



State of California – Government Operations Agency
 California Complete Count-Census 2020
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FINAL REPORT TEMPLATE

General Information

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| Date of report | 12/15/2020 |
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Narrative Report

- 1) List your goal(s) and objectives as it appears in your strategic and implementation plan. What and how did you revise the objectives due to COVID-19 and the US Census Bureau’s operational adjustments?

Strategic Plan

The California Community Foundation’s (CCF) goal of educating and motivating Hard-to-Count (HTC) populations across Los Angeles County to participate in the 2020 Census remained unchanged despite the COVID-19 pandemic.

To support the work of the census campaign, CCF partnered with Advancement Project California and the Census Policy Advocacy Network to complete an analysis of L.A. County’s HTC populations and develop recommendations for a regional census outreach campaign. As a result of the research and engagement with public, private, and non-profit stakeholders, CCF established the goals to Educate, Motivate, and Activate hard-to-count (HTC) populations in L.A. County for the 2020 Census in four phases: 1) Preparation, 2) Education, 3) Activation, and 4) Follow-up (Non-Response Follow-Up).

Implementation Plan

CCF developed and launched the We Count LA (WCLA) campaign to support community-based education, outreach, and assistance efforts for hard-to-count (HTC) communities across Los Angeles County in the 2020 Census. Divided into eight regional tables, the WCLA table brought together anchor institutions and grassroots organizations to help plan, organize, and deploy outreach strategies. To that end, CCF executed the following strategies:

- Make the census relevant and personal;

Due Date: November 16, 2020

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- Demystify the census;
- Lift and provide visibility to nonprofits and advocates;
- Mobilize and empower communities;
- Promote consistency and alignment;
- Mitigate suppression and misinformation efforts; and
- Build lasting capacity among the community groups through training and tools.

To achieve these goals, CCF pursued the following objectives:

1. Build the regional infrastructure to launch and sustain Get Out the Count (GOTC) activities;
2. Support the creation of community driven regional coordination tables to direct outreach efforts and foster countywide coalition building;
3. Raise awareness of census activities through education efforts;
4. Create an integrated communications campaign; and
5. Conduct a robust regional evaluation of the campaign.

With support from philanthropic partners as well as the State of CA, CCF conducted three cycles of funding to community-based organizations (CBO) to conduct outreach to HTC populations using a combination following outreach activities and tactics:

- Door-to-Door Canvassing
- Phone & Text Banking
- Community Assistance Centers
- Community Education
- Train-The-Trainer
- Digital, Print, and Social Media
- Coalition Building
- Technical Assistance

In addition to funding community-based organizations, CCF also invested in building a digital communication toolkit, developing a robust surround-sound communications infrastructure, delivering communication and organizing trainings, and funding earned and paid media opportunities.

Revised Outreach Tactics Due to COVID-19 and US Census Bureau's Operational Adjustments

Prior to COVID, our central strategy was to utilize a coalition of 115+ CBOs as an army of canvassers on the ground in HTC communities with extensive community events and direct peer-to-peer or person-to-person assistance. WCLA communications was aimed at supporting and amplifying CBO activities, which included a series of trainings on census messaging, digital outreach, and community organizing tools.

When COVID struck, CCF continued the drumbeat of the census despite lockdowns and uncertain Census enumeration timelines. In doing so, CCF did not revise our objectives but shifted the entire campaign's strategies and tactics to reach HTC audiences through completely remote and virtual environments of engagement. In its final phase of the campaign, CCF prioritized in-person investments and strategies as stay-at-home orders were relaxed, eventually re-engaging with in-person outreach.

Pivot to Remote Outreach

During the pivot to virtual engagement tactics following stay-at-home orders in L.A. County, CCF pursued strategies that included:

- Engaging in earned media and the deployment of the campaign's digital toolkit and resources
- Training CBOs to redeploy volunteers and organizers who had planned to conduct canvassing to conduct virtual peer-to-peer texting and phone banking outreach instead.
- Purchasing 3.2M phone numbers to distribute to CBO partners for direct phone and text banking outreach.
- Printing and distributing over 300,000 collateral pieces in-language directly to partners.
- Creating content, resources and tools to be repurposed for digital distribution across all available virtual channels (social media, email, online websites).
- Partnering with ethnic media outlets to disseminate in-language census information and reach wide swaths of HTC audiences in their homes and at work
- Developing a hyper-targeted digital paid advertising program that leveraged the CBO coalition's existing HTC audiences and serving these populations census-related ads at a high frequency.

Human contact was an initial driver of our work and was replaced with heavy phone banking, email, texting, digital strategies and materials. In addition to the generation of digital materials widely available on the campaign's media toolkit, CBOs received additional communications trainings and guidance to maximize their remote outreach toward HTC populations. To complement the outreach of our partners and provide surround-sound coverage in low-response, HTC communities, CCF funded hyper-targeted digital paid and social advertising. While earned media opportunities were secured during this time period of the campaign, the media environment was difficult to break through, as topics related to COVID and Black Lives Matter (BLM) activism dominated the news conversation.

Finally, where possible, CBOs were redirected to make in-person touchpoints where possible, such as socially-distanced car caravans, distribution of flyers at places of essential services such as food banks and grocery stores.

Re-Engaging In-Person Outreach

As stay-at-home orders relaxed throughout the region, WCLA gradually re-engaged in-person outreach tactics following guidelines and protocols from the county, State, and federal agencies. To seize the opportunity in resuming direct and in-person outreach, CCF took the following actions:

- Made additional prioritizations, investment, and augmentations of grants toward organizations conducting
 - Door-to-door canvassing,
 - Hosting community assistance centers, and
 - Engaging in phone and text banking outreach tactics.
- Invested in additional paid canvassing efforts to get teams of canvassers on the ground to target low-response, HTC tracts.

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- Created unique outreach partnerships with the On The Go LA mobile food truck platform as well as street vendors for innovative engagement touchpoints, with incentives for in-person census form completion in target HTC locations.

Altogether, these strategies helped WCLA stay nimble and responsive to the needs of the campaign entering and throughout NRFU.

Uncertain Census and Enumeration Timelines

CCF found it often challenging to receive timely and reliable answers or guidance from the Census Bureau for key operational issues. Constantly changing census enumeration timelines caused WCLA to double down on digital outreach, target low-response areas in paid media, and share messaging encouraging immediate response to the census without a deadline. CCF took the following actions:

- Pivoted earned media outreach and ethnic media partnerships to emphasize the urgency and ease of responding to the Census as soon as possible amid uncertain deadlines.
- Re-engaged in-person outreach tactics and remote outreach tactics.

Regional leads found it challenging to plan outreach meetings and coordinate events as the finish line continued to change. WCLA partners also began to roll-off the campaign starting in the summer to support other campaigns as the deadline kept changing. These two challenges limited the effectiveness of deploying and re-deploying new campaign strategies when we knew the full force of partners was dwindling.

2) Reflecting on your own operations and outreach strategies throughout the campaign, please provide a response with specific examples for the following questions. Please also indicate which timeframe you are referring to in your response (i.e., education, NRFU period).

CONTRACTED PARTNER'S OPERATIONS

| WHAT WORKED WELL OPERATIONALLY? | |
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| Throughout Campaign | During COVID & NRFU |
| <ul style="list-style-type: none"> • <u>WCLA Infrastructure:</u> CCF served as a convener, funder, liaison, coordinator and strategist in supporting outreach efforts to HTC communities. Bringing together stakeholders from multi-sectors required the building of a campaign infrastructure that could support and supplement the work of our community-based partners. To that end, CCF designed the campaign where we brought the following: <ul style="list-style-type: none"> ○ Communications strategies, trainings and media partnerships was Fenton Communications. ○ Data and technical assistance for the digital platforms accessed by CBOs to help organize and conduct outreach was supported through the help of Action Builder. ○ Data translation to the field, including analysis on SRR, mapping the county's HTC tracts, and tracking progress in communities that have been historically undercounted in the census, was conducted by Advancement Project California. ○ Learning and evaluation of campaign efforts was overseen by Engage R+D and USC ERI. ○ CCF also committed a team to help administer funds, establish campaign strategy, liaise with multi-sector partners, and oversee campaign efforts. The mixture of roles and the diffusion of responsibilities allowed for a spoke-and-wheel model whereby CCF sat at the helm guiding resources, established strategies, and | <ul style="list-style-type: none"> • <u>APCA Dashboards and Maps:</u> Advancement Project-California (APCA) conducted regional analysis of all tracts within LA County including takeaways and conclusions for community partners to use as part of their outreach strategy. Maps and data visualizations were created every two weeks to assist outreach partners with targeting low-responding HTC tracts, as well as providing demographic information at the regional and tract level to inform targeting by groups. • <u>Priority List Tracker:</u> Using outreach activity reports from community partners, self-response rate data, and metrics from PDI, CCF maintained a list of priority tracts to evaluate the performance of targeted areas and review the size of outreach conducted at the tract-level. This list of 500 priority tracts expanded to over 1000 during NRFU and assisted the campaign with documenting the direct outreach efforts completed by community partners, identifying areas to target for paid media investments, and evaluate the self-response rate performance of target tracts. • <u>Purchase and Distribution of Phone Lists:</u> As the campaign pivoted to prioritizing remote outreach strategies, WCLA decided to quickly acquire and distribute phone lists for LA County residents to pass through to funded partners. After identifying a vendor who could procure phone lists from voter and consumer databases, lists were cut by census tract and distributed in batches/waves. Upon request, these phone lists were given to partners for use in the mass phone and text banking efforts. Phone lists could |

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| <p>facilitated relationship and coalition building across stakeholders to ensure it acted effectively as an ACBO for LA County.</p> <ul style="list-style-type: none">• Communications Trainings & Materials: To maximize the use of the phone banking, text banking, organizing, and communications platforms provided to partners, WCLA provided communications training and technical assistance. These trainings helped elevate the skills, competency, and comfortability of partners when engaging in communications efforts digitally, in-person, or virtually. Trainings included campaign messaging, best practices for engaging with news media, peer-to-peer texting outreach, and leveraging digital and social media channels for digital census organizing. WCLA created an open access digital media toolkit containing customizable templates and materials representing the diversity of HTC community members and languages spoken, as well as a wide array of assets needed to promote WCLA outreach. These materials were co-created with CBO partners and in a manner that facilitated easy application and distribution through various platforms. The combination of skills and materials allowed partners to message their efforts effectively and consistently to a wide audience in a clear and unified manner across the county.• Streamlined Outreach Reports: Submitting outreach reports to the State was streamlined thanks to the outreach report template. In partnership with the SwORD team, we were able to more easily review our submitted outreach activities, as well as revise our submitted activities to map out more exact locations where outreach was completed, creating a more comprehensive review of our campaign's achievements. The openness and reception of the entire SwORD team allowed for us to satisfy outreach reporting requirements to the State more efficiently.• Countywide WCLA Meetings: Coming together on a regular basis, CCF convened countywide meetings for | <p>be easily added to the ThruText or Action Builder platforms available to partners through CCF, and contained socioeconomic data to help match the appropriate outreach support needed to communicate to households</p> <ul style="list-style-type: none">• SwORD Visualizations: To the extent possible, we utilized the SwORD interface to visualize the planned coverage and outreach of our subcontracted partners during the education and early outreach phases of the campaign. Visualizing these pieces, and experimenting with the capabilities of ArcGIS, we were able to use the maps from SwORD to make informed and targeted investment decisions in our second and third rounds of funding for census outreach. |
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stakeholders to attend and engage with the campaign. These WCLA gatherings were conducted on-site at CCF and at various locations throughout the county. Co-led by regional leads, these meetings created opportunities to disseminate campaign announcements, deploy trainings, facilitate discussions, gather information for campaign evaluations, and provided spaces for collaboration and coordination among partners. As we moved to digital interfaces to prevent the spread of COVID, WCLA created virtual Town Halls for groups to engage with the campaign in real-time.

- **Countywide Census Outreach California Complete Count (CCC) Meetings:** Co-led by County of LA and City of LA, these meetings brought together CBOs, city, county, education, faith-based, unions, business/chambers, transportation-related agencies, and other representatives to share census-related information. These meetings created an opportunity for various stakeholders to present content, share updates, and provide an overview of progress from the field. CCF was consistently active role in these meetings, allowing the campaign to interface with a variety of stakeholders, share critical information, and reaffirm linkages between public and non-profit partners.
- **Pooled Funds:** By collecting and administering funds from a pool of public and private sources, CCF could more effectively administer large investments directly to CBOs. Given CCF's position and existing relations with CBOs throughout the county, these investments could be rapidly deployed following a streamlined RFP and grantmaking process. Pooled funding from various sources also allowed for greater flexibility of funds to be spent across a diverse set of funding priorities and strategies.
- **Communications Strategy:** Through research and landscape analyses, WCLA was able to establish a cogent communications strategy that was robust, responsive, and specific to LA County audiences throughout the duration of the campaign. Using field

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| <p>testing from diverse audiences, WCLA created messaging, themes, and evergreen materials that would maintain a consistent brand of the campaign. Establishing this strategy early reinforced the methods of receiving and distributing communications to and from partners, stakeholders, and the field through various mediums (social, digital, and print media, etc.)</p> | |
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| WHAT HINDERED THE OPERATIONS? | |
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| Throughout Campaign | During COVID & NRFU |
| <ul style="list-style-type: none"> • <u>Federal Politics:</u> The ongoing political dynamics at the federal level surrounding the census planning and implementation period were highly disruptive and confusing to the public. Starting with the proposed citizenship questions (which likely negatively impacted our large and diverse immigrant population), the landscape surrounding and impacting the census can best be described as "consistently inconsistent." More specifically, the chatter, rumors, and the seemingly ultimate last-minute federal actions to shorten the census deadlines several times, as well as the resulting legal challenges in the courts, seriously impacted CCF and its partners' ability to maintain effective outreach strategies, messaging, and approaches to a confused public-at-large. • <u>Disjointed Census PDI platform Integration with SwORD:</u> When approving and submitting data from Census PDI into SwORD, the output of information was not readily understood. Data from outreach completed by subcontracted partners was not initially matched to name of partners. A separate process needed to be developed whereby the SwORD team sent PDI subcontractor data to CCF and needed to be matched given the reporter names from subcontracted organizations. This meant data for specific subcontracted partners could not be quickly reviewed until this matching process was completed. | <ul style="list-style-type: none"> • <u>Erroneous Deletion of Reported Outreach Activities in SwORD:</u> While this did not directly impact the operations during COVID, this mistake was spotted when our contracted partner (Advancement Project California - APCA) was completing analysis on the SRR of the region with the outreach completed by CBO partners. After spotting the discrepancy between what CCF reported and what was accessible on SwORD, CCF worked with the SwORD team to develop a solution that would allow for granular and valid data to be accepted into SwORD. This hiccup hindered APCA's ability to analyze and prevented them from integrating outreach data from SwORD into their reports, which were essential for informing community field partners in their outreach activities. • <u>Delays in Receiving PPE:</u> CBOs did not originally budget for safety measures to protect against the spread of the coronavirus. As public health policies relaxed and in-person outreach was reengaged, partners requested support in receiving adequate PPE to return to the field safely. The State sent word that PPE would be delivered to ACBOs and contracted partners, however a definitive date was not set. Notions of when PPE would be delivered kept getting pushed back. CCF then decided to allow for CBOs to request adjustments to their funding to spend an appropriate amount of funding to purchase PPE in lieu of additional state resources. |

