBO, Faith in Action, is working with a diverse set of community-based organizations that will use robust and comprehensive grassroots strategies targeting the hard-to-count populations. They will cover the remaining portions of San Joaquin County and Alpine, Amador and Mono counties.

Table 7 is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 7: Region 4 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|-------------|------------------|--------------------------------|----------------------------|--|---|
| Alpine | 1,203 | | 25 | Other and unspecified languages, Spanish, Vietnamese | |
| Amador | 37,306 | 16,154 | 1,122 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Vacant housing units, Moved recently, Unemployed |
| Calaveras | 45,057 | 15,532 | 887 | Spanish, Other Asian and Pacific Island languages, Tagalog (incl. Filipino) | Vacant housing units, Moved recently, Non-family households |
| Madera | 154,440 | 81,757 | 27,735 | Spanish, Other Indo-European languages, Other and unspecified languages | Below 150 percent of poverty level, Non-high school graduates, Households receiving public assistance |
| Mariposa | 17,658 | 8,732 | 413 | Spanish, Other Indo-European languages, Tagalog (incl. Filipino) | Vacant housing units, Households without broadband subscription, Non-family households |
| Merced | 267,390 | 101,503 | 56,696 | Spanish, Other Indo-European languages, Other Asian and Pacific Island languages | Unemployed, Households receiving public assistance, Non-high school graduates |
| Mono | 14,058 | 2,469 | 1,076 | Spanish, Chinese (incl. Mandarin, Cantonese), Vietnamese | Households without broadband subscription, Vacant housing units, Non-family households |
| San Joaquin | 724,153 | 295,286 | 117,037 | Spanish, Other Indo-European languages, Other Asian and Pacific Island languages | Unemployed, Households receiving public assistance, Below 150 percent of poverty level |
| Stanislaus | 535,684 | 248,269 | 84,251 | Spanish, Other Indo-European languages, Other Asian and Pacific Island languages | Unemployed, Households receiving public assistance, Non-high school graduates |

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|----------|------------------|--------------------------------|----------------------------|--|--|
| Tuolumne | 53,899 | 24,585 | 1,036 | Spanish, Other Indo-European languages, Korean | Vacant housing units, Households without broadband subscription, Non-family households |

Region 4 Work by Phase

Region 4 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

Most Region 4 counties became engaged in Spring 2018.

Phase 2: January – December 2019 Educate & Motivate

A County On-Boarding Kick-Off for Region 4 took place in March to coordinate with county partners on state contracts, as well as to lay out the framework for LCCCs and begin outreach to potential members. Two counties, San Joaquin and Stanislaus, began LCCC meetings and developed subcommittees focused on media, youth, faith-based, jurisdictional governments, LGBTQ+, seniors, homeless, and veterans to engage these populations.

In preparation for the Strategic Plan, the ACBO gathered partners in Region 4 to develop a gap analysis for hardest-to-count populations, as well as to identify gaps in geographic coverage. Potential partners to assist in gap coverage were also identified.

During May and June, the ACBO and some counties submitted Strategic Plans, informed by LCCCs and trusted messengers.

Contracted partners have reached out to the Statewide CBOs to coordinate efforts for outreach. By Fall 2019, most contracted partners will have mapped out locations for the QACs/QAKs, which may be located in libraries or government social service agencies. They will have a plan of localized communication methods and events to encourage residents to complete the Census.

e. Region 5

Region 5 stretches along the Central Coast from Santa Cruz County to Ventura County. Agriculture and tourism are the region's economic drivers. Top hard-to-count categories in Region 5 are non-high school graduates, those living in over-crowded units, and recent arrivals. Other populations that may be undercounted include farmworkers, seasonal farmworkers, H-2A guest workers, large Limited English Proficiency (LEP) households, and immigrants. Latin American indigenous communities do not speak Spanish as a primary language and communicate in the indigenous languages of Mixteco, Zapoteco, and Triqui. The impacts of the Thomas, Hill, and Woolsey wildfires, and most recently the

Goleta fire in Santa Barbara County, have forced people into transitional and temporary housing.

Region 5's ACBO is the Ventura County Community Foundation, which is working with local CBOs and LCCCs. They are taking a multi-pronged approach focusing on personal outreach from trusted messengers with HTC communities to help galvanize these communities and energize community leaders.

Table 8 is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 8: Region 5 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|-----------------|-------------------------|---------------------------------------|-----------------------------------|---|---|
| Monterey | 433,168 | 233,278 | 111,870 | Spanish, Tagalog (incl. Filipino), Other Asian and Pacific Island languages | Non-high school graduates, Crowded units, Limited English-speaking households |
| San Benito | 58,671 | 28,293 | 9,692 | Spanish, Other Indo-European languages, Korean | Unemployed, Moved recently, Non-high school graduates |
| San Luis Obispo | 280,119 | 124,911 | 18,127 | Spanish, Tagalog (incl. Filipino), Other Indo-European languages | Non-family households, Vacant housing units, Moved recently |
| Santa Barbara | 442,996 | 227,277 | 72,763 | Spanish, Chinese (incl. Mandarin, Cantonese), Tagalog (incl. Filipino) | Non-high school graduates, Crowded units, Renter-occupied units |
| Santa Cruz | 273,263 | 145,816 | 33,672 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Crowded units, Non-family households, Moved recently |
| Ventura | 847,834 | 426,485 | 121,322 | Spanish, Tagalog (incl. Filipino), Chinese (incl. Mandarin, Cantonese) | Non-high school graduates, Crowded units, Multi-unit structures |

Region 5 Work by Phase

Region 5 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

The Ventura County LCCC was launched, and involved hundreds of volunteers from throughout the county, in partnership with cities, educational institutions, community and faith-based organizations.

Phase 2: January – December 2019 Educate & Motivate

The ACBO, Ventura County Community Foundation (VCCF), plans to award funding to each county's community foundation, in order to pass funds to the LCCCs and local CBOs in these counties. The ACBO plans to develop a scalable census toolkit which can be used by LCCCs across Region 5. VCCF also plans to deploy unified marketing and communication strategies in multiple languages, including a regional marketing campaign highlighting a neighbor-to-neighbor game: "Somos Vecinos."

County LCCCs, made up of numerous community organizations and stakeholders, have formed subcommittees and established plans to address language access.

In July, the ACBO, San Benito, Santa Cruz, and Monterey counties, and two Statewide CBOs – California Rural Legal Assistance, Inc. (CRLA) and Mixteco Indigena Community Organizing Project (MICOP) – came together at the Salinas IPW. Two more IPWs in Ventura and San Luis Obispo are scheduled for October.

Region 5 contracted partners have started to work directly with Statewide CBOs like MICOP and CRLA, given the expertise these organizations have in serving farmworkers and indigenous populations. San Benito, Santa Cruz, and Monterey counties have also started to work together in the development of a Tri-County local media plan.

f. Region 6

Region 6 is largely rural, including desert areas in Inyo, making travel long and difficult through the vast region. There is a large immigrant farmworker population throughout the region, and Spanish is cited as the top non-English language spoken at home. There is also a Native American presence, with multiple tribal governments represented in all counties.

Region 6's ACBO, the Center for Health Project Management at the Sierra Health Foundation, will apply its high-touch/group-up approach to census outreach and be the ACBO hub for a strategically identified group of CBO partners with the expertise, experience, and language and cultural capacities for effective outreach with Region 6 HTC populations.

Table 9 is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 9: Region 6 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|--------|------------------|--------------------------------|----------------------------|--|---|
| Fresno | 971,616 | 476,414 | 169,001 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Households receiving public assistance, Below 150 percent of poverty level, Non-high school graduates |

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|--------|------------------|--------------------------------|----------------------------|--|---|
| Inyo | 18,195 | 10,865 | 832 | Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese) | Non-family households, Households without broadband subscription, Renter-occupied units |
| Kern | 878,744 | 416,637 | 144,776 | Spanish, Other Indo-European languages, Tagalog (incl. Filipino) | Below 150 percent of poverty level, Non-high school graduates, Households without broadband subscription |
| Kings | 150,183 | 72,221 | 25,680 | Spanish, Tagalog (incl. Filipino), Other Indo-European languages | Households without broadband subscription, Below 150 percent of poverty level, Households receiving public assistance |
| Tulare | 458,809 | 220,411 | 111,761 | Spanish, Other Asian and Pacific Island languages, Other Indo-European languages | Below 150 percent of poverty level, Households receiving public assistance, Households without broadband subscription |

Region 6 Work by Phase

Region 6 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In Fall 2018, regional and county-specific meetings were held throughout Region 6. Dr. Jesus Martinez, a member of the CCCC helped organize these meetings to share the importance of the 2020 Census, and engage community-based organizations in discussions focused on outreach efforts and recruitment of stakeholders and partners.

In Tulare County, meetings brought together a small group of non-profits.

The Kern County LCCC convened non-profits, other sector agencies, and legislative offices at the local and state level. The LCCC was formalized at the end of 2018 to include two co-chairs and active subcommittees with representatives from non-profit organizations and other sectors that interact with various hard-to-count populations.

In preparation for submitting their proposal, the ACBO, Sierra Health Foundation Center for Health Project Management, conducted extensive research, attended regional

meetings, and met with potential subcontractors. They are working with a diverse set of community-based organizations that use grassroots canvassing and other outreach strategies to ensure a complete count.

Phase 2: January – December 2019 Educate & Motivate

The counties have all formed LCCCs who meet regularly. Given the size of the geographic area, some of the counties, like Fresno, have formed two LCCCs to address the diverse needs of their counties. The ACBO has been consistently attending meetings and is in communication with both LCCCs.

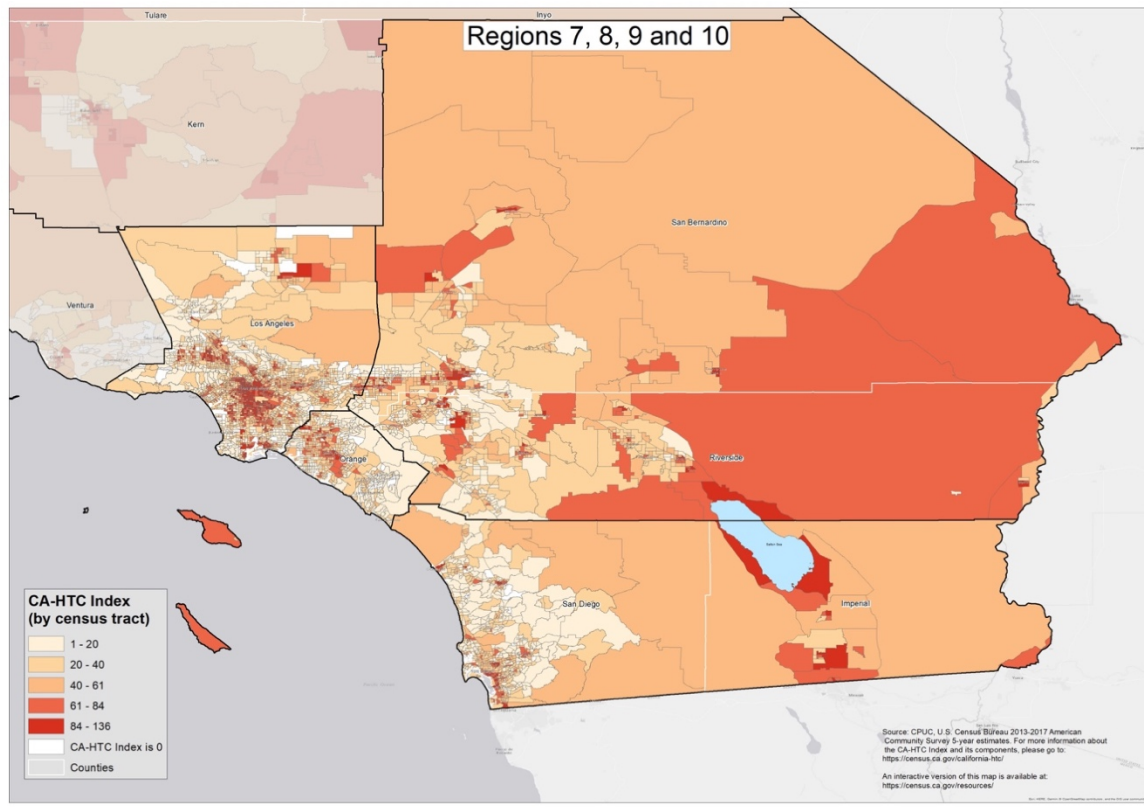
The ACBO worked closely with core partners to design and finalize its Strategic Plan for the Census Office. Since the plan submission, the ACBO has started the process of collaboration to align strategies and complementary outreach implementation efforts with each county. The RPM facilitated the initial connections between the ACBO and counties, and plans to continue to support the growth of these networks and relationships.

