

# EXHIBIT A

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## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

COUNTIES					
County	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved*
<b>Alameda</b>	\$283,294 \$198,153	\$843,249	\$1,282,533.55	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional funding</li> <li>• NRFU</li> <li>• NRFU-Self Response</li> </ul>
<b>Calaveras</b>	\$53,700	\$50,000	\$101,200.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional funding</li> <li>• NRFU</li> </ul>
<b>Colusa</b>	\$27,100	\$25,000	\$50,850.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>
<b>Contra Costa</b>	\$63,400	\$362,605	\$407,874.75	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>

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<b>Del Norte</b>	\$52,600	\$50,000	\$100,100	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>
<b>Fresno</b>	\$157,350 \$100,000	\$1,088,443	\$1,291,370.85	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> <li>• NRFU-Self Response</li> </ul>
<b>Humboldt</b>	\$104,750	\$100,000	\$199,750.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>
<b>Imperial</b>	\$110,807 \$50,375	\$284,435	\$431,395.25	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> <li>• NRFU-Self Response</li> </ul>

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Inyo	\$4,950	\$25,000	\$28,700.00	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>
Kern	\$42,650 \$60,000	\$852,723	\$912,736.85	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
Kings	\$75,800 \$58,416	\$121,055	\$249,218.25	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
Lake	\$13,000	\$75,000	\$84,250.00	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

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Los Angeles	\$1,756,053	\$9,393,090	\$10,679,488.50	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>
Madera	\$107,900	\$133,610	\$234,829.50	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Marin	\$0	\$100,000	\$95,000.00	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Mariposa	\$0	\$25,000	\$23,750	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

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<b>Mendocino</b>	\$74,750	\$75,000	\$146,000.00	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Merced</b>	\$0	\$289,390	\$274,920.50	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Modoc</b>	\$27,100	\$25,000	\$50,850.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Monterey</b>	\$39,450 \$90,517	\$401,996	\$511,863.20	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>

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Napa	\$108,000	\$100,000	\$195,800.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Nevada	\$78,150	\$75,000	\$149,400.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Orange	\$725,082 \$50,298	\$1,555,519	\$1,999,257.05	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
Placer	\$107,900	\$100,000	\$202,900.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>

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Riverside	\$418,450 \$184,785.50	\$1,210,891	\$1,753,531.94	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
Sacramento	\$0	\$862,308	\$819,191.88	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
San Benito	\$0	\$75,000	\$71,250.00	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
San Bernardino	\$383,495	\$1,482,128	\$1,791,516.60	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>

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<b>San Diego</b> (SANDAG)	\$0	\$1,565,350	\$1,487,082.50	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>San Francisco</b>	\$259,232 \$368,819	\$546,212	\$1,146,952.40	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>San Luis</b>	\$8,400	\$100,000	\$103,400.00	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>San Mateo</b>	\$0	\$228,835	\$217,393.25	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

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<b>Santa Barbara</b>	\$139,695	\$354,319	\$476,298.05	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Santa Clara</b>	\$423,888	\$963,854	\$1,339,049.30	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Santa Cruz</b>	\$110,000	\$111,586	\$216,006.70	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Shasta</b>	\$54,750	\$100,000	\$149,750.00	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

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<b>Solano</b>	\$30,550	\$145,572	\$168,843.40	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Sonoma</b>	\$99,750	\$100,000	\$194,750	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Stanislaus</b>	\$0	\$318,521	\$302,594.95	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Stockton</b>	\$ 98,461	\$323,857	\$406,125.16	96%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

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<b>Sutter</b>	\$56,950	\$86,138	\$138,781.10	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Trinity</b> <i>(California Center for Rural Policy)</i>	\$32,100	\$25,000	\$55,850	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• Additional Funding</li> <li>• NRFU</li> </ul>
<b>Tehama</b>	\$63,150	\$75,000	\$134,400.00	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Tulare</b>	\$0	\$582,714	\$553,578.30	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

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Tuolumne	\$79,750	\$75,000	\$151,000.00	98%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Ventura	\$0	\$288,754	\$274,316.30	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>ND</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Yolo	\$0	\$127,079	\$120,725.05	95%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
Yuba	\$83,985	\$100,000	\$178,985	97%	<ul style="list-style-type: none"> <li>• Board Resolution</li> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>ND</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

**Note:** \$684,269 is associated with the allocation amount from the counties that choose not to participate/opt-out. These counties are Alpine, Amador, Mono, Butte, El Dorado, Glenn, Lassen, Plumas, San Joaquin, Sierra, and Siskiyou. This funding was redirected to county Alternate Fiscal Agents.

The final deliverable consisted of a final report that will be processed during December and will be included in the next quarterly report

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REGIONAL ADMINISTRATIVE COMMUNITY-BASED ORGANIZATIONS (ACBOS)					
Regional ACBO	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved*
<b>Sacramento Region Community Foundation</b>	\$973,961 \$209,807	\$1,730,633	\$2,847,869.35	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>United Way of the Wine County</b>	\$99,650	\$266,220	\$352,559.00	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>United Way of the Bay Area</b>	\$712,800 \$151,159	\$2,813,670	\$3,556,945.50	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>Faith in Action Network</b>	\$587,423 \$295,688	\$1,370,271	\$ 2,194,868.45	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>

\*As of November 30, 2020



## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

REGIONAL ADMINISTRATIVE COMMUNITY-BASED ORGANIZATIONS (ACBOS)					
Regional ACBO	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved*
<b>Ventura County Community Foundation</b>	\$533,157 \$95,600	\$1,115,370	\$ 1,708,358.50	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>Sierra Health Foundation: Center of Health Program Management</b>	\$909,487 \$694,314	\$2,382,210	\$ 3,886,900.50	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>The Community Foundation</b>	\$384,840 \$437,964.50	\$2,425,815	\$3,167,328.75	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>California Community Foundation</b>	\$2,653,600 \$6,062,339	\$8,461,665	\$16,779,520.75	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>

\*As of November 30, 2020



## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

REGIONAL ADMINISTRATIVE COMMUNITY-BASED ORGANIZATIONS (ACBOS)					
Regional ACBO	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved*
<b>Charitable Ventures of Orange County</b>	\$432,966 \$50,298	\$1,402,245	\$ 1,835,396.75	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>
<b>United Way of San Diego County</b>	\$734,372 \$191,515	\$1,666,170	\$ 2,508,748.50	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>ND</sup> Quarterly Report**</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• NRFU Self Response</li> </ul>

**Note:** The final deliverable consisted of a final report that will be processed during December 2020 and will be included in the next quarterly report

\*As of November 30, 2020





## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

STATEWIDE COMMUNITY-BASED ORGANIZATIONS					
Statewide CBO	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved
<b>NALEO Educational Fund</b>	\$0	\$400,000	\$380,000	95%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Latino Community Foundation</b>	\$171,000	\$400,000	\$551,000	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>California Calls</b>	\$422,600	\$400,000	\$802,600	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>ND</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>California Indian Manpower Consortium</b>	\$21,000	\$1,127,855	\$1,128,855.21	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Community Partners</b>	\$21,000	\$478,000	\$479,000	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

\*As of November 30, 2020



## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

STATEWIDE COMMUNITY-BASED ORGANIZATIONS					
Statewide CBO	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved
<b>Asian Americans Advancing Justice</b>	\$443,100	\$400,000	\$823,100	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>ND</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Coalition for Humane Immigrant Rights</b>	\$142,000	\$100,000	\$237,000	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Coalition for Humane Immigrant Rights</b>	\$100,000	\$100,000	\$195,000	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>California Rural Legal Assistance, Inc.</b>	\$290,450	\$250,000	\$527,950	98%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>ST</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Mixteco/ Indigena Community Organization Project</b>	\$271,00	\$250,000	\$501,000	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>

