



Sacramento County

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

### General Information

Date of report	November 16, 2020
Organization / Entity	Sacramento County
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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?

In 2010, Sacramento County was deemed one of the top ten hardest-to-count counties in the state. Ten years later, the Sacramento County Complete Count Committee (CCC) has developed and implemented innovative strategies that have led to **Sacramento County ranking as number 8 in the top ten counties with the highest rates for self-response in California. In addition to counting the hardest to count (HTC) community members throughout the County**, the Sacramento County CCC developed clear goals and objectives to serve as benchmarks to measure its progress toward achieving success in the 2020 Census initiative.

#### Strategic Plan Goals and Objectives

**Vision: A complete count for Sacramento County accomplished by applying community-designed outreach strategies and partnering with local, state, and federal government.**

Guiding Values: Collaboration, Community-Centered, Comprehensive, and Cohesive

Sacramento County CCC Goals:

- Goal 1: Leverage Resources
- Goal 2: Complete Count Countywide (Focus on Geography)

Sacramento County

- Goal 3: Education and Promotion (Government and Elected Officials Engagement with Public)
- Goal 4: Information-Sharing
- Goal 5: Count the Hard-to-Count (HTC) populations by developing strategies that are created by community stakeholders representing the various HTC populations

Strategic Plan Outcomes

Outcome 1: Ensure that all Sacramento County residents are counted in the 2020 Census

Outcome 2: Design new and innovative outreach strategies to reach HTC and vulnerable populations.

Outcome 3: Strengthen county-wide, multi-sector collaboration.

**Implementation Plan Goals and Objectives**

<b>Goal</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Leverage Resources	Increase outreach census funding for Sacramento County by 25%	Sacramento County CCC Budget	<b>Achieved – See Attachment A: Leveraged Funding Chart</b>
Complete Count Countywide (Focus on Geography)	Host an event in the top 50 HTC census tracts	Event Tracking Form	REVISED DUE TO COVID-19
	Canvass the top 50 census tracts	PDI Report, SwORD Report	REVISED DUE TO COVID-19
	Host a Questionnaire Assistance Center (QAC) or Kiosks in the top 25 HTC tracts	GIS Mapping	REVISED DUE TO COVID-19
Education and Promotion (Government and Elected Officials Engagement with Public)	Implement and host a training series	Sacramento County CCC Meeting Attendance List  Event Tracking Form	<b>Achieved – See Attachment B: Event Tracker</b>
	Conduct presentations to Boards, Councils, Commissions, and Community Groups	Sacramento County CCC Meeting Attendance List	<b>Achieved – See Attachment B: Event Tracker</b>

		Event Tracking Form	
	Census Kick Off Events in April 2020	Sacramento County CCC Meeting Attendance List  Event Tracking Form	REVISED DUE TO COVID-19
<b>Goal</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Information-Sharing	Create and implement collaborative project management system	Collaborative project management system (Google Drive)  Social media analytics and tracking	<b>Achieved – See Attachment C: Census Google Drive</b>  <b>Achieved – See Attachment K: UpTown Studios Final Report</b>
Count the HTC populations by developing strategies that are created by community stakeholders representing the various HTC populations	Each of the 13 HTC subcommittees will host a census event/outreach activity designed specifically for their HTC community	Event tracking form  PDI Report	<b>The Sacramento County CCC hosted over 1,276 of in-person and/or virtual events.</b>  <b>Achieved – See Attachment B: Event Tracker</b>  <b>Achieved – See Attachment J: Subcommittee Final Reports</b>
	Each of the 13 HTC subcommittees will host a QAC and/or kiosk.	Event tracking form  PDI Report	REVISED

**Outcomes**

<b>Outcome</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Ensure that all Sacramento County residents	<i>Note: Final census data will be unavailable until 2021; however,</i>	Federal Report	REVISED

Sacramento County

are counted in the 2020 census	<i>Sacramento County not only met but exceeded (75%) its 2010 response rate of (70.1%).</i>		
<b>Outcome</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Design new and innovative outreach strategies to reach HTC and vulnerable populations	Development of Strategic Plan in collaboration with multi-sector partners and HTC community members	Sacramento County CCC Strategic Plan	<b>Achieved – See Attachment D: Strategic Plan</b>
	Develop of Implementation Plan in collaboration with multi-sector partners and HTC community members	Sacramento County CCC Implementation Plan	<b>Achieved – See Attachment E: Implementation Plan</b>
	Development of Promising and Innovative Strategies for vulnerable populations	Sacramento County CCC Strategic Plan, Sacramento County CCC Implementation Plan	<b>Achieved – See Attachment D: Strategic Plan</b>  <b>See Attachment E: Implementation Plan</b>
Strengthen county-wide, multi-sector collaboration	Creation of multi-sector relationships and collaboration	Social Network Analysis	<b>Achieved – See Attachment F: Social Network Analysis</b>

Soon after the COVID-19 Shelter-In-Place guidelines were released by the State, the Sacramento County CCC Executive Committee (comprised of Sacramento County, Sacramento Region Community Foundation (SRCF), Sacramento ACT, and Everyday Impact Consulting) reviewed the CCC's goals and objectives and modified the goals, objectives and outcomes to align with the local public health guidelines. For the entire self-response and Non-Response Follow Up (NRFU) period, person-to-person outreach (with the exception of essential services) was not allowable within Sacramento County. The Executive Committee developed the revised Goals and Objectives matrix and Outcomes matrix below. The revisions included:

- REVISED SUCCESS INDICATORS:
  - Host an in-person **or virtual event** in the top 50 HTC census tracts:

This indicator was revised to account for virtual activities that were taking place online as a result of the Shelter-In-Place order.

- o Engage in person to person **or virtual outreach** in the top 50 HTC census tracts **(Activities may include: phone banking, text banking, material drop off, etc.):**

Much of Sacramento County's original outreach plan was focused on canvassing and in person outreach. The revised indicator reflects the adjustments required for in person outreach and replaced in person outreach with a variety of virtual outreach activities to connect with HTC communities, provide information about the census, and encourage census completion. Notably, canvassing was previously included as a measurable indicator for success but was revised due to Shelter-In-Place requirements in Sacramento County, and across California. In Spring 2020, a few CCC partners involved in essential services (i.e. handing out food boxes, distributing technology to families with school-aged children, etc.) continued to engage in a revised version of person-to-person outreach. Modified person-to-person outreach focused on sharing census information through swag, census information one pagers in various languages included inside the pre-packaged food boxes, and posting signage at the outreach sites, in lieu of providing one on one support to complete the census, which was originally the intention of in person outreach. Special census phone-assistance lines were set up, in the 13 required HTC languages denoted by the State Census Office, to provide local assistance in answering questions and encourage census completion. Starting in the summer 2020 and through the fall, as some COVID-19 restrictions were lifted in Sacramento County, to encourage census completion, the outreach partners adjusted to engage in allowable, distanced person to person outreach activities such as door drop offs of door hangers and census information, distributing swag, organizing car caravans, facilitating contests with prizes for completing the census and a host of other interventions to increase census completion. Partners involved in providing essential services resumed their socially distanced census assistance to community members on tablets and electronic devices.

Notably, the Refugee Subcommittee partnered with a local food bank distribution site for census outreach. At the site, the Refugee Subcommittee partners provided interpretation and developed culturally-responsive staff who spoke a variety of languages including: Farsi, Dari, and Pashto. The U.S. Census Bureau also participated at the site to provide in-language census assistance. As a result of the language access and cultural competency that was provided at the site, hundreds of refugee families completed their questionnaires. [See Attachment B: Event Tracker].

**See Attachment G: Virtual Outreach Training and Technical Assistance**

The CCC created a series of trainings to support the Sacramento County CCC and to share important census information, tools, and resources. Roughly 500 census partners attended the CCC's in-person and/or virtual training series which included:

- 2019 trainings:
    - Census 101 workshops – 4 Trainings
    - Community Outreach Training
    - Volunteer Training
    - PDI/Canvassing Training
  - 2020 trainings:
    - Questionnaire Assistance Center (QAC) and Kiosk Training
    - Phone banking Training
    - PDI Outreach training
    - SwORD Training
  - Technical Assistance Trainings on Virtual Accessibility:
    - Social Media Training
    - Virtual Events/Webinars/Presentations Training
- **CCC offer hotlines to provide support for community and HTC populations to complete the census:**

This indicator was a revision from a previous indicator which stated: *Host a QAC or Kiosk in the top 25 HTC tracts*. For months leading up to the Shelter-In-Place order, the Sacramento County CCC prepared to host dozens of QACs and Kiosks across the county. The CCC had created QAC and Kiosk toolkits, gathered collateral and swag, hosted numerous trainings and offered one on one technical assistance to support the successful implementation of the QAC and kiosk strategy. Inevitably, only a small number of partners launched their QAC or Kiosk before the Shelter-In-Place order came down from the County Department of Public Health. See Attachment B: Event Tracker.

In the weeks leading up to and after the Shelter-In-Place order, the CCC revised their outreach plan to include a number of strategies including the support of census hotlines as an alternative to QAC and Kiosk outreach. With the exception of a few community partners who were involved in providing essential services to community members and continued a modified version of QAC or Kiosk outreach, most of the QACs and Kiosks could not be safely implemented.

- REVISED OUTCOMES:
  - **Development of enhanced strategies to engage in census outreach given shelter-in-place guidelines:** This indicator was added to demonstrate the necessity of creating new strategies to reflect the dramatically changed landscape brought on by COVID-19. The CCC Executive Committee remained steady in their leadership and quickly created new tools,

resources, and provided group and individual technical assistance to lead the CCC during an unimaginably different and difficult set of circumstances than what the CCC had originally anticipated.