The IPWs for Region 6 took place in Fresno and Bakersfield in early August. At each IPW, the counties and ACBO connected with the Statewide CBOs to coordinate their efforts for outreach. For example, the Mixteco Indigena Community Organizing Project (MICOP) is committed to working with Region 6 partners to conduct specific culturally responsive training and outreach to Indigenous Oaxacan people from southern Mexico.

By fall, most contracted partners will have mapped out locations for QAC/QAKs, which can be located in libraries or government social service agencies, and will have Implementation Plans.

Figure 7: Southern California Regions 7, 8, 9 and 10, CA-HTC Areas

Image Description: A map of Southern California showing Regions 7, 8, 9 and 10 with color coding to indicate the CA-HTC Index by census tract.



Source: CA-HTC Index

g. Region 7

Region 7, the Inland Empire contains Riverside and San Bernardino counties, which are two of the top 15 most populous counties in the country. Region 7 includes urban hard-to-count census tracts with large numbers of Limited English Proficiency populations, multifamily housing, immigrants, refugees, and other vulnerable populations. The two counties are both populous and large in area – San Bernardino at 20,104 square miles is the single largest county in the United States. The region includes rural areas that have low broadband access, agriculturally rich areas with large farmworker populations, as well as Native American and tribal lands. Latino households comprise the vast majority of LEP households in Region 7 as well as the majority of HTC households in general.

Region 7's ACBO, the Community Foundation, has partnered with CBOs across the region to form the Inland Empire Census Outreach Table. These CBOs have deep roots in underserved areas to coordinate Census awareness and outreach.

Below is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 10: Region 7 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|----------------|------------------|--------------------------------|----------------------------|--|--|
| Riverside | 2,355,002 | 1,038,598 | 327,781 | Spanish, Chinese (incl. Mandarin, Cantonese), Tagalog (incl. Filipino) | Unemployed, Vacant housing units, Non-high school graduates |
| San Bernardino | 2,121,220 | 995,648 | 296,646 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Asian and Pacific Island languages | Households receiving public assistance, Unemployed, Below 150 percent of poverty level |

Region 7 Work by Phase

Region 7 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In Fall 2018, Region 7 began its census planning activities, leveraging resources from counties, non-profits, academia and philanthropy through a series of Inland Empire Nonprofit Census Roundtable meetings. The Inland Empire Nonprofit Census Roundtable partnered with non-profit organizations representing various vulnerable populations to convene more than 100 stakeholders to assess their capacity and resources, and to educate on the importance of the Census.

By the end of the year, both counties, representatives from the U.S. Census Bureau, the University of California Riverside, National Association of Lation Elected and Appointed Officials (NALEO) and the LCCC were meeting monthly.

Phase 2: January – December 2019 Educate & Motivate

UC Riverside conducted a Landscape Capacity Survey for the ACBO to gather baseline data on this vast region and to assess capacity to outreach to HTC areas. In several areas, there are few or no existing local community-based organizations to engage in outreach discussions and implementation. Through this effort, the regional ACBO has collected data from 67 organizations serving the Inland Empire. Due to the large land mass in both counties, the ACBO divided the Inland Empire into seven sub-regions called Regional Roundtables and named a local CBO as the Regional Coordinator for each.

The counties formed an Inland Empire Complete Count Committee (IE CCC) as a joint LCCC with both counties, and each county held an April kick-off event for the 2020 Census. In June 2019, the counties submitted their strategic plans, which were informed by the IE CCC.

Three IPWs were held in June in Palm Desert, Riverside and San Bernardino to support regional coordination efforts. Each workshop was attended by 30 to 60 community stakeholders.

In July, the ACBO started work with philanthropic partners, counties, and local partners to co-create a community-driven implementation plan that would build on the assets of the communities and fill in outreach gaps. The ACBO's desired outcome is a community-led and designed outreach strategy and plan that builds the capacity of community-based organizations and counts the hard-to-count populations in Region 7. The ACBO also held a retreat to inform and train Regional Coordinators.

h. Region 8

As the most populous county in the State of California, Los Angeles County has an incredibly diverse population and broad geographic region, including a disproportionately high number of HTC households. Region 8 consists of 88 cities. Many of the local communities face socio-economic and demographic challenges that require targeted outreach plans to reach HTC populations.

The county began discussing and developing education and outreach strategies in 2017 in the face of significant changes in the way that the Census information will be gathered in this cycle. Led by the City and County of Los Angeles, communities across the County have partnered to create a 2020 Census Complete Count Committee. The Committee is supporting an aggressive campaign to identify barriers to census responses and overcome them. The Committee enjoys the support of the Los Angeles County Board of Supervisors, the Mayor of the City of Los Angeles, municipalities across the county, educators, and hundreds of community organizations, and stakeholders.

Region 8's ACBO, the California Community Foundation (CCF) has been developing strategies for Census 2020 for the last two years and studying the most responsive methods to deal with challenges. The foundation's approach is grounded in advancing coordination and alignment in the region, considering the abundance of activity surrounding the census. CCF supported and resourced the LA Regional Census Table to serve as a planning, strategy, and action hub for community-based outreach.

Below is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 11: Region 8 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|-------------|------------------|--------------------------------|----------------------------|---|---|
| Los Angeles | 10,105,722 | 4,952,292 | 2,316,767 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Crowded units, Multi-unit structures, Non-high school graduates |

Region 8 Work by Phase

Region 8 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In spring 2017, Los Angeles County began Census planning activities, establishing the structure of the LCCC and appointing leadership. By fall, the County held its first meetings to begin planning and preparation for outreach actions in coordination with other county departments and CBOs.

Through 2018, Los Angeles County continued to develop objectives, identify gaps and challenges and strategies to address them. They tracked accomplishments and deliverables through quarterly reports to the County Board of Supervisors.

Phase 2: January – December 2019 Educate & Motivate

Early in 2019, the county began committing to strategies through collaborative convenings, initiating education and outreach activities in the community, and collaborating with partners to create awareness about the Census.

Activities during this phase included regular LCCC meetings, community events, and an April County Census launch event. The LCCC developed strategies for QAC/QAKs, Census Goodwill Ambassadors, Adopt-a-Block Groups and Adopt-a-Population for the entire Census rollout period, including the Non-Response Follow-Up period. They will conduct message testing to form their media strategy and launch a public website.

During the latter part of the year, activities will include training of Census Goodwill Ambassadors to prepare for 2020 Census information activities, and providing information to county employees.

i. Region 9

Census efforts in Orange County will build on lesson learned from Census 2010, including micro-targeting through nonprofit groups and ethnic media; leveraging relationships with trusted partners and delivering messages in trusted locations; advertising to reinforce grassroots messaging; and creative county department activities.

In collaboration with the Region 9 ACBO, the Charitable Ventures of Orange County, the County will work on reaching every HTC subpopulation through collaboration with trusted messengers, ethnic community leaders, local media, canvassing, holding or cosponsoring community events, and leveraging existing outreach efforts to cross-promote census messaging. Coordination between the ACBO and County will help to maximize their resources and avoid duplication of efforts.

Below is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 12: Region 9 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|--------|------------------|--------------------------------|----------------------------|--|---|
| Orange | 3,155,816 | 1,726,890 | 592,420 | Spanish, Vietnamese, Korean | Crowded units, Foreign-born population, Multi-unit structures |

Region 9 Work by Phase

Region 9 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In fall 2018, the Orange County Board of Supervisors passed a resolution reflecting the County's participation in the 2020 Census effort and appointed a 2020 Census Planning Ad Hoc Committee, consisting of Supervisor Andrew Do and Supervisor Doug Chaffee, to identify appropriate partners and subcommittees to form the Orange County Complete Count Committee.

Phase 2: January – December 2019 Educate & Motivate

Orange County committed 45 percent of its state funding to collaborate with local cities and grassroots organizations in working with trusted messengers to reach those in HTC areas. In addition, Orange County collaborated with the Region's ACBO to identify more than 100 locations for QAC/QAKs.

The ACBO, Charitable Ventures of Orange County, has generated close to \$500,000 in private funds, in addition to its state funding, to conduct 2020 Census outreach and education. The ACBO is assembling partners from diverse grassroots organizations to conduct its Census outreach program. Charitable Ventures is committed to providing language assistance in response to the needs of the Region's (LEP) populations. Charitable Ventures will provide outreach in Spanish, Vietnamese, Korean, Chinese dialects, Persian (Farsi), Tagalog, Arabic and Khmer. The ACBO has also partnered with two Statewide CBOs: Advancing Justice, to offer train-the-trainer courses in Asian-American Pacific Islander communities; and NALEO, for their nationwide connection into Latino communities.

j. Region 10

Region 10 consists of two counties, San Diego and Imperial. Situated along the U.S.-Mexico Border, the counties of Region 10 provide unique opportunities and challenges that are different from the rest of California. Collective opportunities lie in its shared multicultural, multiethnic, and trans-border identities, making Region 10 a vibrant region for people and businesses alike. The region is one of the primary refugee resettlement regions in the state, and is identified as one of the hardest-to-count areas in California.

Many San Diegans live in immigrant “mixed-status” communities with Limited English Proficiency and have experienced difficulty in translating the trust built in local government to the federal government, resulting in decreased participation in the 2010 Census. Imperial County is a border community with a constantly changing daytime population as many residents go back and forth between the U.S. and Mexico, for work, medical care, commerce, and recreation.

Region 10 is supported by the ACBO, United Way of San Diego, in partnership with over a hundred collaborators who have been meeting since July 2018. They have formed the COUNT ME 2020 Coalition which has taken an approach to nurture a culture of trust and civic participation in the nation's democratic processes. While San Diego County has indicated its support for 2020 Census outreach efforts, it has passed on management of the state contract to the San Diego Association of Governments (SANDAG).

Below is a breakdown by county of the leading hard-to-count population characteristics. A table showing all hard-to-count characteristics for each county is in Appendix J.

Table 13: Region 10 County HTC Population Characteristics

| County | Total Population | Population Above CA-HTC Median | Limited-English Population | Top-3 Non-English Languages Spoken at Home | Leading Hard-To-Count Causes |
|-----------|------------------|--------------------------------|----------------------------|---|---|
| Imperial | 179,957 | 84,181 | 54,957 | Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages | Unemployed, Vacant housing units, Limited English-speaking households |
| San Diego | 3,283,665 | 1,547,397 | 449,228 | Spanish, Tagalog (incl. Filipino), Vietnamese | Multi-unit structures, Renter-occupied units, Non-family households |

Region 10 Work by Phase

Region 10 specific activities by phase include:

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In July 2018, Region 10 organized two 2020 Census Readiness Assessment Convenings in Imperial and San Diego Counties, bringing county leadership to the table, encouraging collaboration and promoting capacity within the region.

Phase 2: January – December 2019 Educate & Motivate

The ACBO established the Count Me 2020 Coalition with the mobilization of over 100 community-based organizations and civic groups conducting outreach to ensure vulnerable communities participate and are counted. The ACBO's Coalition is working collaboratively with the region's LCCCs.

The ACBO, through the Count Me 2020 Coalition, established partnerships with organizations such as the Advancement Project of San Diego, the National Latino

Research Center at UC San Marcos, and NALEO, and provided training to identify vulnerable populations in census tracts and in pockets of the community. A Strategic Plan was developed through a transparent, collaborative committee process.

SANDAG organized the San Diego County Complete Count Committee (SD CCC), which met weekly to gather input into its Strategic Plan. Imperial County formed its own LCCC, the Imperial Valley County Complete Count Committee (IVC CCC).

Two Census Kick Off press events were held in April and May. The SANDAG press event featured San Diego County Supervisor Nathan Fletcher. In August, IPWs were held in both Imperial Valley and San Diego.

