

FINAL REPORT TO THE
OFFICE OF GOVERNOR GAVIN NEWSOM
Counting All Californians in the 2020 Census

California Complete Count Committee Activities

Submitted on behalf of the Census 2020 California Complete Count Committee
and the California Government Operations Agency

March 9, 2021



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[NOTE – Table of Contents will be updated to reflect final content]

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I. MESSAGE FROM THE CHAIR

[Message to be added]

II. BACKGROUND

A Campaign of Four Phases

California's 2020 Census campaign effort progressed through four phases, as shown below:

- Phase 1: Convene, Collaborate, Capacity Build (2017 – 2018)
- Phase 2: Educate and Motivate (2019)
- Phase 3: Activate (2020)
- Phase 4: Assess and Report (2020 – 2021)

In Phase 1, **Convene, Collaborate, Capacity Build**, the California Complete Count – Census 2020 Office (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 were funded and implemented. This included convening the California Complete Count Committee (Committee).

In Phase 2, **Educate and Motivate**, the Census Office connected partners and contractors throughout the State and advised their development of outreach and messaging plans.

In Phase 3, **Activate**, from January to October 15, 2020, census partners executed those plans, spreading the message and reaching out to those least likely to respond.

During Phase 4 from October 15, 2020 through June 30, 2021, **Assess and Report**, contracted partners reviewed their data on outreach activities and assessed the efficacy of their efforts, documenting their work in final campaign reports submitted to the State. The Census Office is completing several end-of-campaign reports on outcomes with recommendations for the 2030 Census.

The California Complete Count Committee

The Committee, established by Executive Order B-49-18 in April 2018, met quarterly, commencing May 7, 2018 and concluding on March 9, 2021, to advise and assist the State's outreach approach to encourage full census

participation. Committee members married their knowledge of U.S. Census Bureau (Census Bureau) and State 2020 Census plans and activities with their individual and collective insights on challenges within their regions, sectors, and communities, providing guidance to the Census Office and project partners on outreach and engagement strategies. Furthermore, the Committee united public and private partners statewide, working with their networks and communities to increase awareness of the 2020 Census and collaborating with them to support census outreach activities.

Committee membership and associated contextual information is listed in the appendices. Additional background on the Committee and California's Complete Count efforts can be found in the Committee's *Interim Reports to the Office of Governor Gavin Newsom*, available at census.ca.gov.

This *Final Report to the Office of Governor Gavin Newsom*, the Committee's sixth report, summarizes the Committee's activities during the last two quarters of 2020, from July 1 through December 31, 2020, encompassing the final 2020 Census enumeration day of October 15, 2020. It includes Committee reflection and recommendations for the most effective utilization of a future Committee, if formed to support outreach during the 2030 Census.

Summary of Prior Activities and Reports

The Committee held its inaugural meeting on May 7, 2018. To help develop a robust strategy, Committee members formed four internal Working Groups to conduct focused inquiry and develop recommended strategies on specific areas of concern regarding census outreach and participation. The Working Groups and their topics included:

- The **Content and Citizenship** Working Group considered census questionnaire content, including gender, race and ethnicity, and potential citizenship questions.
- The **Trust and Confidentiality** Working Group looked at security, confidentiality of personal information, ways to build trust, and how to best educate Californians on risks, protections, and benefits of census participation.
- The **Access and Outreach** Working Group's focus included communication with diverse populations, adequate language and disability access, digital literacy, and how best to outreach to historically undercounted and hard-to-count communities.
- The **Housing** Working Group considered the challenges of counting residents who experience homelessness or housing instability, or who may live in places that lack a formal address, including where and how such populations would be counted.

The October 2, 2018, *Initial Report to the Governor* included detailed discussion of preliminary issues of concern related to achieving a complete count for California and recommended initial outreach strategies to assist the State in its development of a comprehensive and effective 2020 Census outreach approach. The issues and recommendations were organized under the four Working Group topical areas described above.