**REVISED GOALS AND OBJECTIVES DUE TO COVID-19**

<b>Goal</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Leverage Resources	Increase outreach census funding for Sacramento County by 25%	Sacramento County CCC Budget	<b>Achieved – See Attachment A: Leveraged Funding Chart</b>
Complete Count Countywide (Focus on Geography)	Host an in-person or virtual event in the top 50 HTC census tracts	Event Tracking Form SWORD PDI Report	REVISED DUE TO COVID-19 <b>Achieved – See Attachment B: Event Tracker</b>
	Engage in person to person or virtual outreach in the top 50 HTC census tracts (Activities may include: phone banking, text banking, material drop off, etc.)	Event Tracking Form SWORD PDI Report	REVISED DUE TO COVID-19 <b>Achieved – See Attachment B: Event Tracker</b>
	CCC offer hotlines to provide support for community and HTC populations to complete the census	Event Tracking Form SWORD PDI Report	REVISED DUE TO COVID-19 <b>Achieved – See Attachment B: Event Tracker</b>
Education and Promotion (Government and Elected Officials Engagement with Public)	Implement and host a training series	Sacramento County CCC Meeting Attendance Lists, Event Tracking Form	<b>Achieved – See Attachment B: Event Tracker</b>
	Conduct presentation to Boards, Councils, Commissions, and Community Groups	Sacramento County CCC Meeting Attendance Lists, Event Tracking Form	<b>Achieved – See Attachment B: Event Tracker</b>

	Census Kick Off Events in April 2020	Sacramento County CCC Meeting Attendance Lists, Event Tracking Form	<b>Achieved – See Attachment B: Event Tracker</b>
<b>Goal</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Information Sharing	Create and Implement Collaborative Project Management System	Collaborative Project Management System  Social Media Analytics and Tracking	<b>Achieved – See Attachment C: Census Google Drive</b>  <b>Achieved – See Attachment K: UpTown Studios Final Report</b>
Count the HTC populations by developing strategies that are created by community stakeholders representing the various HTC populations	Each of the 13 HTC subcommittees will host a census event/outreach activity designed specifically for their HTC community	Event tracking form  PDI Report	<b>Achieved – See Attachment B: Event Tracker</b>

**REVISED OUTCOMES DUE TO COVID-19**

<b>Outcome</b>	<b>Success Indicator</b>	<b>Tracking Tool</b>	<b>Result</b>
Ensure that all Sacramento County residents are counted in the 2020 census	Meet and exceed 2010 self-response rates (SRR)  Meet or exceed state and Region One SRR for census tracts with over 57 Hard-to-Count Index (HTCI)	SWORD and Self-Response map	<b>Achieved – Met and exceeded Sacramento County's 2010 SRR by 4.9%</b> <b>2020: SRR – 75%</b> <b>2010: SRR– 70.1%</b>  <b>Achieved – 67.1% SRR of census tracts with equal to or greater than 57 HTCI as compared to Region One at 64.6 and the State overall at 62.1.</b>

Design new and innovative outreach strategies to reach HTC and vulnerable populations	Development of Strategic Plan in collaboration with multi-sector partners and HTC community members	Sacramento County CCC Strategic Plan	<b>Achieved – See Attachment D: Strategic Plan</b>
	Develop of Implementation Plan in collaboration with multi-sector partners and HTC community members	Sacramento County CCC Implementation Plan	<b>Achieved - See Attachment E: Implementation Plan</b>
	Development of Promising and Innovative Strategies for vulnerable populations	Sacramento County CCC Strategic Plan Sacramento County CCC Implementation Plan	<b>Achieved – See Attachment D: Strategic Plan</b>  <b>See Attachment E: Implementation Plan</b>
	Development of enhanced strategies to engage in census outreach given shelter-in-place guidelines	Revised Outreach Strategies Adhering to Shelter-In-Place Guidelines	REVISED DUE TO COVID-19  <b>Achieved – See Attachment H: NRFU Plan</b>
Strengthen county-wide, multi-sector collaboration	Creation of multi-sector relationships and collaboration	Social Network Analysis	<b>Achieved – See Attachment F: Social Network Analysis</b>

**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?**

The Sacramento County CCC attributes its success in achieving and exceeding its 2010 SRRs to four main factors: (1) Starting Early, (2) Diversity Among the CCC stakeholders, (3) Strong Infrastructure, and (4) Collective, Multi-Sector Leadership.

### **Starting Early**

In order to achieve the above mentioned goals, objectives, and outcomes, the Sacramento County CCC was established in October 2018 and had set out to organize hundreds of community members through subcommittees (organized by HTC population or sector) to develop strategies and to also identify existing resources, potential barriers, media partnerships, outreach opportunities, and/or upcoming events for promotion. Since October 2018, the opportunities for census outreach to HTC and vulnerable communities has expanded and, through the comprehensive work of the community partners, the Sacramento County CCC had collectively identified a multitude of outreach strategies.

Early on, the Sacramento County CCC committed to co-creating the outreach strategies and engaging in census outreach implementation alongside HTC and vulnerable populations to ensure census participation. Outreach that involved HTC and vulnerable populations was more resource intensive but remained an important aspect of the strategy development to create a more authentic process and to ensure strategies would result in success since they were co-created by the HTC target populations.

Notably, there were 717,998 Sacramento County residents who resided in census tracts with above median CA-HTC<sup>1</sup>. To appropriately outreach to those residents, a total of 33 subcommittees were developed, which represented HTC communities throughout Sacramento County. The subcommittees came together for three months to develop 106 outreach strategies and tactics which served as the framework for the strategic plan that was submitted to the State Census Office in May 2019.

Following the submission and approval of the Sacramento County strategic plan, the CCC worked together over the course of four months to co-create a comprehensive implementation plan which was submitted in September 2019. The work of the implementation plan development began on June 17, 2019, during the Sacramento implementation plan workshop hosted by the State Census Office. Following that event, the CCC subcommittees hosted dozens of meetings to complete the implementation plan worksheets in partnership with community and government organizations and stakeholders. The CCC project management staff analyzed and synthesized the workplans to develop a draft implementation plan. The draft plan was initially reviewed by the Executive Committee then shared with the Community and Government CCC. The project management team gathered feedback and revised the plan to develop a second draft which was shared with

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<sup>1</sup> Source: <https://census.ca.gov/wp-content/uploads/sites/4/2019/06/Sacramento-County.pdf>

and approved by the Executive Committee and ultimately approved by the state. The final implementation plan is the result of a year-long community engagement process which began with the creation of the Sacramento County CCC in Fall 2018. The implementation plan development process was designed to be open, transparent, inclusive, collaborative and demonstrates the broad collaboration across Sacramento County to achieve a complete census count.

As part of the Sacramento County CCC vision, the stakeholders were each committed toward achieving its goals and objectives by applying community designed outreach strategies and partnering with local, state, and federal government partners, and remaining nimble as outreach efforts were met with unforeseen barriers. The commitment of the CCC and its many partners is evidenced by the strategic plan, implementation plan, and the SRRs for Sacramento County. The process, content, and the final product are representative of the CCC's guiding values: collaboration, community-centered, comprehensive, and cohesive.

Since October 2018, the CCC met monthly as a complete count committee and nearly all of the subcommittees met monthly to coordinate strategy and outreach activities. During the CCC meetings, partners would dialogue with one another about strategy and tactics. Sometimes the discussion would intensify as partners articulated competing priorities or perspectives. Ultimately, the open dialogue led to enhanced relationships, mutual respect and innovative and tailored outreach strategies and tactics. The success of the Sacramento County CCC rested upon the successful implementation of a variety of strategies and tactics as well as maintaining strong collaboration across multi-sector partners and vulnerable community members. Guided by the CCC's values, the CCC's early start fostered stronger and deeper collaboration and a nimbleness built out of trust and familiarity with the CCC partners. Consequently, by Spring 2020 and Summer 2020, the CCC had developed the foundation necessary to revise strategies and continue toward achieving the ultimate goal of counting the HTC in Sacramento County.

### **Diversity Among the CCC Stakeholders**

The Sacramento County CCC was comprised of 33 subcommittees representing both government and community stakeholders. The 13 community subcommittees were the most active and the partners conducted outreach in 34 different HTC communities in 13 different languages. One of the major themes of the Sacramento County census operation was that the diversity of the County was one of its greatest assets. This theme proved to be true in the work that the partners engaged in together.

For example, at the monthly CCC meetings, partners were asked to present best practices on serving their communities. In the final reports completed by the CCC partners, they noted the impact of the shared learning in the CCC.

***“We have made several connections that would not have existed without this work. We plan to do more with the Urban League for example. We also met with many other agencies serving seniors and non English speaking groups like the Slavic Chamber. We reached out to them to tell them about our caregiver resources. We learned that we need to target more non English speaking groups to expand services.” – Sacramento County CCC Member***

The multi-sector collaboration across the CCC is also noteworthy and another aspect of the CCC's success. A variety of sectors came together to implement the CCC census outreach including, but not limited to: government, philanthropy, non-profit, education, health, private business, and many others. Notably, the collaboration across community-serving partners and government partners created shared learning opportunities and fostered relationship-building.

***“Our subcommittee targeted people with disabilities. The first strategy we employed was providing technical assistance regarding access to the other HTC groups. This was because the disability community is present in all of those other groups. We conducted two webinar trainings on social media and webinar access, and over 30 presentations. We also posted on social media over twenty times and participated in two interviews on Zoom [and] one radio interview.” – Sacramento County CCC Member***

Ultimately, the process of creating and implementing the Sacramento County CCC strategic plan and implementation plan, and CCC outreach not only resulted in the successful achievement of the CCC's goals, objectives, and outcomes, but also increased the cultural responsiveness of CCC partners.

***“[We] benefited the most from our involvement in the CCC, primarily that we were [able] to bring our field of organizing to the table and collaborate with partners from all areas of expertise. [We were] able to grow as an institution by learning how we can be ‘more inclusive’ of populations we are not currently engaging. For example, the subcommittee working with people with disabilities helped me look at some of the ways we approach our work and give me ideas of how we can do it better. I felt this process to be inclusive and felt very supported throughout the way. I am hopeful that we have been able to inspire our Government partners to work better with community organizations as we build deep relationships across sectors, in order to continue to be thinking partners as we build a better future for ALL Sacramentans. – Sacramento County CCC Member***

### **Strong Infrastructure**

During the Fall of 2018, the Sacramento County CCC developed an infrastructure that was designed to be both responsive and nimble. These two elements resulted in a successful achievement of the CCC's outcomes and also an ability for the expansive network to adapt quickly as the landscape for census outreach changed dramatically. The Sacramento County CCC Executive Committee was intentional in

its organizational design (See Attachment I: Organizational Chart) and the infrastructure created the following opportunities:

- Focus on a Community-Led Strategic Design: One of the key core values of the collaborative was to operate from a focal point of being community-centered. A community-centered approach was critical to achieving higher SRRs in traditionally HTC areas. For example, CSU, Sacramento, focused on serving the needs of students before and during the pandemic while still supporting them to complete the census. The University hosted a number of census outreach events prior to the pandemic, collaborated with other partners like Sacramento ACT as part of their outreach, and also outreached to students when they were moved off of campus due to COVID-19.