The communications campaign components for the 2020 Census range from an overall statewide and regional approach to ensure the hardest-to-count California communities participate in the Census. To implement these approaches, the Census Office is using evidenced-based practices to influence messaging and tactics. This communications emphasis will build a base of trusted messengers, break down language access barriers for non-English speakers, and facilitate culturally appropriate engagement within communities.

VI. Communications and Media

A. Outreach and Public Relations

The Census Office's outreach and public relations campaign will increase Census awareness and knowledge through multilingual and culturally appropriate messaging. Statewide media efforts will supplement and support on-the-ground efforts by using paid and earned media and strategic tactics to target hard-to-count communities. In addition, this approach will fill messaging and media outreach gaps by both the U.S. Census Bureau and regional partners in California. It will also address misinformation and support rapid response efforts to low-response areas.

The following sections outline the framework and various approaches to educate, motivate, and activate these communities to participate and complete the 2020 Census form. As the most populous state in the union and with some of the hardest-to-count counties in the nation, the Census Office's communications plan must cover the entire state, while simultaneously focusing on the unique needs and challenges of each of the 10 regions. This plan will be informed by a community-based participatory model and evidence-based practices. Community-based participatory research is research conducted by and for those most directly affected by the issue, condition, situation, or intervention being studied or evaluated. An evidence-based practice is any practice that relies on scientific evidence for guidance and decision-making.

The following framework outlines the media campaign's goal, objectives and approaches. As the campaign unfolds over the next 16 months from launch to completion, these approaches aim to ensure culturally congruent efforts to reach the historically undercounted communities while aligning efforts to the Language and Communication Access Plan.

Goal: To achieve an accurate and complete count among those living in HTC census tracts.

Objectives:

- To educate, motivate, and activate all the vulnerable communities to participate and complete the Census 2020 form; and
- To provide culturally congruent and evidence-based information about the 2020 Census.

The following are necessary actions to reach vulnerable populations across the state:

- Initiate media campaign the end of September and through Non Response Follow UP (NRFU) (end of July).
- Build infrastructure with communication/media regional leads who work with RPMs and contracted partners to integrate Micro/Regional Media

Culturally congruent practice is the application of cultural evidence-based practices that are in agreement with the preferred cultural values, beliefs, and practices of the community and other stakeholders. Cultural competence represents the process by which subject matter experts demonstrate culturally congruent practice. This practice is based on the idea that cultural competence is ever-evolving; subject matter experts must continue to improve their quality of communication, leading to improved access, positive outcomes, and reduced disparities in the social well-being of diverse communities.

campaigns that fill gaps and strengthen efforts identified by partners in Regions 1 through 10, and statewide.

- Integrate ethnic and traditional media partners throughout all elements such as message testing, leveraging trusted voices, integrated content, advertising placement, and community feedback.
- Conduct a robust analysis on misinformation and disinformation to tackle efforts to undermine a complete count media campaign, and integrate data-driven messages in to the media campaign to ensure the best outcomes and minimize confusion and fear.
 - Establish a rapid response effort that engages both contracted and non-contracted partners, throughout the state.
- Collaborate with social trusted influencers using the latest digital technology to help connect with Californians who have broadband access. Customize innovative solutions for those who do not.
- Amplify community-specific campaigns that target overlapping populations where communities have a cross-section of demographics among vulnerable population categories (e.g., veterans who are Latino, people with disabilities who may also have children 0-5, LGBTQ+ who are also African-American, etc.).

Although the Census Office has developed its set phases, the phases and timeframes below are specifically for updates to the overall communications plan. In order to provide strategic, nimble and culturally relevant strategies throughout the campaign, the media contractor, Mercury, will revise, enhance, and improve its plan at multiple points during the campaign to align with the Census Office's phases. The final Communications Plan will include strategic communication efforts that are data- and community-informed with a detailed campaign execution plan and corresponding deliverables.

Table 14: Phases and Timeframes

| Phase Description | Outreach and Public Relations Campaign Timeframe |
|------------------------------|---|
| Launch - Educate | August 2019- October '2019 |
| Educate – Motivate- Activate | November 2019 – February 2020 |
| Be Counted – Self Response | March 2020 – April 2020 |
| NRFU – It's Not too Late | June 2020 and July 2020 |
| NFRU - Asset Report | August 2020 – December 2020 |

B. Message Testing and Targeted Message Development

Different sectors of society respond differently to messaging themes, language, and visuals. Researchers seek to understand what types of information different populations need about the census, the messages that best respond to their concerns, and the

messages that will motivate people to complete the census form. A common message used by a variety of different groups may strengthen the impact of that message. However, it can be very challenging to find wording that, when translated or interpreted, successfully resonates with the many different populations and cultures in California's diverse society. The message testing and message development research will help the Census Office determine what messaging is effective for 2020 Census communications.

The state served as a coordinating hub early in the campaign for partner foundations and community-based organizations to share messaging research results. The media contractor, Mercury Public Affairs, LLC (Mercury), is currently assessing needs for message testing work. In 2018, the Census Office convened a working group for partners to share messaging research results, identify information gaps and avoid duplication. Researchers sought to identify people's baseline awareness of the census, interest in participating in the census, concerns, and favored message themes.

C. Communications Request for Information

In fall 2018, the 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 experience reaching and activating California's vulnerable populations. More than 20 responses were received from a wide-range of media entities. The responses stressed the importance of investing in digital, mobile and ethnic media and tailored messaging for individual socioeconomic groups and their various segmented audiences. Respondents to the RFI also provided insights on crisis communication and combatting misinformation and negative messaging. These responses will influence how messaging is distributed in future phases.

D. Request for Proposal

The Census Office considered the aforementioned RFI responses, as well as information gathered during 24 statewide convenings, in developing the communications strategy and the Census 2020 Outreach and Public Relations Request for Proposal (RFP).

The Census Office released the RFP on March 15, 2019, requesting responses from public affairs and media vendors to conduct a statewide Census communications and public relations campaign.

Mercury was the media contractor chosen and will be responsible for providing a strategic communications 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 own and lead the campaign's earned and social media efforts, influenced by the editorial timeline outlined in the communications strategy and tactics provided by Mercury. The contractor will provide services in multiple communication areas to support building awareness, promoting census self-response, and leveraging and amplifying existing statewide and regional campaigns and content that uplift the need for a complete count in California.

E. Communications Strategy

The Census Office's Outreach and Public Relations strategy supports a statewide coordinated effort through strategic use of culturally and linguistically competent owned, earned, and paid media. There is a new emphasis on local ethnic media and paid in-language media in traditionally undercounted areas and within vulnerable communities, reflective of recommendations received from agencies experienced in conducting census communications to these populations.

The Census Office External Affairs and Media Relations Team is responsible for the management of the overall communications strategy that encourages Californians who are least likely to respond to participate in the 2020 Census.

The strategy includes a vigorous paid media campaign and supports a coordinated effort to educate and drive a complete 2020 Census count among California's vulnerable populations, by amplifying statewide and regional outreach efforts and messaging, using a combination of culturally and linguistically-competent owned, earned and paid media. The emphasis on local ethnic media and paid in-language media in traditionally HTC areas reflects recommendations received from agencies experienced in conducting census communications to communities with historically low census response rates.

The major components of the Census 2020 Outreach and Public Relations Campaign are:

- Focus of the campaign is California's HTC population
- Efforts must reach all of California's 10 geographic regions
- Contractor is highly encouraged to work with local and ethnic media
- Required collaboration with CBOs and local governments
- Media outreach and messaging must be strategic, in-language, and culturally relevant
- Priority audience demographics listed in the RFP are:
 - African American
 - Asian American and Pacific Islander
 - Latino
 - Middle Eastern North African
 - Native American

In all, the 16 months Mercury is in contract, the team will accomplish a campaign that is:

- Relevant and mitigates fear among historically undercounted communities
- Collaborative with statewide partners, counties, other government entities (i.e., cities), CBOs, and ACBOs.
- A community-based participation model, with the community and partners helping to inform the executed plan.

F. Communications Work by Phase

Phase 1: 2017-2018 Convene, Collaborate & Capacity Build

During Phase 1 of the 2020 Census campaign, the communications team worked to establish an efficient and effective foundation in preparation for the following phases, which rely heavily on quick and responsive communication from all partners including contractors, media, and stakeholders. Tasks during this time included:

- Updating internal communication, such as creating a style guide, letterhead, timelines, talking points, and presentations.
- Drafting legislative reports.
- Establishing internal and external communication processes to efficiently respond to external requests such as media interviews and speaking requests, and coordinating with internal Census Office staff and RPMs.
- Redesigning the 2020 Census website to improve user experience. The newly designed website is structured as a resource for Census Office partners to access important funding information, hardest-to-count demographics, maps, timelines, and sector resources.
- Developing a process for managing and responding to the steady stream of speaking requests.
- Creating an online repository for internally shared documents.

The communication needs during Phase 1 were centered around the state's Census funding allocations, partnerships, and timelines. In response, the Census Office developed funding, partnership messaging, and support documents for the state's contracts and timelines for RPMs and Census spokespeople.

In preparation for Phase 2 and evolving communications needs, the Census Office released the media RFI in September 2018.

Phase 2a: January – June 2019 Educate

During Phase 2, the Census Office focused on building the capacity of local outreach partners and developing a communication and collaboration infrastructure. The Census Office released an initial draft Statewide Outreach and Communication Strategy (SOCS); the Outreach and Public Relations RFP; and the Census Office's internal Communications Strategy.

The Census Office developed a Statement of Work (SOW) for the RFP, which was released March 15. After the evaluation process was complete, the Census Office worked toward awarding the contract.

During Phase 2a, the Census Office also developed its comprehensive phase-by-phase communications strategy. The strategy details how the contractor's SOW will fit into the state's larger communications plan – which includes earned media, social media, outreach, and owned media – and how each will complement outreach efforts on the ground. An example: the April 2, 2019 Census Kickoff Event, a collaborative effort with

the Governor's Office, state officials, and partners, was covered by regional and statewide media outlets.

The strategy outlines goals, various tactics, and a timeline for messaging and implementation.

Prior to contractor on-boarding, the Census Office performed an audit of existing communications assets and built an earned and social media editorial calendar based on the findings. During the communications audit, staff identified needs such as regional, statewide, and industry media lists, a trained speakers bureau to speak at events and to media, and shifting social media content to appeal to the hardest-to-count.

Phase 2b: July – December 2019 Motivate

On July 8, the Census Office announced its notice of intent to award the contract to Mercury and a contract was executed on July 29.

Mercury and its ethnic media subcontractors are onboard. The Census Office will host standing calls with regional and statewide partners. In addition, a 2020 Census Messaging Webinar is planned for partners and community advocates. Through this webinar, the contractors will learn about messaging efforts and gaps to date. The contractors will also attend IPW to facilitate collaboration among the contractors so they can develop effective and efficient Implementation Plans to conduct outreach to vulnerable populations. Mercury will use information gathered during the standing calls, messaging webinar, and IPWs to inform their own outreach and public relations strategic plans.

Mercury's strategic plan will be due within the first month of the contract award. It must outline strategic earned and paid media tactics to reach Californians who are least likely to respond and include a timeline. It is anticipated that Phase 2 plans will include:

- Identifying message testing gaps and plans to address them
- 2020 Census branded campaign launch
- The launch of a 2020 Census .org branded campaign site
- The launch of partner portal
- Media planning
- Social media and earned media planning Content creation, production, and placement, such as:
- Monitoring and responding to misinformation and disinformation efforts targeting the 2020 Census

In July, the Census Office took a more proactive approach to external communications, with support from Mercury. This included developing a statewide earned media bank of stories, potential op-eds, authors and expert sources, and implementing an aggressive regional earned strategy that collaborates with campaign outreach efforts. Communications during this part of the phase will focus on motivating partners and the public.

The morning portion of the IPWs are open to local officials, committee members, partners, and the public and is a key opportunity to encourage broader participation in census

outreach. The Census Office will work with regions to invite local media and amplify early education messages.

The following are the campaign elements that will be executed within the Phase 2 Communication plan period:

Launch Phase:

- Collection, review and utilization of research and data
- Development of campaign branding
- Message development
- Message testing – Statewide & Regions 1-10
- Collaboration between partners and stakeholders to inform the plan
- Assessment of needs and development of tools, collateral and resources for ACBOs and CBOs
- Development of the Public Relations Plan through October
- Ethnic and statewide media partnerships
- Media planning for launch
- Social media launch
- Earned media launch
- Media campaign launch
- A November 2019-December 2020 timeline for campaign milestones.