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| <p>While CCF could review the total number of households reached using Census PDI, we could not immediately review which organizations had completed outreach using the Census PDI platform within SwORD.</p> <ul style="list-style-type: none"> • Poor Integration between WCLA Communications Strategy and State Media Buys: Another challenge faced by the WCLA campaign was lack of integration with State level partners regarding paid media buys and the larger communications strategy at the onset of the campaign. Ideally, the campaigns would have worked together at the very beginning to develop a regional strategy for the ad buys that the state led. The state's delayed start contributed to some siloes and forced us to ramp-up our communication efforts without context on what was being developed separately. Development of WCLA's regional communications tactics had to often shift due to delays of information about state media buys, more specifically when attempting to avoid duplicative efforts. This challenge was eventually addressed after pushing for more integration, which led to establishing a stronger working relationship with state-level partners that led to more collaboration. | <ul style="list-style-type: none"> • Uncertain Census Timeline: Adjustments and uncertainty to the census deadline shifted capacity from outreach towards monitoring and messaging updates. The constant changes to the timeline made it difficult to plan for long-term campaign management. Without concrete deadlines, or reassurance that the timeline would not be readjusted again, WCLA was kept on high alert in order to adapt quickly to any changes. Multiple contingency plans needed to be created, leaving CCF to often lead through ambiguity. Additionally, CCF needed to repeatedly adjust the length of grant agreements for CBOs to continue their work, extend resources to allow for continued operations, and monitor the changing capacity of WCLA as organizations rolled off the campaign to prepare for GOTV activities. In the field, CBO partners also had to weigh operational costs against staff and outreach capacity, requiring stretching of resources and funding for the remainder of the campaign. |
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CONTRACTED PARTNERS' OUTREACH

| WHAT OUTREACH TACTICS WORKED WELL? | |
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| Throughout Campaign | During COVID & NRFU |
| <ul style="list-style-type: none"> • Ethnic Media and Earned Media Partnerships: WCLA built partnerships with ethnic media outlets to create features and push content for Spanish, Korean, and Chinese language audiences. For example, our collaboration with Univision rolled out a four-phased plan and resulted in a series of integrated news segments featuring priests, teachers, doctors, and featured Univision talent. The outcome was over 114M impressions and ratings outperforming competitors during the same news slot. To help fill in the gaps by the State's media programming, | <ul style="list-style-type: none"> • Digital Paid Advertising: To supplement the work of our CBO partners in the field, WCLA purchased targeted paid media advertising to residents in select priority census tracts. This provided residents with a surround-sound experience for census messaging that followed them across mobile devices. In total, the campaign was able to achieve over 46M impressions through paid advertising to English, Spanish, and AAPI language audiences. • Countywide Census Caravans: As an alternative to in-person outreach, CBO partners rolled out plans to |

WCLA developed creative messaging across radio, television, and digital platforms, reaching multicultural audiences including Latinos, Blacks/African Americans, Filipino, Chinese, Vietnamese, Korean, and other Asian demographics.

- **Digital Outreach:** Over the course of the campaign, CBO partners demonstrated they could easily reach audiences in high volumes using digital outreach tactics. In total, partners were able to reach over 170M impressions through digital outreach, representing 61% of all impressions achieved by CBO partners. In our technological era, digital outreach functioned as a major avenue for distributing census-related content widely, reinforcing the connection between receiving Census information through the Internet and completing the census through that same device.
- **Direct Outreach Activities:** Before COVID-19 lockdowns, WCLA had depended on organizations to effectively educate and activate HTC populations using direct outreach tactics: Door-to-Door Canvassing, Phone & Text Banking, and Community Assistance Centers. Funding for CBOs weighed heavily on an organization's history and ability to mobilize and reach HTC groups. We relied upon an organization's relationship with constituents, presence in a community, and history of organizing around these tried and true campaign tactics. By the time shelter-in-place was enacted, organizers had achieved over a quarter million impressions through these direct outreach activities alone.
- **In-Person Community Education:** Prior to March 30, funded partners were already engaged in the field using an assortment of community education tactics. Through email, distribution of flyers and collateral, and in-person events, CBOs had achieved over 800K impressions. Community Education in the form of educating HTC populations primed residents on the importance, ease, and familiarity of completing their census form.

engage HTC populations through car caravans. After reviewing SRR maps, partners devised routes that weaved through neighborhoods and brought attention to the census using music, banners, and the distribution of flyers from accompanying canvassers. Car caravans drew the attention of multiple news outlets, as well as elected officials, increasing their popularity and reach. Before in-person outreach was re-engaged, these caravans functioned as a safe model for how to reach HTC groups living at home.

- **Phone and Text Banking:** CBO partners were eager to find alternatives to in-person outreach after shelter-in-place orders were enacted. Partners had various capacities and capabilities to pivot their canvassing efforts to digital or remote activities. CCF made investments towards training and distributing resources to build partners' capacity to conduct phone and text banking for small- and large-scale outreach. Partners were engaged to understand their knowledge and interest in receiving trainings, assess their need to acquire or supplement what phone lists they could access, and learn what communications, language, and infrastructure support would be helpful when engaging with HTC populations. Purchasing and distributing 3.2M phone lists from a vendor for WCLA partners increased organizations' capacity to reach residents safely behind closed doors. Live and recorded trainings on how to use ThruText, Action Builder, and PDI platforms taught partners how to maximize these platforms for phone and text banking outreach. Creating a resource guide with phone and text scripts supported partners in quickly pivoting their strategies to activate their volunteers and staff to continue the drumbeat of census outreach. These resources were tailored for CBOs of all sizes and competencies that could be deployed quickly and effectively at the request of partners.
- **Community Assistance Centers:** The devastating impact of COVID-19 on families and communities was met with tremendous commitment from WCLA partners to provide

emergency services and support. At drive thru and walk-up distribution centers, CBOs combined their COVID relief work with census outreach by finding opportunities to engage, educate, and encourage census form completion on-site. Flyers and collateral were dropped in grocery bags, residents were educated while waiting in line, and canvassers walked up to cars to solicit families to complete their census. While Community Assistance Centers were originally meant to host QACs/QAKs, this tactic continued to engage HTC communities hit hardest by COVID in census completion.

- **Door-to-Door & Paid Canvassing:** Funded partners who felt comfortable reengaging direct, in-person outreach contributed to an initial 17% uptick in households reached during the first two weeks in August. There was a sustained increase in door-to-door canvassing by CBOs during NRFU. CCF complimented such efforts of partners by investing in paid canvassing efforts. Organizers concentrated efforts on 264 select priority census tracts during a two phased approach and completed over 34,000 door knocks. The investment in paid canvassing activated a nimble and responsive team of canvassers to hit the pavement in low responding HTC tracts in East LA, Central/West LA, Southeast Cities, the Harbor Gateway area, and the San Fernando Valley.
- **On The Go LA Mobile Food Truck Platform “Hybrid” Canvassing:** By leveraging the existing community relationships and neighborhood connections of On The Go LA and their restaurant/food partners, WCLA was able to reach residents in low-response neighborhoods through an engaging model. The mobile food truck was deployed to target HTC neighborhoods equipped with food vouchers and outreach materials to incentivize Angelenos to complete their census forms on-site while also supporting small, locally-owned food businesses at a discount rate. In addition, a “hybrid” canvassing model allowed for a small staff of volunteers to walk the surrounding community and conduct door-knocking

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| | <p>efforts while drawing residents to the food truck to complete their forms.</p> <ul style="list-style-type: none"> • Paid Media Partnerships: Through a robust array of partnerships with media outlets, WCLA was able to reach HTC audiences across a variety of media platforms (radio, TV, print), particularly amid strict lockdowns throughout the pandemic. These partnerships were key in allowing WCLA to reach audiences in-language and directly in their homes and at work where they may tune in. These media partnerships were also critical in bringing community voice to the census, leveraging WCLA community spokespeople and well-renowned media talent to communicate census messaging. |
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| WHAT HINDERED THE OUTREACH? | |
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| Throughout Campaign | During COVID & NRFU |
| <ul style="list-style-type: none"> • Poor Training and Early Technical Assistance with Census PDI: Early hands-on training for how to use the platform would have been beneficial for preparing partners to use the Census PDI platform. The platform was rolled out in the early month of the education phase of the campaign, however users needed to possess previous familiarity and experience with the traditional PDI platform to use intuitively. • Ongoing Bugs and Technical Glitches within Census PDI: Delay in accessing non-voter data files when conducting outreach through Census PDI (early stages of outreach). We also faced delays in accessing demographic data and maps when planning outreach through Census PDI. • U.S. Census Bureau Operations: In addition to the Census Bureau’s political challenges on the national stage, challenges with local coordination and operations added further complications to outreach efforts. <ul style="list-style-type: none"> • High turnover for Partnership Specialists and inaccessible Area Census Offices (ACOs) left most partners flying in the dark. | <ul style="list-style-type: none"> • Lack of early guidelines to practice and support canvassing safely. • Civil unrest and demonstrations disrupting focus on census outreach, requiring time to reflect and respond to national movement and discussions on race and police brutality. • Shrinking of operational capacity due budget cuts and layoffs experienced by community partners as a result of COVID and the economic aftermath. • Delayed receipt of flyers, collateral and PPE during NRFU. • Uncertain Census Timeline and Extension of Deadline: Time-bound messaging about the urgency of completing the census had to shift repeatedly, at times conflicting across different sources, materials, the U.S. Census Bureau website and the field. Without the ability to maintain a consistent message around the deadline, the field had to rely on more generic messaging around urgency instead of a tactical, deadline-based approach when interacting with the community. Coupled with the COVID-19 crisis, civil unrest across the country and the upcoming election |

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| <ul style="list-style-type: none"> • National Census Bureau phone lines were understaffed and overwhelmed during operations. Non-English language lines reported wait times of over an hour, which significantly jeopardized a community member's chance of getting counted. Partners had to follow up with community members multiple times knowing that there was a high possibility no support via the phone lines. • Lack of clarity and transparency around NRFU operations made it extremely difficult for partners to support what we knew was an understaffed and overambitious counting timeline. We had no visibility into which census tracts or neighborhoods were being followed up by Census Takers and when, while simultaneously receiving reports that Census Takers were marking whole buildings as vacant or not following up with housing units the number of times that was communicated to us. • The Census Bureau presented very little information about their plans for the rescheduled special enumeration operations, especially SBE/TNSOL. Community outreach partners including homeless service providers were repeatedly instructed to stay out of the way and make room for the Bureau to do its work. Even after the • SBE/TNSOL event took place, there was no follow up on which partners or outdoor locations were visited, preventing any further follow-up. | <p>cycle, census stakeholders had many competing priorities that eventually contributed to burnout.</p> |
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3) Describe challenges and changes occurring outside or within your organization / agency that had an impact on the outreach work. Describe how you responded to these changes to work toward achieving a complete count.

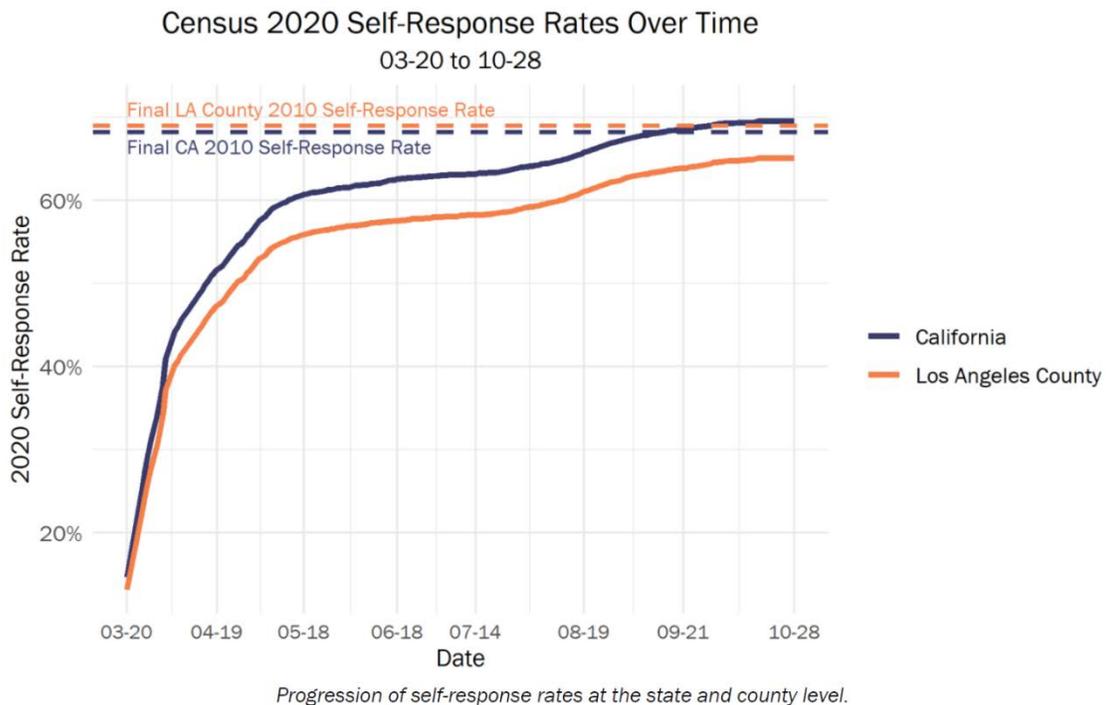
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| <p><u>Unanticipated Volume of Requests from Elected/Legislative Offices</u> We received numerous requests from an array of representatives from elected offices to brief them on outreach progress, nonprofits supporting outreach in their areas, tactics being deployed, co-plan events with them, collect impact data and metrics demonstrating our attention to their district – all which required immediate attention. The volume and urgency of requests, while important, strained the limited capacity that many organizations were facing especially after COVID-19 hit. Many community-based partners asked CCF as ACBO to take greater role in coordinating with elected leaders to avoid duplication of efforts and, to give them some breathing room as they assessed their plans and capacity. Tools that were easy to understand and that were accessible to all were needed not just to ensure everyone knew what was happening but also support three-way communication across ACBO – State Census Office - Legislative offices.</p> | <ul style="list-style-type: none"> • Added contracted partners' information on the We Count LA website for public access. • Census tracts for local leaders were added to a list of priority tracts to track and measure SRR and engagement. • Developed a system for quickly reviewing SRR data with outreach information using internal databases. • Connected regional leads with representatives from elected offices. • Invited representatives from elected offices to regional meetings. <p>We adjusted timelines for COVID and USCB but the response and policies from State team didn't.</p> |
| <p><u>Countywide Shelter-In-Place Orders</u> The halt on in-person outreach meant we had to quickly pivot the campaign to remote outreach tactics</p> | <ul style="list-style-type: none"> • Purchase and distribution of 3.2M phone lists to amplify phone and text banking outreach efforts • Created live and recorded trainings for phone and text banking platforms (ThruText, Action Builder, Census PDI) • Facilitated onboarding of Census PDI users • Created phone scripts, guidelines, and other resources to aid partners in maximizing their phone and text banking efforts. • CCF partnered with the State and LA County to place ads in nearly 500 store locations throughout HTC communities across LA County. |
| <p><u>Lack of Involvement in Media Plan Set at State-Level</u> CCF was not involved in planning Region 8's media buy and paid advertising, making it difficult to initially plan and coordinate media partnerships until late in the campaign.</p> | <ul style="list-style-type: none"> • Independently created local ethnic media partnerships and engagements • Created and updated database to track low-responding HTC tracts for media partners to target those audiences in their broadcasting. |
| <p><u>Need for Up-to-Date Research</u> As the pandemic progressed, it was clear that our messaging needed to pivot. Pre-COVID research demonstrated a variety</p> | <ul style="list-style-type: none"> • We launched our own process to gather qualitative and quantitative research to help inform revised messaging and outreach methods. |