The Community-Led Strategy was achieved in the following ways:

- Community Representation on the Executive Committee – Gabby Trejo is the Executive Director of Sacramento ACT (a PICO affiliated organization) and was selected to serve as the CCC Co-Chair.
- Support and Resources for Community Partners – While both the Community and Government subcommittees had access to a myriad of resources such as communications resources, census swag, and toolkits; it was only the community partners who were funded for their outreach. \$1.3M was granted out to community partners with networks in HTC communities to engage in tailored outreach activities and achieve CCC goals. Government and Community partners leveraged a multitude of resources that added further capacity to support outreach (refer to Attachment A: Leveraged Funding and Resources).
- Amplifying Community Voices – The Sacramento County CCC Executive Committee, in partnership with the Communications subcommittee, prioritized the voices of community partners in media engagements and placements. Before the US Bureau's Update-Leave Operations began in Isleton, the CCC developed a census tract level outreach strategy to increase census responses in low and no-response areas. The strategy included frequent monitoring of response rates in the census tracts in the delta which were determined to be an extremely low-response area. As a solution, the CCC deployed a successful outreach strategy for Isleton in collaboration with the Older Adults/Veterans Subcommittee and LatinX Subcommittee. The CCC subcommittees partnered with local government, South County Services, and trusted community partners who conducted outreach and education to increase response rates in the tracts. Notably, the LatinX Subcommittee tabled at grocery stores and flea markets in tracts denoted as low and no response areas. The CCC partners also collaborated with Angels in the Field, a promotoras group, who partnered with farmworkers to increase census completion. As a result of the CCC's collaboration with very trusted messengers in the targeted tracts, the response rates in the target tracts climbed from a June SRR of 14.8% to an early August SRR of 33.3%. The communications

subcommittee later used marketing funds to amplify outreach on Spanish-language radio and targeted delta communities. The media spots ran in September 2020 and highlighted the community outreach efforts led by trusted messengers such as the tabling at the grocery stores. The final response rate for Isleton was 43.2%.

- **Strong Backbone Support for the Census Operation:** Applying a modified version of The Collective Impact Model, the Sacramento County CCC invested in backbone and project management support by subcontracting with SRCF. SRCF hired Everyday Impact Consulting (EIC) to provide additional staff support to the CCC to successfully achieve the above-mentioned objectives and outcomes. EIC's team staffed each of the CCC meetings (with the exception of the subcommittee meetings which were staffed by the subcommittee lead organizations); served as liaison with the State and Federal Census offices; facilitated the co-creation of the strategic plan, implementation plan, Non-Response Follow Up Plan, and State Census Office Reports; led the data management for CCC activities; and provided Technical Assistance, GIS SwORD data and Capacity-Building Support to the CCC.
- With a strong backbone entity, the CCC could gather collective input from a variety of partners to ensure that the decision-making was representative of the various partners, as opposed to one entity controlling all of the resources and decision-making power. The collective nature of the CCC, supported by a strong backbone entity, also encouraged buy-in and fostered collaboration among partners. Consequently, as disruptions occurred over the course of the census initiative, the backbone entity served as a cohesive yet, nimble and supportive partner to help collectively lead the CCC toward achieving their outcomes while simultaneously adapting outreach strategies and tactics to match the environment.

**Collective, Multi-Sector Leadership:** The stakeholders who participated in the Sacramento County CCC outreach represented a variety of communities, sectors, and HTC populations. Leading a multi-faceted and diverse collection of stakeholders can be daunting, especially when stakeholders have conflicting priorities. The Sacramento County CCC Executive Leadership was intentionally created to reflect partner diversity and included:

- **Government:** Sacramento County
- **Philanthropy:** Sacramento Region Community Foundation (SRCF)
- **Community/Non-Profit:** Sacramento ACT
- **Staff Support:** EIC

The Executive Committee adopted a modified consensus form of decision-making. While the Executive Committee strived for consensus, when decisions were time-sensitive, the SRCF and/or Sacramento County would make the final decision on behalf of the team. Notably, the community-centered approach was designed to prioritize the community strategies and tactics which were

followed by the rest of the sectors (government, philanthropy, etc.). This approach proved to be successful based on the final SRRs in Sacramento County, an example of this approach is described by a partner below:

***“We outreached to the LGBTQIA community, particularly transgender folks. We centered the trans experience in materials we created. We focused on how the census addressed gender and even talked about how the census could cause dysphoria, but still encouraged our followers to take it. Among trans folks, we centered trans people of color and also made some materials that focused on Black trans folks and the disparities within the Black community and the census.” – Sacramento County CCC Partner***

**Contracted partner’s operations**  
**What hindered the operations?**

**COVID-19 Pandemic:** The Sacramento County CCC took special care to meticulously create a strategic plan and accompanying implementation plan which were designed to remove barriers for HTC communities to complete the census and achieve a complete count for Sacramento County. The COVID-19 pandemic disrupted the carefully laid out plans of the hundreds of census partners and required that the Sacramento County CCC Executive Committee quickly re-group and co-create alternative outreach strategies, in partnership with CCC members, that were compliant with the Shelter-In-Place guidelines posed by the Sacramento County Department of Public Health. In the days leading up to the official launch of the 2020 census, April 1, 2020; the Sacramento County CCC Executive Committee pivoted from providing Technical Assistance and swag to support QACs/Kiosks and canvassing; to creating a new series of virtual outreach strategies and tactics such as trainings for phone banking, resources for text banking, and troubleshooting with partners to revise their outreach plans. Additionally, the Sacramento County CCC staff adjusted and built their capacity to move from in-person logistic support to providing virtual meeting support and learning new technologies such as Zoom and GoToMeeting; while troubleshooting and building partner capacity to similarly apply those technologies. At the same time, the Sacramento County CCC Executive Committee continued to liaise with the State Census Office to receive and share direction and information from the state with partners, in a timely manner.

An illustration of the CCC’s steadfast leadership during the pandemic is provided below. This is an email from the CCC co-chairs to the CCC partners sent on March 13, 2020:

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Dear friends and colleagues –

Thank you! During this time of uncertainty, we remain steadfast and confident in our collective leadership as a result of your partnership and commitment to serving the

most vulnerable (or Hard-to-Count). We have been preparing for the unpredictable and our collaboration is evidence that we are prepared to face whatever unforeseen circumstances may present themselves. We continue to monitor the updates and recommendations from our Federal, State, and local public health partners to promote health and safety; and continue coordination with the USCB. Our unique government and community partnership lends itself to getting up to date information from both stakeholder groups to help us navigate the best path forward. We also know that our diversity has always been our strength. As we have said in the past, the 2020 census presents an opportunity to demonstrate WHO IS SEEN, and during times of crisis it is important that our most vulnerable and HTC communities are SEEN as never before because we know they will bear the inequitable cost of systems that have, historically, been poorly designed and under-resourced to address their needs.

However, against this backdrop of uncertainty and, in many cases, fear, we will rise to the occasion. We know that our HTC and vulnerable populations are among the most resilient during times of crises and we will lean on their strength and clarity as we navigate what lies ahead. As Co-Chairs for our CCC, we remain committed to leading and will provide support as needed to partners who are adjusting and reconsidering how best to COUNT THE HTC.

We understand that you may need to adjust strategies, postpone and/or cancel public events and face-to-face activities. The State has assured us that they will be flexible to these changes.

Things you can do right now:

- At QAC sites, tables or other events, use hand sanitizer and & wipe down tablets/computers or other devices between each use with disinfectant. (May use outreach funds for sanitizing stations, wipes, etc.)
  - (The [CDC](#) gives instructions on how to make disinfectant with bleach if you cannot find any in stores right now)
- Consider phone banking applications. If you are already using phone and text banking, consider expanding efforts
- Bolster any and all social media and electronic platforms – get the message out that the Census is here and the time to complete it is NOW! Emphasize:
  - The census is easy and safe to complete at home. Everyone can complete it on-line, by phone or wait until mid-April and the paper census questionnaire will be mailed to homes to complete and return mail to the United States Census Bureau (USCB).
  - If people want more information on how to complete the census they can call the USCB Help line in English 844-330-2020 . Visit the USCB [Responding by Phone](#) page for more information and for live agent support lines in Spanish, Mandarin, Cantonese, Vietnamese, Korean,

## Sacramento County

Russian, Arabic, Tagalog, Polish, French, Haitian Creole, Portuguese, or Japanese; or watch this short video

<https://www.census.gov/library/video/2020/english-video-guide-complete-2020-census-online.html>

- For households with children at home, here's a link for fun census activities <https://www.wecountkids.org/early-childhood-curriculum>

Be prepared to shift to more virtual outreach strategies. Some of those strategies **may** include:

- If you are unable to reach your pledge card, canvassing, or event goals due to events being cancelled, you may shift your staff time to phone banking your member lists or calling through the voter file or other database.
- Lean into social media strategies to collect pledge cards and/or conduct outreach. Get creative with social media posts, Facebook live, etc.

As always, we are here for you. Please continue to reach out to us as we stay the course, making adjustments as needed. We have an abundance of resources that will help us identify solutions to get us to a Complete Count!

Lastly, thank you for your leadership and courage. We are inspired by the collaborative spirit that exists in Sacramento and a spirit that is amplified by our collective struggle. Thank you and we remain a resource for you in the coming days, weeks, and months.

In Solidarity,  
Niva, Gabby, and Judy

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**Shifting Timeline:** As a result of the challenges created by the COVID-19 pandemic, the USCB adjusted the timeline by three months moving each of the census deadlines back three months to account for the disruption to enumeration. The Sacramento County CCC communicated this timeline change to partners and the subcommittee leads revised their workplans to meet the new timeline which shifted the NRFU period to October 31, 2020; instead of July 30, 2020. Subcommittee leads were given the option to continue census outreach beyond July or were asked to come up with a plan to continue outreach to their HTC community and/or sector through October 31, 2020 if they were unable to continue their role as a subcommittee lead. Two subcommittee leads communicated that they were unable to participate beyond July 30, 2020: Organize Sacramento (Labor Sector Subcommittee) and Hmong Innovating Politics (Asian American & Pacific Islander Subcommittee). Both partners cited their responsibility to engage in activities to meet deliverables for civic engagement contracts with the upcoming election as the reason they could no longer continue to serve the role as subcommittee lead. The labor subcommittee outreach was not replaced since they were a sector-specific partner and were not focused on a particular HTC subcommittee. The remaining outreach funding available to the labor subcommittee was applied to

Sacramento ACT who served as one of the lead organizing entities who conducted outreach to HTC's throughout the County. The Asian American & Pacific Islander (AA&PI) subcommittee was co-chaired by Hmong Innovating Politics (HIP) and May O. Lee, long-time AA&PI community advocate. Jakara Movement was a natural partner to replace HIP's role as the AA&PI subcommittee lead because of their existing role and success in outreach throughout the 17-counties comprising Region One. Jakara Movement worked alongside May to coordinate and lead the remainder of the census outreach activities in the AA&PI community.