In August 2019, Mercury attended a SwORD platform training and orientation. This training clarified the need to gather data to support the development of two critical reports:

- A region by region report that outlines key information for HTC census tracts including language accessibility needs and HTC indicators specific to each tract.
- A report with the data above organized by media markets.

By mid-September, Mercury recommended the following plan of tactics to continue informing the campaign:

- Brand, Logo, Brand style guidelines
- Campaign website
- Message development
- Message testing statewide & in all regions
- Ethnic media, statewide and partnerships
- Social media launch
- Earned media launch
- Misinformation/disinformation management

In the final week of September, Mercury will formally launch an array of data-informed media marketing tactics to reach vulnerable populations.

A full rollout of the state's branded campaign is anticipated in November. This will include in-language messaging, collateral materials, templates and tool-kits for partners, and a .org website.

Phase 3a: January – March 11, 2020 Activate: Pre-Census Questionnaire

Phase 3 moves from positive motivating messaging toward activating all parties--public, contracted partners and external stakeholders--and continues building media relationships. By Phase 3, campaign messaging developed by Mercury will be fully deployed statewide, using partners and strategic communications tactics specific to vulnerable communities and regions. Trusted messengers, ethnic media partners, and creative paid media efforts will be critical in reaching California's hardest-to-count areas and communicating resources, such as QACs.

The Census Office and Mercury will work closely with various partners to ensure messaging is effective and current – and pivot if and when needed.

Phase 3b: March 12 – April 30, 2020 Activate: Self-Response

Messaging in this phase is focused on the self-response period. It is a critical time to continue to build and maintain close relationships with and between the media, Mercury, partners and members of the public to ensure Californians fill out the census questionnaire. The earned media strategy for this phase may change to align with any changes to the overall communications strategy.

The Census Office will continue communications and messaging through local contracted partner and Mercury efforts. The Census Office will also connect regularly with regional and local media outlets and media partners to ensure they are showcasing Census stories in their communities.

Additionally, during this phase, the state will:

- Focus earned, paid, and social media efforts on the Non-response Follow-up period (NRFU);
- Collect and analyze Census Bureau real-time data to influence media efforts; and
- Ensure media is aware that the focus is on a complete and accurate count of all.

Phase 3c: May 1-July 30, 2020 Activate: Nonresponse Follow-up – It's Not Too Late

In this crucial NRFU period, the communications team will focus on obtaining and analyzing real-time Census Bureau data.

The Census Office will work with local ethnic, nontraditional and special format media to draw out Californians who have not responded to the questionnaire.

Additionally, during this phase, the state will:

1. Provide messaging through varied avenues to Californians that their responses are valuable and help their community

2. Ensure messaging delivered through trusted messengers and/or influencers is responsive to on the ground conditions and continues to resonate with vulnerable populations.

Phase 4: August 1, 2020 – June 30, 2021 Assess & Report

In adherence to the Census Office goals of transparency and accountability and to make improvements for the future, the communications team will assess and report relevant information on 2020 efforts.

Additionally, during this phase, the state will:

1. Evaluate its media related investments
2. Compile and complete final reporting to the Legislature and Governor
3. Distribute findings and recommendations to our partners and the public

VII. STATEWIDE APPROACH

While the work at the regional level seeks to fill census gaps WHERE they occur, the statewide elements of the strategy are focused on WHO are hardest-to-count, and HOW hardest-to-count demographic populations interact with trusted messengers, service providers, cultural and faith-based organizations, employers and other outreach partners.

Additional statewide collaborators and contractors include Statewide CBOs, sector partners, higher education institutions, adult and migrant education programs, Native American and tribal partners, statewide public relations and media experts, Legislative district staff and Congressional staff, among others:

- **Statewide CBOs** provide a valuable overlay to the outreach process. Each contracted organization targets and provides resources for one or more of the 15 vulnerable populations identified as needing focused outreach and messaging.
- **Native American and Alaskan Natives and Tribal Governments:** The Census Office developed outreach for Tribal Governments and Native Americans after holding several tribal consultations. The outreach strategy includes contracts with some Tribal Governments to undertake census outreach; contracts with two Statewide CBOs who will utilize and expand their programs; networks and infrastructure to outreach to Native Americans living on and off Tribal lands; and a Native American media contractor who will offer a culturally competent outreach and public relations campaign to Native American and tribal communities.
- **Education:** The Census Office has contracts with County Offices of Education to develop 2020 Census-specific curriculum and undertake census activities and contests. Additionally, universities and colleges are being engaged to offer Census messaging, outreach, and spaces to learn about and fill out the Census questionnaire.
- **Sector Partners:** Organizations in certain sectors have existing infrastructure, networks and relations that can be used for Census messaging and outreach. The Census Office outreaches to organizations in those sectors in order to leverage their existing infrastructure to message and outreach. Targeted sectors are: health, labor unions, faith-based, business/corporate, technology and innovation, entertainment, and rural. The Census Office is contracting with anchor organizations within three key sectors, health, labor and faith, to oversee and organize sector-wide outreach. Research on anchor organizations for the other sectors are in process.
- **State Agencies and Constitutional Officers:** State agencies have existing interactions with many Californians and are able to relay census messaging to these individuals, interest groups and industries. Some state agencies, such as those in the health and human services sectors, serve vulnerable populations, and are able to use existing touchpoints and relationships to outreach directly to populations who may live in hardest-to-count areas.

A. Native American and Tribal Governments

California is home to the largest percentage of census respondents who identify as American Indian or Alaska Native. California Native American Tribes and tribal-serving organizations and agencies have participated in multiple past census outreach and engagement efforts to achieve a complete count.

Historically, Native Americans have been one of the most undercounted groups of any population in the U.S. Census, and individuals residing in California's Tribal communities are among the least likely to respond to the decennial count. That is why Census 2020 marks the largest state commitment to date toward the goal of increasing tribal participation in the census. Outreach to Native Americans, Alaska Natives, and Tribal Governments is taking place statewide to reach these historically undercounted communities.

To address the unique challenges of outreach to Native Americans and Tribal Governments, the Census Office made funding available to all 111 Federally Recognized Tribes to support outreach activities. In addition, two Statewide CBOs, the California Indian Manpower Consortium and the California Native Vote Project, were contracted to help support those efforts.

To reach the goals of heightened visibility, develop culturally appropriate and effective materials, and build trust between the Tribes, U.S. Census Bureau, and the state, the state entered into a media contract with NUNA Consulting Group, LLC to bring together industry, academia, tribal nations, and health care industry to create a holistic outreach program. This media strategy will touch on each tribal geographic area that focuses on tribal newsletters, radio, and other tribal media advertising and branded materials.

1. Native American and Tribal Outreach by Phase

Phase 1: 2017-2018 Convene, Collaborate & Capacity Build

In 2018, tribal outreach and engagement activities ran parallel with other Census Office outreach efforts, such as the regional community convenings held across the state and contracting for locally and regionally-based Census outreach.

In fall 2018, the Census Office joined the discussion at the State Capitol's Native American Day and then engaged Tribal governments, administrators, and Tribal organizations to communicate the importance and benefits of engaging in census outreach. The Census Office provided information on state and federal outreach strategies and timelines, and identified opportunities for the state to partner with Tribes to achieve a complete count. A key objective for the state was to hear and learn from the Tribes on preferred and best methods for effective collaboration with Tribal governments.

Regional Tribal Consultations and Recommendations

In 2018, three regional government-to-government consultations were held in Pala, Trinidad, and Sacramento. The Census Office coordinated closely with the Tribal Advisor to the Governor, the California Native American Heritage Commission, and the three regional Tribal Chairmen's Associations (Southern, Central, and Northern California) to

invite Tribal governments. Two of the three consultations were hosted by a local Tribal government and a total of nineteen Tribes participated in the consultations.

Participants shared a range of concerns and issues over the course of outreach and engagement events, from long-standing issues with the Census in Native American communities and distrust of government, to new or emerging challenges for 2020, such as:

- Access to broadband internet
- Non-traditional and/or insecure housing in Tribal lands and jurisdictions
- Homelessness and lack of permanent addresses
- Lack of awareness of who should be counted in a household
- Under-equipped/under-trained Bureau staff
- Enumerators could have capacity for messaging, but fail because of lack of cultural understanding
- Difficulties in learning about and/or applying for and securing Bureau jobs
- Privacy concerns
- Disenfranchisement
- Lack of understanding and/or misperceptions about who benefits from a complete count among Tribal communities

Over the course of outreach and engagement events, participants discussed diverse needs, strategies, and opportunities for partnership moving forward, acknowledging that each of the different entities – Tribal Governments, the Census Office, the US Census Bureau, Tribal NGOs, and others – have important and distinct roles to play in achieving a complete count.

Recommendations for Native American and Tribal outreach include:

1. Leverage a robust and interconnected network of partners for Tribal outreach and engagement.
2. Federal and state-level leadership continue to meet with Tribal Governments for information sharing and partnership opportunities.
3. One size does not fit all – support tribes in developing culturally specific, relevant, and innovative outreach and engagement approaches.
4. Messaging is responsive to what people care about and addresses their concerns.
5. Trusted messengers and familiar faces are key to participation and engagement.
6. Entities that partner with tribes need to understand the history, particular context, and diversity of California Native American Tribes to be effective.

In December 2018, the Census Office issued an invitation to 68 tribes to participate in Tribal Funding Agreements to conduct census outreach within their service areas. State offers of funding were tiered based on the number of housing units, from \$1,000 for Tribal Governments with 25 to 49 units (enough to hold one community event), to \$50,000 for

those with more than 10,000 housing units. This methodology made \$316,500 available in direct allocations to tribal governments.

Phase 2a: January – June 2019 Educate

In January 2019, the Census Office held a webinar to educate participants on Tribal funding, outreach, and engagement; to share information; and to gather input from a wide range of partners interested in a complete count for California Tribal communities. Over 50 participants attended the webinar, which provided an overview of Bureau efforts and state-led initiative and funding opportunities, and hosted a panel discussing the importance of the census to Tribal communities as well as challenges to a complete count. Key planning and outreach partners included webinar co-host California Native Vote, California Indian Manpower Consortium, Inc., California Consortium for Urban Indian Health, and the California Department of Technology.

The webinar discussion raised the following key considerations for strategic outreach, messaging, coordination, and operations:

1. Tribes are concerned they will not be adequately considered, nor given the level of attention desired within counties' strategic outreach plans and efforts.
2. Not all Tribes and Native American communities will respond to the same message.
3. Cultural understanding is lacking for many entities conducting census outreach to Native American communities.
4. Local enumerators familiar with the area will be critical for areas that are geographically/physically difficult to reach.
5. There is a need to continue to emphasize the value of census participation – and not just the federal government benefits – to Native American communities.

The Census Office considered and addressed these issues as it continued consulting with Tribal governments.

2. Statewide Native American Community-Based Organizations

To ensure a tightly woven network of outreach, during this phase, the Census Office reached agreement with two Native American Statewide CBO contractors, CIMC and CNVP, to conduct outreach to Native Americans not living on tribal lands and to the remaining 104 tribal populations with insufficient housing units to receive a direct allocation. CIMC is a Native American-owned and operated non-profit with seven field offices throughout California, serving 41 counties and 87 Tribal membership governments, Tribal agencies and Tribal enterprises. It maintains a database of American Indian families living in California and has a long history of working with the census. CNVP has a track record of reaching and engaging Native Americans as the first-of-its-kind Native American statewide integrated voter engagement organization. Its outreach and organizing infrastructure reaches across more than 20 California counties with voter registration, voter education, and issue-organizing work. CNVP will expand on its voter

outreach strategies and skills to conduct outreach through their Get Out the Count Campaign.

Phase 2b: July – December 2019 Motivate

In 2019, the Census Office has continued to consult with Tribal Governments to encourage their participation in census outreach. As of May 2019, thirteen Tribal Governments have opted in and executed contracts. During this phase Tribal Governments received an additional \$2 million for outreach efforts.

The Census Office continues Tribal education work in partnership with the Bureau's Southern and Northern California Tribal Partnership Specialists, Tribal members who approach Tribes with cultural understanding, familiarity and trust.