\*As of November 30, 2020



## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

STATEWIDE COMMUNITY-BASED ORGANIZATIONS					
Statewide CBO	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved
<b>Equality California Institute</b>	\$271,000	\$400,000	\$651,000	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>United Ways of California</b>	\$48,950	\$400,000	\$428,950	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Disability Rights Education and Defense Fund</b>	\$100,000	\$600,000	\$670,000	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> </ul>
<b>California Children and Families Foundation, Inc.</b>	\$100,000	\$600,000	\$700,000	100%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Final Report</li> </ul>
<b>MENA with Council on American-Islamic Relations</b>	\$250,000	\$400,000	\$630,000	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> </ul>
<b>Center for Common Concerns, dba Homebase</b>	\$21,000	\$200,000	\$211,000	95%	<ul style="list-style-type: none"> <li>• Strategic and Implementation Plan</li> <li>• Additional Funding</li> <li>• Mid Term Report</li> </ul>
<b>San Diego Veterans Coalition</b>	\$0	\$27,000	\$24,650	91%	<ul style="list-style-type: none"> <li>• Strategic and Implementation Plan</li> </ul>

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\*As of November 30, 2020



## California Complete Count – Census 2020 Contractor Deliverables and Payment Approvals

SECTORS					
Sector	Amended Amount	Contract Amount	Year to Date Payments	% Year to Date Paid	Deliverables Invoice Received and Approved
<b>Faith in Action Network/PICO</b>	\$164,400	\$250,000	\$401,900	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>California Primary Care Association</b>	\$176,050	\$250,000	\$426,050	100%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• 2<sup>nd</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> <li>• Final Report</li> </ul>
<b>California Labor Federation</b>	\$160,200	\$250,000	\$397,700	97%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• 1<sup>st</sup> Quarterly Report</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> <li>• Withhold Release</li> <li>• NRFU</li> </ul>
<b>Council for Strong America</b>	\$96,000	\$300,000.00	\$381,000	96%	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Implementation Plan</li> <li>• Additional Funding</li> </ul>
<b>Regents of UC Agricultural &amp; Natural Resources (4H)</b>	\$0	\$171,000	\$162,450	95%	<ul style="list-style-type: none"> <li>• Strategic and Implementation Plan</li> <li>• Mid Term Report</li> </ul>

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\*As of November 30, 2020

# EXHIBIT B

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## CA Complete Count – Census 2020 Funding Allocation by Region

Region 1				
Categories	Original Funding	Additional Funding	NRFU Funding	Total Funding
ACBO	\$ 1,296,675	\$ 1,407,919	\$ 209,807	\$ 2,914,401
County	\$ 2,009,481	\$ 65,127	\$ -	\$ 2,074,608
County of Education	\$ 387,121	\$ 375,160	\$ -	\$ 762,282
<b>Total Census Office Investment in Region 1</b>	<b>\$ 3,693,277</b>	<b>\$ 1,848,206</b>	<b>\$ 209,807</b>	<b>\$ 5,751,291</b>

Region 2				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 266,220	\$ 99,650	\$ -	\$ 365,870
County	\$ 525,000	\$ 477,750	\$ -	\$ 1,002,750
County of Education	\$ 51,903	\$ 73,172	\$ -	\$ 125,075
<b>Total Census Office Investment in Region 2</b>	<b>\$ 843,123</b>	<b>\$ 650,572</b>	<b>\$ -</b>	<b>\$ 1,493,695</b>

Region 3				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 2,813,670	\$ 712,800	\$ 151,159	\$ 3,677,629
County	\$ 3,190,327	\$ 1,059,864	\$ 198,153	\$ 4,448,344
County of Education	\$ 230,353	\$ 338,679	\$ -	\$ 569,032
<b>Total Census Office Investment in Region 3</b>	<b>\$ 6,234,350</b>	<b>\$ 2,111,343</b>	<b>\$ 349,312</b>	<b>\$ 8,695,005</b>

Region 4				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 1,119,960	\$ 837,734	\$ 295,688	\$ 2,253,382
County	\$ 1,465,689	\$ 89,500	\$ 368,819	\$ 1,924,008
County of Education	\$ 97,942	\$ 148,239	\$ -	\$ 246,181
<b>Total Census Office Investment in Region 4</b>	<b>\$ 2,683,591</b>	<b>\$ 1,075,473</b>	<b>\$ 664,507</b>	<b>\$ 4,423,571</b>

Region 5				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 1,115,370	\$ 533,157	\$ 95,600	\$ 1,744,127
County	\$ 1,331,655	\$ 297,545	\$ 90,517	\$ 1,719,717
County of Education	\$ 86,298	\$ 121,214	\$ -	\$ 207,513
<b>Total Census Office Investment in Region 5</b>	<b>\$ 2,533,323</b>	<b>\$ 951,916</b>	<b>\$ 186,117</b>	<b>\$ 3,671,357</b>

Region 6				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 2,382,210	\$ 909,487	\$ 694,314	\$ 3,986,011
County	\$ 2,669,935	\$ 280,750	\$ 218,416	\$ 3,169,101
County of Education	\$ 169,638	\$ 245,079	\$ -	\$ 414,717
<b>Total Census Office Investment in Region 6</b>	<b>\$ 5,221,783</b>	<b>\$ 1,435,316</b>	<b>\$ 912,730</b>	<b>\$ 7,569,829</b>

Region 7				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 2,425,815	\$ 404,840	\$ 437,965	\$ 3,268,620
County	\$ 2,693,019	\$ 801,945	\$ 184,736	\$ 3,679,700
County of Education	\$ 223,107	\$ 336,761	\$ -	\$ 559,868
<b>Total Census Office Investment in Region 7</b>	<b>\$ 5,341,941</b>	<b>\$ 1,543,546</b>	<b>\$ 622,700</b>	<b>\$ 7,508,187</b>

Region 8				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 8,461,665	\$ 2,653,600	\$ 6,062,339	\$ 17,177,604
County	\$ 9,393,090	\$ 1,756,053	\$ -	\$ 11,149,143
County of Education	\$ 421,577	\$ 1,926,000	\$ -	\$ 2,347,577
<b>Total Census Office Investment in Region 8</b>	<b>\$ 18,276,332</b>	<b>\$ 6,335,653</b>	<b>\$ 6,062,339</b>	<b>\$ 30,674,324</b>

Region 9				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 1,402,245	\$ 432,966	\$ 50,298	\$ 1,885,509
County	\$ 1,555,519	\$ 471,216	\$ 50,298	\$ 2,077,033
County of Education	\$ 119,684	\$ 181,087	\$ -	\$ 300,770
<b>Total Census Office Investment in Region 9</b>	<b>\$ 3,077,448</b>	<b>\$ 1,085,269</b>	<b>\$ 100,596</b>	<b>\$ 4,263,312</b>

Region 10				
Categories	Original Funding	Additional Funding	NRFU Funding	Amount
ACBO	\$ 1,666,170	\$ 761,372	\$ 191,515	\$ 2,619,057
County	\$ 1,849,785	\$ 110,807	\$ 50,375	\$ 2,010,967
County of Education	\$ 152,097	\$ 160,421	\$ -	\$ 312,518
<b>Total Census Office Investment in Region 10</b>	<b>\$ 3,668,052</b>	<b>\$ 1,032,600</b>	<b>\$ 241,890</b>	<b>\$ 4,942,542</b>

ACBO – Administrative Community-Based Organization

1/ Allocations reflect funding allocated on a regional basis including counties, administrative community-based organizations, and county offices of education. It does not include Tribal Government funding agreements, statewide community-based organizations, sectors, grades K-12 curriculum, higher education, or public relations/media contracts.