The second *Interim Report to the Governor*, submitted January 1, 2019, summarized additional Committee activities and plans to raise awareness of the 2020 Census. The State's phased approach to the 2020 Census identified 2019 as the time to educate and motivate partners, trusted messengers and those in social networks around the State who would play an active role in getting out the count. In support of that approach, the Committee developed a 2019 Work Plan framework, with a focus for each quarter of the year:

- First Quarter: "Get Smart." Arrange for experts to help inform Committee members on issues related to each Working Group's focus area.
- Second Quarter: "Document Your Influence." Document how Committee members can use their expertise and influence to help with 2020 Census.
- Third Quarter: "Engage and Activate." Work with the Census Office to connect and engage regional partners, and partners in members' areas of influence.
- Fourth Quarter: "Deeper Dive, Focusing on Areas that Need Extra Support." Work to fill gaps through focused activities to support areas of outreach and communication that need additional attention.

The third *Interim Report to the Governor*, submitted June 30, 2019, summarized Committee activities undertaken during the first and second quarter of Phase 2, and discussed plans to raise awareness of the 2020 Census in collaboration with partner agencies and organizations during the second half of the year.

The fourth *Interim Report to the Governor*, submitted January 1, 2020, discussed Committee activities during the third and fourth quarters of 2019 and described how individual Committee members continued to support census outreach, engagement, and activation efforts in their regions or spheres of influence.

The fifth *Interim Report to the Governor*, submitted September 1, 2020, provided updates on Committee activities for the first two quarters of 2020 and the initial part of the "Activate" phase of the census effort. During this time, significant operational changes were made in the Census Office's campaign efforts due to Covid-19 impacts, including the establishment of a new timeline for completion of the 2020 Census.

Table 1. Timeline of Committee meetings and report submissions during the census's four phases.

Phase 1: Convene, Collaborate, Capacity Build July 2017 – December 2018
<ul style="list-style-type: none"> • CCCC Established by Executive Order B-49-18: April 13, 2018 • CCCC Meeting: May 7, 2018 • CCCC Meeting: July 30, 2018 • CCCC Meeting: October 1, 2018 • Initial Report to Governor's Office: October 2, 2018 • CCCC Meeting: December 3, 2018
Phase 2: Educate and Motivate January 2019 – December 2019
<p>Educate January – June 2019</p> <ul style="list-style-type: none"> • Interim Report to Governor's Office: January 1, 2019 • CCCC Meeting: March 12, 2019 • CCCC Meeting: June 4, 2019 • Interim Report to Governor's Office: June 30, 2019 <p>Motivate July – Dec. 2019</p> <ul style="list-style-type: none"> • CCCC Meeting: September 4, 2019 • CCCC Meeting: December 3, 2019
Phase 3: Activate January 2020 – October 15, 2020
<p>Pre-Census Questionnaire Jan. – Mar. 11, 2020</p> <ul style="list-style-type: none"> • Interim Report to Governor's Office: January 1, 2020 • CCCC Meeting: February 27, 2020 <p>Census Self-Response Period Mar. 12 – Apr. 30, 2020 *Extended to Oct. 15, 2020</p> <ul style="list-style-type: none"> • CCCC Meeting: June 30, 2020 <p>Nonresponse Followup Period May 1 – July 30, 2020 *Adjusted to Aug. 11 – Oct. 15, 2020</p> <ul style="list-style-type: none"> • CCCC Meeting: September 1, 2020 • Interim Report to Governor's Office: September 1, 2020
Phase 4: Assess and Report October 15, 2020 – June 30, 2021
<ul style="list-style-type: none"> • CCCC Meeting: March 9, 2021 • Final Report to Governor's Office: March 2021

III. COMMITTEE ACTIVITIES

Introduction

Due to impacts of the Covid-19 pandemic, the Census Bureau paused field operations in March of 2020 and established a new timeline for conducting the 2020 Census. Field operations resumed in May 2020 in part of the state. The self-response period was extended to end October 15. The Nonresponse Followup

period was underway on August 11 for all areas of California. All self-response and household enumeration operations for the 2020 Census concluded on October 15, 2020. The State coordinated its work during the Nonresponse Followup period with the Census Bureau in order to identify the most effective way to encourage response.