At the regional level, LCCCs throughout the California are inviting Tribal members to participate in their committee meetings.

The Census Office plans to conduct two Tribal consultations in September as Tribes work on finalizing their outreach plans among their members.

The Census Office, in partnership with counties, ACBOs and Statewide CBOs will motivate Tribal Governments through activities and events that have proven successful to the Tribes in other campaigns. These include, but are not limited to:

- Working closely with Tribal liaisons
- Canvassing
- Social media: educational workshops, a mobile app, and special media features such as infographics ensuring cultural relevance and sensitivity
- Pow Wows, Big Times (annual gatherings), Talking Circles, Community Feasts, Elders meetings
- Census meetings
- Leveraging available resources to assist in outreach activities
- Fostering partnerships to conduct outreach activities

Phase 3a: January – March 11, 2020 Activate: Pre-Census Questionnaire

During the Activate phase, the Census Office will be working in partnership with all Tribes to activate and implement Tribal Partnership Agreement outreach plans, and will work with the Statewide CBOs, counties and Bureau Tribal Specialists. Many events are planned during this period along with mailings, social media posts, digital ads, and personal check-in meetings with all partners and subcontractors working on this effort. The Census Office will promote a Census hotline, the National Week of Action, and a directory of centers and community partners; will activate QACs; and will launch targeted outreach from the beginning of March through Census Day.

Phase 3b: March 12 – April 20, 2020 Self Response – Be Counted!

The Census Office and partners will gear up and coordinate a statewide effort to achieve a successful count of all Tribal members, reengaging trusted messengers in trusted places

to continue to reach out to those who remain uncoun­ted with the message that there is still time to respond.

The plan includes assessing needs and reemploying efforts with Tribal mailings, canvassing, media platforms and email blasts, and engaging trusted leadership in communities to reach out again to promote census participation

Phase 3c: May 1 – July 30, 2020 Non-Response Follow Up – It's Not Too Late

Trusted messengers with their community connections, including Tribal Governments, the Statewide CBOs, counties and regional CBOs, will be key leading up to and during the enumeration and Non-Response Follow-Up (NRFU) period. If it can be determined that response rates remain low following the initial enumeration period, additional efforts will be implemented:

1. Reinforcing education at trusted community planned activities and events.
2. Identifying supplementary activities that occur during the NRFU period to further educate and address non-response.
3. Hosting or leading new activities or events as appropriate and needed.
4. Employing proven efforts in strategic regions to motivate census participation, including strategies to eliminate fear of completing the questionnaire.
5. Reviewing data for efforts that impact response rates, activity, and attendance at QACs/QAKs, Tribal offices, service centers, and/or special events.

During May through June, Tribes will assess the impact of their Outreach Plans and submit Final Reports. At this time, they may also reach out to non-responders via media, meetings and newsletter announcements.

Phase 4: August 1, 2020 – June 30, 2021 Assess and Report

In September 2020, the two Tribal Statewide CBOs will submit Final Reports. The Census Bureau Tribal Partnership Specialists will also provide input on the assessment and reporting of outreach efforts conducted. The Census Office will develop a report on successes and challenges with the 2020 Census based on data, impressions, and observations.

B. Statewide Community-Based Organizations

The Census Office has identified a list of 15 Vulnerable Populations – demographic and socioeconomic groups who may be vulnerable to being undercounted. The state is contracting with statewide CBOs representing one or more of these 15 vulnerable populations to conduct focused statewide outreach to those groups.

CBOs at a statewide level play a unique and important role in supplementing the work conducted by regional and local community-based organizations in reaching, educating, motivating and activating people who are least likely to respond to the census questionnaire. Selected statewide CBO contractors are expected to increase awareness and knowledge of the 2020 Census among specific demographic

populations and ensure that all outreach, messaging, and publicity are culturally relevant and linguistically appropriate.

In coordination with the ACBOs, counties, and the Census Office, Statewide CBOs will organize a series of activities, including training, collateral development, ethnic and social media outreach, and public events and forums. Most will work through local community partners (sub-contractors) to deploy trusted messengers into HTC neighborhoods or support Questionnaire Assistance Centers.

Table 15 shows the Statewide CBOs that under contract with the state for 2020 Census outreach to specific demographics. Native American and Tribal communities are also further described in the section on Native American and Tribal.

Table 15: Statewide CBOs under Contract as of July 30, 2019

| Demographic | Statewide CBO | Contract |
|--|---|-----------------|
| African Americans | California Calls | \$ 400,000 |
| Asian American & Pacific Islanders | Asian Americans Advancing Justice | \$ 400,000 |
| Farm Workers | California Rural Legal Assistance, Inc. | \$ 250,000 |
| Farm Workers | Mixteco/Indigena Community Organizing | \$ 250,000 |
| Immigrants/Refugees | Coalition for Humane Immigrant Rights | \$ 100,000 |
| Latinos | NALEO Educational Fund | \$ 400,000 |
| Latinos | Latino Community Foundation | \$ 400,000 |
| LGBTQ+ | Equality California Institute | \$ 400,000 |
| Limited English Proficiency | Coalition for Humane Immigrant Rights | \$ 100,000 |
| Low/No Broadband | United Ways of California | \$ 400,000 |
| Native American and Tribal Communities | California Indian Manpower Consortium | \$ 400,000 |
| Native American and Tribal Communities | California Native Vote Project | \$ 400,000 |

3. Statewide CBO Work by Phase

Phase 2: January – December 2019 Educate & Motivate

In March, the Census Office announced contract awards with Statewide CBOs representing one or more of the 15 HTC vulnerable populations to conduct focused statewide outreach. The Census Office is currently developing strategies to reach additional demographic populations which may include: People with Disabilities, Middle East and North Africa (MENA), Veterans, Children Under 5, Individuals and Families experiencing homelessness, and Seniors/Older Adults.

In May, each Statewide CBO contractor created a Strategic Plan focused on their particular demographic group. Of those contracted, their plans have been approved. At the end of October 2019, Implementation Plans are due, outlining planned activities for the next phases.

Phase 3: January – July 30, 2020 Activate, Self-Response & Non-Response Follow Up

Statewide CBOs will implement the activities and outreach efforts detailed in their Implementation Plans.

C. Education Outreach

Historically, children and young adults were among California's undercounted populations. The Census Office's education outreach plan uses K-12 schools, colleges, universities and libraries as natural trusted messengers and resources centers, and provides resources and materials for educators to engage and inform children, parents, and community members about the importance of the census. The Census Office's education sector outreach approach incorporates lessons learned from 2010 along with new and innovative approaches to prepare for 2020's unique challenges. The approach focuses on reaching vulnerable populations among K-12 students and their families, as well as young college-aged adults at two- and four-year colleges. The Census Office has allocated \$8.05 million to fulfill the task of education outreach to K-12 school, colleges and universities, and libraries.

1. K-12 Education

The 2020 Census County Offices of Education (COE) contracts engage more school communities than in any previous year. As a part of the census effort, schools plan to conduct outreach activities year-round to students and parents, including a Census Rally Week and contests that inspire students' creativity, and using a visual and performing arts guide to produce Public Services Announcements showcasing the importance of the census. Empowering youth to understand and converse about the census can serve to empower their parents, as many parents with Limited English Proficiency depend on the language skills of their children to help them navigate society.

The state has allocated \$5.75 million to fund COEs to help fulfill the task of outreach to K-12 schools. The Census Office funds COEs based on a combined weighted average of the total population in Title I schools and Title III students (see sidebar), an approach that reaches 97 percent of all youth in HTC areas. Initially, with funding from FY2017-18, the Census Office contracted the Sacramento COE to develop Census curriculum, providing K-12 schools with the option to use this curriculum as part of the state's direct investment in COEs statewide. Thirty COEs will use state funding to engage in outreach activities. COEs entered contracts with the Census Office as of June 2019 based on an initial

Title I, a federally funded program, helps disadvantaged students meet state academic performance standards via issuing grants to schools with a high percentage of low-income students.

Title III, the Language Instruction for English Learner (EL) and Immigrant Students Act, ensures EL students, including immigrant youth, attain English language proficiency.

allocation of \$1.75 million. This Fiscal Year 2019-20, the Census Office has allocated an additional \$4 million for K-12.

Phase 1: 2017 – 2018 Convene, Collaborate & Capacity Build

In 2017-18, the Census Office focused on working with COEs to develop the 2020 Census curriculum.

- The Census Office's education efforts focused on working directly with California teachers to develop appropriate curriculum to meet the new social science framework. This approach aligns with a commitment to start locally and create regionally produced outreach and education efforts that are relevant and easily adopted.
- In July 2018, teachers were introduced to the Census and 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.
- During fall and winter, 2018, Sacramento, Los Angeles, and Fresno counties piloted the new social science curriculum modules and pacing guides. The COEs updated the curriculum and created a statewide rollout plan. The COEs also developed a creative component focusing on the arts and youth, encouraging California students to create Census-related messages and content. Teachers involved in the curriculum development refined inquiry-based lesson plans reflecting their current communities and piloted them in classrooms.

Phase 2a: January – June 2019 Educate

Efforts during this phase focused on cultivating COEs as contracted partners. Once COEs and their advocates were educated on the benefits of participating in 2020 Census outreach, the Census Office worked with COEs to draft and negotiate contracts.

- In February, the Census Office invited 40 COEs to participate in census outreach funding by sending an opt-in letter. The state used data on student populations for Title I and Title III programs to identify funding levels for various COEs.
- In response to a request by the CCCC, in March the Education Sector Manager worked with the Department of Education's Adult Education Division to integrate adult education into the statewide outreach plan. As a result, the California Department of Education's Adult Education Division distributed 400 census information flyers to adult education school administrators at the April 2019 California Council for Adult Education state conference. The Census Office is also coordinating development of a census toolkit focused on participants in adult education programs.
- As of May 15, 2019, 30 of the 40 COEs accepted state census funding. In June, the Census Office held a SwORD webinar for COEs to equip staff to use this tool in outreach planning.
- Fresno, Sacramento and Los Angeles counties completed K-12 census curriculum testing in June and finalized the curriculum before its distribution.

- The Census Office began to engage Department of Education program representatives for migrant education, homeless youth, foster youth, and early childhood education to explore ways to collaborate and disseminate census information.

Phase 2b: July – December 2019 Motivate

- From July through September, COEs will attend IPW public sessions to meet potential regional partners.
- Contracts with COEs began in July, with outreach plans due 60 days after the contract is signed. In August the statewide rollout of curriculum training begins, along with a series of eight statewide in-person trainings to support curriculum implementation. From September to December, COEs will prepare to implement the curriculum modules and census contests.
- In September, the Census Office will distribute communication toolkits to COEs and conduct a webinar to inform on using the toolkit.

Phase 3a: January – March 11, 2020 Activate: Pre-Census Questionnaire

- COEs will implement curricula and hold more frequent outreach activities. They will use the toolkit to send reminder texts and calls to parents to participate in the 2020 Census.

Phase 3b: March 12 – April 30, 2020 Activate: Self-Response – Be Counted!

- Between March 23 and April 9, COEs will support districts in honoring Census Week 2020.

Phase 3c: May 1 – July 30, 2020 Activate: Nonresponse Follow-up – It's Not Too Late

- Between May 1 and June 15, schools will send out notifications based on the toolkit to participate in the 2020 Census.
- On June 30, COE will submit final reports and contracts will be completed.

Monterey County is working with San Benito County to distribute its funds as the latter COE does not have the capacity. Sacramento COE officials are considering taking a regional approach as fiscal agent for Yolo and Placer counties.

2. Higher Education

The state's colleges and universities enroll more than three million students. The 2020 Census requires college students to be counted where they are at as of April 1, 2020. Campuses can communicate to students that if they live in off-campus housing, they are responsible for completing their Census questionnaires. For those who live with their families, they can be trusted messengers for completing the Census questionnaire. The desired outcome is to ensure a full and accurate count of college students in California in the 2020 Census.

The higher education strategy is to develop outreach opportunities for college students to learn about the 2020 Census and to encourage them to respond to the Census questionnaire.

The Census Office will work with higher education institutions and student organizations to leverage the state's resources and coordinate efforts in the field with key stakeholders. The Census Office will build on good practices and established partnerships with the higher education institutions to ensure effective and efficient deployment of the state's resources for a complete count.