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| <p>of barriers (fear, lack of broadband, etc..) would need to be addressed in messaging, but no one imagined the pandemic as a scenario. Rapid response qualitative research was important to help us gauge what to message to break through this new unforeseen barrier. The state's research was delayed, not comprehensive and did not address our largest HTC Latinos in Los Angeles. We had to quickly deploy our own limited research as well as rely on anecdotal research to ensure our messaging was relevant.</p> | |
| <p><u>Stagnating SRR in LA County</u></p> | <ul style="list-style-type: none"> • Investment in paid canvassing efforts to increase in-person, door-to-door outreach in priority, low-responding HTC tracts • Partnership with OnTheGo mobile food truck to provide mobile locations to complete the census form in HTC communities |
| <p><u>Lack of Broadband Access</u> Based on our analysis of SwORD data and U.S. Census Bureau self-response data at the tract level throughout the 2020 Census campaign, a key trend that emerged in the lowest-responding census tracts was a lack of broadband internet. In almost 30 percent of the lowest responding tracts in the County (lowest fifth of tracts), 40 percent or more of households did not have broadband internet subscriptions. The lack of internet in 40 percent or more of households in these lowest responding tracts was almost four times higher than in tracts Countywide, which was only 8 percent. The impact was even greater due to the COVID-19 pandemic. The planned 653 QAC and QAK locations that our partners would have provided internet enabled devices to complete the census, had they been allowed to be open. Additionally, planned mobile kiosks had to be cancelled, which would have allowed outreach at events, businesses, schools, and other gatherings throughout the County.</p> | <ul style="list-style-type: none"> • Provided mobile hotspots for On The Go LA on-site filling out of the census form. • Encouraged AAPI communities to fill out the form via phone by providing in-language U.S. Census Bureau phone lines whenever possible. • Encouraged CBOs to focus in-person activities and tactics to HTC areas with limited to lack of broadband access. • Engaged Latino communities and answered their questions through multiple programs with Univision, including a <i>Linea De Ayuda</i> and Census Fill-A-Thon. |

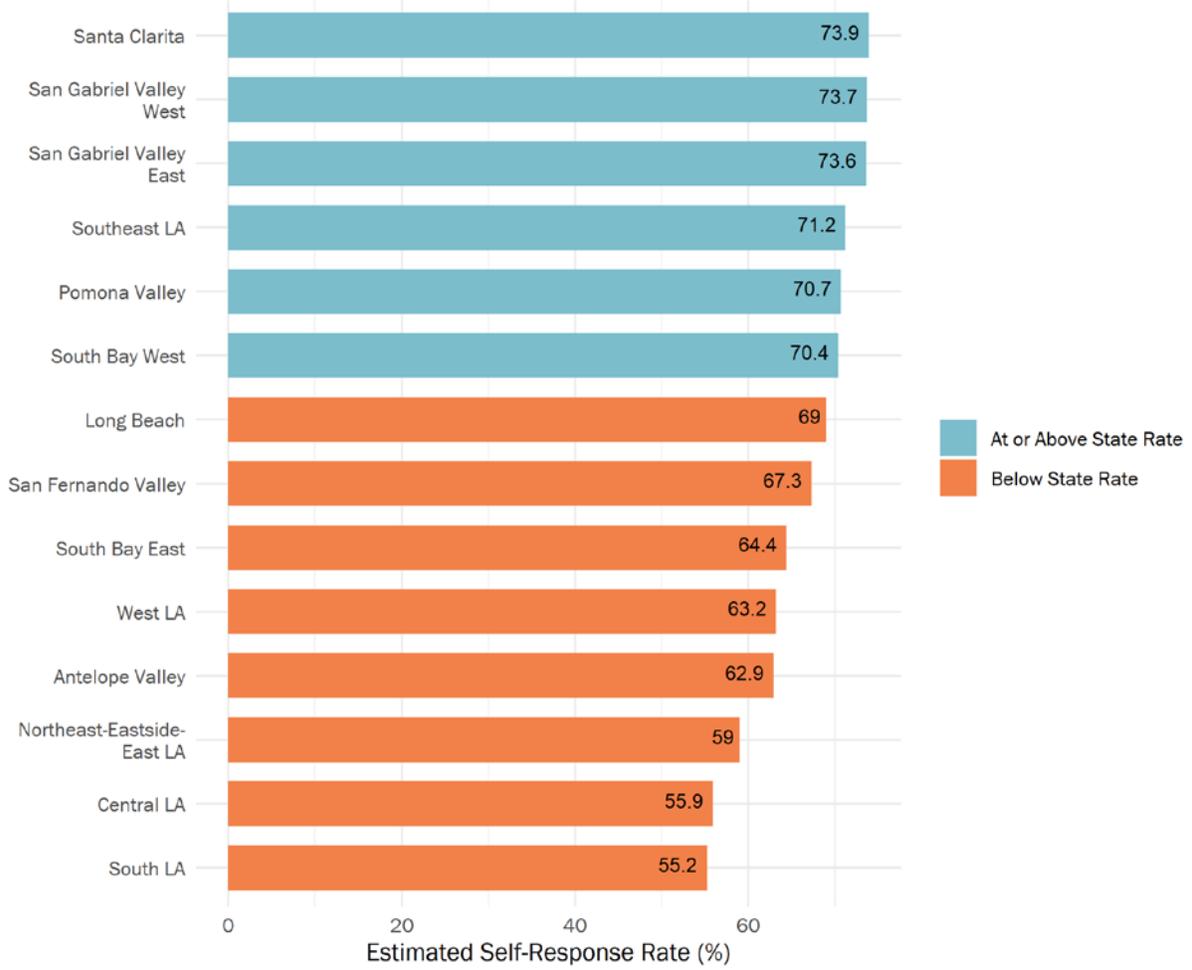
4) For county and ACBO partners, what was the county (or region's) 2010 response rate and what was the 2020 response rate? If the response rate met and exceeded the 2010 response rate, what contributed to that? If it did not meet the 2010 response rate, what were some of the challenges for that? For other partners, please note what data you used and how you used data for your strategies.

Los Angeles County's Final SRR was 65.1%, 3.9% lower than the 2010 SRR target (69.0%). Los Angeles County's Final SRR was 4.5% lower than the State of California's Final SRR (69.6%) and 1.9% lower than the National Final SRR (67%). Despite a rapid increase in the region's SRR at the beginning of census enumeration, Los Angeles County's increase did not keep up due to a confluence of crisis: COVID health orders, civil unrest, and the economic fallout hitting high-need communities.

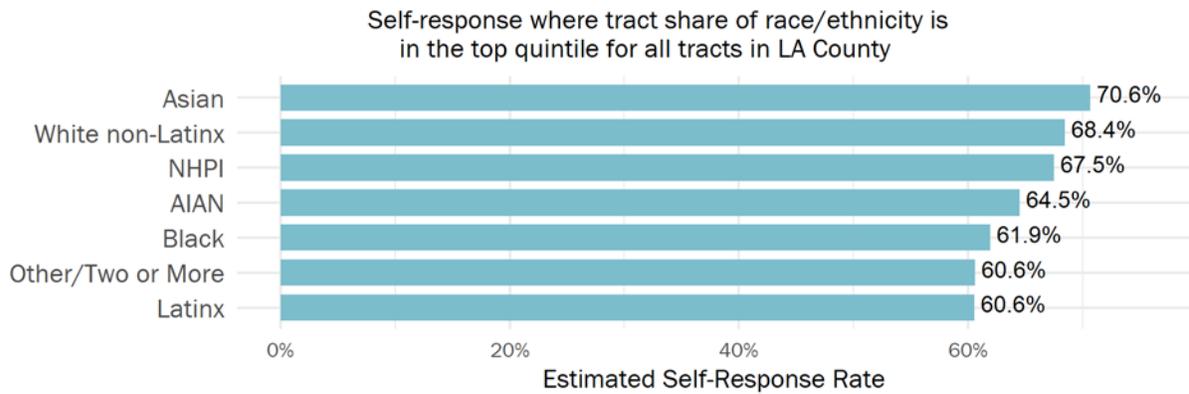


While the county neither met nor surpassed its 2010 SRR, we had many notable wins across different regions and census tracts. Thanks to our collective efforts, thousands of community residents safely resisted exclusion and responded to the decennial census for the first time. With the help of analysis from Advancement Project California, CCF presents the following analysis on final self-response rates for regions, racial-ethnic groups, and HTC populations.

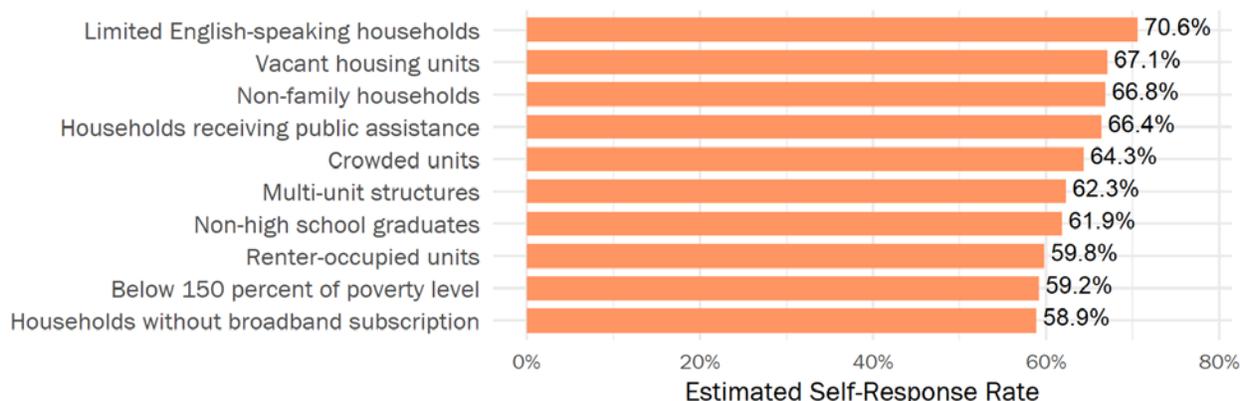
Self-Response Rate Analysis by Region



Self-Response Rate Analysis by Racial-Ethnic Groups



Self-Response Rate Analysis by HTC Populations



The full analysis report completed by Advancement Project California can be found [here](#).

5) Please describe the process and results of your partnership coordination and how it educated and motivated the hard-to-count populations to complete the Census questionnaire.

Please see We Count LA Impact Report.

6) Please provide a list of key partners and describe their contributions of how they made a difference in your outreach efforts.