Despite these significant changes, California's census campaign pushed forward and adjusted where necessary to ensure sufficient outreach and communications efforts to low responding communities. The Census Office transitioned its messaging as planned during the self-response period to activate Californians who had not yet responded to the census. Messaging efforts encouraged residents to complete the census in the comfort of their home – online, by phone or mail – before a Census Bureau worker knocked on their door. Committee members used their networks to amplify this message.

Following the final enumeration day, census campaign contractors began review of their data on outreach activities to assess the efficacy of their efforts and submitted reports to the State. Final State reports on the 2020 Census statewide campaign will include sections for results/outcomes, lessons learned and recommendations for 2030.

A discussion of the Committee meeting held during the second quarter of 2020 and while in Phase 3: “Activate” (July 1 – October 15, 2020) follows.

September 1, 2020 Quarterly Meeting

The Committee met on September 1, 2020, to:

- Receive informational updates about the Federal and State census efforts during the self-response and Nonresponse Followup periods, including public relations and media;
- Ask questions and provide comments and recommendations to key State and Census Bureau representatives; and
- Review and finalize the September 1, 2020 *Interim Report to the Governor*.

The Committee received the following informational presentations at this meeting:

- **State Census Office Updates** – Sarah Soto-Taylor, Deputy Secretary for the Census, California Government Operations Agency
- **Target Self-Response Rates and Low Responding Communities** – Jim Miller, Operations Project Manager, Census Office
- **State Census Office Outreach and Media Activities Update, and Committee Member Engagement Opportunities** – Emilio Vaca, Deputy Director of Outreach, Census Office; and Martha Dominguez, Deputy Director of External Affairs and Media Relations, Census Office

- **Census Bureau Update on Enumeration Operations** – Linda Akers Smith, Assistant Regional Census Manager, Los Angeles Regional, Census Bureau

During the day's proceedings, the Committee offered feedback on the various agenda items. It received written comments from members of the public in real-time via remote video feed, and for up to one day following the meeting by email. An overview of presentations on key Census Office outputs, Committee discussion, and public comments follows.

State Census Office Updates:

Presentation Highlights:

- California had a self-response rate of 67.2%, ranking 2.3 percentage points above the national average, according to data valid as of August 30, 2020. This showed partners' and media campaign efforts had achieved gains with more work to be done to surpass the State's 2010 final self-response rate (68.2%).
- Statewide, 32 counties and 263 cities had met or exceeded their 2010 final self-response rate. Approximately 520 of 2,400 hardest-to-count census tracts had met or exceeded final 2010 self-response rates. This data was demonstrative of the success of the census campaign efforts to date.
- During the third quarter of 2020, the Census Office allocated an additional \$8 million to partners to increase outreach efforts in the last few months of the campaign, targeting 21 counties with the hardest-to-count census tracts experiencing the most significant self-response challenges. The Census Office focused funds on language access, in-language engagement, and hyper-localized media outreach.
- The State scheduled a "Census Week of Action" from September 7 – 12 to include myriad virtual events, media interviews, sidewalk campaigns, increased phone banking, and other efforts. Phone banking efforts sought to reach at least 1.1 million households in approximately 1,100 census tracts through phone banking during this week.

Committee Member and Public Discussion:

- Committee members emphasized the need to conduct outreach to school children via non-traditional methods, in light of Covid-19-related distance learning. Several members shared examples of successful coordination efforts with local school districts and college campuses.
- Committee members discussed how to reach individuals temporarily or permanently displaced by wildfires. Service-Based Enumeration is conducted for those experiencing housing issues. The Census Office and contracted partner HomeBase are working with counties, regional

partners, and the Census Bureau to gather updated information on temporary housing locations and locations where evacuations occurred.