The main target audience for the Census Office's efforts are the students that fall into the hard-to-count demographic areas.

The Census Office will work with the higher institution system and campuses of:

- University of California (UC)
- California State University (CSU)
- California Community Colleges (through the Community College Chancellor's Office and Community College League of California)
- Association of California Colleges and Universities that represent private nonprofit colleges, and
- For-profit institutions (through the Association of Independent California Colleges and Universities)

3. Higher Education Outreach Work by Phase

Phase 2a: January – June 2019 Educate

The Governor's Office launched state higher education census activity by presenting letters to the University of California and the California State University systems, seeking the support of these statewide institutions in the 2020 Census outreach campaign.

In May, the California Community Colleges system adopted a resolution endorsing 2020 Census outreach for all 73 community college districts and 114 community colleges. The Community College League of California, the Sacramento COE, NextGen, Sacramento Community Foundation, the California Department of Education Adult Division, and the Student Senate for California Community Colleges supported the resolution.

The Census Office conducted a survey of the state's higher education system and census outreach work in late July and sent it to Public Information Officers and Government Relations personnel at all colleges to inform their efforts.

Phase 2b: July – December 2019 Motivate

During this period, the focus is on developing partnerships with key organizations, groups, and programs in higher education to develop student outreach partnerships that will allow for a full and complete count of California college students. Identify specific strategies with each party, acknowledging both the need to be flexible given the diversity of each campus and the critical role of local buy-in.

Key accomplishments include surveying campuses to assess outreach plans to date; establishing a point of contact for each higher education partner; connecting Regional Program Managers with their respective local campuses; and coordinating a proposal from the Chancellor's Office of California Community Colleges, the Community College Foundation and the League of California Community Colleges for census outreach. In addition, Governor Gavin Newsom sent letters to the University of California Board of Regents and the California State University Board of Trustees to engage them in census outreach efforts, and to the Association of Independent California Colleges and Universities; the California Community College Chancellor's Office and the Census Office signed a resolution to share information about the census; and California State Los Angeles developed a Student Ambassador outreach program.

Phase 3a: January – June , 2020 Activate

During this phase, the goal is to ensure information and assistance are readily available to college students on their campuses and in their communities. This phase is action-oriented and puts into play each of the activities and efforts formulated in Phase II, with the purpose of implementing campus and organizational-specific plans.

Phase 4: July 2020 – September 2020 Assess and Report

The reporting phase is intended to help the Census 2020 Office and colleges understand what was successful and could be utilized in future census efforts or other civic engagement opportunities.

4. Education Sector Partnerships

In addition to contracts with COEs and partnerships with California's university and community college systems, additional partnerships in the education sector include the Secretary of State's Office, and the California Superintendent of Public Instruction.

5. The State Librarian's Office and Census

The Census Office's education outreach utilizes libraries as natural trusted resource centers, able to provide resources and materials to engage and inform children, parents, and community members. Libraries offer safe places to convey information about the first online census. They are also well positioned, with the American Library Association stating that there is a public library within five miles of nearly all hardest-to-count populations. As safe, trusted messengers, California State Libraries serves as valuable

partners, central to the community outreach strategy designed to educate Californians about the first online census.

D. Sectors

The Census Office has identified sector outreach as an important component of the comprehensive statewide strategy to reach those least likely to respond to the Census questionnaire. It is designed to complement other strategies that are based on geographic and demographic factors that contribute to making an individual hard to count.

The targeted non-education sectors for 2020 are: health, labor, faith-based, business/corporate, technology and innovation, entertainment, and rural. The Census Office communicates with organizations in those sectors to leverage their existing infrastructure, relationships, communication links and networks to educate and activate HTC populations to fill out their Census questionnaire.

Health Sector

The Census Office has contracted with California Primary Care Association, which was allocated \$250,000, to activate their 1,300 member clinics who serve 6.9 million people annually. CPCA will lead a statewide effort, in all 58 counties, subcontracting with regional clinic consortias to conduct regional education, outreach and training, provide questionnaire assistance in select HTC areas, and develop and distribute a toolkit. In addition, CPCA will coordinate with Census Office-contracted partners and key statewide health-related organizations to create and disseminate the toolkits and provide a unified messaging on Census for the health sector.

The foundation of the CPCA strategy is leveraging the health centers and clinic locations and engaging the front-line staff to communicate with those they already reach when providing care or services.

Faith-Based Sector

The Census Office has contracted with PICO California, which was allocated \$250,000, to activate their statewide network of 11 non-profit organizations composed of nearly 650 religious congregations and neighborhood institutions representing people across racial, economic, ethnic, and religious lines. The Faith-Based sector outreach will target congregations and faith institutions within HTC census tracts.

PICO California is coordinating with statewide and regional denominational partners to strategically and widely disseminate information about the 2020 Census through their networks. Materials will be in various languages and use the frameworks of key religious traditions that connect to hard-to-count communities (e.g. Catholic, Buddhist, Muslim, Pentecostal, etc.). They will also provide training and coaching for statewide and regional denominational partners so they can be confident spokespeople about the importance of the 2020 Census.

Labor Sector

The Census Office has contracted with The California Labor Federation, which was allocated \$250,000, to activate their 1,200 unions, representing 2.1 million union members across California in manufacturing, retail, construction, hospitality, public sector, health care, entertainment, service sector and other industries.

California Labor Federation will coordinate directly with union affiliates and over 20 regional labor council structures to activate their efforts. They will develop and disseminate a union-specific toolkit; integrate Census education and messaging in key events and member communications, utilizing PDI to target key HTC populations; and provide training and resources for partners to provide QACs in key HTC regions. They will use SwORD to target outreach and track efforts.

Other Sectors

The Census Office is engaging stakeholders to develop strategies for the business, entertainment, rural, and technology and innovation sectors. California recognizes the contributions of these sectors and believes that each has the potential in reaching broad audiences. The Census Office understands that effective strategies in these sectors hinge on including the right stakeholders and seeking feedback that will inform these efforts. Overall strategies are being developed to engage these sectors.

VIII. State Agency Outreach

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

For example, the California Health and Human Services Agency oversees departments that provide direct services to vulnerable populations. The California Department of Finance estimated that these departments lost approximately \$2 billion in federal funding due to the 1990 Census undercount. As a result of this undercount and subsequent loss of federal funding, the state's 2000 Census campaign partnered with state agencies to reach vulnerable populations that use social service programs

Once again, through a State Agency Working Group (SAWG), the Census Office is working closely with state agencies - including departments, boards and commissions - to use existing resources to build awareness on the importance of a complete and accurate count, and to ultimately bolster the 2020 Census survey response rate.

A main goal of the state agency partnerships 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 each agency as they provide programs and services to California's vulnerable communities, and become advocates for a complete count within their departments and with their clients. State agencies' credibility with their stakeholders and clients, their broad reach across California's populations and natural points of contact with many members of vulnerable communities, and their stake in achieving a complete count serve to enhance California's outreach strategy.

A. State Agency Outreach Work by Phase

Phase 1: 2017-2018 Convene, Collaborate & Capacity Build

Tasks and accomplishments from the first phase include:

- Identification of and coordination with state programs that have established contacts and trusted relationships in vulnerable communities.
- Quantifying all touchpoints state agencies/departments have with California residents, and meeting with key staff or "Census Captains" who oversee programs that have touchpoints with California's HTC.

Phase 2a: January – June 2019 Educate

Work during this phase includes:

Coordination with departments that have resources and services that can help with communication and distribution of key messages.

- Establishing a state agency email list, developing a repository for participating agencies, and determining how agencies will share actionable feedback with the Census Office and its partners.

- Begin developing strategies applicable for each agency and department based on existing communications channels. Examples include digital integration of Census 2020 branding; adding messaging to call center scripts; distributing informational materials at field offices and public counters; hosting Questionnaire Assistance Centers/Questionnaire Assistance Kiosks; providing advertising space in printed materials including calendars; providing booth space at events and conferences; and featuring informational articles in internal and external newsletters.

Phase 2b: July – December 2019 Motivate

During this phase, state agencies and departments will provide detailed information about their existing outreach channels and begin putting planned activities in motion. Efforts will continue to ramp up as the digital and print resources become available for broader distribution during this phase. Examples of deliverables during this period include:

- Advertising space in the Department of General Services 12-month calendar provided to all state employees;
- Insert in the Department of Health Care Services mailing on Medi-Cal eligibility, reaching 7 million households;
- Branding added to Franchise Tax Board Earned Income Tax Credit brochure;
- Census messaging included in Department of Veterans Affairs letter from the Secretary to returning veterans; and
- Informational article featured in the CalPERS "PERSppectives" magazine for over 1.5 million CalPERS members.

Phase 3: January – July 30, 2020 Activate, Self-Response & Non-Response Follow Up

Implementation of the strategies will grow during this phase and, as appropriate, be updated to reflect the shift as residents are prompted to get ready and then self-respond.

B. Constitutional State Entities

The Census Office recognizes the significance of California's constitutional officers' participation in the 2020 Census outreach campaign as they are able to use their platforms to enhance outreach as advocates for a complete count. Their credibility allows them to educate their constituents on the importance of the Census .

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

As of April 2019, the Secretary of State serves as Chair of the California Complete Count Committee, which advises the Census Office outreach efforts.

The Attorney General led California's efforts to ensure the census is conducted in alignment with constitutional mandates, co-leading a coalition of 19 attorneys general, as part of the successful effort to legally challenge the addition of a citizenship question to the 2020 Census questionnaire.

The Secretary of State's Office will reach more millions of voters with important Census information and messages in the California Voter's Information Guide for the March 2020 primary election.

To further these types of efforts, the Secretary of State will convene other constitutional officers to identify ways to promote census participation through a Constitutional Officers Workgroup (COW), which is in development.

IX. California Complete Count Committee

The California Complete Count Committee (CCCC) was established to increase awareness about the Census and to encourage all Californians to participate. The CCCC 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 hardest-to-count communities, to participate in the 2020 Census.

At its quarterly meetings, the CCCC keeps abreast of 2020 Census and state campaign developments through updates from the Census Office and the USCB, and drafts reports of its biannual advisory recommendations to the Governor's Office. At its May 2018 meeting, the CCCC established four working groups to conduct focused discussions and develop recommended strategies on specific areas of concern for census outreach and participation. The original working groups were Access and Outreach, Trust and Confidentiality, Housing, and Content and Citizenship. In December 2018, the CCCC voted to merge the Trust and Confidentiality and Content and Citizenship working groups, and in June 2019, voted to maintain the name Trust and Confidentiality for the merged working group.

On April 30, 2019, Governor Newsom appointed Secretary of State Alex Padilla as the Chair of the California Complete Count Committee.

In collaboration with the CCCC, the Census Office has designed outreach and communication efforts to raise awareness about the importance of participating in the Census, using recommendations from the CCCC to inform its strategy.

See Appendix G. for the CCCC roster and charter.

A. California Complete Count Committee Work by Phase

Phase 1: 2017-2018 Convene, Collaborate & Capacity Build

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 CCCC's working groups met and adopted the following quarterly goals for 2019:

- Quarter I (January to March) Working Groups "get smart," arranging for speakers to help educate them about concerns important to each group.
- Quarter II (April to June) Each group will document how they can use their expertise and influence to help with the Census 2020.
- Quarter III (July to September) A period to "engage and activate," working with the California Complete Count Office to participate in Phase II Convenings.
- Quarter IV (October to December) 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.

Phase 2a: January – June 2019 Educate

The CCCC has:

- Received a briefing from the USCB on group quarters and service-based enumeration.
- Held a webinar on the citizenship question and the effect it has had on Latino immigrants in the San Joaquin Valley.
- Requested and participated in webinars organized by the Census Office and open to the public on confidentiality and data access, and on language and disability access.
- Partnered with disability rights advocates for an informational webinar about the inclusion of people with disabilities.

Phase 2b: July – December 2019 Motivate

Working groups plan to:

- Compile a list of trusted messengers, document their networks, fill out SwORD, share toolkits developed by the state and help recruit for Census Bureau enumerator and other positions.
- Recommend appropriate attendees to invite to IPW and LCCC convenings and attend when possible.
- Confirm the readiness and alignment of the philanthropic sector to assist with the overall outreach strategy.
- Assess the support needed in their communities or regions to develop and carry out a strong outreach strategy, incorporating assessments into regional implementation plans due October 30.