CO-CONVENERS

The following organizations were funded to lead regional coordination, generate regional messaging, and organize convenings in which funded and non-funded CBOs, local officials, government departments, and community organizers and leaders met to develop region-specific approaches, and strategy.

| ORGANIZATION | REGION |
|--|------------------------|
| Advancement Project CA | Metro LA |
| Antelope Valley Partners in Health | Antelope Valley |
| Community Coalition for Substance Abuse Prevention and Treatment | South LA and South Bay |
| LA Voice | San Gabriel Valley |
| Long Beach Forward | Long Beach |
| Pacoima Beautiful | San Fernando Valley |
| Pomona Day Labor Center | Pomona |
| Southeast LA Collaborative (SELA) | Southeast LA |

TOP-5 ORGANIZATIONS ENGAGED IN PHONE & TEXT BANKING

The following organizations are credited for achieving the greatest number of impressions through phone and text banking outreach. Their activation represents over half (approximately 2.5M) of all total phone and text banking impressions completed by CBO partners.

| ORGANIZATION | IMPRESSIONS | DESCRIPTION OF STRATEGY |
|--|-------------|---|
| AltaMed Health Services Corp | 1,416,803 | AltaMed succeeded in implementing a massive phone banking campaign due to its prior experience with using PDI in previous campaigns. Their regional footprint and technical knowledge made them an especially nimble partner during the campaign's pivot to remote outreach tactics. |
| Black Women for Wellness | 428,694 | Black Women for Wellness requested and received over 100,000 purchased phone numbers from CCF to complete outreach in 90 census tracts. By utilizing the campaign's mass text banking platform, ThruText, and creating a "200 Grand Campaign", Black Women for Wellness was able to complete over 200,000 text messages in low-responding, HTC tracts over the course of a month. |
| Coalition for Humane Immigrant Rights (CHIRLA) | 300,102 | As a combined community partner with CCF and the California Census Office, with large regional presence in Los Angeles, CHIRLA was able to deploy a concerted strategy towards Limited English Speakers and Immigrant communities. Using their own member lists on ThruText in combination with Census PDI's phone banking tool, CHIRLA guided their attention to tracts with majority Latino populations and under 50% response rates. |
| Planned Parenthood Pasadena and San Gabriel Valley Inc. | 210,923 | PPSGV received over 32,000 purchased phone numbers from CCF in 25 HTC tracts. Quick to learning ThruText, PPSGV completed 3 months of text banking at a maximum rate of 40,000 messages per month. Their experience with serving disenfranchised groups positioned them to be especially trustworthy messengers to the reaching the following HTC communities: Asian Americans & Pacific Islanders, homeless individuals and families, immigrants and refugees, Latinos, lesbian, gay, bisexual, transgender, and queer folk. |
| Pueblo y Salud Inc | 187,366 | Using a combination of phone lists from Census PDI and provided by CCF on ThruText and their own phone banking platform, Pueblo Y Salud was successful in completing nearly 90,000 conversations from their 180,000+ attempts. They concentrated their phone and text banking effort in the San Fernando Valley, an area with which they possess a deep and historical footprint. |

TOP-5 ORGANIZATIONS ENGAGED IN DOOR-TO-DOOR CANVASSING

| ORGANIZATION | IMPRESSIONS | DESCRIPTION OF STRATEGY |
|---|---------------|--|
| <p>Korean Immigrant Workers Advocates of Southern California/ Koreatown Immigrant Worker Alliance (KIWA)</p> | <p>53,730</p> | <p>KIWA lead the charge in canvassing to HTC populations during the first three months of 2020. Tabling in front of and in neighborhoods around the Honduran, Mexican, Salvadorian, and Korean consulates, KIWA was actively engaged in reaching immigrant and limited English language proficiency households. While their work shifted to phone and text banking outreach after COVID broke out, KIWA was primed to continue reaching more households in and around Koreatown.</p> |
| <p>Pueblo y Salud Inc</p> | <p>41,569</p> | <p>Pueblo y Salud were early adopters of Census PDI once COVID struck. Mobilizing quickly, they conducted in-person outreach to HTC populations throughout COVID and NRFU in the San Fernando Valley, Central LA, and South Bay East using Census PDI and their own internal tracking.</p> |
| <p>Meet Each Need with Dignity (MEND)</p> | <p>34,519</p> | <p>MEND completed door-to-door outreach independently using their own organizing tools and platform, concentrating their canvassing efforts throughout the San Fernando Valley. Despite their pivot to supplying immediate COVID relief to impoverished groups during the summer, MEND remained a highly active partner on the ground through the end of the campaign.</p> |
| <p>Consejo de Federaciones Mexicanas en Norte America (COFEM)</p> | <p>23,555</p> | <p>Soon after COVID struck, COFEM organized a mobile car caravan with accompanying foot canvassers to visit homes in Huntington Park. During NRFU, COFEM increased their canvassing efforts and deployed groups of civic promotoras to engage with immigrant, refugee, and Latino residents.</p> |
| <p>Greater Long Beach Interfaith Community Organization (ICO)</p> | <p>17,476</p> | <p>Greater Long Beach ICO relied on Census PDI to identify low-responding tracts and organize canvassers in north and central Long Beach. They were able to continue their multi-day canvassing efforts into NRFU.</p> |

TOP-5 ORGANIZATIONS ENGAGED IN OUTREACH THROUGH COMMUNITY ASSISTANCE CENTERS (REPORTED TO SWORD AS BOOTHS, CENSUS ACTION KIOSKS, FORM FILLING ASSISTANCE, QAC, AND QAK)

| ORGANIZATION | IMPRESSIONS | DESCRIPTION OF STRATEGY |
|---|-------------|---|
| AltaMed Health Services Corp | 5,006 | AltaMed hosted multiple Questionnaire Assistance Center (QAC) kiosks in their clinic lobbies, assisting patients and community members with filling out their Census form in-person. Their presence in over 120 tracts throughout the county positioned them to be great hubs for completing the census form in-person. |
| Coalition for Humane Immigrant Rights (CHIRLA) | 4,505 | Form filling assistance was provided via phone to their members across the county. |
| Pueblo y Salud Inc | 2,950 | Pueblo y Salud provided in-person support through pop-up help centers and mobile units. By hosting on-site Community Assistance Center activities, Pueblo y Salud operated a traveling mobile unit that visited high-density, hard-to-count apartment buildings in very low response census tracts. Using tablets connected via Internet, they provided in-language support in Armenian and Spanish. |
| Community Development Technologies Center (CDTech) | 1,536 | CDTech set-up census pop-ups in high foot traffic areas and locations frequented by residents to assist people with completing their census form in-person. |
| Korean American Federation of Los Angeles (KAFLA) | 1,350 | KAFLA attended food banks hosted by Urban Partners of LA & First Unitarian Church of LA and conducted census outreach at food distribution site passing out flyers and motivating stakeholders to complete their census form in-person. In addition, KAFLA participated in an API Caravan with We Count LA partner AP3CON through Koreatown, Thai Town, Chinatown, Little Tokyo, and Long Beach. Afterward, KAFLA and We Count LA partner KYCC co-hosted a Community Assistance Center from their main office in Koreatown. |

7) Please describe how you provided accessible and in-language outreach activities, including how you ensured equal and meaningful access to limited English proficient individuals and people with disabilities?

- We Count LA's Digital Campaign Toolkit prepared by Fenton Communications contained assets that supported Spanish, Armenian, Russian, and Farsi languages, and included graphics with African American, Latinx, LGBTQ+, Cambodian, Korean American, Armenian and Indigenous peoples representation.
- Media published through We Count LA's social media platforms (Instagram, Twitter, and Facebook) included text in Spanish languages, and images with a tapestry of representation including African American, Latinx, LGBTQ+, Cambodian, Korean American, and Armenian LA County residents.
- Paid media for general market television and radio reached the following audiences and impressions:

| | IMPRESSIONS | | | | | | |
|-----------------------------|----------------|-----------------------|----------|---------|--------------|---------|-----------------|
| | Spanish/Latino | Black/African America | Filipino | Chinese | Viet nameese | Korean | Asian (overall) |
| General Market TV | 28,244,359 | 5,939,774 | 535,030 | 874,636 | 174,667 | 476,934 | 119,222 |
| General Market Radio | 4,556,954 | 1,127,826 | 233,931 | 437,371 | 119,553 | 151,659 | N/A |
| Spanish Radio | 17,452,907 | N/A | N/A | N/A | N/A | N/A | N/A |

- In addition, paid media through Chinese Television and Korean Television outlets expanded coverage for these demographic groups, partnering with 12 Chinese and Korean language television outlets across LA County.
- In partnership with Univision television, We Count LA rolled out a five-phase paid media plan and achieved the following total impressions:

| PHASE/MEDIUM | TOTAL IMPRESSIONS |
|-----------------------------------|-------------------|
| Phase 1: The Time is Now | 18,939,684 |
| Phase 2: Tu Existes | 78,441,674 |
| Phase 3: Linea De Ayuda | 6,246,846 |
| Phase 4: Census Fill-Along | 7,990,345 |
| Phase 5: The Chancla | 2,527,642 |

- Through Univision's digital platforms, We Count LA was able to procure paid media buys through digital platforms, netting a reach of 3,173,051 Spanish-language impressions.
- In partnership with Estrella, We Count LA achieved 3,578,300 Spanish-language impressions through Radio, Television, and social media outlets.
- Spanish-language paid media secured through Pandora provided 481,726 impressions across LA County in zip codes with low self-response rates from May

to June. An additional 569,945 impressions were achieved among audiences in select priority tracts with high population densities, large hard-to-count indexes, and low self-response rates.

- Asian Americans Advancing Justice - Los Angeles provided language support for 22 languages.
- Community partners engaged with community members using a variety of 33 different languages including: Arabic, Armenian, ASL, Bengali, Burmese, Cantonese, Chuukese, English, Farsi, Filipino, Gujarati, Hausa, Hindi, Japanese, K'Anjobal, Kaqchikel, Khmer, K'iche'/K'ich'e, Korean, Mandarin, Marshallese, Mayan dialects, other Chinese dialects, Pashto, Punjabi, Quiche, Russian, Samoan, Spanish, Tagalog, Thai, and Vietnamese.
- This table describes the count of organizations that completed in-language support for required languages:

| LANGUAGE | COUNT OF ORGANIZATIONS COMPLETING IN LANGUAGE SUPPORT |
|------------|---|
| Spanish | 94 |
| Mandarin | 22 |
| Cantonese | 21 |
| Korean | 19 |
| Vietnamese | 15 |
| Khmer | 11 |
| Chinese | 9 |
| Tagalog | 9 |
| Armenian | 8 |
| Arabic | 7 |
| Japanese | 7 |
| Thai | 7 |
| Filipino | 6 |
| Farsi | 5 |
| Hindi | 3 |
| Punjabi | 1 |
| Russian | 1 |

- At least 98 community organizations conducted outreach to community members with limited English proficiency (LEP). 76 organizations had originally planned to conduct outreach to LEP residents.
- At least 70 community organizations conducted outreach to community members with disabilities. 21 organizations had originally planned to conduct outreach to residents with disabilities.
- Created educational and motivational videos with transcription of audio

8) Please share a story(s) of how your work has made a difference to Census 2020 and the impact on the community. Please include images and quotes, so we are able to understand the narrative behind the numbers.

Please see We Count LA Impact Report.

9) Please add any suggestions for the 2030 Census efforts, including timelines.

Please see We Count LA Impact Report.

Attachments

10) Please confirm that you have submitted the following which will help us better understand the full breadth of the Census work and achievements.

- a) SwORD uploads of completed outreach activities – **completed**
- b) Updated list of subcontractors – **completed.**
- c) Evaluations or analytical reports, if any: - **completed**
 - a. Advancement Project California Report – [linked](#).
- d) Sample products:
 - a. **Products created by Fenton Communications can be accessed [here](#).**
 - b. **Sample products created by funded CBO partners can be accessed [here](#).**

Submission

Please submit your final report and attachments no later than November 16, 2020 to: outreach@census.ca.gov with a copy to the RPM/contract manager. Please include your organization name in the subject line.

FOR THE COMMUNITY, BY THE COMMUNITY:

THE WE COUNT LA IMPACT STORY

**WE COUNT
LOS ANGELES**
Our Community. Our Census.

California
COMMUNITY
Foundation



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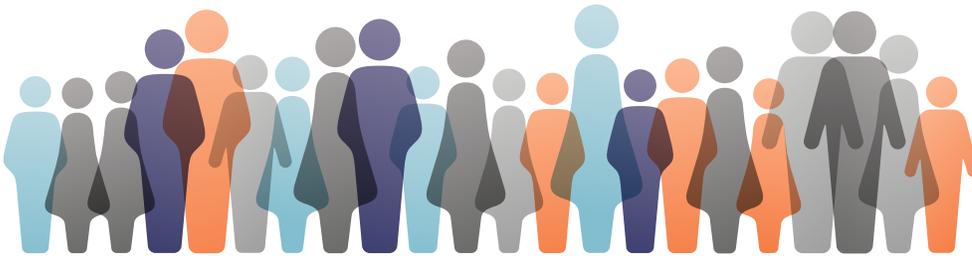
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The story of the 2020 Census
in Los Angeles County is one of

COMMUNITY RESILIENCE



Facing insurmountable barriers and the shifting tides of unprecedented challenges, organizers and leaders pushing Angelenos to participate in the decennial effort had no choice but to stand strong and navigate the most difficult census of our lifetime.

Participation in the census is critical to the well-being of future generations of Los Angeles County. Census data plays an integral role in influencing the allocation of millions of dollars in federal funding for vital services and programs for our communities — from schools and hospitals to housing and roads. The census also determines the number of congressional members sent to the Capitol to represent our region, making an accurate count in Los Angeles County profoundly important.

Efforts to ensure a complete and accurate count, particularly among traditionally hard-to-count communities have historically fallen short by the

U.S. Census Bureau in fulfilling its duties. With so much at stake, particularly for vulnerable communities, leaders in philanthropy and local advocacy groups have stepped up every decade to fill the gap.

In a landmark effort, California Community Foundation (CCF) convened a powerful coalition of 115+ community-based organizations (CBOs) across the region to count historically under-counted populations, coordinated and united under one region-wide campaign: [We Count LA](#). As trusted messengers with deep relationships and connections in their respective communities, these CBOs would be the faces and voices of the census, encouraging the diverse and vulnerable communities of Los Angeles County to participate in the 2020 Census. Amid the unforeseen global and national events of 2020, this task became seemingly impossible. Yet the unifying force of community resilience pushed the We Count LA campaign to become responsive, adaptive and innovative in trying to accomplish its goals.

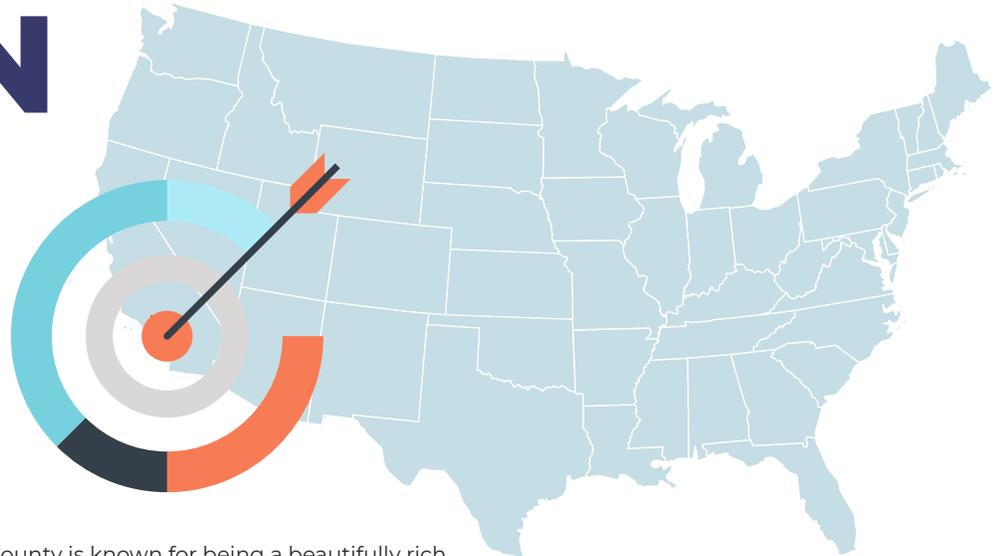


The purpose of this report is to share the powerful story of the We Count LA 2020 Census campaign, its impact, and to share lessons learned in the hopes of using this legacy to set an example for future civic and community engagement efforts in Los Angeles County and beyond.

Los Angeles is the

HARDEST-TO-COUNT REGION

in the United States



"WHAT DOES IT MEAN TO BE THE HARDEST-TO-COUNT?"