- Committee members discussed the recent Census Bureau decision to end enumeration in September, a month earlier than the Covid-19 plan, and associated legal efforts underway seeking to uphold the Covid-19 plan end date of October 31.
- Several Committee members and members of the public thanked Census Office staff and local partners for their efforts to date and shared examples of outreach activities in their respective areas (e.g. canvassing, targeted messaging, Facebook Live streamed events).

Target Self-Response Rates and Low Responding Communities:

Presentation Highlights:

- In each of the State's 10 regions, data showed a notable increase in rate of self-response beginning in late July, with trends continuing upward through the end of August.
- The Census Office displayed example self-response rate maps at the zip code level. These types of maps and other visualizations are available at census.ca.gov and in the Statewide Outreach and Rapid Deployment (SwORD) portal.

Committee Member and Public Discussion:

- Committee members asked for further information on partners' use of SwORD and its helpfulness as a tool. Data uploaded by partners to SwORD indicates that events and activities such as canvassing, virtual events, webinar discussions, etc., occurred daily throughout the state. Furthermore, SwORD was a useful tool for partners who accessed it on a daily basis to both enter data and to stay abreast of activities undertaken by other partners in their regions.
- Members asked why Los Angeles County exhibited a low self-response rate. While there is no definitive data, members speculated a compendium of factors might contribute to the low numbers, including confidentiality concerns around documentation status, Covid-19 challenges, political challenges, confusion around who should participate in the census, etc. Additionally, outreach efforts targeted hard-to-count tracts, but in the final month, efforts also focused on tracts with low response scores, many of which do not have hard to count characteristics.
- A Committee member sought information about the African American community's response in the lowest responding tracts. While the Census

Office had not completed data analysis at the tract level for demographic populations, California's statewide average self-response rate for African American residents was the highest in the nation.

- A member of the public commented on the value and usefulness of SwORD, advocating for its continued funding post-census. It is possible that SwORD may be relocated to another State office after census ends.

State Census Office Outreach and Media Activities Update and Committee Member Engagement Opportunities

Presentation Highlights:

- During July and August, Census Office leaders undertook what they called an *Integrated Grassroots Approach* to outreach, aiming to reach communities at a more personal and memorable level. In this approach, the Census Office and partners classified segments of hard-to-count communities based on residents' values, attitudes, lifestyles, interests, and hobbies. Partners then engaged trusted messengers within these key community segments to generate localized buzz about census through more traditional means such as phone banking, text messaging, radio announcements, canvassing, and other activities, as well as unconventional marketing tactics such as placing advertising posters on sky billboards. These efforts also involved copious amounts of media engagement.
- The State updated template outreach materials to integrate Covid-19 messaging and to curb the spread of mis/dis information (for example, Instagram posts described what a census doorknocker would never ask, to help members of the public protect themselves from scams).
- The Census Office made new communication tools and resources available to partners, including toolkits, the Get Out the Count (GOTC) website, media support, creative assets, and collateral materials. See www.census.ca.gov/gotc.
- Partners continued to amplify Nonresponse Followup messaging through a variety of channels including paid and earned media in radio, television, and print, advertisements on transit, waiting room messaging, social media viral challenges, billboard signage, press events, and public service announcements.
- Presenters also shared detail on key findings from recent message testing results and patch-through phone banking operations. Patch-through phone banking connects residents directly with census enumerators to complete their questionnaire by phone.

Committee Member and Public Discussion:

- Committee members recommended the immediate generation of outreach materials that clearly state that an undocumented resident counts and should complete the census.
- A Committee member proposed a mayoral challenge during Census Week of Action for cities with the lowest self-response rates.