2/ Does not reflect the \$8 million Nonresponse Followup additional allocation.

# EXHIBIT C

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# California's 2020 Census Efforts were **Historic!**



Following a decade of rich and diverse growth, California activated the hardest-to-count communities to respond to the Census.



Over 150 local, regional and statewide partners motivated historically undercounted and hardest-to-count communities.

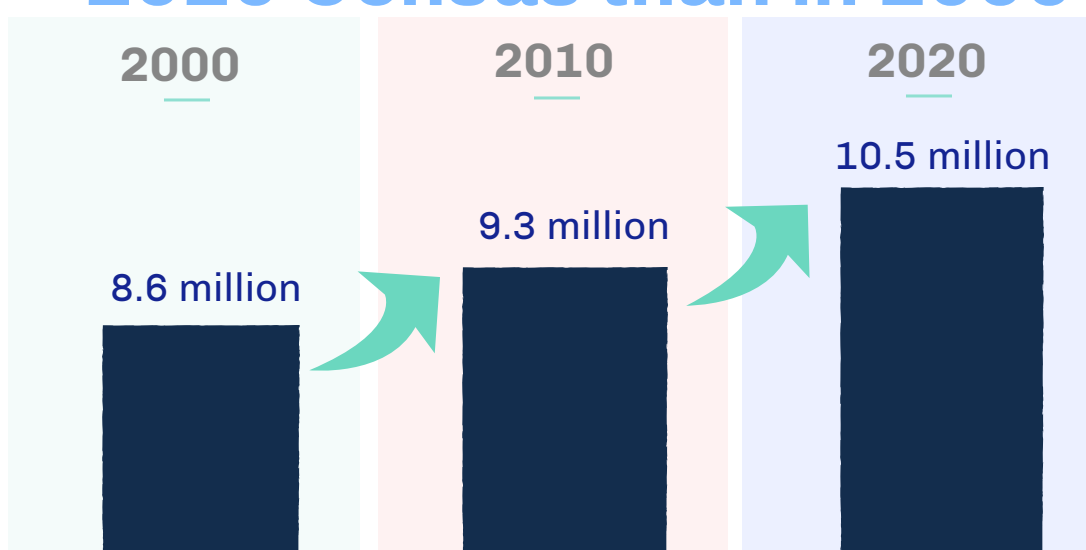


Statewide campaign efforts in over 13 languages to motivate hard-to-count communities.

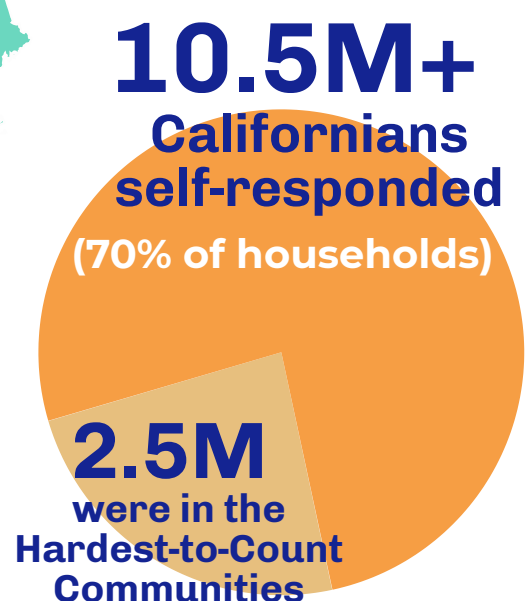
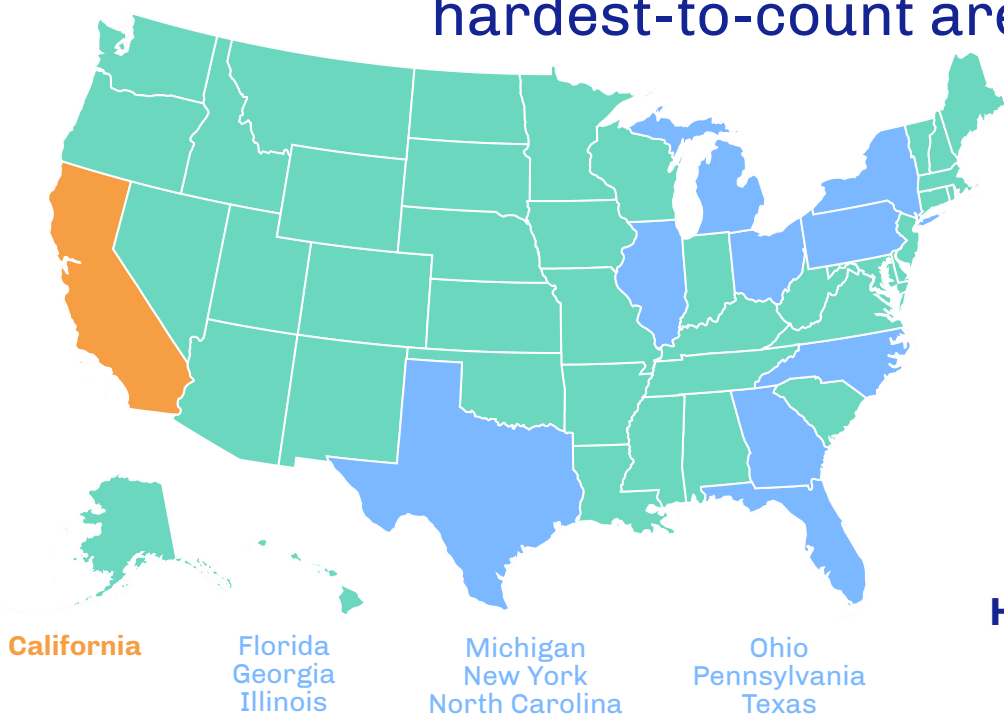


Over 10.5 million households self responded. Of those, 2.5 million households were in the hardest-to-count communities.

## Almost 2 Million More Responded to the 2020 Census than in 2000



Of the **10** largest states, **California** had the **highest average** self-response rate in hardest-to-count areas.