Towards the end of the census outreach, USCB changed the deadline, yet again, to September 30, 2020 causing additional frustration and created new challenges to census outreach. The Sacramento County CCC had to quickly communicate the correct and most up to date information to partners and troubleshoot disruptions to outreach plans. Partners pivoted and rescheduled their planned outreach. Additionally, there were a number of federal lawsuits filed to challenge the shifting timeline which created confusion among the CCC partners and the public. However, the shifts and pivots were demonstrative of the resiliency of the CCC and the leadership among the partners who moved swiftly and efficiently to change course and increase census response rates.

**External Environment and Fire/Smoke:** As the Sacramento County Department of Public Health guidelines began to lift Shelter-In-Place orders, CCC partners adjusted their strategies to safely outreach into communities. The CCC distributed Personal Protective Equipment (PPE) to USCB staff, subcommittee partners and others doing outreach and QAKs; as well as to those planning to deliver care packages containing census swag to low and no-response census tracts. They also planned car caravans to parade through low responding tracts. However, unfortunately, partner plans were once again disrupted due to the record-setting heatwave in August followed by wildfire smoke and poor air quality that permeated throughout Sacramento County as a result of historic wildfires across the state. Outreach events were planned then cancelled and rescheduled as partners received updates about air quality. The planning and re-planning took a toll on partners and administrative staff members who were responsible for coordinating the events with the CCC, community partners and state and Federal liaisons who were offering resources such as mobile vans and/or census response representatives (CRRs).

**Insufficient Communications Support:** Long before the multitude of disruptions by unforeseen events such as the pandemic, heat wave, and the wildfires, the communication resources, support and strategy development were major challenges to the local census operation. Early on in the planning process, during the development of the CCC strategic plan and implementation plan, the state communicated that a communications firm would be hired to support census outreach by the counties and Administrative Community-Based Organizations (ACBOs). The role of the statewide communications firm was presented as a comprehensive role inclusive of large statewide media buys which leveraged federal media buys and targeted micro-media approaches, informed by the local

and regional partners, to be tailored to reach HTC communities. The timeline for the contract was a major issue.

The state initially communicated that the media contractor would be hired in the Spring of 2019 and would be ready to work with the local CCC soon after. The Media contractor's (Mercury LLC) contract was not approved until the Summer of 2019 and their work did not begin in earnest until Fall/Winter of 2019. During that time, the CCC held off on engaging local media partners as the CCC awaited the details of the statewide media contractor role. Sacramento CCC also developed a communications and media plan informed by CCC members to identify ethnic media outlets and inform a micro-media plan. By the time the CCC learned about the narrow scope of the state media contract, the CCC and community partners were left to scramble to fill in the gap. Inevitably, the CCC created a media subcommittee comprised of the local communications/media firm (hired to brand the CCC and manage social media), communications staff from the SRCF and County of Sacramento, and the staff support for the CCC. Even after the state media contractor was hired to support the CCC, there was still confusion about their role, capacity, and resources available through the contractor. After the CCC's points of contact for the media contractor were identified, the CCC scheduled multiple meetings wherein the decision makers for the contract were unavailable or chose not to attend resulting in little to no progress in the development of a cohesive CCC communication plan.

Then, the CCC learned that much of the technical assistance funding was spent down without the CCC's knowledge or understanding of the process and purpose. Additionally, the CCC responded to several communication surveys which solicited duplicative information that had been previously submitted in the CCC's Implementation, Strategic and Communications/Media Plans. Lastly, the points of contact for the statewide media contractor were changed mid-way through the initiative resulting in a reset of media and communications work with the statewide communications team and the CCC was forced to restart the development of the media and communications plan from the beginning.

At the very least, the CCC expected that the statewide media and communications plan would support micro media buys which is why the CCC developed a detailed strategic and implementation plan, even describing the specific micro-media outlets that specific HTC communities would be most likely to consume. Inevitably, the statewide and media contractor failed to purchase media buys swiftly resulting in several CCC members engaging with their own media contacts, creating their own media content, and purchasing their own ad buys.

**Contracted partner's outreach**  
**What outreach tactics worked well?**

The most effective outreach tactics applied by the CCC were the tactics that were created by and for specific HTC communities. For example, UpTown Studios created

## Sacramento County

a template social media and communications toolkit for Sacramento CCC partners. Several HTC communities articulated the success they had in reaching their communities by further tailoring the templates to share the messages that would best resonate with their community. One partner remarked:

***“Due to quarantine, we shifted to creating social media content that addresses community-specific concerns, created an ambassador program that gave stipends to community members to help spread Census information, and distributed a “queer Census” to take in conjunction with the US Census in order to fill gaps in the data the Census captures.” – Sacramento County CCC Member***

Below is a partial list of successful community outreach tactics implemented by our CCC:

- Car Caravans
- Door Drop Offs (Door Hangers/Swag)
- QAC and Kiosks (albeit briefly and in accordance with public health guidelines)
- Phone Banks
- Text Banks
- Social Media Campaigns
- Ice Cream & shaved ice Trucks, Food Trucks, take-out lunches and dinners, and Other Food Giveaways
- Direct Outreach While Providing Essential Services (Food Box Pick Up)
- Communications Campaign (including ad buys, earned media, etc.)

One specific example of collaborative partner outreach is the specific outreach conducted to reach veterans in Sacramento County. The Older Adults & Veterans Subcommittee was led by ACC Senior Services who partnered with Volunteers of America (VOA) and other CCC partners to outreach to Sacramento County Veterans. The partners implemented a number of outreach tactics described below:

- VOA partnered over 250 veteran-serving organizations to share census information and increase SRRs among veterans
- VOA created census messaging and distributed the messages to their inhouse programs such as:
  - Grant per Diem (temporary housing for veterans)
  - Supportive Services for Veterans and their Families (provide permanent housing), and
  - Homeless Veteran Reintegration Program (providing employment placement)
- ACC, VOA, and other partners provided a census briefing at District America Legion, Sacramento Stand Down, Veterans Affiliated Council, VFW, and other veterans organizations

During the NRFU period, the CCC adjusted its outreach to focus on the 44 census tracts with the lowest census response rates. The CCC closely monitored the increase in responses and have provided examples of specific interventions tied to increases in response rates below:

- Four census tracts in the Florin Area (CT 42.03, 49.03, 49.04, and 50.02) each showed marked improvement from the 2010 SRR, with increases ranging from 1.4% to 7.8%. These four tracts experienced car caravans, social media pushes, and other communications efforts from census partners.
- Four census tracts in the Valley Hi / North Laguna area (CT 96.06, 96.08, 96.09, and 96.10) saw increases in SRRs between 3.3% and 16.1% as compared to 2010 SRRs. These increases can be linked to our partners in-language communication strategies, from emails, social media outreach, and other communication efforts tailored and designed specifically for non-English speakers in this area.

**Contracted partner's outreach**  
**What hindered the outreach?**

- **COVID-19:** The Sacramento County CCC developed strategies and detailed outreach tactics to ensure that historically HTC communities could complete their census questionnaire. The first quarter of 2020 forced partners to halt all of their planned activities and communications and pivot to conduct outreach amidst an historic catastrophe created by the COVID-19 pandemic.

The initial CCC meetings and individual partner meetings that took place during the month of March 2020 demonstrated the resiliency and collective power of Sacramento County's community-based organizations and government partners. The Sacramento County CCC took stock of the changing environment in which they were being asked to conduct census outreach and bravely met the challenge by working together to re-design strategies, all the while managing the changed landscape of their own organizations (many forced to operate remotely) and continue to lead and care for the most vulnerable community members in the county. Consequently, the very same HTC community members whom the CCC had prioritized for their outreach were the community members experiencing unimaginable hardship – disproportionately experiencing job loss, evictions, and COVID-19 diagnoses.

***“COVID was a barrier for everyone...It made it hard for our trusted messengers who were chosen to do in person outreach...in their own communities.” – Sacramento County CCC Member***

To say that the community-based organizations, government partners, philanthropic stakeholders and many others met the moment with indelible leadership is an understatement. Not only did the CCC move expeditiously to salvage a census outreach plan which would inevitably meet and exceed the CCC's collective goal, the CCC also modeled what is possible in the face of destruction when stakeholders remain steadfast in their leadership and prioritize vulnerable communities and work together to remove barriers toward their success.

- **Communication Support:** As previously described as a challenge in the operations of the census initiative, the Sacramento County CCC outreach was similarly hindered due to the challenges created by the statewide media contractor. The CCC began meeting in October of 2018 and at every monthly CCC meeting, partners inquired about the status of the statewide media contract. In some cases, census outreach was stunted due to the slow start to receiving support from the statewide media contractor. Partners had planned to leverage resources from the statewide media contractor and were unable to move forward until there was clarity on the role, scope, and services of the media contractor. For example, with the delayed timeline and roll out of micro-media dollars, the African American partners decided to work through their existing networks and relationships to negotiate in-kind media and radio spots during the early education phase of census outreach. In other instances, HTC communities were not provided the same level of outreach as mainstream communities due to the statewide media partner's delayed contracts with micro-media partners. Consequently, the Native Hawaiian and Pacific Islander communities as well as the Punjabi community utilized census funding to purchase their own radio/media spots since the micro media funding allocation did not include support for those languages.
- **Citizenship Question:** From the Fall of 2018 through the end of the census count, HTC communities and the general population were very confused about whether a question about Citizenship would appear on the 2020 census questionnaire. Conflicting media reports, statements from the federal administration, and the circulation of varied sample questionnaires exacerbated the confusion about the citizenship question on the census questionnaire. While the final version of the questionnaire did not include a citizenship question, the confusion remained. Throughout the enumeration process, the federal administration communicated its intention to utilize census information and other questionnaires to determine a person's citizenship, which created a chilling effect on census responses. While community partners and CCC stakeholders sought to correct misinformation about the citizenship question and/or the application of census information to determine citizenship – the confusion remained during the NRFU period. CCC partners shared the continued concern within HTC communities and their hesitation to complete the census due to continued confusion and fear of the information having an adverse effect for the individual and/or their family.
- **Online Census and Technology Challenges:** For the first time in history, the census questionnaire was available for households to complete online. The CCC had originally planned to offer online access via QACs/Kiosks and at mobile kiosks and events with tablets and hot spots to complete the questionnaire. Outreach activities were disrupted by COVID-19 and the challenges of completing the questionnaire online were exacerbated by the digital divide that exists in HTC communities, coupled with the increased demand for technology and Wi-Fi support.