U.S. Census Bureau Update on Enumeration Operations

Presentation Highlights:

- Updates to the Census Bureau operational timeline, adjusted for the Covid-19 pandemic and the revised October 15 census deadline, included:
 - Update Leave operations for California were completed on July 10
 - Nonresponse Followup field operations that took place during August.
 - Group quarters enumerations were completed September 3.
 - Service-Based Enumeration took place September 22 - 24.
 - Nonresponse Followup continued through October 15.
- The Census Bureau maintained its original contact strategy for occupied housing units. It did not change field activities, including the number of attempts to contact respondents. In most cases, census workers made up to six attempts at each housing unit address to count possible residents. Vacant residences were confirmed by proxy or administrative records or a single visit by an enumerator.
- As of September 1, persons enumerated in California through Nonresponse Followup totaled 18.8%. This number added to California's total self-response rate of 67.1% gave an estimated response rate summary of 85.9% for the state.

Committee Member and Public Discussion:

- Committee members again expressed deep concern over the truncated census period. Certain Census Bureau field offices chose to accelerate completion of field work to end on September 16th in order to address potential data quality issues during the last two weeks of September. Furthermore, some enumerators may have felt pressure to close cases as part of Nonresponse Followup.
- A Committee member indicated that enumeration training for deaf people may be inadequate and primarily focused on American Sign Language (ASL). Persons may need Mexican Sign Language (MSL) as well.
- One Committee member shared a personal experience that while she completed her census form online on Census Day (April 1, 2020), she still

received follow-up notices and had two enumerators come to her household. She encouraged the Census Bureau to look into and rectify such types of duplicative efforts in the future.

Individual Member Activities

Through the official end-of-count date on October 15, 2020, Committee members engaged in a variety of outreach, education, and support efforts. Among the completed activities that Committee members reported:

- Gita Amar, former Senior Director at PMK BNC, conducted outreach with the Asian American community. Also, in the midst of shifting census deadlines, and with PMK BNC no longer on retainer, Member Amar filled the gap by contacting producers and reporters herself. She worked to activate Los Angeles-area local newspaper and broadcast outlets to provide information on the moving census deadlines, issuing a call to action and informing the community of the value of filling out the census questionnaire.
- Tho Vinh Banh, Disability Rights California, provided two census virtual trainings to blind Asians and blind older adults with Society for the Blind, and helped to moderate a Peer Learning Lab, *Get Out the Count: Language and Communication Access*, organized by the Census Office during the month of August. In September, she provided two more virtual trainings. The first training, in collaboration with Resources for Independent Living, focused on staff and service providers at a regional center that serve people with intellectual and developmental disabilities. The second training was to the cultural specialists of the Department of Developmental Services, which provides services to communities of color with intellectual and developmental disabilities. In late September, Member Banh again collaborated with Resources for Independent Living on a targeted census outreach effort to Sacramento's homeless community that distributed census flyers including hotline information. They also used this opportunity to distribute masks, feminine hygiene products, hand sanitizer, socks, and census related t-shirts. Throughout the Nonresponse Followup period, Member Bahn coordinated with her organization's communications staff to broadcast to the disability community reminders to complete their census form.
- Miguel Bustos of GLIDE San Francisco's Center for Social Justice worked closely with local counties through the Nonresponse Followup period, often meeting weekly with county officials, to coordinate outreach to unhoused individuals in the San Francisco Bay Area.