What's behind this designation? Los Angeles County is known for being a beautifully rich and diverse region — yet its complexity contributes greatly to its own challenges and barriers for obtaining an accurate census count:

OUR COUNTY

- 2nd largest school district in the country



- 4x the geographic size of Rhode Island
- Population of 10.4M, behind only the states of California, Texas, Florida, New York, Illinois, Pennsylvania, Ohio, Georgia, and North Carolina

- Over 200 languages spoken



- 20% lacking broadband Internet subscriptions



OUR PEOPLE

- 1 out of 3 residents is an immigrant



- 1 out of 4 residents have limited English proficiency



- 1 out of 5 residents lives below the poverty line



- Home to nearly 1 million undocumented immigrants



GEOGRAPHIC SPRAWL & POPULATION SIZE

Los Angeles County is a sprawling region that spans over [4,000 square miles of land](#), nearly four times as large as Rhode Island.

Within this vast expanse is a population totaling more than 10.4 million people, a number that exceeds the population of [over 42 U.S. states](#). Los Angeles County comprises 88 cities as well as 140 unincorporated areas and is home to the second largest school district in the country.

Counting such a large number of people across such an expansive geography poses a major challenge in itself.

UNPARALLELED DIVERSITY

As the second largest metropolitan area in the country, our home defines diversity.

[Nearly half of Los Angeles County's population](#) is Latino, 15% identify as Asian American or Pacific Islander (AAPI) which itself has at least four distinct ethnic subgroups, and 8% identify as Black. Immigrants are an essential part of Los Angeles County, making up over one-third of our total population. Over 200 languages are spoken across the region, with [one in four](#) Los Angeles County residents identifying as having limited English

proficiency. Home to nearly [1 million undocumented immigrants](#), our region is a multifaceted tapestry woven together by communities representing every corner of the globe. **Such a vast array of diversity also increases the intricacy and challenge in reaching every community for an accurate census count.**

SOCIOECONOMIC DISPARITIES

Los Angeles County ranks [7th in income inequality](#) out of the nation's largest metro regions, with nearly one in every five Los Angeles residents (18.4%) living below the poverty line.

The public health and housing crisis of homelessness has drastically [increased in the past few years](#) — every night,

more than 66,000 Angelenos sleep in shelters, their vehicles or on the streets. In addition, Latinos and African Americans are [disproportionately poor](#) and overrepresented in Los Angeles County's poverty rates. These intersecting socioeconomic disparities present great challenges in reaching low-income and homeless residents across Los Angeles County. Many of these same individuals are in unstable living conditions or are without Internet access.

As of 2018, approximately [20% of households](#) did not have a broadband subscription, compounding the difficulty in counting these residents in the census.

4,000+
square miles
of land

1 million
undocumented
immigrants

200+
languages
spoken

7th in
income
inequality

18.4%
living below the
poverty line

SETTING THE STAGE: HISTORIC CHALLENGES AND GAPS TO FILL OUT OF THE GATE

The historic challenge of the census every 10 years is conveying relevance and urgency. Unlike voting, census participation does not have an immediate, easily visible outcome in which people feel their lives have been directly impacted. Federal dollar allocation and congressional representation are the most important and tangible results of the census' influence, but explaining that correlation can be complex and requires clear, concise and relatable messages to draw these connections.

The 2020 Census, however, came with additional challenges. At the U.S. Census Bureau, both budget cuts as well as the roll-out of an online-focused

census meant that there would be a more limited ground game and fewer enumerators conducting outreach in the community. In addition, suppression tactics, including the consideration of including a citizenship question, laid the groundwork of alienation among those who were already fearful amid the ongoing political climate — immigrants, undocumented individuals, and people from racial and ethnic minority groups that were already considered the hardest to count.

The magnitude of this effort required unprecedented collaboration and resources — even before activating our coalition to begin outreach.

WHERE DID WE BEGIN?

DATA-FUELED STRATEGIES: ROBUST INVESTMENT IN PLANNING AND RESEARCH

With a commitment to advancing systemic change in the region, California Community Foundation (CCF) started with a deep research & discovery process to understand the

communities we needed to reach — and the landscape we would end up operating in.

We engaged multiple organizations at both the local and regional level to conduct qualitative and quantitative analyses:

- **Advancement Project California in partnership with Census Policy and Advocacy Network** provided a community-informed regional plan for outreach activities and tactics that could be supported by community-based organizations to inform our planning process.

▪ **The University of California Los Angeles, Department of Political Science** conducted an analysis of demographic factors specific to Los Angeles County, such as population change or growth, racial/ethnic diversity, foreign-born, homeless, limited English proficiency, internet access, etc. for CCF to better understand the extent to which some populations fall within or outside of the boundaries of the Low Response Score (LRS) created by the U.S. Census Bureau and the Hard to Count (HTC) score created by the State of California.

CCF spearheaded fundraising efforts to create a pooled fund from philan-

thropy and government partners to support the region's census outreach activities. The Weingart Foundation, The James Irvine Foundation, Ballmer Group, The California Endowment, Smidt Foundation, Mindy and Gene Stein, The Eli and Edythe Broad Foundation, Roy & Patricia Disney Family Foundation, Grantmakers Concerned with Immigrants and Refugees, L.A. Care Health Plan, Libra Foundation, and the City of Los Angeles all stepped-up to support the community-based organizations for this massive, regional effort.

The State of California then named CCF as the region's **Administrative Community Based Organization (ACBO)**, designating for leading and coordinating education and outreach to hard-to-count communities across Los Angeles County.

With support from these multi-sector partners, CCF had the resources it needed to bring We Count LA to life and advance the strategies to count Los Angeles' hardest to count communities.

AGAINST THIS LANDSCAPE, WE KNEW THAT AN ACCURATE CENSUS COUNT IN LA COUNTY WOULD BE NO EASY TASK.

WE WOULD NEED TO CONDUCT AN EXPANSIVE, DIRECT OUTREACH EFFORT, PAIRED WITH INNOVATIVE OUTREACH METHODS TO REACH HARD-TO-COUNT (HTC) COMMUNITIES.



GUIDING PRINCIPLES

As the core grantmaker and administrative CBO for the region, CCF was intentional from the start about ensuring that We Count LA was a campaign built for the community, by the community.

CCF offered grants to community organizations that reflected the widest diversity of HTC populations and could reach the tracts most in need of outreach. In selecting communications, organizing, outreach, and research and evaluation partners, CCF ensured their teams were as diverse as the communities they would serve in the campaign.

CCF did not employ a rigid centralized campaign structure, recognizing that each of LA County's regions would need the freedom to adapt the campaign to their unique needs. **A non-traditional grantmaking model that enabled seamless coordination and diverse representation at the campaign level with autonomy at the regional community levels was in order.**

CENTRALLY DRIVEN, REGIONALLY COORDINATED AND LOCALLY EXECUTED: THE WE COUNT LA INFRASTRUCTURE

With these principles in mind, CCF engaged a wide range of organizations for the We Count LA effort and built a three-tier infrastructure of organizations to carry out the campaign:

1.

At the heart of the We Count LA infrastructure was the community. A coalition of **115+ strong community-based organizations** would engage directly with HTC audiences in the places where they live, play, work and worship.

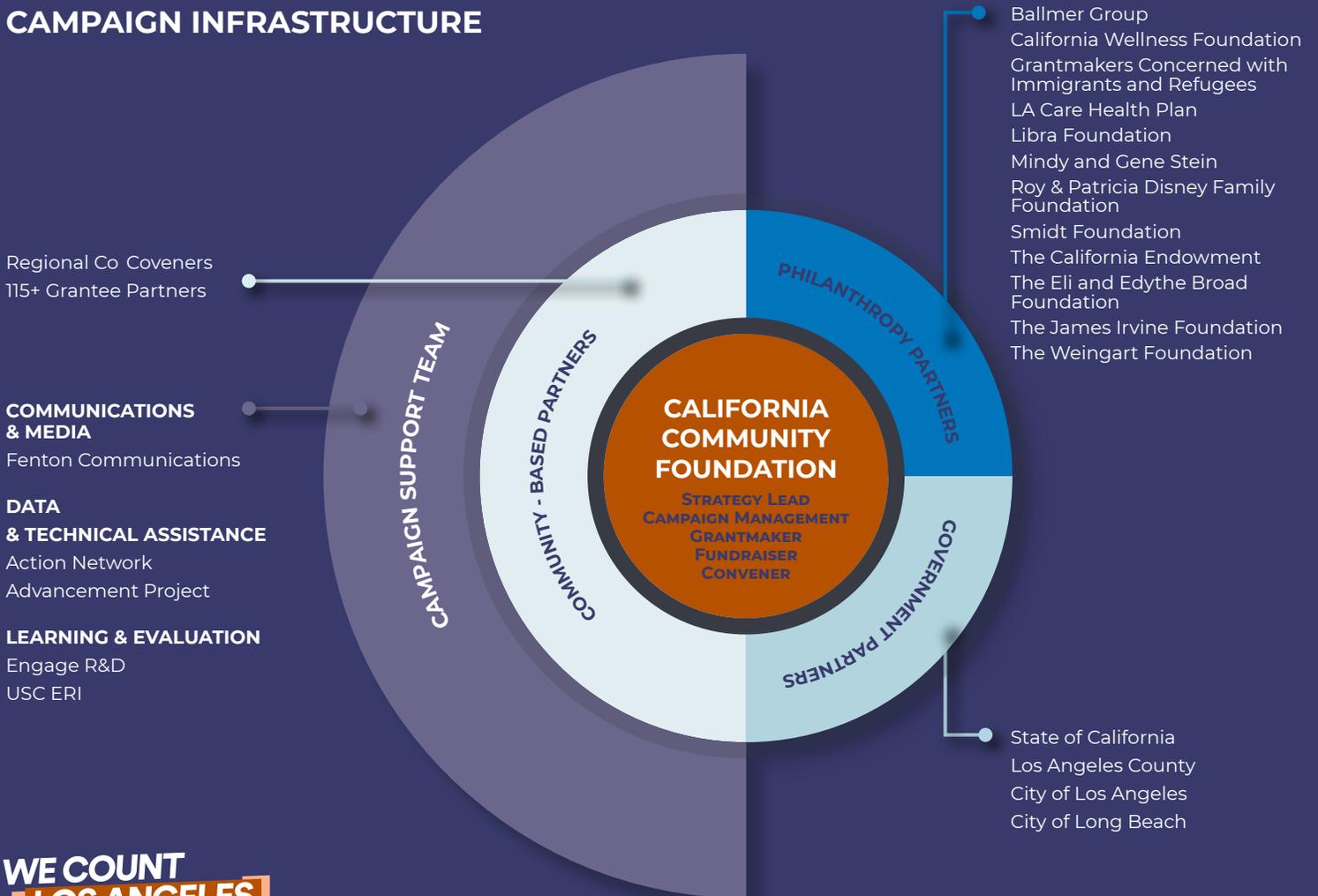
2.

Regional outreach and data coordination would streamline and respond to trends from local efforts. Regional census tables composed of one representative from each region would meet regularly to manage community partners across their region while ensuring that data was fed into centralized campaign systems.

3.

A centralized campaign team would ensure surround-sound communications across LA County. Communications efforts would be powered by data and outcomes from local canvassing efforts, and in turn, highly-coordinated earned and hyper-local paid media, digital engagement, capacity building for community-based groups, activation of state-of-the-art community organizing tools and the development of tailored communications materials and tools would support and feed back into on-the-ground community outreach.

CAMPAIGN INFRASTRUCTURE



CAMPAIGN TEAM

- **CALIFORNIA COMMUNITY FOUNDATION** — ACBO & We Count LA campaign lead
- **FENTON COMMUNICATIONS** — Surround-sound Get Out The Count (GOTC) communications strategy and content, and intra-coalition communications implementation
- **ACTION NETWORK** — Grassroots organizing infrastructure and platform
- **DSPOLITICAL** — Paid digital media targeting and content delivery
- **GPGENERATE** — Paid media partnerships and placements
- **USC EQUITY RESEARCH INSTITUTE** — Evaluation and research
- **ENGAGE R&D** — Evaluation and research
- **THRUTEXT** — Peer to-peer texting

CO-CONVENERS

- **Advancement Project CA** — County-wide support with a focus on Central LA, South LA, East LA and Northeast LA
- **Antelope Valley Partners in Health** — Antelope Valley and Santa Clarita
- **Pacoima Beautiful** — San Fernando Valley
- **LA Voice** — San Gabriel Valley
- **Long Beach Forward** — Long Beach
- **Southeast LA Collaborative** — Southeast LA
- **Community Coalition** — South LA and South Bay
- **Pomona Economic Opportunity Center** — Pomona Valley

As a coalition of 115+ partners, we had one shared goal in mind:

TO ENCOURAGE HTC POPULATIONS TO PARTICIPATE IN THE CENSUS

CAMPAIGN ECOSYSTEM AND STRATEGIES

The three tier infrastructure put in place was crucial to achieving this goal. Each level had their own objectives, which were designed to complement each other and feed into a continuous cycle that would respond to the needs of our GOTC effort in real-time.