***“Due to COVID, we put more funds in media buy[s] rather than trusted messenger stipends because they did less in person outreach.” – Sacramento County CCC Member***

As an alternative to completing the census online, community members were invited to call into the federal census line to complete the questionnaire via phone. This alternative presented an additional challenge as wait times were sometimes as long as an hour or more. Several of CCC partners indicated long wait times as an ongoing issue for community members as well. Specifically, the Older Adults and Seniors Subcommittee shared that much of their target population experiences a digital divide and many relied on the phone option to respond to the census.

**Homeless Count, TNSOL and Group Quarters Challenges:** Overall, COVID was the most significant challenge faced by the County and CCC. Sacramento County overlapped with three different USCB Area Census Offices (ACO) which were located in Chico, Stockton and Sacramento. The Sacramento ACO, which only covered the City of Sacramento, was the only ACO that the CCC was able to have somewhat regular communication with. The USCB made numerous last minute changes, provided no explanations, poorly and inaccurately communicated how SBE, TNSOL & GQ outreach would be implemented, and suffered from a revolving door of staff changes. Additionally, the USCB changed dates and methods on how enumeration would be accomplished, and information differed depending on the source. Local USCB partners, LA Region staff, and USCB partners across the state often provided conflicting information creating more confusion. Details of these challenges are further described below:

TNSOL: Pre-COVID, the USCB initially scheduled TNSOL in late-March 2020 during the early morning hours from 12:00am (midnight) to 7:00am. The USCB asked the local partners to gather information (such as locations and local contacts) for enumerators to review and utilize in preparation for the count. The USCB cancelled SBE & TNSOL in late March 2020 and rescheduled with a plan to begin operations on September 24<sup>th</sup> from 12:00am (midnight) to 7:00am. The CCC was later informed that the outreach would take place 24 hours from midnight September 24 to midnight September 25. In actuality, the USCB went out into various areas beginning at 10:00pm September 23 through the daytime of September 24 until every encampment on their list was visited and accounted for. The changes to the count of people experiencing homelessness created considerable confusion, resulting in tremendous difficulty in developing and implementing a coherent plan. The Sacramento CCC along with Alameda and San Mateo counties and the State Census Office participated in a small national group of experts, created to inform and provide recommendations to the highest levels of the USCB on how SBE & TNSOL could be the most effective during COVID. In spite of these recommendations the USCB failed to make

needed changes. Due to the lack of coordination, communication, and infrastructure at the Federal level, local partners could not successfully put a plan in place, inform partners in the field working with people experiencing homelessness, prepare people experiencing homelessness for visits by the USCB staff visiting encampments, and/or place Homeless Ambassadors in higher populated areas. The USCB did not share with local partners, who they had contacted for visits, the locations USCB would be visiting and the time that they would make their visits creating additional confusion among local partners.

Sacramento County had three ACOs responsible for serving the county. The Sacramento ACO was THE ONLY ACO to communicate with local partners and provide some level of coordination through SBE & TNSOL. As a result of the lack of communication and infrastructure by the USCB, the local CCC (like many others throughout the state) has no information about the SBE & TNSOL efforts in the Cities of Elk Grove, Isleton, Galt and southern areas of the County.

In spite of a County Public Health Order to leave homeless encampments alone, less than two weeks prior to the start of TNSOL, local law enforcement began ordering some people experiencing homelessness to move from their encampments. Numerous CCC partners, including the People Experiencing Homelessness Subcommittee Lead, Sacramento Steps Forward (SSF), informed City & County Law Enforcement and Park Rangers, and other local law enforcement agencies about the upcoming TNSOL count and implored them not to disturb the encampments. Nevertheless, the CCC received reports that people experiencing homelessness were being moved along areas of certain creeks in the City of Sacramento and County of Sacramento. Consequently, those who were living in the disturbed encampments moved on to other areas, which the CCC were not aware of, further exacerbating the challenges of counting people experiencing homelessness.

Data on homeless encampments changes rapidly and requires a tremendous amount of resources to locate and map encampments across a county as large as Sacramento, with ample open space. SSF created a map of areas inhabited by people experiencing homelessness and shared the map with the USCB to use as part of their enumeration. Unfortunately, a few weeks leading up to the homeless count, Sacramento suffered several weeks of a heat wave, followed by weeks of unhealthy air quality due to wildfire smoke. As the environment became safe for people to move about, and SBE/TNSOL was done by the USCB, the CCC was assured by the USCB that they went to every location on the map along with additional sites that were added from the USCB's own observations prior to TNSOL. Following TNSOL, SSF also went out to the community and provided incentives to homeless individuals who would self-respond.

Lack of Resources: Due to COVID, many organizations have lost volunteers and staff. The depletion of human resources was not just a challenge with the Homeless Count but with many CCC subcommittees and partners. The lack of

volunteers and other staff resources restricted the CCC's ability to go into the field and support SBE & TNSOL. The staff and volunteers that were available were focused on getting food and water to the unhoused and were focused on helping to keep community members healthy and provide them with any needed healthcare. The essential services provided to those experiencing homelessness were acutely focused on basic needs and census response was not a priority. Additionally, first responders and those providing essential services to people experiencing homelessness were overwhelmed. The lead partners for the People Experiencing Homelessness subcommittee lacked staff resources needed to respond simultaneously to the pandemic and to conduct census outreach. Further compounding these issues is that some unhoused community members, who were being temporarily housed, had to be moved to another location before the end of September which was a higher priority than completing a census questionnaire.

SBE: Due to COVID, all of the indoor locations providing meals were closed, and mobile locations were set up to help address the community need. Mobile sites were spread throughout the county and operated mostly with a "pick up and leave" approach to reduce contact. Called "grab and go," mobile sites were difficult locations to engage and converse with the unhoused community and were not safe sites to conduct census outreach. SSF provided feeding site location information to the USCB for advance contact and encouraged USCB to schedule a day/time to drop off enumeration rosters and to collect them. In addition to the mobile sites, shelters also served as places for enumeration. SSF and County Department of Human Assistance provided addresses and contact information to the USCB so they could do advance contact.

Challenges with SBE at Food Distribution sites: Food distribution sites were rarely held at a building or community facility and Loaves & Fishes was the only physical facility that served meals. Other food distribution locations in the county were located at parks or mid-block locations without a physical address. In spite of the CCC's efforts to notify volunteers working at the meal sites to inform the unhoused that the USCB would be coming out to count the number of people experiencing homelessness and would be asking them questions, very little information was shared with the unhoused community. The CCC was initially told that the USCB would make advance contact with each site and would be asking the unhoused to complete questionnaires. Eventually, the plan changed and days prior to SBE, the USCB said they would only be dropping off a roster for people experiencing homelessness to respond to a few questions and sign. Then, the information would be picked up by the USCB on a specific date and time. When double-checking with the CCC contact list, some site managers reported not being contacted by the USCB. In at least one case, the USCB made arrangements to pick up information with the incorrect point of contact. Additionally, the USCB did not plan to count all of the meal sites and focused only on those serving meals on the 3 days of SBE. The narrow outreach focus by the USCB was a major concern for the CCC and out of its control. The CCC

continues to have concerns regarding the USCB's effectiveness in data collection. There is no record of which sites were visited and which sites were left uncounted. Sacramento County's unhoused community members were not provided enough or sufficient advance notice and information to be ready to be counted. Additionally, the USCB has not shared what information and data was collected or if SBE & TNSOL ultimately ended up in being only a head-count.

Challenges with SBE at Shelters: Similar to meal sites, SSF provided the USCB a list of shelter locations and site contact information. Generally, upon follow up, everyone on the list was contacted multiple times by the USCB. The USCB made a last minute decision to accept rosters from shelter sites as opposed to having each resident complete a census questionnaire. Given COVID, this was a safer approach but data will likely be missing. There were some cases where USCB follow up at some shelters did not occur, but SSF staff was able to get rosters (name only) from the Shelter provider and submitted the rosters to the USCB. The USCB did not share information about which shelters they visited; however, the CCC is reasonably certain that most, if not all, of the shelters were counted, and mostly via a roster, which means the CCC will have a headcount, but are uncertain about the level of data available, beyond a headcount. There was one incident where the USCB mistakenly categorized several homeless housing units in the NRFU-Enumerator workload rather than GQ. The facility operator was very upset and uncooperative. Additionally, the names of the contact people and operators had changed at several locations.

COVID Related Challenges: COVID added a lot of challenges to the census. In addition to facilities and services being closed down, county-provided contact information on how to reach site contacts was missing i.e. updated names and cell phone numbers. Over time, the CCC was able to find the right site contacts with their current contact information but this caused unnecessary delays with many people working from home and many offices closed. Additionally, many sites did not want to provide access to the USCB amid concerns about contamination when handing out forms and health and safety challenges with people returning paper questionnaires. Ultimately, the USCB agreed to accept rosters but the amount and level of detail of the data is unknown.

Challenges with GQ: The biggest challenge with GQ was counting college students, since campuses were closed in March 2020 due to COVID. Due to COVID, GQ locations such as jails, college dorms and others were permitted to submit administrative records as part of the enumeration to the USCB. As mentioned previously, the extent of the data provided to the USCB by each facility is unknown. CSU, Sacramento created their own census committee and conducted a significant amount of outreach among their students. The committee hosted a few census events prior to COVID and the campus shut-down. A few students remained on campus and they ultimately were counted as part of GQ. There was early confusion as dorm residents were supposed to be given paper questionnaires to complete. Eventually, this data collection method

was changed as students were asked to self-respond instead. But this was also problematic. The State Census Office working with the USCB and the statewide CSU administration agreed to provide the USCB with administrative records for students living in school-owned housing which would remove any confidential/protected information. The larger gap in the enumeration were the students living off-campus since the college did not have any records for where they may be living. Many students returned home. The USCB and CSU, Sacramento conducted outreach to students, asking them to complete the census questionnaire and to identify where they normally would have been living on April 1, 2020. Students received phone calls, emails from the USCB and Sac State, reminding them to complete the census. Ultimately, the CCC learned that CSU, Sacramento was one of a number of CSU campuses to provide the USCB with a roster of their off-campus students. However, the CCC was unable to get full confirmation from Sac State on the information that they provided to USCB. Given the cultural diversity in the University, the CCC is concerned that the data collected may not reflect the details of the diversity of the student population.