- Carolyn Coleman, Executive Director of the League of California Cities, disseminated census information through member communication tools and social media, including: four newsletter stories, 24 posts on Facebook posts, 28 on Twitter, and four on Instagram.
- Kathleen Domino and colleagues through the Archdiocese of Los Angeles and other Catholic archdioceses and dioceses throughout Los Angeles, Santa Barbara, and Ventura counties, continued implementing their comprehensive 2020 Census awareness campaign. As stay-at-home orders persisted, they continued to host online informational meetings in both English and Spanish, helping to reach hard-to-count communities and address misinformation. They sent census communications to students' parents within their private school system during summer, and again at the conclusion of the school year. Catholic media partners continued to disseminate census messaging via radio, television, and social media outlets through the Nonresponse Followup period.
- Jesus Martinez and his organization, the Central Valley Immigrant Integration Collaborative (CVIIC), focused efforts on reaching their target population of mixed-status Latino immigrant families residing in the Central Valley. Through the Nonresponse Followup period, they provided multiple census updates per week to representatives of Central Valley organizations via dedicated listservs with over 900 collective subscribers. They promoted census participation via CVIIC's informational electronic newsletter sent to 183,792 Spanish-speaking Latinos in the Central Valley. CVIIC's Facebook page, with more than 6,000 subscribers, was another key messaging platform for posts, videos, and livestream events. CVIIC also launched multiple census-related text messaging campaigns, targeting more than 5,300 Central Valley Latinos participating in CVIIC's text messaging program. Member Martinez and organizational colleagues participated in multiple television interviews targeting Spanish-speaking audiences in the Central Valley.
- Susan Shain, former Chief Executive Officer for Coro Northern California and Co-Lead of Swing Left San Francisco, worked with Valley Voices, a newly formed non-profit in Kings County, to secure a contract with the county to conduct Spanish language census community outreach. Swing Left promoted the census through Nonresponse Followup via its listserv of more than 2,000 people. Member Shain also worked with Aim High, a San Francisco non-profit focused on summer programs for underserved middle-school students, to promote the census to students and their families. Lastly, she collaborated with Traci Thomas, host of *The Stacks* podcast, to promote census response. The podcast, which takes a diversity lens to books and literature, generates more than 150,000

downloads per month, and its Instagram feed reaches more than 50,000 followers.

March 9, 2021 Final Committee Meeting

The Committee met for the final time on March 9, 2021 to:

- Review and approve this March 2021 Final Report to the Governor's Office.
- Receive an update from the Census Office on the 2020 Census statewide campaign outcomes and lessons learned.
- View the Secretary of State's Office recognition of city and county achievements from the California Census Challenge.
- Review and approve the minutes from the September 1, 2020, Committee meeting.

Meeting minutes capturing salient presentation points and summarizing Committee discussion and public comment are available on the Committee page of the State census website at census.ca.gov.

IV. REFLECTIONS AND RECOMMENDATIONS

Reflecting on the good practices and lessons learned from the statewide 2020 Census campaign, in early 2021 Committee members offered the following recommendations and considerations for the next decennial census and future Committee members.

Early Coordination

- The State should begin preparations for the 2030 Census immediately, akin to the Census Bureau's practice of initiating the next decennial census process as soon as the previous one concludes. Investment in the census should be perpetual.
- Work with trusted messengers and influencers as early in the process as possible. Utilize the strengths of partners.
- Initiate digital /social media campaigns by influencers and celebrities about a half year before Census Day. Engage major stars and sports figures as spokespersons.

Building Connections and Representation

- Highlight the role of the Committee members in promoting the establishment of Local Complete Count Committees (CCCs). Committee members can connect Local CCCs to the resources developed by the State and the Census Bureau.
- The Census Office staff can, and should, make greater use of the resources and connections Committee members offer. Increase the amount and frequency of direct coordination between individual Committee members and Census Office outreach staff.
- Ensure Committee membership includes a representative from the disability community.
- Review the partnerships established and connections made during the 2020 Census effort. Request continued collaboration with these networks in the 2030 Census. These organizations are likely to have become trusted messengers and influencers in their communities, critical to assisting with outreach to hard-to-count populations.

Resources

- Provide more resources to community partners, such as temporary staffing, to support on-the-ground efforts to get surveys filled out in hard-to-count areas. Toolkits are insufficient and can be cumbersome.
- Support on-site outreach, such as Pop-up Census Help Centers at school food drives, at community centers, outside major grocery, or big box stores, or popular 2030 gathering spots.
- Ensure that all components of public processes are accessible to persons with disabilities, including meeting venues/platforms, discussions, materials, etc. Make certain there is sufficient telephone and person-to-person outreach for those hard to count residents who are not online.

Additional Comments

- Ensure the message is clearly and simply stated regarding the benefits of census participation for political representation and funding for specific local government services. The message could be as simple as "we need to count you, so you have a voice in California."