1. Community partners would drive the campaign and carry out the ground game, reaching communities through a variety of channels:

A. DIRECT OUTREACH

- I. Door to-Door Canvassing
- II. Phone Banking
- III. Coalition Building

B. TRAINING

- I. Technical Assistance
- II. Train-the Trainer Services

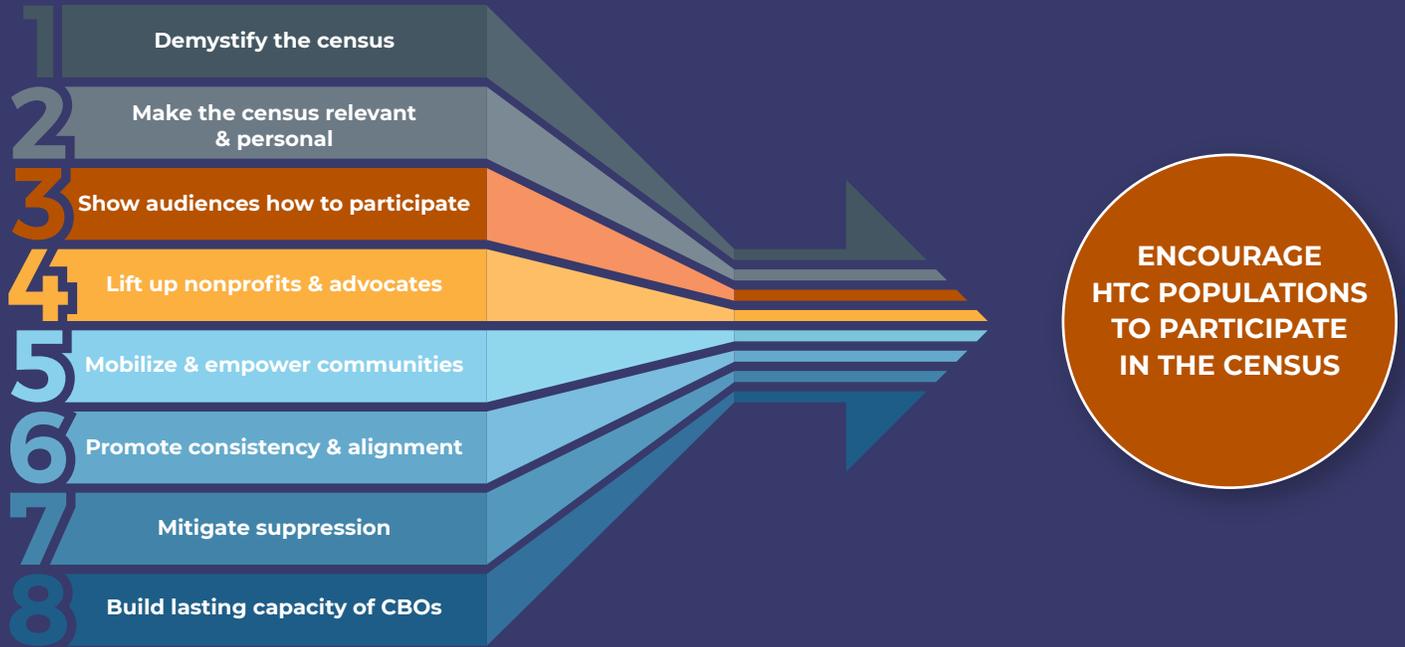
C. ASSISTANCE CENTERS

D. COMMUNITY EDUCATION

2. The core campaign team would complement on-the ground efforts with a surround-sound virtual campaign, comprising paid and earned communications as well as digital media outreach.

3. Regional evaluators would review data and inform shifts needed in the air or ground game in real-time.

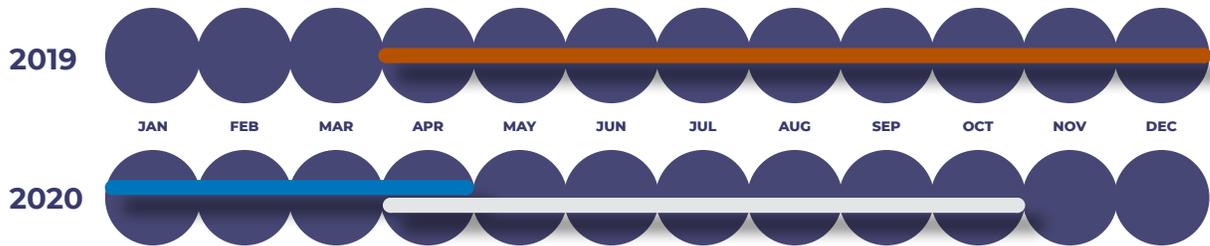
CAMPAIGN ECOSYSTEM & STRATEGIES



CAMPAIGN PHASES:

EDUCATION, ACTIVATION, AND FOLLOW-UP

Our work had been organized into three phases:



PHASE I:
EDUCATION
(April 2019 - December 2019)

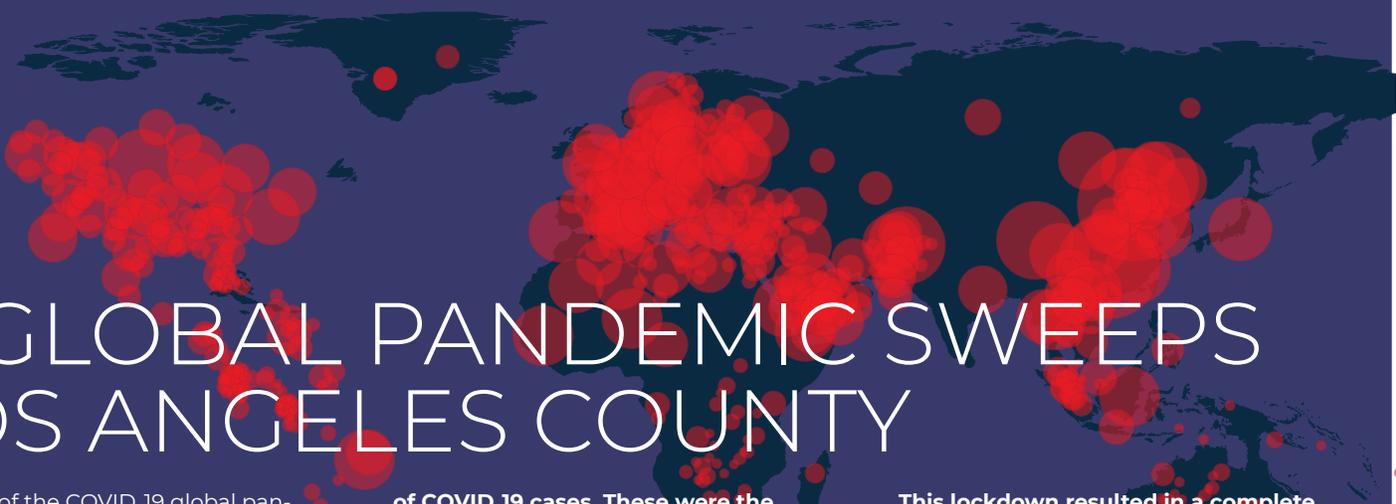
CCF and campaign partners **built the infrastructure** that would power the campaign through the three phases, and led the coalition of community partners through a series of **capacity-building trainings** to prepare ourselves for an expansive rollout of outreach tactics during the activation phase.

PHASE II:
ACTIVATION
(January 2020 - April 2020)

We began **soft launching the communications and organizing elements** of the campaign in the lead-up to Census Day on April 1, 2020. Our activities swelled during this phase as the coalition **leveraged every outreach tactic possible** to educate, engage, and motivate HTC audiences across every corner of Los Angeles County to complete their census forms.

PHASE III:
FOLLOW-UP
(April 2020 - October 2020)

Our campaign **planned to pivot** to reach audiences who had yet to complete the census form. Employing a two-pronged strategy, we would leverage the regional tables to get data on community outreach activities, pair them with survey responses from community partners to get their pulse on the field work, and review early reporting from the U.S. Census Bureau to **make real-time adjustments to our virtual outreach and messages and vice versa**. This would ultimately ensure we targeted neighborhoods and communities showing the lowest response rates.



A GLOBAL PANDEMIC SWEEPS LOS ANGELES COUNTY

The onset of the COVID 19 global pandemic reshaped nearly every aspect of our daily lives — how we work, how we navigate public spaces and how we interact with others suddenly became risk factors in the community spread of a highly contagious virus. Furthermore, COVID 19 had a severe and disproportionate impact on the very communities we intended to reach. **Reports illustrate strong correlations between neighborhoods at-risk of a census undercount and the areas with the highest rates**

of COVID 19 cases. These were the very communities that would have benefited most from in-person census outreach.

But on March 19, 2020, Governor Newsom issued a statewide stay at home order, just days before Census Day, which was meant to be the biggest push for census outreach. As a highly populous region, LA County faced the strictest lockdown protocols in the state.

This lockdown resulted in a complete stop of our planned canvassing efforts — prohibiting community partners from making the face to-face connections and organizing events that we knew were crucial to getting vulnerable communities counted, and that had been the linchpin of the We Count LA strategy.

In a matter of just a few days, census organizers and leaders were facing a new, unprecedented challenge of epic proportion.

AGILITY IN ACTION

Before we made a strategic pivot, we had to understand how the pandemic had impacted our community partners, what they needed, and how they planned to respond to the crisis.

The campaign team hosted an initial virtual town hall to receive this feedback and solicit community partners' thoughts via a pulse survey. We learned that many partners wanted to fully switch to virtual outreach as soon as possible, but felt they lacked the capacity to carry them out effectively.

In response, We Count LA conducted additional virtual outreach capacity training workshops to help our partners feel confident and secure in their approach, and developed additional resources and launched new tools to help each organization customize their virtual outreach strategy.

Through these efforts, every partner was supported to leverage digital tactics like email marketing, peer-to-peer texting, phone banking, and even paid social media to reach their communities about the census.

As an aftermath of the pandemic, many CBO partners also expressed they faced internal staffing, capacity, and budgetary challenges in shifting to remote outreach tactics. Others shared they had to shift roles as “frontline” organizations serving as purveyors of basic needs and key resources to support the communities they serve.

The We Count LA campaign team sprang into action, driving more dollars than we had originally intended into blanketing LA County's airwaves, TV programming, and even streaming services like YouTube, Pandora, and Spotify to deliver census messages targeted to HTC communities.

A robust speakers' bureau was created to ensure voices and faces that were trusted messengers would be the ones to deliver messages about the census to LA County's hardest to count communities. Additional messaging and interviewing trainings took place to support these messengers to communicate persuasively about the census.

Finally, we worked with partners on the ground to pair essential and/or frontline services with census outreach, such as flyers distributed at meal services. CCF also partnered with the State of California and LA County to place ads in nearly 500 store locations throughout HTC communities.

Amid an already difficult census, COVID 19 exponentially increased the barriers and challenges faced by the We Count LA campaign.

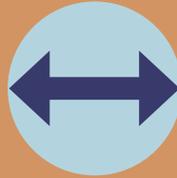
Yet, the partnership within the coalition and CCF played a significant role in bringing a sense of unity — and the spark of innovative outreach tactics — during this urgent and critical time.

THE FINAL SELF-RESPONSE RATE (SRR)

LA County self-response rate in context.

65.1%

Final LA County SRR:

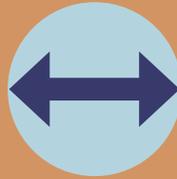


63.1%

Average SRR of all California counties:

59.8%

Final LA County HTC tract median SRR:



59.2%

Average SRR of all California counties:

10M Population **200+** different languages spoken **2.3M** people with limited English proficiency

Out of 58 counties in California...

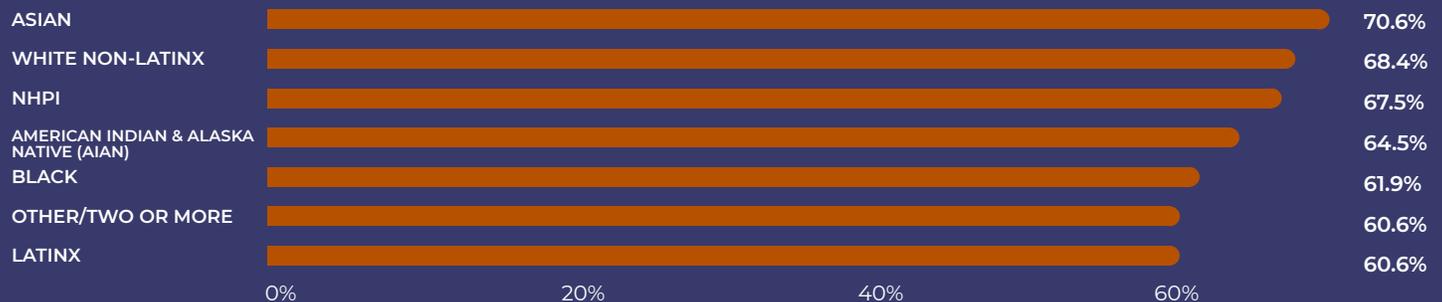
6th largest Black/African-American population **11th** largest Hispanic/Latino population **12th** largest Asian population

WHO & WHERE: FINAL SELF-RESPONSE RATES

Data Note: We do not have data on who responded to the 2020 Census, we only know the number of households that responded in each tract. We identified the census tracts with a high share (highest quintile, or top 20%) of each demographic group. For example, in 20% of census tracts in LA County, the tract population is 11.2% Black or more. These tracts make up the top quintile of census tracts for the Black population. See tables below for quintile thresholds that define the 'top quintile' for all demographic groups.

COMBINED SELF-RESPONSE RATE IN COUNTY CENSUS TRACTS BY RACE/ETHNICITY

Self-response where tract share of race/ethnicity is in the top quintile for all tracts in LA County

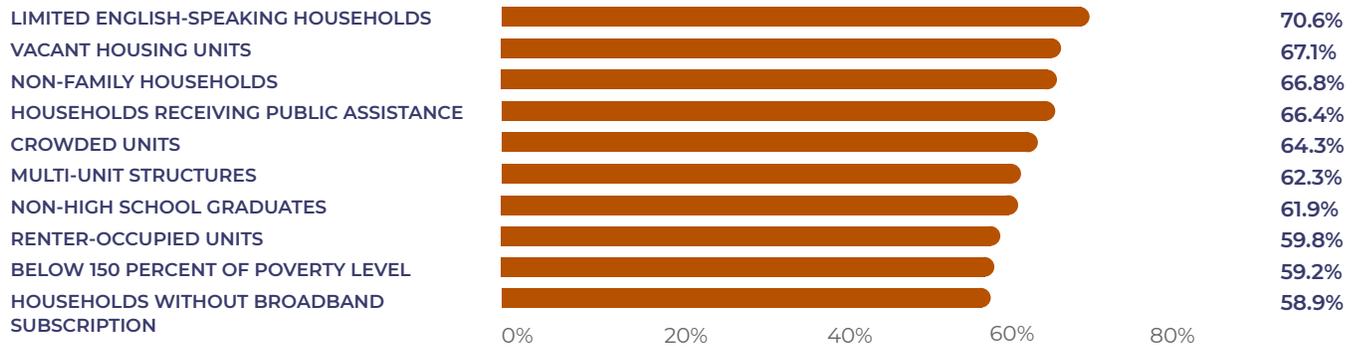


- The top quintile of census tracts for the Latinx population have a combined self-response rate of 60.6%, as do the top quintile for the **Other/Two or More population**. This is the lowest combined self-response rate in the county.
- The top quintile of census tracts for the share of the **Asian population** have a combined response rate of 70.6%. This is the highest combined self-response rate in the county.

Estimated Self-Response rate

Data provided by Advancement Project CA.