**California** outperformed other states in getting people in the following groups to respond:



Households with Children under 5



Lack of Broadband Subscription



Multi-Unit Dwelling



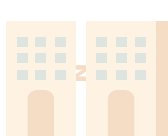
Renters



Foreign Born



Adults not Graduated from High School



People Living at or Near Poverty



Limited-English Households



Crowded Housing



Vacant Households



Moved Recently



People Receiving Public Assistance



People that are Unemployed



Non-Family Households



**Sources:** California Complete Count, Operations analysis of the following data: U.S. Census Bureau self-response rates; 2020 Planning Database Low Response Score; 2014-2018 American Community Survey 5-year estimates; California Hard-to-Count Index; U.S. Census Bureau Final 2010 self-response rates

Created by: Census 2020 California Complete Count, External Affairs and Media Relations Team



# EXHIBIT D

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**California Complete Count – Census 2020 Office  
Goals and Metrics 2020 Campaign**

GOAL: To ensure an accurate and complete count of Californians, with an emphasis on educating and motivating 4 million households living in hardest-to-count (HTC) communities <sup>1</sup>									
Objective: Educate, motivate and activate at least 2 million households living in hardest-to-count (HTC) communities to complete the Census									
	ACTIVITIES	INTENDED OUTCOMES	TOTAL NUMBERS	MILESTONE 2017 - 2018 PHASE 1 <sup>2</sup>	MILESTONE JAN - DEC 2019 PHASE 2	MILESTONE JAN – JUNE, 2020 PHASE 3	MILESTONE JULY –AUG, 2020 PHASE 4	MILESTONE SEPT– OCT 15, 2020 PHASE 5	DATA SOURCE
OUTREACH	Contracted partners implement activities to educate households and individuals about the Census. Examples include public events, presentations, peer-to-peer, social media	Households living in HTC areas are reached through outreach activities to complete the Census	25,332 activities	53	4,314	18,909	1,392	664	SwORD database <sup>3</sup>
			121,419,410 impressions	4531	3,211,826	92,108,727	15,675,037	10,419,289	SwORD database
				N/A	N/A				SwORD database
	Contracted partners canvass and phone bank hard-to-count census tracts to educate and assess participation in 2020 Census		619,474 activities	23	26,546	249,947	83,052	259,906	SwORD database
			1,828,194 impressions	23	62,036	1,267,006	168,202	330,927	SwORD database
	Contracted partners organize QACs / QAKs <sup>4</sup> for HTC population to complete Census		34 QACs/QAKs	N/A	N/A	29	5	N/A	SwORD database
	Contractor (Street Level Strategies) conduct patch through phone and text program to educate, motivate, and activate households to complete Census		172,435 Patch Throughs	N/A	N/A	N/A	N/A	172,435	SLS to Census PDI to SwORD
			251,889 Text Responses					251,889	
	State agencies provide census information and outreach to constituents to complete Census	Increase in number of households reached	51 participating agencies	N/A	N/A	51	51	51	State agencies tracking
			785,095,563 impressions	N/A	N/A	491,048,226	182,707,270	111,340,067	
			0 QACs/QAKs	N/A	N/A	0	0	0	

California Complete Count – Census 2020 Office  
Goals and Metrics 2020 Campaign

GOAL: To ensure an accurate and complete count of Californians, with an emphasis on educating and motivating 4 million households living in hardest-to-count (HTC) communities <sup>1</sup>									
Objective: Educate, motivate and activate at least 2 million households living in hardest-to-count (HTC) communities to complete the Census									
	ACTIVITIES	INTENDED OUTCOMES	TOTAL NUMBERS	MILESTONE 2017 - 2018 PHASE 1 <sup>2</sup>	MILESTONE JAN - DEC 2019 PHASE 2	MILESTONE JAN – JUNE, 2020 PHASE 3	MILESTONE JULY –AUG, 2020 PHASE 4	MILESTONE SEPT– OCT 15, 2020 PHASE 5	DATA SOURCE
COMMUNICATIONS				Not in Contract for Phase 1	In Contract Q3 and Q4	Media Flights 1 & 2 Jan 16, 2020 – May 25, 2020*	Media Flights 3 & 4 May 26, 2020 – August 31, 2020**	Phase 5*** September 1, 2020 – October 15, 2020	
	Media partner provides effective messaging through media efforts, outlets, trusted messengers	Households in HTC areas are reached through media activities	Overall media tactics outlined below		107,540,273 # Spots: N/A	Overall Total Impressions <b>2,743,793,185</b>	Overall Total Impressions 3,483,371,307		Mercury reported sources: Google Analytic, Comscore, Nielsen, Scarborough, Freewheel, Facebook Insights, Instagram Insights, Twitter Analytics, Rival IQ, Media Partner Reporting Systems, Added Value Audit, Talkwalker, Jelly Fish Dsp Reporting, Gimbal Dsp Reporting
			Radio			Impressions: 366,857,713 # of Spots 70,387	Impressions: 194,294,073 # of Spots 21,552	Radio Lazer provided more than 10,000 "prime-time personalized DJ" 2020 Census commercial messages  30 and 60 second pre-recorded ad spots over their respective networks for their listeners in Spanish, Mandarin, Cantonese, Vietnamese, Russian, Punjabi, Hindi, Hmong, and Assyrian. A combined total of 9,260 spots were aired across California.	(Phase 5)  NUNA Reporting Sources: Brandwatch, Google Analytics, Direct Social Media Platforms including YouTube, Instagram,
			Television			Impressions 589,938,463 # of Spots 60,671	Impressions: 191,298,278 # of Spots 23,213	15,862,00 total impressions for 30-second TV-ready ads for their viewers in Spanish, Mandarin,	

California Complete Count – Census 2020 Office  
Goals and Metrics 2020 Campaign

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Objective: Educate, motivate and activate at least 2 million households living in hardest-to-count (HTC) communities to complete the Census									
	ACTIVITIES	INTENDED OUTCOMES	TOTAL NUMBERS	MILESTONE 2017 - 2018 PHASE 1 <sup>2</sup>	MILESTONE JAN - DEC 2019 PHASE 2	MILESTONE JAN – JUNE, 2020 PHASE 3	MILESTONE JULY –AUG, 2020 PHASE 4	MILESTONE SEPT– OCT 15, 2020 PHASE 5	DATA SOURCE
								<p>Cantonese, Tagalog, Vietnamese, Russian, Punjabi, Hindi, Japanese, Khmer, Hmong, and Lao. A total of 1,435 spots were aired across three markets in California, including the Central Valley, Los Angeles, and San Francisco.</p> <p><b>Total Impressions for Local TV were 3,637,376</b></p>	<i>Facebook, and Twitter.</i>
			Digital			<p>Impressions 858,127,883 # of Clicks 7,782,169</p>	<p>Impressions: 250,413,421 # of Clicks 348594</p>	<p>Sourced from 180 second-party data, third-party data, and verified offline data partners across 130,000 servicing websites garnered over 61,261,821 impressions with over 99,978 direct clicks to my2020census.gov in 14 languages with top search terms CTR between 11.20%-26.23%.</p>	
			Print			<p>Audience Reach (circulation) 52,023,291 Digital Impressions:</p>	<p>Audience Reach (circulation) 16,449,913</p>	<p>EMS worked with 33 print publications with a total combined circulation of 1,473,639</p>	

California Complete Count – Census 2020 Office  
Goals and Metrics 2020 Campaign

GOAL: To ensure an accurate and complete count of Californians, with an emphasis on educating and motivating 4 million households living in hardest-to-count (HTC) communities <sup>1</sup>									
Objective: Educate, motivate and activate at least 2 million households living in hardest-to-count (HTC) communities to complete the Census									
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						63,048,096 # of Outlets: 114	# of Outlets: 136	in Census Regions 1 - 10. EMS incorporated a combined total of 143 full-page ads in 33 publications from 9/14 - 9/30 in Spanish, Mandarin, Cantonese, Indonesian, Vietnamese, Russian, Tagalog, Korean, Armenian, Punjabi, Hindi, and Japanese totaling 6,470,417 impressions  <b>Total Impressions for Print Ads were 6,470,417</b>	
			Outdoor/Movies			Impressions 493,927,059	Impressions 1,738,049,804	1,470,652 Impressions across 25 digital billboards  94,622,844 Impressions for 1,415 Wild Postings in 110 locations (15 locations were added gratis) throughout San Diego, SF/Oakland, & LA  323 gas pump tops, 323 one sheets, and 26 wrapped ice boxes	