GQ at other locations: The USCB Sacramento ACO experienced access issues at some of the affordable housing complexes. Some site managers had not been informed by their Agency Administration that the census was underway and that they should cooperate. As a result, some site managers would not make appointments or allow building entry to the USCB. The CCC sent out emails to affordable housing providers to recommend that they inform their staff about the census and to support cooperation. Aside from this challenge, the CCC did not receive any other reports of issues or problems.

The CCC had a lot of last minute updates and added contacts that were not on the lists the USCB had prepared for March-April 2020 census enumeration. The USCB list was outdated and listed old contacts and incorrect information for facilities. Additionally, the USCB list did not include group homes, drug/alcohol residential homes, halfway houses, etc. Fortunately the CCC learned about this change with enough lead time to contact key contractors for updated information and gathered facility rosters with headcounts. The rosters were given to the USCB to add to their existing enumeration lists. There was a significant number of facilities added to the list which will benefit Sacramento County.

**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.**

**County resources and staffing – Background**

NOTE: This is background on why the decision was made to pass through funding through an RFP, to an outreach consultant contract rather than the county applying the funds to pay county staff to do outreach). There was one employee, a Principal Planner-Judy Robinson, assigned to the census in January 2018 as the County Census Manager. She reported to the Chief Fiscal Officer for

the County within the County Executive's Office. She had no prior experience with the census and files/records from prior decennial census' were minimal at best. Staff who worked on the 2010 census were no longer at the county. Late summer 2018, the county supported having staff from other departments assist the Census Manager in providing information, answer questions about what federal funding the county received, and further into the census planning assigned staff members from certain departments to sit on the County Government census subcommittee. The census initiative was added to these employee's duties without additional support. A media-communications officer was also included and census communication was added to her other duties. The county did not budget additional funds for the census initiative in 2018-19, 2019-20 and 2020-21 fiscal years due to fiscal challenges, except for the Census Manager's salary. Fortunately, the county was notified by the State of California that the county would be receiving funding to do census outreach targeting HTC populations. The county had a decision to make on how state funding could best be spent and how to conduct outreach for the census.

In considering the magnitude of the census and what skills and knowledge would be needed most, especially in counting the HTC, it was determined that the best and most qualified people to do outreach were community based organizations (CBOs). Sacramento County's CBOs had the trusted relationships with the residents, knowledge and experience in engaging with and providing direct services to residents, and competency in language justice and equity – far more than the county. Additionally, the funding would go further with CBOs and could be spent more quickly. Lastly, CBOs were personally and professionally engaged with residents and understand more than most the importance of the census and the resources that come with federal funding to communities. While some county staff understand this as well, the level of commitment is generally deeper with CBOs.

As the census initiative was developing, the Assistant County Executive, Nancy Newton (the CFO's supervisor) became more involved in the census which significantly helped in decision making and moving efficiently through the county. Judy was given the authority to decide if the county kept the funding and hired additional staff to help with census or go outside the county and hire consultants to work with the CBOs and community. Judy recommended the county do an RFP for a Consultant to do census outreach for the county rather than attempting to conduct outreach with county staff. Nancy agreed which resulted in the Board of Supervisors awarding an Outreach Contract to SRCF. Nancy and Judy foresaw that the county government had little capacity and funding to support the census outreach efforts. Judy and Nancy pulled together meetings with all of the cities in the county to further discuss the county's outreach approach and resources. The cities concurred that little government resources were available to support census and that CBOs had the deeper relationships with the residents and a greater opportunity for success. The county

and cities would support as they could through existing resources/outreach efforts but very little in additional assistance would be available.

Working with SRCF and their consultants EIC, the census stakeholders created a census CCC structure that represented HTC communities and gave balance to government and community organizations in a way that supported each other. Also knowing the complexities of census issues and what was likely to come given growing government distrust, the stakeholders created an Executive Committee that could strategize and help guide the CCC. (The structure was previously described in Question 1: Goals and Objectives section). The structure resulted in Sacramento County's Community CCC being a complex, community-led, community-empowered and community-engaged initiative which was the foundation for Sacramento County's census outreach and participation success. Nancy and Judy were the key decision makers on behalf of the county until Nancy's departure in April 2020 to assume a City Manager position in Oregon.

Challenges within my organization: During the course of the census, many of the county staff assigned to the census committee attended meetings but did little to no work outside of the meetings. This reduced the amount of outreach that could have been supported by the county had county staff followed up on their original outreach commitments. A number of the staff assigned to the census government committee were reassigned, and others appointed to take their place. Many of them failed to attend meetings or respond to emails. Other internal efforts to engage county departments were not supported. However, there were a few departments that went above and beyond what was expected of them and did a tremendous amount of work to support census outreach. The Voter Registrar/Elections Office was fantastic in co-hosting census with voter events, promoting census in publications, placing a census ad in voter election guides, and other outreach. The Water Resources Department provided swag to support outreach. And the Department of Public Health promoted census at COVID test sites and in joint fliers about census, food access, and staying safe with COVID.

Challenges within my organization during COVID: Once COVID hit, Sacramento County employees went home and census work for county employees came to a standstill, with the exception of the Census Manager, mostly stopped. Offices and facilities that provide direct services to residents that were planning to distribute information in their lobbies and during appointments (such as the Department of Human Assistance where people enroll for many different benefits, Probation Department where parolees have regular check-ins, and Public Health clinics where people accessed health services) were all closed. Many of these facilities have remained closed since mid-March 2020. Additionally, the county had to determine which staff would be classified as essential (able to work from home) and non-essential (put on administrative leave). The classifications caused a major shift in staffing and employee

capacity and workload. Census was not a priority and was not considered when determining county staff classifications and/or reassignments. Consequently, there was little to no contact with county staff in continuing work on census because many staff members were either reassigned or the way they were planning on carrying out outreach was no longer possible. Further complicating census outreach was the inability to reach staff since most staff were working from home and few cell phone numbers were provided for direct outreach. As COVID spread throughout the summer months, meetings moved to virtual spaces. Even with an ability to participate, and with regular update emails going out to county staff, county staff members conducted little to no census outreach.

Challenges outside my organization with Cities & Other Government partners:

Many cities in the county were helpful and leveraged their existing resources to promote census outreach. Several cities set up census kiosks in their public spaces for census questionnaire assistance (QAKs). The QAKs were set up and operational for about two weeks before COVID hit and everything shut down. Most of the kiosks and QACs were never re-opened, though a few re-opened during the late summer months when City Halls across the county were opening up to increase accessibility to the public. Similar to county staff, many city staff stopped working on census outreach. Outreach plans the city partners developed could no longer be implemented in their original design. Over time, new outreach ideas surfaced and were implemented, adhering to local public health orders. A couple of cities in the county conducted targeted census flier distribution at affordable housing complexes and other locations. Other city staff found they could do little without the additional support and census was no longer a priority for some local governments due to the pandemic. Due to COVID, cities and many government partners were focused on keeping a minimal amount of services available to the public. Several cities utilized their Transportation Department's digital roadway signs and placed them in high visibility locations within their cities promoting census. They did this pre-COVID and again during COVID. All of the cities and Sacramento County dedicated their free digital billboard ad space to promote census throughout the census campaign. Some cities sponsored contests with prizes for completing the census. Some city council members took an active role in promoting census online and through social media. Sacramento Regional Transit (Sac RT) received tens of thousands of rack cards from the CCC, in a variety of languages, that were being placed inside buses and light rail train cars two weeks before COVID hit. The CCC had also placed signs inside train cars and buses promoting census. Due to COVID, all transit stopped for much of the Spring and parts of the Summer months. Even as health restrictions were relaxing, train and bus ridership was incredibly low. Since everyone was on stay-at-home orders, no one was riding transit and few people saw the signs inside the bus, outside on busses, or at the bus stop shelters.

The CCC had to find and engage new partners under the new reality presented by the pandemic. There were challenges in getting information out to the public in a COVID-safe manner, and target outreach in HTC communities. The CCC focused on finding out where people were going for essential resources and services and made plans to engage with them at those locations. The CCC targeted food distribution sites and school districts that were distributing free breakfast and lunches to students and families. The CCC was able to work with the Sacramento Food Bank to distribute tens of thousands of census fliers inside pre-packaged food boxes. The CCC placed A-frame census signs at mega-food distribution sites so families in cars could see the census signage as they picked up their meals.

In order to follow the public health guidelines, the CCC was challenged on how to provide census questionnaire assistance since the QACs and kiosks were shut down. Additionally, the CCC needed to troubleshoot the best ways to reach community members to let them know census assistance was available in 13 languages. The CCC worked with the City of Sacramento and Paratransit to train their staff about census and dedicated a special phone line for people to call or be directed to in order to get assistance in completing their census form.

The CCC experienced significant census outreach challenges in the south county rural areas, particularly in the City of Isleton and in the delta community. Cellular and broadband services are limited in some areas and non-existent in others. Most residents receive their mail at a PO box and for those households, the USCB did one mailing to PO boxes, and physically dropped off census information to all rural addresses. The CCC received feedback that census information was scattered all over people's property and questionnaires were not always left on a home's front porch. There are many undocumented residents and/or farmworkers who live in the south county. Some farmworkers live on their employer's land and did not know whether they were counted. Language was an additional barrier for farmworkers and outreach became even more challenging when COVID escalated. The CCC worked with the City and South County Services to share census information during the summer in utility bills, at the local food distribution sites, outside the local grocery store, on roadway signs and by partnering with our other community organizations, including Angels in the Field, to go into the fields and production plants to help individuals respond to the census.