The CCCC and its working groups plan to develop strategies and goals and make further recommendations to align with Phases 3-4 of the SOCS.

X. Elected Leadership: State Legislative, Congressional Delegation and Local Elected Offices

The State Legislature, the California Congressional delegation, and local government bodies, including county boards of supervisors and city councils, are key partners in the complete count effort. Elected officials' in-district presence and knowledge combined with their established means of reaching constituents can further the resources of the Census Office and maximize impact in a community specific way.

The Governor's Office and State Legislature have partnered to finance and coordinate an outreach and communication effort that is built on collaboration among stakeholders. The Legislative Capitol offices, as well as Legislative and Congressional district offices, serve as important conduits of trusted information to constituents and regularly interact with community members. In addition, legislative communication and outreach consultants can offer technical expertise in the development, production, and coordination of materials for use by elected officials and their staff.

Elected leaders at the local level are also critical partners for outreach, education and engagement, even if they do not participate directly as contracted outreach fiscal agents with the state.

A. Elected Leadership Outreach Work by Phase

The role of elected officials from the Legislature, Congress, and local governments remains largely the same throughout the duration of the census outreach effort: grassroots trusted messengers who have the right tools to reach their constituents and have a physical presence in all areas of the state. However, their specific activities will vary based on the phase of the complete count campaign.

Phase 1: 2017-2018 Convene, Collaborate & Capacity Build

During the earliest phases of the campaign, the Census Office engaged with elected state and local officials to provide informational updates through speaking events, meetings and formal reports. In 2017, Census presented to the District Office Directors Outreach and Training Meetings in southern and northern CA to educate them about the importance of starting Census outreach early and providing additional resources above the 2010 levels. Legislative consultants and district office (DO) staff provided helpful assistance in the preparation for, and implementation of, the 2018 readiness assessment convenings, partnering in planning and leveraging their networks and relationships to spread the word, generate excitement, and mobilize participation. Legislative consultants from each of the Select Committees on the Census (Assembly Select Committee on the Census and the Senate Select Committee on 2020 United States Census) supported initial planning calls and engaged DO staff to assist with event-specific needs. Legislative staff helped identify possible convening locations and dates, identified invitees, sent invitations on behalf of legislative members as appropriate, offered suggestions for panelists and speakers, and, in some instances, staffed day-of needs.

In 2018, the first in a series of required reports were produced; the California Complete Count Committee submitted the October 2, 2018 Initial Report to the Office of Governor Edmund G. Brown Jr. – Counting All Californians in the 2020 Census, providing updates on the initial work, concerns and recommendations of the Committee. The Census Office submitted the October 1, 2018 Report to the Legislature: Progress Report on the Census Infrastructure, which detailed major program elements, the status of work underway, findings from the 2018 statewide readiness and needs assessment convenings, and an overview of budget and allocations to date. Both reports are available at <http://census.ca.gov/reports/>.

Phase 2a: January – June 2019 Educate

As elected officials took office following the November 2018 election, the Census Office focused on informing and advising legislative and local elected leaders on key census updates. The Census Office established information-sharing channels to reach the right staff for legislative and congressional offices. In addition to publishing mandated progress reports to the Legislature pursuant to Chapter 53, Statutes of 2018 (Senate Bill 866) on Office infrastructure and funding allocations, the Census Office provided the following:

- In-person briefings to lead Legislative staff on the development of Census Office programs and tools such as the Statewide Outreach and Rapid Deployment Tool (SwORD) and the California Housing and Population Sample Enumeration Survey (CHPSE).
- One-page resources for legislative and congressional offices, updated to reflect campaign developments, sharing key messages and suggested actions.
- Monthly briefings on latest Office developments, at first in-person and later by webinar to accommodate DO participation.
- In-district presentations at events hosted or attended by elected officials and legislative caucuses.
- Collaboration with Caucus Outreach and Communication Offices on materials and census collateral to ensure consistency and limit duplication.
- Information about general census topics and Office activities at the request of elected officials.
- Census resource binders for U.S. Senate Offices.
- Hard-to-Count Fact Sheets, detailing census tract information by Assembly, Senate, and Congressional Districts, as well as all 58 counties and cities/census-defined areas with populations greater than 50,000.

In 2019, once again legislative consultants for the Select Committees, leadership and other legislative offices partnered with the Census Office to support engagement at the regional level for Implementation Plan Workshops. As part of this second round, legislative staff shared information about the events with colleagues and stakeholders, participated in event planning committees, provided onsite day-of assistance, participated in morning general sessions and observed afternoon workshops for statewide outreach contractors. Select Committee and leadership staff attended many

of the events in person and provided helpful guidance on how to make improvements to ensure the goals for each meeting were met.

The Census Office also began coordination with congressional offices during this period through U.S. Senate Offices and the California Congressional Delegation Chair, who had designated staff to lead census activities for the bi-partisan Delegation.

The Census Office leveraged statewide associations serving counties (California State Association of Counties), cities (League of California Cities), and special districts (California Special Districts Association) to distribute informational updates and keep local elected officials apprised.

Phase 2b: July – December 2019 Motivate

During the Motivate phase, many of the activities in the previous Educate phase will continue, as keeping elected officials informed of the latest developments is critical to maintaining their role as trusted messengers.

In the fourth quarter of 2019, the Census Office will begin rolling out the District Office engagement resources reflecting the public relations campaign. This will compliment the resources created by the Democratic Caucus communications unit earlier in the year, which created a solid foundation of collateral for current stages in the outreach and education effort. In the fourth quarter of 2019, the Census Office will begin rolling out the District Office engagement resources reflecting the public relations campaign. This will compliment the resources created by the Democratic Caucus communications unit earlier in the year, which created a solid foundation of collateral for current stages in the outreach and education effort.

Phase 3: January – July 30, 2020 Activate, Self-Response & Non-Response Follow Up

The Census Office will continue to provide informational and strategy updates to legislative, congressional and local elected officials that reflect the current phase and activities of the campaign effort in a format that is easily adaptable for in-district needs. Consistent messaging and responsiveness to constituent concerns will be critical during this period. During this phase, the Census Office will reassess the frequency and method for recurring legislative and congressional staff briefings to ensure maximum value to participants and the best use of Office resources.

In this crucial NRFU period, the communications team will focus on obtaining and analyzing real-time Census Bureau data. The Census Office will work with local ethnic, non-traditional and special format media to draw out Californians who have not responded to the questionnaire.

Specifically, the Census Office will assist elected offices with:

1. Messaging through varied avenues to Californians that their responses are valuable and help their community; and
2. Ensuring messaging delivered through trusted messengers and/or influencers is responsive to on the ground conditions and continues to resonate with vulnerable populations.

XI. TECHNOLOGY, DATA AND ANALYTICS

Technology, data and analytics are key to the Census Office's efforts. As described in **Section III. Overview**, the Census Office is adopting a data-driven approach from the start, which is primarily achieved through the SwORD (Statewide Outreach and Rapid Deployment) platform and a number of supporting technology applications that integrate with each other to support the Census Office and its partners, as summarized below:

Table 16: Census-Specific Technology Tools Overview

| Technology/ App | Primary Functions | Users Served | Key Benefits |
|---|---|---|--|
| SwORD (based on ESRI's ArcGIS Hub) | <ul style="list-style-type: none"> Provides census relevant maps and demographic data Allows partners to enter and view their outreach plans visually Acts as the central data store for all reported outreach activity Interfaces with third-party apps and the US Census Bureau Hosts the public HTC map | Census partners Public (for the HTC map) | <ul style="list-style-type: none"> Use maps to create more effective, data-driven plans leading to less rework. Share and collaborate with others to combine resources and prevent overlap Relevant data is curated and all in one place, meaning less time spent searching and manipulating data and more time is spent on higher value planning tasks |
| Outreach Reporting API | <ul style="list-style-type: none"> Receives and validates census outreach reporting data from third party applications Allows partners to send in multiple activities at once via a spreadsheet Automatically enters the data into SwORD | Census partners | <ul style="list-style-type: none"> Saves time by removing the need for duplicate data entry through automated reporting Simplifies and saves time reporting multiple outreach activities via a spreadsheet |

| Technology/ App | Primary Functions | Users Served | Key Benefits |
|----------------------|---|-----------------|--|
| osTicket Helpdesk | <ul style="list-style-type: none"> Allows partners to submit support tickets such as requesting accounts, problem/bug reports and data requests Central database of all SwORD and tech-related requests to the Census Office Allows users to manage and track their requests | Census partners | <ol style="list-style-type: none"> Offers traceability of requests Allows users and the Census Office to manage workload |

A. SwORD, the Statewide Outreach and Rapid Deployment Platform

As discussed above, the state contracted with ESRI, the Geographical Information Systems (GIS) company, to develop and launch SwORD to serve as an online platform where the Census Office and partners can share information, collaborate on outreach approaches, and coordinate.

SwORD will also provide Application Programming Interfaces (APIs) for partners using third-party applications to send their outreach data to the platform. The state plans to integrate with the Census Bureau's APIs to receive regular updates on self-response numbers.

SwORD supports outreach throughout the key outreach phases:

Table 17: Key Outreach Phases

| | Educate | | Motivate | | Activate | |
|---|--------------------------|--------------------------|---|----------------------------------|---|-----------------------------------|
| SwORD | Who, what, where and how | Enter plans and see gaps | View all plans and gaps | Activity reports & coverage gaps | See Federal response rate data | Reports & analysis, pivot & adapt |
| Reporting Spreadsheet Web Form API for third party apps | | | Send activity reports via spreadsheet, Web Form or auto via API | | Send activity reports via spreadsheet, Web Form or auto via API | |

Phase 2: January – December 2019 Educate & Motivate with SwORD

During the planning phases (primarily *Educate* and *Motivate*), SwORD helps partners to:

- Use maps to create more effective, data-driven plans leading to less rework.
- Share and collaborate with others to combine resources and prevent overlap.
- See relevant, curated data all in one place, meaning less time spent searching and manipulating data and more time spent on higher value planning tasks.

SwORD's data and maps allow for better outreach planning, leading to more effective activities, increasing the chances of a complete count for California.

During plan execution (primarily the *Activate* phase in the previous graphic), partners will be able to gauge the effectiveness of their activities using SwORD data. Outreach plans will be combined with reported actuals as well as the latest available data from the Census Bureau that will show the self-response scores by census tract. Using this data, partners can assess the effectiveness of their plans and activities, identify gaps and re-allocate resources – if necessary – to maximize impact.

In addition to the features that SwORD provides to logged-in, authenticated partners, the Census Office has made available a public version of the CA-HTC Index interactive map. People can quickly learn about hard-to-count characteristics in different parts of the state. See <https://census.ca.gov/HTC-map/>.

As of August 2019, SwORD contains over 100 “layers” or datasets containing demographic and other useful information that partners can add to a map to help understand their area(s). Below is a representation of these layers, combined into ready-made maps. These are pre-configured views that combine related datasets to tell a helpful story about an area or population group:

In addition to ready-made, pre-configured maps, users are able to make their own maps using the Map Creator feature. Here, users can search a repository of available data and add combinations of layers to their maps, and save/export/print as well as share these maps for collaboration purposes.

The majority of data sources within SwORD are open government data from a variety of federal, state and other public sources. The real value of SwORD is that all of these are in a single, central place, can be combined together to see patterns and trends, and have been specifically formatted and curated for census outreach. This saves countless hours of research, data formatting and manipulation and other tasks for our partners.