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								<p>across 339 different locations. The pump tops generated 14,930,030 impressions, the one sheets generated 15,874,110 impressions, and the ice boxes generated 2,574,180 impressions.</p> <p>Alameda Fairgrounds Drive-In: 1,518,000 impressions</p> <p><a href="#">“Concerts In Your Car”</a> estimated 1,000 people attended this live event (Spanish)</p> <p>31,360,000 Impressions for 115 Wild Posting posters in 40 locations in LA</p> <p>Taxi Cab ads in LA 5.5 million impressions</p> <p>500 wild postings in 50 locations in LA with total impressions 19,607,000.</p>	
			Paid Social Media			<p>Impressions 48,943,911</p> <p># of Engagement 692,883</p>	<p>Impressions 18,864,976</p> <p># of Engagement 1,369,446</p>	<p><b>Celebrity + Talent Overall Reach:</b></p> <p>10,800,000 / Post</p> <p>Reach: 894,651 / Post</p>	

California Complete Count – Census 2020 Office  
Goals and Metrics 2020 Campaign

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						# of Posts 577	# of Posts 997	Engagements: 148,942 / Avg. Eng. Rate: 2.25%  <b>Equity-Focused Paid Social Ad Buy:</b> Impressions: 3,879,758/ Reach: 833,340 / Clicks:12,976 / Click through Rate: 0.33%  9,363 clicks to the my2020Census.gov website with a CTR of 0.33% with LA HTC zip code expansion on social media ads.	
			Earned Media			Printed Stories Published 60 Op-Eds Placed 30 TV Reach 88,025,000 # of TV Segments Aired 24 Radio Reach 18,759,600 # of Radio Segments Aired 15	Printed Stories Published 8 Op-Eds Placed 23 Print Impressions 2,737,622  TV Reach 126,522,796 # of TV Segments Aired 36 Radio Reach 3,802,080 # of Radio Segments Aired 19	<b>Celebrity + Talent Outreach:</b> Outreached to approximately <b>500</b> talent and influencers. Resulting in <b>37</b> earned social posts across Instagram, Twitter & Facebook from <b>25</b> participants, reaching over <b>107M</b> people and garnering over <b>507K</b> engagements. -- <b>Week of Action:</b> 1,014 total impressions by 677 authors in English & Spanish --	

**California Complete Count – Census 2020 Office**  
**Goals and Metrics 2020 Campaign**

<b>GOAL: To ensure an accurate and complete count of Californians, with an emphasis on educating and motivating 4 million households living in hardest-to-count (HTC) communities<sup>1</sup></b>									
<b>Objective: Educate, motivate and activate at least 2 million households living in hardest-to-count (HTC) communities to complete the Census</b>									
	ACTIVITIES	INTENDED OUTCOMES	TOTAL NUMBERS	MILESTONE 2017 - 2018 PHASE 1 <sup>2</sup>	MILESTONE JAN - DEC 2019 PHASE 2	MILESTONE JAN – JUNE, 2020 PHASE 3	MILESTONE JULY –AUG, 2020 PHASE 4	MILESTONE SEPT– OCT 15, 2020 PHASE 5	DATA SOURCE
								Radio Lazer and their DJs across their network affiliates conducted three live radio interviews with the California Census Office on 9/16, 9/18, 9/22, and 9/28 for a total of 12 live radio interviews. Each of these interviews were two to five minutes	
			Website (.org)			Traffic 3,877,762	Traffic 98,374		
			Get Out the Count Website (.gov)				294	2,559	
			Social Media Ambassadors			Impressions 205,055,928 # of Engagement 2.9 million+ # of Posts	Impressions 138,389,620 # of Engagement 1.9 million+ # of Posts 80		
			Vulnerable Populations				Impressions 277,817,447		
			Micro-Media (Regions 1-10)				Impressions 610,878,153		
			Satellite Media Tours/Radio Media Tours			Impressions 18,500,000	Impressions 44,180,000	Impressions 30,649,000	
			Digital Trucks			# of trucks deployed 2	# of trucks deployed 28	# of trucks deployed 30	



## California Complete Count – Census 2020 Office Goals and Metrics 2020 Campaign

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<sup>1</sup> The number of hard-to-count population is calculated at 3.5 million households (estimated over 11 million individuals) living in 2,375 census tracts that are the hardest to count areas (57+). CA Census efforts will contribute to the goal, which will be achieved through multiple efforts of multiple entities. 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 that traditionally are not engaged or are more likely to be missed by the Census Bureau. The California Complete Count – Census 2020 Office (CCCO) uses the following two data sources to calculate estimates of how many households have self-responded to the Census. 1) US Census Bureau 2014-2018 American Community Survey 5-year estimates, table B25002: Estimated occupied housing units by census tract. 2.) Census Bureau address counts: The aggregated number of addresses in the bureau's Master Address File following the 2018 Local Update of Census Addresses (LUCA).

<sup>2</sup> The Census campaign effort was initially planned for four phases. Phase 1 (2017 and 2018) was Convene, Collaborate, Capacity Build; Phase 2 (2019) was Educate and Motivate; Phase 3 (January 1, 2020 to July 31, 2020) was Activate and the last Phase (August 1, 2020 to July 30, 2021) was Assess and Report. For this document, CCCO adjusted the phases to reflect the extension of the US Census Bureau (USCB) timelines. The new phases are: Phase 3 (January 1, 2020 to June 30, 2020), Phase 4 (July 1, 2020 to August 31, 2020), and Phase 5 (September 1, 2020 to October 15, 2020).

<sup>3</sup> SwORD (Statewide Outreach and Rapid Deployment mapping portal) is a part of the CCCO's efforts to increase the completion of the Census questionnaire by enabling the sharing of information between the State and its contracted partners. SwORD is the state's primary database and houses a wide variety of maps and data about traditionally hardest-to-count areas and the populations within them.

<sup>4</sup> Part of California's statewide effort was to provide accessible and user-friendly locations for getting in-language information, and/or for responding to the online census questionnaire. Questionnaire Assistance Centers (QACs) and Questionnaire Action Kiosks (QAKs) were scheduled to be placed in the geographic and demographic communities most at risk of being undercounted, as well as in state and local agencies and libraries. However, with COVID-19 and the shelter-in-place situation, almost all of the QACs/QAKs were cancelled.

# EXHIBIT E

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California Complete Count

December 2020

Opinion Editorials

## Op-Eds

### Earned Media (Op-Ed): Partner Census Efforts

To help raise awareness and garner media attention on partner's community efforts, despite all the twist and turns of Census Season, the Census Office helped to draft and publish op-eds in state and local papers.

Below are links to the four published op-eds. To read the full op-ed, continue to scroll below.

Partner	Published Op-Eds
1. Region 4 ACBO	Published in Fresno Bee <a href="https://www.fresnobee.com/opinion/readers-opinion/article247529080.html">https://www.fresnobee.com/opinion/readers-opinion/article247529080.html</a>
2. Region 10 ACBO	Published: <a href="#">Michele Silverthorn: We did well in the census count despite COVID-19. Here's how. - The San Diego Union-Tribune</a>
3. My Black Counts	Published: <a href="#">Census education campaign by My Black Counts accomplished a phenomenal task   CalMatters</a>
4. Equality California	Published <a href="https://www.losangelesblade.com/2020/12/01/innovation-was-key-to-count-lgbt-people-in-census/">https://www.losangelesblade.com/2020/12/01/innovation-was-key-to-count-lgbt-people-in-census/</a>

## **Despite COVID-19 outbreak, the Census count in San Joaquin Valley was a success**

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BY PABLO RODRIGUEZ

DECEMBER 01, 2020 10:42 AM,

UPDATED DECEMBER 01, 2020 11:26 AM

### MCCLATCHY NEWS SERVICE

The San Joaquin Valley has faced and overcome a great deal in 2020. Perhaps more than we thought was possible. Regardless of best-laid plans, there are always forces beyond our control.