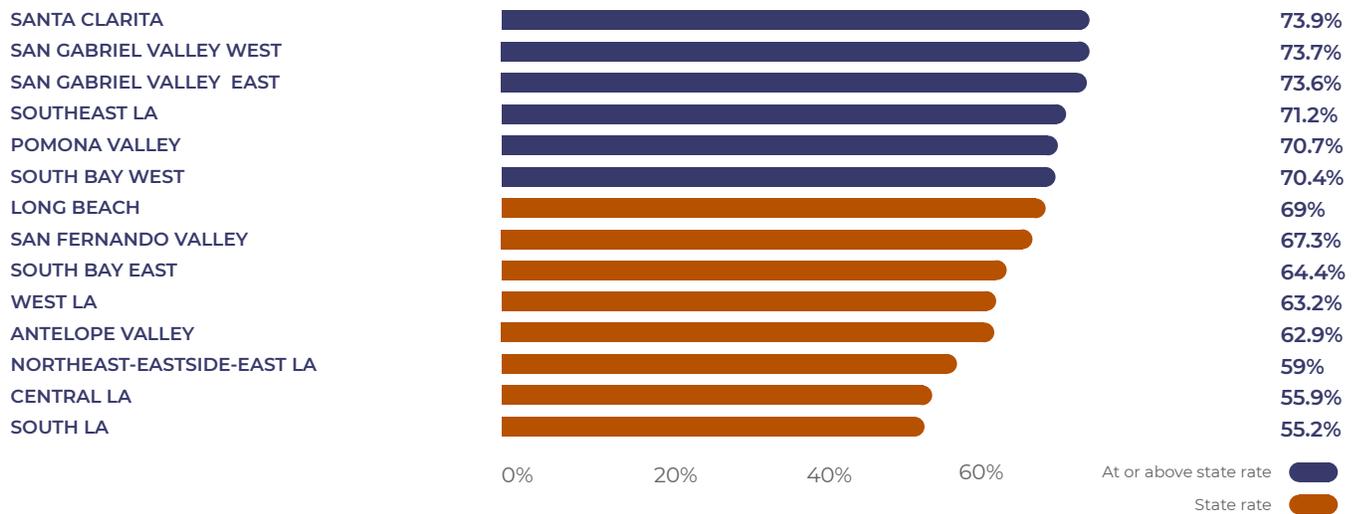
COMBINED SELF-RESPONSE RATE* IN COUNTY CENSUS TRACTS BY TOP HARD-TO-COUNT CHARACTERISTICS



- The census tracts where the top Hard-To-Count characteristics (defined by California Complete Count) are Households without broadband subscription and Below 150 percent of poverty level have the lowest combined self-response rate.
- The census tracts where the top Hard-To-Count characteristic is Limited English-speaking households have the highest combined self-response rate.

*Estimated Self-Response rate

ESTIMATED FINAL SELF-RESPONSE RATE OF LOS ANGELES COUNTY REGIONS



Data provided by Advancement Project CA.

SUMMARY: REGIONS

Nearly half of the subregions (six out of fourteen) have an estimated self-response rate that is above the state rate (69.6%). The regions with self-response rates below the state rate tend to have a greater density of Hard-To Count tracts. The exception is Southeast Los Angeles, which has both a high density of Hard-To Count tracts and a relatively high self-response rate.

There were two regions that exceeded their 2010 self-response rate. Santa Clarita and Long Beach. Santa Clarita exceeded its 2010 rate by 1.2 percentage points, Long Beach by 0.4 percentage points. The remaining 12 subregions finished lower than their 2010 self-response rates. While six regions (San Gabriel Valley East & West, South Bay West, Pomona Valley, Southeast Los Angeles, and Antelope Valley) came within 3 percentage points of their 2010 rate, others were further away. Northeast/Eastside/East LA finished 12 percentage points under its 2010 rate, South Los Angeles 8.9 points under and Central Los Angeles finished

8.8 under. Except for West Los Angeles, all these regions had many Hard-To Count census tracts and were hit hard by COVID 19. Many Hard-To Count communities in South, Central and Southeast LA had higher self-response rates than less Hard-To Count communities in more affluent regions. For example, Malibu, the lowest-responding community in West LA, had a self-response rate of 41.8%, and Venice finished with a self-response rate of 49.2% – both lower than the very Hard-To Count communities Watts in South LA (50.1%), Huntington Park in Southeast LA (60.4%), and Westlake in Central LA (52.2%).

THESE CIRCUMSTANCES ILLUSTRATE THE SHEER COMPLEXITY OF REACHING ALL 10 MILLION ANGELENOS ACROSS LOS ANGELES COUNTY – AND SIGNIFY THE SCALE & SOPHISTICATION NEEDED TO REACH THEM IN THE FIRST PLACE

Ultimately, the efforts of the We Count LA campaign played a crucial role in helping Los Angeles County achieve a **65.1%** self-response rate.

This self-response rate is 2 percentage points above the average response rate of all California counties and our HTC tract self-response rate was 0.6 percent age points above the average HTC tract response rate of all California counties.

A 65.1% self-response rate in Los Angeles County for the 2020 Census is a particularly significant achievement for several reasons:

- Los Angeles County has nearly three times the population of the second largest county in comparison, San Diego County.

Los Angeles County is a sprawling region of 88 municipalities, 140 unincorporated areas, and more than 10 million people. In comparison, San Diego County has a population of 3.3 million and 18 incorporated cities.

- Over 1 in 5 people in Los Angeles County have limited English proficiency — the highest rate of all California counties. Los Angeles County's population speaks more than 200 different languages, and these 2.3 million Angelenos with limited English proficiency represent nearly four times more people compared to the next highest county, Orange County.

- Los Angeles County ranks 6th, 11th, and 12th out of all 58 California counties in Black/African-American, Hispanic/Latino, and Asian populations respectively. These communities have been historically underserved, under-recognized, and undercounted in previous census efforts, and were then hit the hardest by the economic and health impacts of the pandemic. Furthermore, reports back from the field showed us that many of these communities with large immigrant populations were highly reluctant to participate in the census as a result of suppression efforts. These communities would have benefited the most from the trusted face-to-face outreach that had to stop due to the pandemic.



WE COUNT LA CAMPAIGN IMPACT

As a result of careful planning and investment in such a robust and collaborative structure, CCF was able to deliver on the goals as LA County's administrative CBO for the census:

COORDINATION SUCCESSES:



Built the regional infrastructure to launch and sustain GOTC activities



Supported the creation of community driven regional coordination tables to direct outreach efforts and foster county wide coalition building;



Raised awareness of census activities through education efforts;



Created an integrated communications campaign;



Conducted a robust regional evaluation of the campaign; and



Built communications capacity far deeper and more expansive than planned.

With a structure that supported us from the very beginning through the end, the We Count LA campaign stood strong in the face of the challenges we experienced from the onset — and the ones we met along the way.

■ **Thirteen capacity-building trainings laid the groundwork:**

Over 700 staff members from across the We Count LA coalition attended We Count LA's trainings that equipped them with the tools and information they needed to carry out their virtual outreach and canvassing. For CBOs that needed additional support or capacity, the campaign team was available for dozens of one-on-one training sessions and office hours.

■ **Frequent, robust coalition communications kept all 115+ partners connected:**

Weekly digests were sent to over 200 partner email addresses to collect partner feedback on an ongoing basis and keep them abreast of everything from national census developments and impacts of the pandemic to campaign reporting requirements and new outreach materials. Regional co-conveners met on a regular basis to

ensure seamless regional coordination and feed back data and information to the campaign team that carried out virtual communications on behalf of We Count LA.

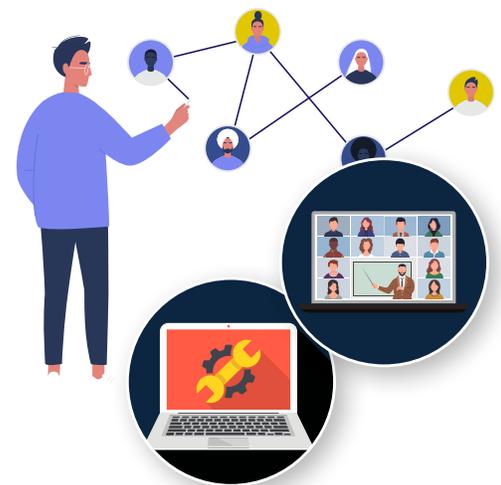
■ **Multilingual tools and assets developed in over two dozen languages met HTC audiences where they were.**

By partnering with community organizations steeped in the messaging nuances that would resonate best with HTC populations and their concerns, We Count LA was able to deliver on our goal to create resonant materials. For example, We Count LA worked with Asian Americans Advancing Justice - Los Angeles to develop a series of fact sheets, flyers, and more, partnering with their own coalition of in-language partners, ensuring that Asian languages as varied as Urdu Japanese, Khmer Lao, Hmong and Tamil were represented in these materials.

■ **An innovative digital campaign toolkit kept training and outreach materials in one easily accessible, up-to-date home.**

From weekly campaign updates and peer-to-peer texting training materials

to reporting forms and flyers everything that community partners needed to carry out their outreach was available at their fingertips. In all, these materials were downloaded more than 12,000 times through the course of the campaign. Designed by the community for the community and aimed to be responsive to the diversity of communities in LA, grantees were able to leverage the toolkit resources and build them to be more tailored and effective for their own communities.



■ **High-impact impressions reached HTC Los Angeles residents more than 350 million times.**

Our combined virtual outreach and on-the-ground canvassing tactics reached the screens or doorsteps of Angelenos 350 million times.

CAMPAIGN OUTREACH:

300M+ IMPRESSIONS



Digital Impressions: **170M+**

Phone and text banking: **4.7M**

Coalition building: **101K**

Door-to-door: **352K**

Train-the-trainer: **81K**

Other outreach: **3.1M**

Community education: **98.6M**

Community assistance centers: **27.5K**



MULTILINGUAL MATERIALS:



Assets downloaded from campaign toolkit: **12K**

Languages supported: **20+**

Multilingual materials: **30+**

- Flyers and fact sheets
- Posters and postcards
- Banners
- Door hangers
- Social and paid media videos
- TV and radio ads



COMMUNITY PARTNER AND COALITION SUPPORT:



Number of partner updates delivered: **31**

Town halls and community forums conducted: **4**

Capacity-building trainings conducted: **13**

Attendees: **735**

VIRTUAL COMMUNICATIONS OUTREACH:



Organic social media impressions: **5.44M**

Paid media impressions: **46.3M**

Earned media reach/outlet circulation: **27.7M**



RECOMMENDATIONS FOR FUTURE CIVIC ENGAGEMENT EFFORTS

Pushing for an accurate count on the 2020 Census was unlike any other civic engagement effort we've seen.

Countless barriers, challenges and shifts forced organizers and leaders across the nation to constantly rethink and reinvent their tactics — often within 24-hours notice.

Navigating through it all has provided us an opportunity to develop learnings and new ways of thinking on how to educate, motivate and persuade communities to participate in civic engagement efforts like the census. The lessons learned that we've shared here from the We Count LA campaign are intended to inform future civic and community engagement efforts — in Los Angeles County and beyond. Each of these lessons also offers insights relevant for proactive planning for the 2030 Census.



1.

HUMAN CONTACT IS A CRITICAL TOOL FOR BUILDING TRUST AMONG HTC COMMUNITIES

There is no equivalent for the trust-building power of the human, face-to-face contact of grassroots outreach efforts. The original central strategy devised by the We Count LA campaign and its coalition of CBOs emphasized in-person outreach and

canvassing for this very reason. This was particularly essential in an environment where so many both mistrusted and feared the government. Focus group research conducted before and during the census time frame verified the [great apprehension](#) of participating in the census among African Americans, Latinos and other communities of color. Those concerns were echoed during the pandemic through activities such as feedback obtained via phone banking. **Knowing this, the We Count LA coalition needed to look at people eye-to-eye, peer-to-peer, in-language and in-culture and convey trust that**

participating in the census not only matters, but that it is safe.

Unfortunately due to the pandemic, social distancing and lockdowns limited We Count LA's ability to make human contact and had a significant, consequent impact on our ability to reach HTC communities.

KEY RECOMMENDATION

No matter the modality or format of future censuses, keeping human contact at the center of outreach tactics will be critical for future efforts.

2.

A SURROUND-SOUND APPROACH TO REMOTE OUTREACH CAN HELP BRIDGE THE DIGITAL BROADBAND DIVIDE

Given the broadband access issues, combined with a limitation of our ground game efforts, **the challenge to reach our audiences during the pandemic required an approach that would literally surround our audiences in every possible way.** This approach sought to meet the challenge posed by the digital divide in two main ways: using a wide variety of platforms and the hyper-targeting of low-response neighborhoods. We looked to paid media that enhanced what the State's campaign was deploying so that we in fact were not duplicating efforts, but instead using paid media that engaged audiences in a different way than traditional advertising.

This meant both making new investments and redirecting dollars that had been allocated for on-the-ground canvassing into broad coverage TV and radio partnerships that could reach HTC audiences right in their homes, particularly as people were spending more time in their households, or essential workers in places of business. Partnerships with Estrella, Univision, and other ethnic media outlets reached millions of Black, Latino, and Asian American audiences with frequent and in-language messages, often delivered through the voice of influential personalities or other interactive, exciting media such as a "Census Fill-Along," which blanketed the 6 p.m. newscast with census-related programming across a "roadblock" of all of Univision's TV, radio and online outlets. We conducted a similar effort that "looked" like editorial content but was in fact integrated marketing with Estrella TV and radio.

Additionally, our research showed that even if many households lacked Internet access, most people in HTC neighborhoods owned a cell phone or had a landline phone. **Our phone banking and peer-to-peer texting outreach efforts EXPLOITED THIS reality by delivering critical, persuasive messages about filling out the census right into**

the hands and ears of HTC audiences. These efforts also had the added benefit of redeploying the time and support of volunteers who would have otherwise been going door-to-door prior to the pandemic.

Finally, we didn't forget HTC-adjacent communities like young people of color, who could be a strong force in swaying their peers or family members. To reach this audience segment we blanketed the social media news feed of Los Angeles County residents who access Facebook and Instagram, Spotify and Pandora with impactful videos encouraging them to remind their communities to fill out the census.

KEY RECOMMENDATION

Regardless if a major digital divide remains or not for future census efforts, a "surround-sound" approach to remote outreach serves as a best practice moving forward, allowing messages to be delivered across multiple platforms, modalities and reaching target audiences where they're at.

3.



REGIONAL COLLABORATIVE MODELS ARE EFFECTIVE FOR ALLOCATING RESOURCES & SYNERGIZING CAMPAIGN EFFORTS

Collaborating with Los Angeles County, the State of California, the City of Los Angeles, the City of Long Beach, and other partners, was essential in ensuring that the We Count LA campaign effectively used its resources and avoided duplicate efforts. The state's effort was focused on an air game strategy that was so important in creating awareness from an official messenger on behalf of Census 2020. Los Angeles County emphasized reaching HTC communities while still ensuring that the entirety of the region understood and was encouraged to fill out the census. We Count LA was initially focused on a ground game with CBOs serving as our central ambassadors of outreach.