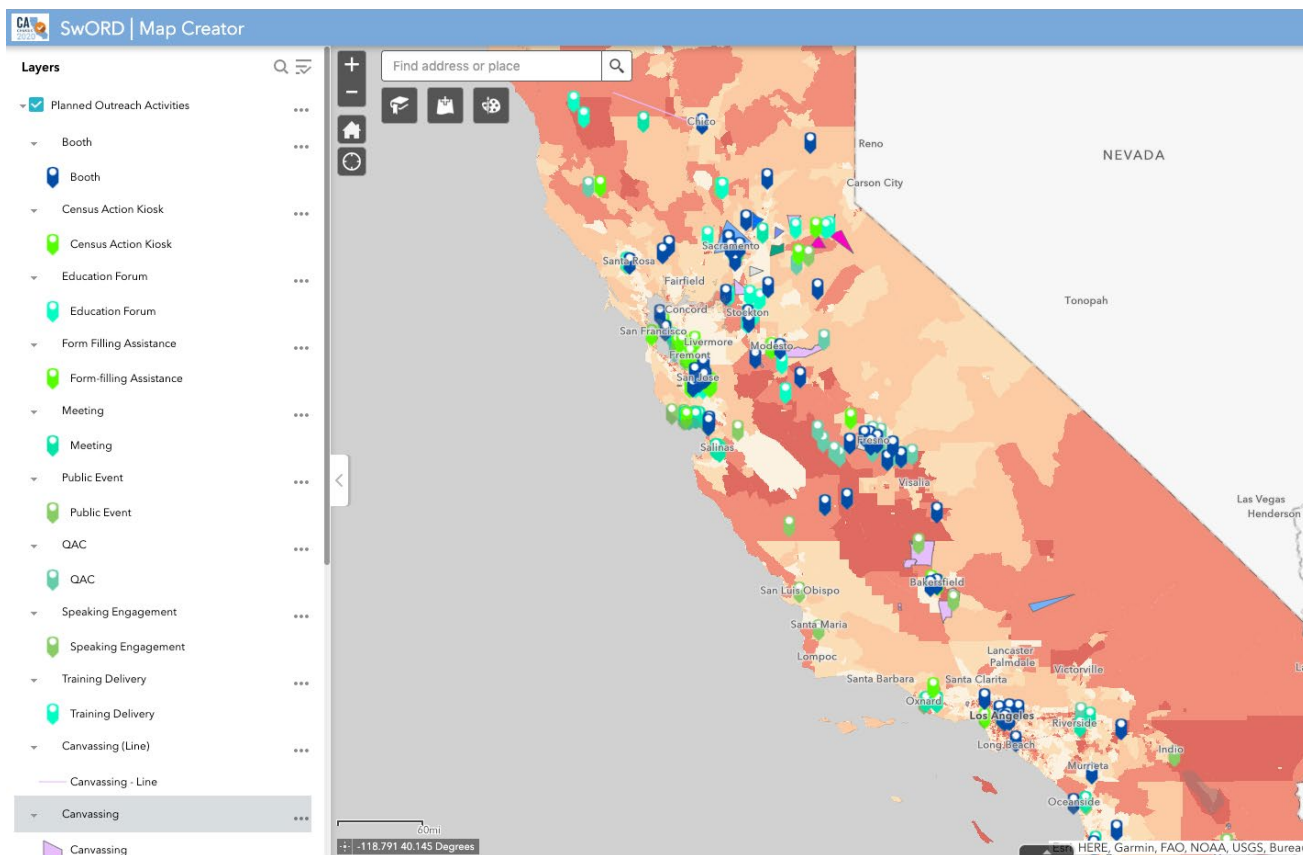
Users may enter their planned outreach activities into SwORD using the “Structured Planner” tool – an app within SwORD specifically designed for California census.

The benefit of entering this information into SwORD is the ability to view plans together and combined with other layers such as the HTC Index.

Figure 8: Structured Planner

Image Description: A map of California showing an example of a Structured Planner. The map is divided into census tracts and shows icons indicating planned outreach activities in different towns or areas. The icons represent booths, kiosks, education forums, form-

filling assistance, meetings, public events, QACs, speaking engagements, training delivery, and canvassing.



Organizations such as ACBOs will be able to view their team's plans and identify opportunities for collaboration and other efficiency gains through combining efforts. Combining planned activities with other SwORD layers (such as the CA-HTC Index, as shown in Figure 8) can help assess the plans – such as identifying planned activities in areas that have a low HTC index score; unless there is a valid reason, resources would be better spent on higher HTC index areas, and the plan could then be changed.

Phase 3: January – July 2020 Activate: Plan Execution with SwORD

During plan execution (primarily the Activate phase in the previous graphic), partners will be able to gauge the effectiveness of their activities using SwORD data. Outreach plans will be combined with reported actuals as well as the latest available data from the US Census Bureau that will show the self-response scores by census tract. Using this data, partners can assess the effectiveness of their plans and activities, identify gaps and re-allocate resources – if necessary – to maximize impact.

Partners can report actuals to SwORD in a variety of different ways, including:

- **Web Form:** The Web Form is the most comprehensive way to report an activity to the Census Office and enter it in SwORD.

In addition to the essential information (such as activity type, dates, times and locations), the Web Form gives users the opportunity to provide feedback on the activity, to detail attendee concerns and upload photos and other files.

This information will be extremely useful to help the Census Office understand the progress and work being performed “on the ground”, and could be distributed to other partners as a way of information sharing and collaboration – e.g. sharing materials from successful events with others so they do not need to re-invent the wheel.

- Bulk Upload Spreadsheet: The bulk upload spreadsheet allows partners to provide reports for multiple activities at once. The SwORD team will load this data into SwORD at regular intervals.
- API (Application Programming Interface): The SwORD API will allow partners who want to build their own canvassing and other census apps to report automatically to SwORD.

Data can be sent to SwORD electronically, in a pre-defined format (instructions will be sent to users who request API access).

The API saves time and effort, since if data is already entered into the third-party apps, users do not need to fill in a spreadsheet or web form separately. Instead, the API can be used to automatically send this data to SwORD.

- Other Reporting Methods: The SwORD team is exploring other options to further simplify the reporting process.

Phase 4 August 2020-July 2021 Assess and Report

The outreach reports will be analyzed in SwORD through a series of reports, analytics and dashboards. Similar to assessing outreach plans, described above, it will also be possible in SwORD to assess reported activity (i.e. the “actual”). Through reports, analytics and dashboards, and by combining reported data with other SwORD layers, actual activity can be assessed for effectiveness, and gaps can be identified.

Figure 9: Reported Outreach Activity Layered with the CA-HTC Index

Image Description: A map of California divided into census tracts and showing an example of outreach activities layered over the CA-HTC Index. Census tracts are shaded in different colors to show the Index, and icons represent activities. Icons include convenings, meetings, other, events, speaking engagements, collaterals, alert sign-ups, booths, canvassing, census action kiosks, education forums, flyers, form-filling assistance, nudge/alerts, phone bankings, pledge cards, QACs, and training delivery.

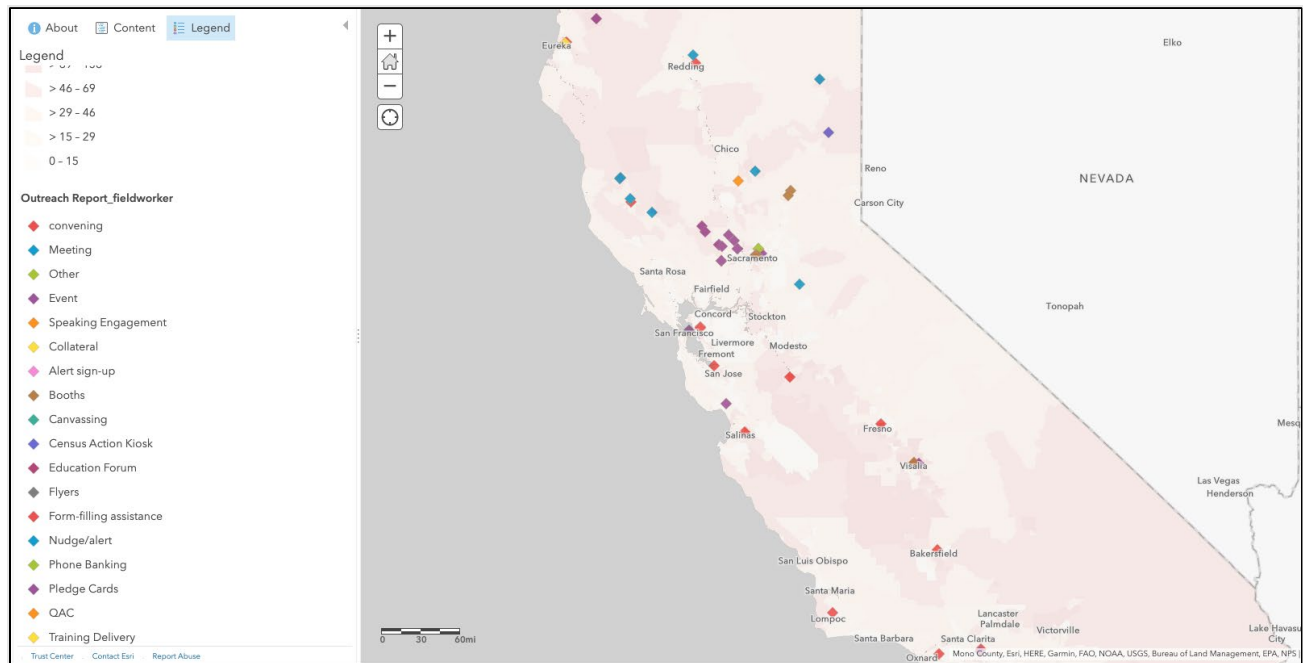


Figure 9 shows a map of reported outreach activity layered with the CA-HTC Index. At a surface level, the reported activities can be compared with the HTC Index to ensure that the majority of activity is happening within a high HTC Index, and that duplication of activities is minimized.

Eventually, the reports will be combined with and compared to US Census Bureau response data to further judge their effectiveness and allow partners the opportunity to address low response rates with revised outreach activities, where necessary. A partner may have been performing activities and plans future activities in a census tract that, based on Census Bureau response data, is responding at a relatively high rate. Other tracts in the partner's purview, however, may be responding at a lower rate. SwORD will present clear evidence that the planned activities (such as canvassing) should be focused on the under-performing tract. In this way, the Census Office and our partners can help ensure the most efficient use of state resources by performing outreach activities in the areas that need it the most.

B. Data and Analytics

From the California Hard-to-Count Index (CA-HTC Index) to the Language Access and Communication Plan (LACAP), data and analytics underlie the State's census planning and guide the allocation of taxpayer dollars.

The state has used the CA-HTC Index as an analytical tool to allocate Census outreach resources. Fall 2018 allocations to the 10 regions as well as most of California's 58 counties reflected their respective percentages of the estimated 11.1 million people statewide who lived in census tracts with a CA-HTC Index of 57 or above (roughly the top one-third of tracts). Counties with no, or relatively few, of these "hardest-to-count" residents received allocations based on their most recent population as determined by the California Department of Finance.

In addition, data helped allocate census outreach money to school districts around the state. Districts' shares reflected state information on student enrollment in Title I (low-income) schools as well as the number of eligible Title III English-learning and immigrant students.

In May 2019, the state released its Language and Communication Access Plan. The document establishes language-support requirements for partners to reach the more than 6.7 million California residents ages 5 and-over with limited English proficiency.

The state evaluated multiple federal and state language datasets and methodologies in creating its approach. Detailed language information compiled from the most recent American Community Survey Public Use Microdata Sample was aggregated to 41 geographic data areas: 34 counties and seven multi-county areas. The plan establishes two types of language support triggers based on a geographic data area's estimated number of limited-English proficient residents.

The approach would ensure that at least 91 percent of California's estimated limited-English population would be covered by the plan's requirements.

XII. NEXT STEPS

The Census Office will focus on strengthening partnerships with all organizations, both state and independently funded, who are committed to ensuring all Californians are counted.

- **Finalize all Outreach Strategies**

The Census Office is finalizing outreach strategies for the remaining sectors, and securing in-kind services through State Agencies and Constitutional Officers. These efforts will complement existing outreach plans already underway.

- **Ensure Complete Coverage in HTC**

The Implementation Plans due in October 2019 will allow the Census Office to have a comprehensive understanding of state funded outreach activities planned to date, and identify gaps in coverage. The Census Office will coordinate with its existing partners to determine how gaps can be addressed. The Census Office will also identify non-state funded organizations' activities to have a complete and comprehensive understanding of Census 2020 outreach in California.

- **Develop Measures of Progress**

The Census Office is analyzing past Census data in conjunction with anticipated behavior for this Census 2020 to determine projected response rates. This information will allow the Census Office and its partners to monitor and identify thresholds to prompt critical outreach deployment activities. The Census Office will work with its partners to develop strategies on how we will collectively and collaboratively work together during this important phase of the Census 2020.