- Be innovative in outreach efforts and look for new ways to connect with one another. Members are hopeful that in ten years' time, the nation is less divided, and the census can be understood as beneficial for all.
- Enjoy the process, and appreciate the lasting connections and relationships being built through joint census advocacy efforts.

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APPENDIX A: CALIFORNIA COMPLETE COUNT COMMITTEE MEMBERSHIP

Current California Complete Count Committee members are listed below. For additional information on the establishment of this Committee, and additional information on CCCC membership, meetings, minutes, and materials please visit: census.ca.gov.

Committee Membership Through 2021

- **U.S. Senator Alex Padilla**, Chair of the California Complete Count Census Committee, former California Secretary of State.
- **Gita Amar**, Former Senior Director at PMK BNC
- **Tho Vinh Banh**, Supervising Attorney and Supervisor of Multicultural Affairs Outreach at Disability Rights California
- **Miguel Bustos**, Senior Director at the Center for Social Justice, GLIDE SF and Principal at Bustos and Associates
- **Carolyn Coleman**, Executive Director at the League of California Cities
- **Kathleen Domingo**, Director for Office of Life, Justice and Peace at the Archdiocese of Los Angeles
- **Amy Fairweather**, Policy Director at Swords to Plowshares' Institute for Veteran Policy
- **Francis Guzman**, Attorney at the National Center for Youth Law
- **Nicholas Hatten**, Executive Director at the San Joaquin Pride Center
- **Alma Hernandez**, Executive Director at Service Employees International Union California State Council
- **Lisa Hershey**, Executive Director at Housing California
- **Marian Kaanan**, President and Chief Executive Officer at the Stanislaus Community Foundation
- **Loren Kaye**, Foundation President at the California Chamber of Commerce
- **Jesus Martinez**, Executive Director at the Central Valley Immigrant Integration Collaborative
- **Gerald McIntyre**, Special Counsel at Justice in Aging, formerly the National Senior Citizens Law Center
- **Keisha Nzewi**, Public Policy Director at the California Child Care Resource and Referral Network
- **Eloy Ortiz Oakley**, Chancellor of the California Community Colleges
- **Thomas Saenz**, President and General Counsel at MALDEF
- **Lee Salter**, Former President and Chief Executive Officer at the McConnell Foundation

- **Susan Shain**, former Chief Executive Officer at the Coro Northern California and Co-Lead of Swing Left San Francisco
- **Robert Smith**, Chairman of the Pala Band of Mission Indians
- **Regina Brown Wilson**, Executive Director at California Black Media
- **Christopher Wilson**, Associate Director at Alliance San Diego
- **Tom K. Wong**, Associate Professor at the University of California, San Diego

Former Committee Members 2018 - 2020

- **Marybel Batjer**, Former Chair of the California Complete Count Census Committee when she served as Secretary of the California Government Operations Agency and now President of the California Public Utilities Commission
- **Basim Elkarra**, Executive Director at the Sacramento Valley Chapter of the Council on American-Islamic Relations
- **Efrain Escobedo**, Vice President for Education and Immigration Programs at the California Community Foundation
- **John Joanino**, Senior Communications Associate at Advancement Project California
- **Alex Johnson**, Managing Director at Californians for Safety and Justice
- **Kate Kendell**, Executive Director at the National Center for Lesbian Rights
- **Margie Mejia**, Chairwoman at the Lytton Rancheria of California
- Jennifer Rodriguez, Executive Director at the Youth Law Center
- **Daniel Torres**, Former Chair of the California Complete Count Census Committee when he served as Director of Immigrant Integration in the Office of Governor Edmund G. Brown Jr.
- **Angie Wei**, Chief of Staff at the California Labor Federation

APPENDIX B: REFERENCE LINKS

CCCC Documents

- Executive Order: <https://census.ca.gov/2018/04/15/be-counted-california/>
- Members: <https://census.ca.gov/committee-members/>
- Meeting Agendas and Minutes: <https://census.ca.gov/about/>
- California Complete Count Reports: <https://census.ca.gov/reports/>

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