In March, our Census outreach operations came to a sudden halt a week before the Census went live online. We spent two years outlining a ground game placing emphasis on early Census education in neighborhoods that data showed us needed to support the most.

We had dozens of team members with months of phoning and door-to-door canvassing experience doing early Census education work. We were ready to deploy in-person help through door-to-door education and at community hubs. But COVID-19 changed everything.

We feared COVID-19 pandemic would obliterate our best efforts. That Californians who needed to respond to the Census the most would be left out, again.

Our outreach efforts related to the 2020 Census were about increasing engagement in our too-often forgotten regions of rural California. Rural areas who pay 100% of our taxes, but inconsistently get needed resources in return.

In the best of times this is a daunting task. In the times of COVID-19, it was herculean.

Engaging our neighbors to prioritize something beyond the immediate pandemic-enhanced crises was no small task. The dynamics that stymied participation ranged from economic hard times and families sheltering in place to wanting to understand the process of completing the Census.

The ability to respond to the Census by phone worked to our advantage since we used three-way "patch thru" calls connecting Californians to the Census Bureau hotline. We also texted people and engaged in social media live events, online videos, providing digital how-tos.

By combining data on the hardest-to-count areas and self-response rate information from our surveys, we fine-tuned our response.

We worked with community-based groups, city and county agencies, philanthropy, and the business sector to address Californians in the spaces they most frequented virtually.

Specifically, in our region, nearly 66 percent of households completed the Census, which is better than 10 years ago by about 5 percentage points.

Communities throughout the region, such as Patterson and Newman, set records with the highest self-response ever. This wasn't easy — our rural communities are diverse and have historically been underrepresented.

Downtown Stockton is home to the hardest-to-count tract in the entire state — an estimated 70 percent have an income 150 percent the poverty level.

But we reached them — nearly 42 percent of these households took the Census themselves, which is 6 percentage points higher than in 2010.

The final U.S. Census count for California won't be released for weeks or months, but the high number of Census self-responses help ensure the most accurate foundation upon which the U.S. Census Bureau will do its remaining work.

The results speak for themselves. This year we let ourselves and our families shine as we participated in droves. Our inclusion in the Census helps ensure more community programs and political representation that reflect the needs of our neighborhoods, particularly our rural communities.

As the nation considers how we must spur innovation to help bring us out of these dark times, the Census effort can offer lessons for engaging and activating rural California families.

There's power in working with local businesses to disseminate Census information on consumer products like tortillas, cheese and other groceries. Meeting families or individuals “where they are” became the model to share Census information — from senior meal delivery to farmworker “crew of the week” lunches.

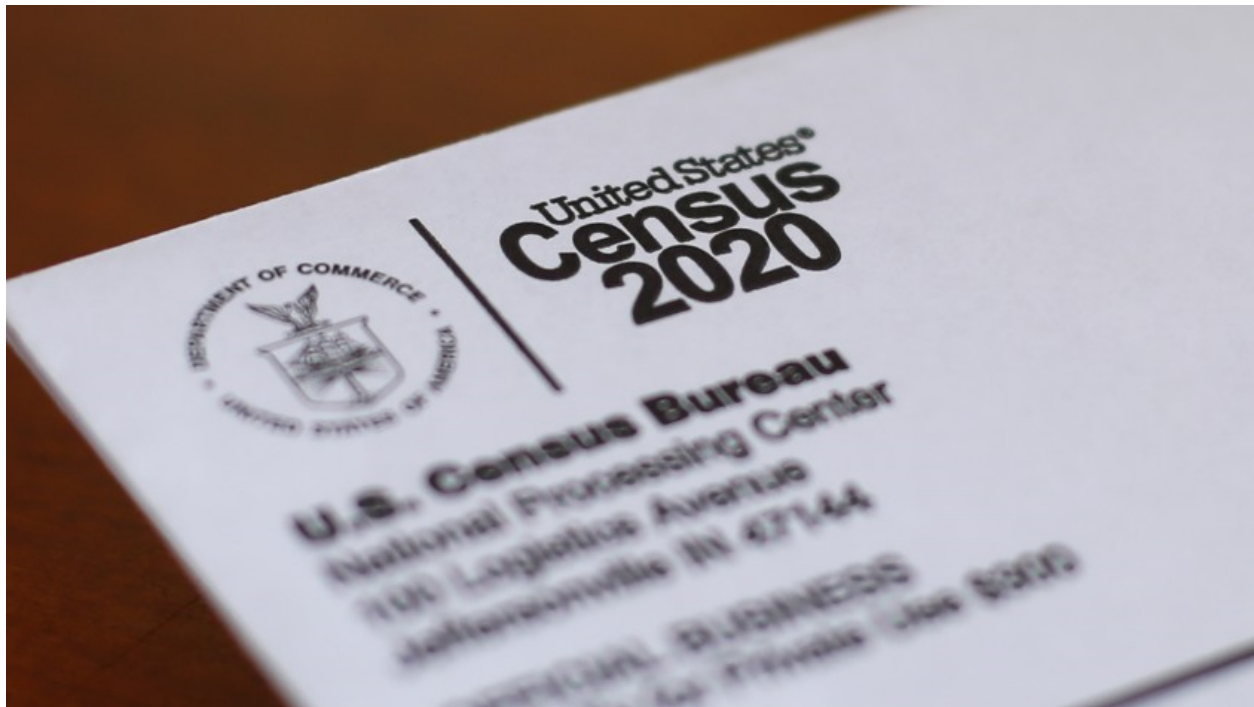
This framework should be a tool to continue engaging neighborhoods on 2021 redistricting, health programs, social issues, economic prosperity or rapidly emerging issues, such as COVID-19 vaccine education.

We are living in urgent times. We must continue the momentum from the 2020 Census and work to ensure all families have the foundation to not only survive, but in fact, to thrive.

Pablo Rodriguez is the founding executive director of Communities for a New California Education Fund, and directs 14 full-time staff and more than 40 part-time, year-round canvassers who implement ongoing nonpartisan voter engagement efforts via CNC's Sacramento, Merced, Fresno, Hanford and Coachella Valley offices.

Commentary: San Diego and Imperial counties did well in the census count despite COVID-19. Here's how.

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This April 5, 2020, file photo shows an envelope containing a 2020 census letter. (AP Photo/Paul Sancya, File)

(ASSOCIATED PRESS)

By MICHELE SILVERTHORN

DEC. 3, 2020

12:35 PM

Our way of life shifted dramatically this year — outings, special events, and community gatherings are on pause, work and home lives strive for newfound balance. Together we faced more than we thought we could, not only as a state and country but as a resilient community.

Even after months of shifting and rebalancing, uncertainty continues. Regardless of intentions and newly drafted plans, change continues beyond our control.



This past March, 24 months of census planning came to a sudden halt. The planning — a strong ground game in communities that needed the most outreach — laid a critical foundation to allow our community organizations to be nimble and to pivot quickly during uncertainty. Ready to deploy census information through door-to-door education and in-person support at community centers, we had to stop. Outreach and education fairs became car caravans, face-to-face visits became virtual events, peer-to-peer conversations became interactions over the phone.