Our approach was to consider these other key efforts as part of a larger, interwoven, comprehensive regional strategy.

CCF understood that each of these entities' financial and human resources needed to be treated as precious and that each campaign brought different assets and strategies to the table all in service of the same goal of promoting the count. Putting this philosophy into action required great intention, time, resources and leadership, especially on CCF's part — but it was crucial.

Additionally, the support and stewardship of our philanthropic partners allowed us to be the one-stop shop and air traffic control for CBOs in LA County. Instead of having to apply to multiple funding opportunities and reporting back on multiple grants, organizations knew to work directly with CCF on Los Angeles census outreach. This helped avoid duplication and achieve maximum participation of all HTC groups.

KEY RECOMMENDATION

.....
Collaboration across regions and private-public partnerships is a best practice and guiding principle for future civic engagement efforts with a larger unified goal in mind.



A COALITION STRUCTURE WAS CRITICAL TO THE TRUST BUILDING AND COORDINATION NEEDED TO BE AGILE IN THE FACE OF UNPRECEDENTED AND CONSTANTLY SHIFTING CIRCUMSTANCES

We Count LA's ability to adapt to major disruptions — including a global pandemic and numerous deadline changes — was possible in large part due to the collaborative coalition structure that CCF had put in place from the start.

The collective understanding and regular, intentional coordination of the campaign team, the Los Angeles Regional Census Table, and the coalition of community partners helped ensure outreach methods were localized to regional needs while ensuring robust campaign coordination at the broader level. These elements were essential to have in place when we needed to pivot.

Examples of the coalition's agility and coordination included:

- Multiple cross-coalition town halls that incorporated community partners' direct feedback into our pivot strategy.
- Weekly news digests kept the whole coalition abreast of and fostered coordination with each others' activities.

- Regular regional We Count LA Census Table meetings ensured We Count LA messages and responses were coordinated at the county level but still reflected each region's unique needs.
- Adjustments to grantee strategies that allowed them to adapt how they reported on grant outcomes/expectations to reflect the reality at hand.
- We Count LA digital ads that had been originally designed to blanket LA County were redirected to community partners' direct supporters when the lockdown took place and halted all ground operations.

Had CCF employed a more traditional grant making model with a completely separate digital and advertising strategy, none of this coordination — and indeed, the pivot — would have been possible.

KEY RECOMMENDATION

.....
Future civic engagement efforts can benefit from a similar grant making and coalition infrastructure that allow for grantees and grassroots organizations the flexibility and adaptability to respond to real-time needs and issues of the target audiences. In fact, instead of rebuilding this structure from scratch, state and county organizers should consider re-leveraging this very group of organizations for future efforts, as they are already steeped with their communities and familiar with this organizing structure.

5.

THE EFFECTIVENESS OF GRASSROOTS CAMPAIGNS IS ROOTED IN THE POWER & INFLUENCE OF COMMUNITY-BASED ORGANIZATIONS

While CCF provided powerful leadership and the provision of tools, capacity building and technical assistance, **the true essence of the We Count LA campaign was derived from the collective power of the CBO coalition.**

In a mutually beneficial and symbiotic relationship, the CBO partners provided essential knowledge, know-how and influence that were key in informing the strategies and tactics that helped reach HTC audiences across Los Angeles County. This was accomplished by ensuring that these organizations' voices and needs were incorporated throughout the development of the campaign, working closely with representatives from the coalition and garnering feedback from the organizations at key points in the campaign.

Supported by the backbone and administrative leadership of CCF, this coalition

was given a strong foundation upon which to leverage their existing relationships and connections despite the wide variety of challenges that these organizations faced: from having to serve as crisis workers providing basic needs, to navigating funding and staffing issues during the pandemic.

Due to the collaborative relationship, these organizations were able to focus more energy and efforts in being innovative, resilient and agile campaign and thought partners that contributed greatly to getting out the census count in an unprecedented environment. This is indicated powerfully in the fact that **the total amount of outreach completed by the We Count LA campaign exceeded the projected amount of outreach projected among community partners by nearly 25 times (or a 2,400% increase).**

KEY RECOMMENDATION

Future civic engagement efforts should not only realize the power and influence of community-based organizations for reaching key target audiences, but also elevate these organizations into partners for thought leadership and campaign development.

6.

HTC COMMUNITIES ARE EFFECTIVELY REACHED VIA COMMUNITY-DRIVEN CAMPAIGNS, BACKED BY DATA

Key to the success of the We Count LA campaign was its ability to leverage in-community messengers backed by in-language and multicultural communications tools and resources. By leaning on the knowledge and connections of community leaders and community organizations, We Count LA created campaign materials and tools from a transcreation perspective — **stepping beyond mere “translation” — to align messages, concepts, visuals and graphics to convey the same messages across languages and ensure they were culturally relevant and competent.**

We Count LA also understood that its vast geographic expanse coupled with its ethnic diversity were key factors in how these tools would be developed and tailored. In addition to ensuring the diversity of subjects in the campaign photography were a direct reflection of the wide diversity of Los Angeles County, We Count LA also developed

campaign tools to be completely editable and open access so they could be best tailored by those using them. We Count LA created a suite of materials that would reflect the neighborhoods and regions of Los Angeles County that residents attach great importance to, by developing “We Count Long Beach” or “We Count South LA” logos, for example.

In addition to this transcreation model for the development of campaign materials, We Count LA used data to help drive the placement and dissemination of its culturally relevant materials and tools. **Through sophisticated digital targeting and use of key HTC census tract data, We Count LA created culturally responsive census persuasion ads with in-language narrators in Spanish and Korean — and then delivered these ads directly to Los Angeles residents in low-response neighborhoods who spoke those languages.**

This approach allowed the campaign to not only be culturally relevant but also be targeted to those who would be the most receptive to those tailored messages as well.

KEY RECOMMENDATION

To ensure content, messages, and outreach efforts truly reach and engage LA County’s multicultural communities, future civic engagement efforts should consider leveraging a transcreation and open-access content creation and collaboration model leveraging trusted messengers.



STARTING EARLY GAVE WE COUNT LA A RUNWAY TO BUILD OUR ROBUST ORGANIZING STRUCTURE

CCF made a conscious effort to begin census planning earlier than they did in the 2010 Census. CCF kicked off the work for the 2020 Census in earnest in the summer of 2017 by assessing the landscape and building out a model that could respond to both persistent gaps of counting HTC populations and foreseen challenges that were specific to the 2020 Census, including systematic suppression and the online-focused approach. This enabled CCF to successfully complete the structure that was critical to carry out this campaign by Census Day on April 1, 2020.

In hindsight, starting at least a full four years earlier would have proved beneficial and enabled CCF to fully complete the infrastructure at least one year ahead of the census. This would have, in turn, enabled more time both to invest in critical capacity building for CBOs and to start outreach efforts in earnest much earlier.

KEY RECOMMENDATION

Future GOTC efforts should kick off at least four years ahead of enumeration to avoid needing to simultaneously build the infrastructure to carry out outreach while conducting outreach itself. The earlier that philanthropy and state leaders can signal about resources, the earlier that community partners can start planning and prepare for contingencies.

8.

HOMELESS POPULATIONS, IMMIGRANT COMMUNITIES, AND VETERANS WERE PARTICULARLY DIFFICULT TO REACH DUE TO EXTERNAL, COMPOUNDED FACTORS

Despite a tremendous amount of outreach to immigrant communities, veterans, and people experiencing homelessness through trusted messengers, persuasive ads, and direct face-to-face canvassing where possible, persistent, **external challenges like funding and COVID-19 limited these communities' willingness to participate in the census — and We Count LA's ability to persuade them.**

Our Linea De Ayuda with Univision and field reporting showed that immigrant communities didn't truly believe that the census was confidential, and their fear of Immigration and Customs Enforcement coming to their homes was an insurmountable barrier to their

participation due to constant and scaled suppression efforts. Given COVID-19's dramatic impact on immigrants and people of color, community partners tasked with reaching these groups were particularly taxed, thus limiting census outreach. We made multiple attempts to reach people experiencing homelessness through food banks, grocery stores, laundromats and at-home sheltering locations, but precautions related to direct outreach to these populations.

Finally, many veteran serving organizations did not have the capacity to support census outreach when the priority was to support COVID-19 rapid response efforts. Many organizations had to redeploy their staff and capacity to simply provide basic essentials to the veteran community.

KEY RECOMMENDATION

Persistent, rooted challenges stand in the way of immigrants, veterans, and people experiencing homelessness from participating in the census that no amount of outreach from CCF or We Count LA was able to surmount. These underlying factors must be addressed and these communities need to be supported prior to census outreach in 2030 to ensure they are represented in the next count.

9.

CONTINUE TO INVEST IN BUILDING CAPACITY

If the pandemic taught us anything, it was the need for community-based groups to deepen their skill set in virtual tactics ranging from data collection and translation to media training. **In particular, digital engagement must be the centerpiece for investing in community-based groups' successful campaigns.** Even groups with the most expansive knowledge of digital engagement strategies found themselves in a position of having to sharpen their creativity particularly in an environment when it seemed the whole world went online.

With the pandemic persisting almost a year later, it is incumbent upon the non-profit sector to further invest in how to increase its effectiveness in digital engagement and other virtual strategies such as texting and phone banking outreach. This requires re-thinking infrastructure, training, data collection, database and email management, software, hardware and other equipment needs for groups to stay on the pulse of an increasingly virtual world.

KEY RECOMMENDATION

Future civic engagement efforts must incorporate capacity building as a building, particularly with a focus on digital engagement, block for success.

10. DO NOT UNDERESTIMATE THE POWER OF EXTERNAL PARTNERS



CCF is committed to advancing systemic change in a range of ways — from grantmaking and other strategies on education, immigration, health and more. Census outreach and education is just one of CCF’s many priorities. **As a result, the foundation needs to rely not only on partners with various expertise to boost its own gaps in capacity for such an intensive effort as the census 2020 campaign.**

Because CCF understood the campaign needed thought partnership as well as hands on execution, it identified Fenton Communications as a partner early to help develop the campaign and

work alongside the CBO network to support and amplify the work. Bringing in a partner with an understanding of philanthropy, community engagement as well as overall communications strategy — with a multicultural lens was an important aspect of the campaign’s success. In addition, CCF recognized the critical role of independent evaluation to help record and inform future census and civic engagement efforts. As such, CCF partnered with Action Network, Advancement Project, Engage R&D, and USC ERI as essential partners. Both Fenton and Engage became part of the campaign’s brain trust to support not only the CBO campaign itself, but

allow CCF to focus its efforts on leading the campaign and coordinating with key stakeholders such as the state and LA County, funders and other important partners.

KEY RECOMMENDATION

Leverage the power of external partners for intensive and cohesive civic engagement efforts. Partnership is critical for success.

CCF WISHES TO THANK

Ballmer Group
California Wellness Foundation
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Immigrants and Refugees
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A

A New Way of Life Reentry Project (ANWOL)
ACCE LA
ActiveSGV
Advancement Project
ALMA Family Service
AltaMed Health Services Corp
Anahuak Youth Soccer Association
Antelope Valley Partners for Health (AVPH)
Armenian National Committee of America - Western Region (ANCA - WR)
Asian Americans Advancing Justice - Los Angeles (AAAJ - LA)
Asian Pacific Islander Forward Movement
Asian Pacific Policy and Planning Council (A3PCON)
Asian Youth Center

B

BAJI
Black Women for Wellness
Building Skills Partnership

C

California Black Women's Health Project
California Calls
California Native Vote Project
CANGRESS
Central for Asian Americans United for Self-Empowerment (CAUSE)
Central City neighborhood Partners (CCNP)
Centro CHA, Inc.
Child Care Resource Center, Inc.
Children's Institute, Inc.
Chinatown Service Center
Clergy and Laity United for Economic Justice (CLUE)
Clinica Msr. Oscar A. Romero
Coalition for Humane Immigrant Rights (CHIRLA)
Community Clinic Association of Los Angeles County (CCALAC)
Community Coalition for Substance Abuse Prevention and Treatment
Community Development Technologies Center (CDTech)
Consejo de Federaciones Mexicanas en Norte America (COFEM)
Council on American-Islamic Relations (CAIR) California
Crystal Stairs, Inc.

D

Disability Community Resource Center

E

El Monte Promise Foundation
El Nido Family Centers
Empowering Pacific Islander Communities (EPIC)
Equality California Institute

F

Families In Schools
Filipino Migrant Center

G

Golden State Opportunity Foundation
Greater Long Beach Interfaith Community Organization(ICO)

H

Homies Unidos, Inc.
Human Services Association (HSA)

I

InnerCity Struggle
Instituto de Avance Integral Latino (IDEAL) CDC
International Rescue Committee (IRC)

K

Korean American Coalition (KAC)
Korean American Federation of Los Angeles (KAFLA)
Koreatown Immigrant Worker Alliance (KIWA)
Korean Resource Center (KRC)
Koreatown Youth & Community Center, Inc. (KYCC)

L

LA Partnership
LA Voice
Lancaster Museum & Public Art Foundation
Latino Equality Alliance
Legacy LA Youth Development Corporation
Long Beach Forward
Long Beach Immigrant Rights Coalition (LBIRC)
Los Angeles Black Worker Center (LABWC)

M

Mar Vista Family Center
Maternal and Child Health Access
Meet Each Need with Dignity (MEND)
Mexican American Opportunity Foundation (MAOF)

N

NALEO Educational Fund
NewStart Housing Corporation

O

ONEgeneration

P

Pacoima Beautiful
Para Los Niños
Parent Engagement Academy
Pars Equality Center, Los Angeles
Pasadena Altadena Coalition of Transformative Leaders
Pat Brown Institute for Public Affairs
Pilipino Workers Center (PWC) of Southern California
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Pomona Economic Opportunity Center (PEOC)
Proyecto Pastoral
Pueblo Y Salud, Inc
Pukuu Cultural Community Services

R

Rio Hondo Community Development Corporation

S

SALVA
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South Asian Network (SAN)
South Bay Center for Counseling
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Southern Christian Leadership Conference (SCLC) of Southern California
Special Service for Groups, Inc.
Strategic Actions for a Just Economy (SAJE)
Strategic Concepts in Organizing and Policy Education (SCOPE)

T

Toberman Neighborhood Center, Inc.

U

United Cambodian Community, Inc./Cambodian Complete Count Committee

V

Vision Y Compromiso

W

Watts Century Latino Organization

Y

YMCA of Metropolitan Los Angeles



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