**OTHER CHALLENGES:** Firstly, COVID was the most significant challenge faced by the CCC. Secondly, the USCB made many last minute changes, provided little to no explanation and communicated poorly and inaccurately about how Enumeration, NRFU, SBE, TNSOL & GQ would be deployed. The CCC experienced USCB staff changes on a regular basis and staff the CCC had coordinated with either resigned and, often times, were not replaced, changed dates and methods on how counting would be accomplished, and shared conflicting

## Sacramento County

information between what was presented by local USCB representatives, representatives from the LA Region and in different parts of the state.

Having accurate and the most up to date information was a constant challenge. To address this, a small group of county representatives from across the state and a couple staff from the state legislature started meeting regularly to share census information and ideas. None of the county stakeholders had ever led a census before and the small group served as a source of support, information and resources. Initially the group included Sacramento, San Mateo, Santa Clara, San Francisco and Los Angeles counties. Over time a few more counties were added. The county group was very active and shared areas of concern with the state and also served as a sounding board. When the group experienced challenges with the census, the county group would discuss the issues collectively, raise any new issues and/or challenges, and create a plan to bring clarity and/or resolution to any issues. The county group identified challenges navigating the language in contracts, reporting and other deadlines, productively working with the statewide media contractor, reporting, additional funding and resource needs, conflicting information from the USCB, lack of information from the state, and more and/or timely information or direction.

Sacramento County is indebted to the state for the funding and support Sacramento County and our community received. Without additional funding or resources from the state, the census would not have achieved the outreach objectives or the successful Sacramento County response rate, which exceeded the CCC's goal. State representatives listened to the group's concerns and considered them, many times following recommendations and providing us with valuable assistance and support. State census staff advocated for Sacramento County and the CCC is very grateful. The CCC appreciates the access to all key staff and their responsiveness to CCC needs, for the open lines of communication, promoting CC events, directing media to the CCC for local stories, providing the digital van for CCC car caravans, deploying strategies and all of the other support provided to Sacramento County.

As previously described in Question 2, the Sacramento County CCC experienced numerous outreach challenges as a result of the insufficient communication support provided by the statewide media contractor. Fortunately, the CCC had developed its own branding and materials early on so the CCC could start promoting and marketing the census initiative in Sacramento County. Uptown Studios, a local communications firm, was hired by Sacramento County to create a media and communications plan which included graphics and a social media toolkit. UpTown's work was creative, eye catching and effective. It ended up being more relatable for local communities than the statewide collateral and the CCC persuaded the state to co-brand any of their materials placed in Sacramento County to be included as part of the CCC branding.

The USCB presented a number of challenges as well. Due to USCB policies, local USCB representatives would not share contact information on which community partners they were outreaching to and meeting with. The lack of information caused confusion because many community partners were already engaged in the CCC, only to be asked by USCB representatives to join the CCC, leaving local partners confused. The confusion in the community created more work for CCC leadership as they had to clarify the communication with community partners. At several points throughout the initiative, the CCC worked to leverage the work of the CCC to avoid duplication and received no support from local USCB staff. Regional USCB stakeholders were much more effective and improved the relationship the CCC had with the local USCB staff. The CCC successfully resolved various issues and built a successful plan with the Regional USCB Manager who inevitably left for a different job partway through the initiative.

Ultimately, the CCC succeeded in spite of little to no help from the local USCB representatives. Instead, the USCB used the CCC materials for outreach and leveraged the CCC's presence at local events to conduct their outreach as well. In some cases, USCB representatives distributed CCC outreach materials in areas they had made early contact with, areas that were not a focus for the CCC since they were census tracts with higher response rates in previous years. Fortunately, as time went on additional USCB local staff were hired and one particular USCB representative was very helpful. This staff member presented at City Council meetings and other local government and community meetings. The local USCB office also provided the CCC with USCB swag and hundreds of USCB reusable bags that were used at food distribution sites and filled with food and census information.

Late in the summer, the CCC adapted their outreach and applied tactics which were in compliance with local public health guidelines. Notably, the CCC had previously identified challenges in reaching households in lower response score areas. Pre-COVID, the Sacramento County CCC was working with the USCB staff members to implement mobile questionnaire assistance (MQA) in many HTC locations across the county. COVID halted the MQA planning. Once the USCB adapted their outreach plan based on COVID guidelines, the USCB began implementing MQAs in other places but did not implement MQAs in Sacramento County, as originally planned. As a result, CCC partners started implementing MQA's on their own. Ultimately, the CCC reached out to the USCB regarding interest in implementing MQAs in Sacramento County and the CCC was able to quickly connect them to a variety of outreach events and activities. The MQA support was one of the best and most helpful resources that the USCB provided to Sacramento County. USCB staff brought tablets to the MQAs and worked alongside CCC members to help community members complete the census questionnaire online. MQA staff (or CRRs) showed up at events and counted hundreds of households at a variety of community locations.

The shifting USCB timeline caused major issues in planning, resource allocation, and general partner management and communication. At various points throughout the initiative, the end dates for self-response and Non-Response Follow Up were:

- July 31
- October 31
- September 30
- October 31
- October 5
- October 16 at 3:00am

Many USCB staff were terminated and submitted their tablets and other outreach equipment on September 26. Then a federal court order extended the census to October 31 and the USCB responded by only extending the census to October 5. The timeline was extremely problematic for outreach and support needs, especially from September 26-October 5. The CCC partners continued their outreach through October 15<sup>th</sup>, however, since USCB staff were mostly all terminated, the CCC was unable to contact remaining CRRs for MQA support. In the end, the CCC connected with the Primary ACO Manager and worked directly with him to schedule CRRs at CCC events. Since the USCB expected the census to end September 30, USCB had no outreach plans when the deadline was extended. The CCC provided the USCB with local outreach events and activities and the USCB scheduled CRRs to support MQA events until the very last day of census outreach which was October 15.

The list of 2020 census challenges is long and varies in significance, but they are worth noting and include:

- Growing distrust of government.
  - The White House requested a citizenship question be added to the census. (Even while this was disallowed by the US Supreme Court, it fueled government distrust and people were confused about whether or not the citizenship question was on the census questionnaire).
  - The White House Executive Order at the end of July calling for undocumented residents to be removed from the census apportionment numbers prior to being delivered to the President had a major chilling effect in HTC communities.
- The 2020 census was the first time primary responses would be done online creating various barriers.
  - Many people do not have broadband access, do not own a computer, and some are not technologically literate.

- Translated material available online was limited and did not include all of the languages spoken in Sacramento County.
- The testing of the online census was only executed once with poor results rather than the three tests that were initially scheduled.
- o The spring primary election took attention away from the census.
- o The counting of the unhoused (SBE & TNSOL) was planned for one night, during the hours of 12:00 midnight-7:00am. Local use of Homeless Ambassadors to help guide census takers into areas and support for sensitivity training with the enumerators was not allowed.
- o As the COVID pandemic grew, all USCB work shut down.
  - There were major changes in key regional USCB staffing.
  - There was a significant loss of census workers due to COVID and the USCB was forced to re-assign resources and staffing to get USCB staff hired and trained.
- o Changing timelines confused partners, the public and disrupted census outreach planning and implementation.
  - Due to COVID, the USCB moved the census self-response final date from July 31 to October 31. The USCB also requested the apportionment delivery date be moved from December 31, 2020 to April 2021.
  - The USCB withdrew the request to extend the December 31 apportionment deadline to April 2021.
  - The Department of Commerce changed the census response deadline from October 31 to September 30 in order to accommodate the executive order and deliver apportionment numbers by December 31 presented another disruption to outreach planning.
  - The Federal Court ordered to continue the census self-response to October 31 and the USCB responded by moving the date from September 30 to October 5. Then was ordered to comply with the order of October 31. The changing timeline disrupted census outreach planning and implementation.
  - The Federal Court ruling was appealed to the Supreme Court where the court ruled the USCB can end the census self-response when it chooses. The USCB ended the census self-response October 16 at 3:00amPST.
  - As a related note: due to the census date changes and delays in delivering reapportionments and redistricting information, the City of Sacramento had to place a measure on the November ballot

(Measure B) amending the City Charter to extend the delivery date of council redistricting boundaries.

- o Environmental issues created challenges for census outreach:
  - August of 2020 was the hottest month ever recorded in Sacramento deterring any outreach outdoors.
  - Sacramento's gray, ash-filled air quality in August and September 2020 was among the worst air quality the region has seen in the last 12 years, similarly deterring outreach outdoors.

**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.**

The final SRR for Sacramento County is 75%. Amidst the backdrop of historic challenges, the Sacramento County achieved a SRR 4.9 percent above the County's 2010 SRRs. Comparably, Sacramento County's SRR is 5.4 higher than the state overall and 8 percent higher than the nation and 8 percent higher than Region One's response rate.

In 2010, Sacramento County was among the top ten hardest to count counties in the state<sup>2</sup>. In 2020, Sacramento County was ranked 8<sup>th</sup> in the state in highest SRRs<sup>3</sup>. Notably, the seven counties which outranked Sacramento County (San Mateo, Santa Clara, Contra Costa, Ventura, Orange, Marin, and Alameda) had far higher median household incomes than Sacramento County, ranging from \$116,178 to \$84,017. Sacramento County's median household income is \$63,902. The disparity in income demonstrates the access (or lack thereof) to resources (i.e. broadband, technology, information, etc.) that families and HTC communities could turn to for education and completion of the 2020 Census.

Considering national comparisons, the City of Sacramento, the largest city within Sacramento County, outranked cities of similar size. Sacramento, CA's final SRR was 72.1% outperforming cities such as Fresno, CA (69.1%); Mesa, Arizona (66.3%); Kansas City, Missouri (60.7%); and Atlanta, Georgia (59.7%)<sup>4</sup>. The City of Sacramento also outranked other similar metropolitan cities such as: Phoenix, AZ (66.2%); Kansas City, MO (60.7%); Philadelphia, PA (56.9%); Houston, TX (58.9%).

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<sup>2</sup> Source: California Complete Count Counting 2010 and Planning for 2020, June 2012, California Research Bureau, California State Library, California Complete Count Committee

<sup>3</sup> Source: <https://public.tableau.com/profile/us.census.bureau#!/vizhome/2020CensusSelf-ResponseRankings/RankingsDashboard>

<sup>4</sup> Source: <https://public.tableau.com/profile/us.census.bureau#!/vizhome/2020CensusSelf-ResponseRankings/RankingsDashboard> Population Range: 473,772-542,896

While there were numerous factors that can be attributed to Sacramento County's success in meeting and exceeding the County's 2010 SRR, the most critical aspect of the CCC strategic design, and the main reason why the CCC met and exceeded its goal is due to the CCC's commitment to a community-centered and community-driven approach. Sacramento County's diversity created an opportunity for the outreach strategy to highlight the strength of the County's nonprofit and community partners in reaching and connecting with traditionally HTC communities. The CCC doubled down on the trust and relationships built amongst community partners and HTC communities by trusting and empowering partners to create and implement a tailored approach to reaching their communities.