We feared the worst: that the COVID-19 pandemic would obliterate our efforts. That resulting economic hard times, sheltering in place, social unrest, fear of government and of sharing personal information would paralyze participation; that the Californians we needed most to respond to the census would once again not be counted. That included our hardest-to-count community members like those who speak one of the 84 languages known to our region, have limited access to broadband due to proximity to the border, are newcomers or refugees, or simply had not participated in past censuses.

Fortunately, the ability to respond online — the first census to not explicitly require the return of paper forms — proved advantageous. We communicated digitally through social media live events and online posts, aligned emergency resources with census information, made phone calls and sent text messages in native languages, and ultimately became experts in COVID-19 to support our most vulnerable community members while sharing the message that in times like these an accurate census count is critical for adequate resources.

The Count Me 2020 San Diego and Imperial Counties Census Coalition, built by and for the community, worked in harder-to-count communities to achieve a complete and accurate 2020 census count. In the end, more than 240 civic and community-based organizations effectively lifted barriers and motivated our community to participate.

Nearly 74 percent of households in San Diego County took the census themselves, a jump of nearly 6 percentage points compared to 2010,

an outstanding increase. The city of San Diego exceeded the state's self-response rate by nearly 4 percentage points. Neighboring Imperial County also had impressive gains, with 62.5 percent of households self-responding, an increase of 4 percentage points.

This was no easy task — San Diego and Imperial Counties have some of the hardest-to-count areas in California. There are more residents that rent, live in dense housing, have multifamily households in a single residence, have second homes or travel across the border, making households harder to reach and find.

Throughout our efforts we used state-compiled data to identify and motivate the harder-to-reach communities. In the final push, we narrowed our focus to the lowest responding communities with messages of urgency to self-respond. That strategy worked. Comparing historically easier-to-count areas, like Del Mar and La Jolla, response rates were markedly higher in our focus areas.

High census participation shows a collective desire to improve our community and family outcomes, therefore ensuring proper funding for health and senior services, nutritional programs, educational resources, affordable housing, reliable public transportation and so much more. Inclusion in the census count not only secures these community programs, resources and political representation, it reflects the needs of the neighborhoods.

Final U.S. census numbers won't be released for months, but our self-response rate proves the power of community, and provides the U.S. Census Bureau with the most accurate count to do its remaining work.

As the nation considers next steps to protect the health and safety of our communities, the local census effort offers important lessons for educating, motivating and activating our communities: use the power of digital tools, deliver in-language messages using trusted messengers on the right platforms, and leverage community connections and resources. This framework can be used to engage neighborhoods on

health programs, social issues, economic prosperity or rapidly emerging issues.

Reflecting on the 2020 census experience, the local network accomplished a herculean task and proved that innovation and positive change, even during uncertain and changing times, is possible. Working as a community we can safeguard resources and achieve great successes.

**Silverthorn** led Count Me 2020, the community-based state- and philanthropy-funded effort in San Diego and Imperial Counties to ensure an accurate 2020 census count. She resides in Pine Valley.

# Census education campaign by My Black Counts accomplished a phenomenal task

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BY GUEST COMMENTARY DECEMBER 4, 2020



Image via iStock

## IN SUMMARY

Partnerships with community organizations to reach Californians in the Census speaks to the desire to improve our outcomes.



**By Lanae Norwood, Special to CalMatters**

*Lanae Norwood is the creator of My Black Counts and the strategic communications director for California Black Census and Redistricting Hub, [info@LanaeNorwood.com](mailto:info@LanaeNorwood.com).*

This past year, we've faced more than we thought we could.

We've been enveloped by so much in 2020 – a pandemic that has resulted in an economic crisis, families contained in their

homes, social unrest, the fight for equality, political change and – on top of all that – a Census that only happens every 10 years.

Black Americans have been systematically undercounted from the very first Census, disadvantaging Black communities and neighborhoods, and silencing our voices.

That's why we formed [My Black Counts](#), a Census education and awareness campaign of the [California Black Census and Redistricting Hub](#), which works with a partner network of more than 30 Black-led and Black-serving organizations across the state.

We began our work by deploying in-person help through door-to-door canvassing in the hardest-to-count communities. Then, in mid-March 2020 – our best-laid Census plans came to a sudden halt because of COVID-19.

Education fairs became car caravans, and online events and peer-to-peer conversations became relational organizing in digital forums.

Getting Black Californians to care about something beyond the immediate crises was no small task. Plus, there's historic and generational trauma – problems that make the Black community hard-to-count, including increased rates of housing instability, industrialized incarceration, homelessness and even lack of internet access. And a deep distrust of government and concerns about privacy only make things worse.

But in many ways, the ability to respond online – this being the first Census that went digital – worked to our advantage as we explored new tactics and communicated digitally. Our

engagement happened on screens, phones and signage, all at a 6-foot distance or more.

We worked with community-based groups, organizations, faith based congregations, philanthropy, businesses, and when it was over, more than 1 million more Californians responded on their own to the Census in 2020 than in 2010, and nearly 2 million more Californians responded compared to 2000.

The final [U.S. Census](#) count for California won't be released for some time, but our self-response rate shows that we all accomplished a phenomenal task – nearly 70% of Californians, around 10.5 million, self-responded. Among those, an estimated 58% did so online. We can be proud of our collective efforts to drive up the self-response rate in the state to support the most accurate count possible.

Now, where does that leave the next months or years?

We've seen a brighter light at the end of the tunnel and results that speak for themselves. There is finally change where there's often been stagnation and transparency where there historically hasn't been.

Californians who've been underrepresented in the past now participated in droves, making a difference for their families. Their inclusion in the Census helps ensure more community programs and representation for them.

This change in how government partners with community-based organizations to reach Californians speaks to the desire to improve our outcomes. Government strategies that utilize

trusted messengers can and must work for underserved communities.

We must continue to use this model if we want to continue to honor and celebrate the unique individuality and humanity of all Black people, including the voices of immigrants and those who are native-born; cisgender, non-binary, non-conforming and transgender; children, millennials, boomers and seniors; of all faiths and backgrounds.

As our country considers how we must spur innovation to help bring us out of this year, the Census effort can offer lessons for educating, motivating and activating California's communities, by using the power of digital tools, delivering in-language messages using trusted messengers on the right platforms.

Our democracy relies on accurate data collected during the Census to make sound decisions that reflect our country's needs. An accurate representation of our communities in the Census allows Black Americans to have a greater influence over resources and representation and the ability to hold lawmakers accountable. Let's continue to seize this moment.

Now is the time to think different, be innovative and strive for positive change. Let's work together.



# Innovation was key to count LGBT people in Census



Rick Chavez Zbur, Executive Director, Equality California (Photo courtesy of Equality California)

The Los Angeles County Board of Supervisors chambers was abuzz on a drizzly March morning earlier this year. More than two dozen people connected to various community organizations were excited to announce the launch of one of the largest collaborative efforts in the Golden State to engage Californians and encourage them to fill out the 2020 Census.

Many — like Equality California, the nation's largest statewide LGBTQ+ civil rights organization — had worked for more than a year putting together innovative and unique outreach programs targeting marginalized communities historically underrepresented in government

and policymaking. Then, minutes before the press conference was set to begin, a shocking message came through: Due to new information about a concerning virus, the county of Los Angeles would be going on a mandatory lockdown.

Our best-laid Census plans — which included the recent launch of a million-dollar statewide outreach campaign to make sure LGBTQ+ Californians are counted in the 2020 census — came to a sudden halt. We feared the worst: the COVID-19 pandemic would obliterate our best efforts. That the Californians we needed to respond to the Census would be left out again.

However, as the Executive Director of Equality California, I'm proud to say our team quickly pivoted our education campaign that included door-to-door and in-person outreach to a virtual endeavor where face-to-face visits became virtual events and peer-to-peer conversations became interactions over the phone and text.

We understood the need to remain safe and cautious in the face of this new threat, but we also know that one out of five LGBTQ+ families are enrolled in social safety net programs and have been consistently undercounted in Census. Our inclusion in the count was critically important to ensure we received the community programs and resources and political representation that reflects our needs.

Getting Californians to prioritize something beyond the immediate crisis facing them was no small task. The dynamics that paralyzed participation ranged from economic hard times, families sheltering in place, social unrest to fear of government or sharing their personal information.

Even after the Trump-Pence Administration scrapped plans to include questions regarding sexual orientation and gender identity in the 2020 census, participation was still crucial. For the first time this Census form included a question allowing same-sex couples to identify as either as spouses or unmarried partners.

But in many ways, the ability to respond online – this being the first Census that did not explicitly require the return of paper forms – worked to our advantage as we explored unconventional tactics and communicated digitally through social media live events, online ads and emergency resources.

In fact, like all of California, we moved more online. With the help of our data, we compiled showing where the hardest-to-count areas were and combining it with self-response rate information, we were able to adapt and pivot more quickly.

Our engagement strategies happened on screens, phones and signage, all at a distance of 6 feet or more. We worked with the Latino Equality Alliance, The Gender Health Center, The LGBT Asylum Project, The SOURCE LGBT+ Center, The Dolores Huerta Foundation, Arming Minorities Against Addiction and Disease Institute and San Diego LGBT Pride.

And when it was over, across the state, more than 1 million more Californians responded on their own to the Census in 2020 than in 2010, and nearly two million more Californians responded compared to 2000. Neighborhoods in San Diego, Los Angeles and San Francisco set records with the highest self-response ever.

The final U.S. Census count for California won't be released for weeks or months, but our final self-response rate shows that our network helped accomplish a herculean task – nearly 70

percent of Californians responded, which will help ensure the most accurate foundation upon which the U.S. Census will do its remaining work. Our participation this time around will make a difference for our community and the vulnerable populations to which we belong for these next 10 years.

Thanks to broad cooperation, a unified message and active participation from lawmakers, we were able to reach people across the state in safe and creative ways at a time they were staying at home and staying apart.

This shift in how government and community organizations reach Californians speaks to our collective desire to improve our outcomes as a whole. Effective government strategies can and *must* work for underserved communities.

As the nation considers how we must spur innovation to help bring us out of these dark times, the Census effort can offer important lessons for educating, motivating and activating California's communities: use the power of digital tools, deliver in-language messages using trusted messengers with trusted messages.

This framework should be a tool to continue engaging neighborhoods, on health programs, social issues, economic prosperity or rapidly emerging issues – and for the 2030 Census to ensure questions regarding sexual orientation and gender identity are included.

California can be proud of its collective efforts to make sure ALL Californians were counted during the 2020 Census by driving up the self-response as high as possible to support the most accurate count possible.

Now is the time to think different, be innovative and strive for positive change. Let's work together to achieve the same success to keep moving us forward – here's to start planning for the 2030 Census.

***Rick Chavez Zbur is the Executive Director of Equality California***

# EXHIBIT F

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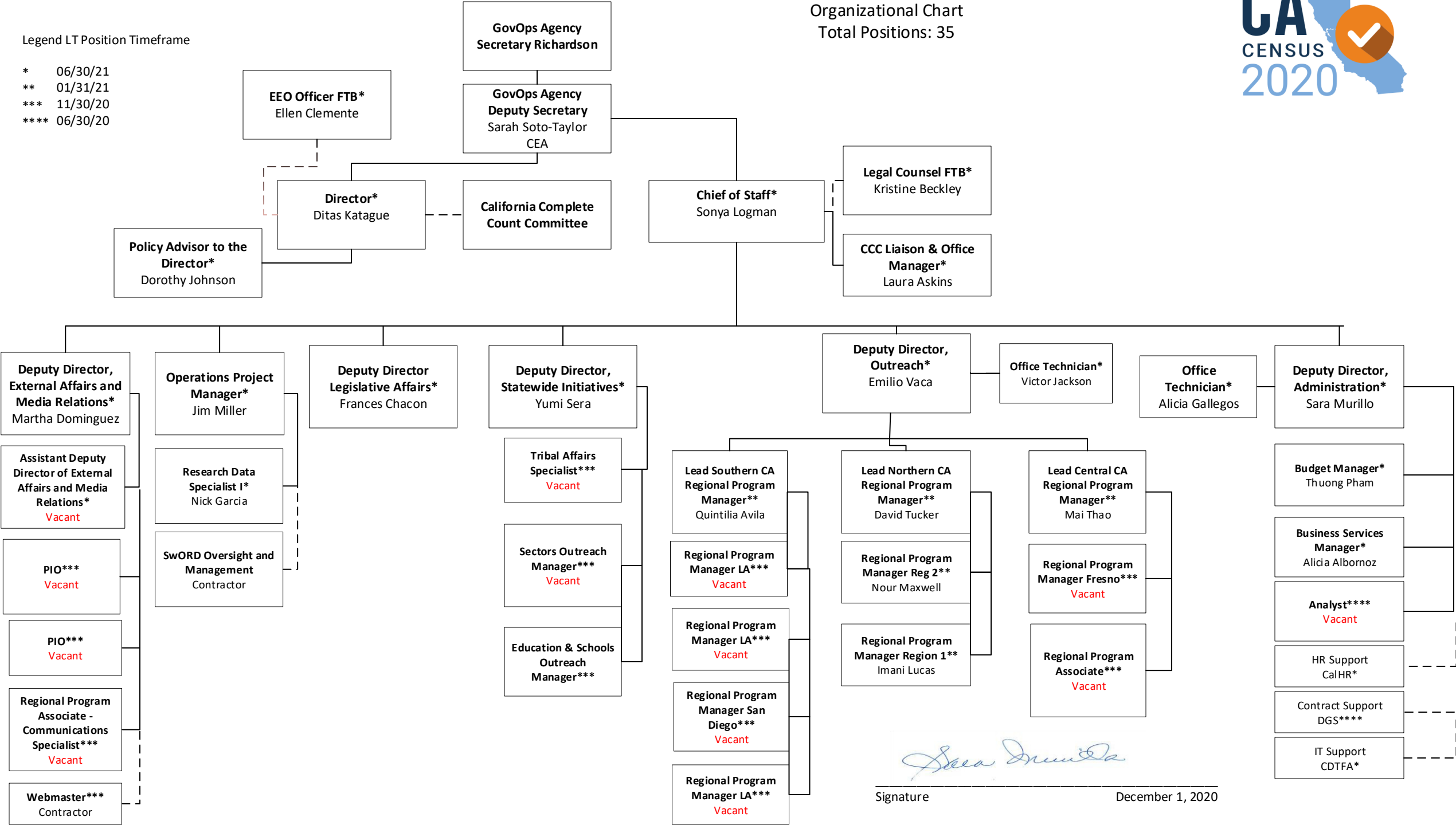
California Complete Count – Census 2020

Organizational Chart  
Total Positions: 35



Legend LT Position Timeframe

- \* 06/30/21
- \*\* 01/31/21
- \*\*\* 11/30/20
- \*\*\*\* 06/30/20



*Sara Murillo*

Signature

December 1, 2020