***"We were [reminded] by doing the census outreach that our community is underserved and under resourced. Especially as the pandemic swept the nation and we saw how marginalized folks were pushed further to the edges by this crisis. Doing the outreach for the census and partnering with other orgs encouraged us to join together to obtain more resources for our communities which desperately need them." – Sacramento County CCC Member***

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

***"Participating in CCC has been so vital to our campaign. We received such great information and tips on how to run our campaign smoothly! We truly appreciate all the great tools and presentations from everyone. Everyone has been so helpful, and supportive. Every presentation had information we have used and tried to [implement]. Our breakout sessions really helped to see [what] other organizations were doing in their efforts." – Sacramento County CCC Member***

- **Partner selection process**

Sacramento County approached the UC Davis Center for Regional Change, The California Endowment, and SRCF early in 2018 to discuss the 2020 census and various ways to do an effective outreach campaign. Sacramento County prepared and released a Request for Proposal (RFP) for an outreach consultant and awarded the contract to the SRCF. SRCF had great success with Big Day of Giving and would serve as an ideal partner given their experience and existing relationship with non-profit partners. SRCF also possessed the infrastructure to allocate and distribute funding efficiently, which would be a necessary role to quickly disperse census outreach resources. SRCF applied for and was awarded a contract from the State Census office to serve as the ACBO for Region One (a 17-county region in Northern California, inclusive of Sacramento County). Throughout the initiative, SRCF and Sacramento County leveraged the Foundation's role as the ACBO.

EIC, a local consulting firm specializing in community coalition support and strategy development, was later hired on to support the project management

and coordination of the Sacramento County CCC. Soon after Sacramento County and SRCF formalized their partnership, the two stakeholders began to identify a list of community leaders who could serve as CCC members. The list was co-created by Sacramento County and SRCF. The stakeholders were intent to identify the best-positioned leaders and organizations who could connect to HTC communities and other stakeholders with efficiency and an existing level of trust; as well as collaborate across the various committees and with the CCC leadership to achieve the CCC's collective goals. The Sacramento County CCC recognized early on that in order to achieve its goals, it would be imperative to engage partners who were trusted among HTC communities and possessed the relationships and networks in traditionally HTC neighborhoods to encourage community members to complete the census questionnaire. The final composition of partners represented leadership with connections to HTC communities defined by the State Census Office as well as additional categories determined by the CCC as HTC (such as youth) and sector leads (such as health and labor). The community and government subcommittee leads each held their own subcommittee meetings which served as open tables to create strategy, develop tactics, collaborate and share questions and best practices. With a community-focused design, the partners operated from a strategic design that prioritized HTC communities, resulting in meeting and exceeding Sacramento County's 2010 SRRs.

- **Government and Community relationship**

Though the strategy and implementation of the CCC outreach was led by the community partners, the community and government stakeholders mutually benefitted from the community-centered approach. Notably, all of the census outreach funding went to community partners. This was agreed to early on in the process by the cities. All cities supported giving as much funding as possible to the Community-Based Organizations who would be the most effective in this work. Government and Community partners leveraged a multitude of resources that added further capacity to support census outreach.

The community partners developed the strategic framework for the outreach and government partners created their objectives and activities based on the community's strategies and the support they needed from local government. Additionally, government partners enhanced their strategies as a result of learning and capacity building that occurred during CCC meetings. For example, during one CCC meeting, the People with Disabilities subcommittee and LGBTQI+ subcommittee led a session on best practices for reaching their communities. Several government partners revised their tactics and strategies after learning more about how to reach those specific HTC communities. The partnership and shared learning that occurred between CCC partners resulted in enhanced outreach to HTC Communities across multiple sectors and stakeholders.

- **Modified Collective Impact model:** Previously introduced in Question 2 and cited as one of the operational successes of the census initiative, the Sacramento County CCC borrowed from Kania and Kramer's Collective Impact Model<sup>5</sup> and implemented a collective framework of decision-making and leadership. Beginning with the Executive Committee for the CCC, the CCC supported collective decision-making, though Sacramento County and SRCF served as the final decision-makers for the campaign. The Executive Committee would collectively make recommendations and most decisions (except those requiring a time-sensitive matter) were made using modified consensus. The collective nature of the census campaign supported the education and motivation of HTC populations by ensuring that a diverse set of stakeholders with varied roles in serving HTC communities were working together toward removing barriers for their success in completing the census questionnaire. Similarly, the creation of the strategic plan and the implementation plan were each developed collectively by working with each of the stakeholders to provide input on the strategy and tactics to reach HTC communities.

Adapted from the Collective Impact model, the "backbone" entity, in this case, EIC, worked to ensure cohesion across the various census partners. With the authorization of SRCF and the County, EIC reviewed all of the strategy and work plan documents created by the partners, created a crosswalk of the themes, and synthesized the data into the strategic plan and implementation plan documents. The EIC team managed and retained all of the raw data related to census outreach and reported the census outreach activities to the state via SwORD, using the data compiled from the activity tracker. EIC also monitored the SRRs by census tract and provided partners with updated data on a weekly basis, and produced additional data, as needed. EIC staffed each of the following meetings to serve as a repository of real-time information about the census outreach activities:

- Executive Committee meetings
- CCC meetings
- Community meetings
- Government meetings
- Subcommittee meetings
- Trainings and workshops
- Communication meetings
- State and USCB meetings
- Regional meetings
- And other ad hoc meetings

The staff level support provided by EIC was necessary and essential to ensure campaign efficiency and impact toward meeting and exceeding the CCC's goals.

- **Social Network Analysis**

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<sup>5</sup> Source: [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

## Sacramento County

As previously mentioned, SRCF commissioned the creation of a social network analysis for Sacramento County and Region One. A social network analysis is the mapping and measuring of relationships and flows between people, groups, and organizations. The aim of a social network analysis focuses on understanding connectivity: how individuals and/or organizations collaborate.

SRCF invested in the analysis to help tell the story of how expansive the Sacramento County network is and how partnerships grew over the course of the census initiative. The social network analysis is a demonstration of the value of the CCC's collective work and the impact of the state's investment. Notably, SRCF as the ACBO for Region One, has made an additional investment, outside of state census outreach funding to support an analysis of the Sacramento County/Region One network.

The guiding question for the social network analysis was: How has the census investment in funding, knowledge, and resources broadened and deepened the network across Region One's 17 counties?

### **Background**

*Defining the Network:* The CCC staff collaborated with Sacramento County CCC Subcommittee Leads to generate comprehensive lists of partners for each of their respective subnetworks. Survey respondents were asked to complete background questions and rate their connections with other census outreach partners on a scale ranging from *no relationship* to *partnering*. Respondents were asked to distinguish levels of relationships between pre-census and during census. Levels of interaction were described as:

- *No Relationship:* May know of the organization but have no interaction with this organization.
- *Communication:* Occasional communication with this organization, attend census-related meetings together and informally exchange census information (e.g., group communication such as forwarding census-related emails, sharing social media posts, reaching out to problem solve and/or troubleshoot outreach-related issues and/or ask questions related to 2020 census).
- *Collaboration:* Frequent communication with this organization. The organizations actively pursue opportunities to work together but have not entered into a formal agreement or contract together (e.g., co-tabling at census-outreach events, co-organizing census outreach activities).
- *Partnering:* Directly associated with this organization through a specific MOU or other formal agreement (e.g., subgrantee, collaborating on grants and/or soliciting resources together, sharing staff members).

A summary of the Social Network Analysis Findings is provided below:

### **Network Findings [Attachment F: Social Network Analysis]**

*Connections Between Partners:*

- **Increase in the total number of connections within the network from prior to now,** From prior to the 2020 census outreach efforts to now, there was an overall 11% increase across all levels of connection throughout the network.
- **Shift to deeper connections:** Prior to the 2020 census outreach, 50% of all connections reported were at the *communication* level and only 24% at the *partnering* level. At the end of the census outreach efforts, *communication* connections still made up the most frequent type of connection but decreased to 43% of connections, with *partnering* making up 29% of all connections. Looking at change by level of connection, there was a slight decrease in the number of connections reported at the *communication* level (-4%) with increases in both *collaboration* (+16%) and *partnering* (+37%).

*Number of Partners:*

- **On average, organizations reported a greater number of partners.** After the census outreach efforts, organizations reported, on average, interactions with 19 partners compared to 17 before the outreach. Prior to and after the census outreach, *communication* remained the most common type of interaction, although there was a slight decrease. On average, the number of *collaboration* and *partnering* connections increased, contributing to the overall increase in the number of partners over time.
- **Across the network, more partners were connected more deeply.** Prior to the outreach efforts, only 66% of organizations in the network had at least one *partnering* relationship compared to 80% now. Overall, the total number of partners in the network did not expand with 529 partners connected to the network before and after (although there was a shift in who was connected before and after). This suggests that the work did not so much as bring new partners into the network but to deepen existing ones and connect partners who were already in the network to each other.

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

The organizational structure was previously introduced in Question 1. This section expands on the explanation of the roles of the various partners and their contributions to the census initiative.

**Executive Committee**

- The Executive Committee was comprised of the key leadership tasked with strategy, management, high level coordination and oversight for the Sacramento County CCC and census activities. The membership of the Executive Committee includes: The CEO and Chief Impact Officer for the SRCF, the Assistant County Executive and the 2020 Census Manager for Sacramento County, a Community Representative who was the Executive Director for Sacramento ACT, and the project leads with EIC. The Executive Committee met monthly and as needed in between monthly meetings to discuss the strategy

and implementation of census outreach, budgeting, managed oversight of communications and media, liaised with the State Census Office, distributed funding to community partners, and also met to troubleshoot the many issues and challenges that arose over the course of the campaign.

- Additionally, SRCF served as the Region One ACBO contracted by the state to develop and implement outreach strategies to serve the HTC and least likely to respond communities across the 17-county Northern California region. As needed, during Executive Committee meetings, items related to Region One and Sacramento were also discussed. Further, Sacramento County was arguably the most populated, urban and diverse county within Region One and many opportunities existed to leverage the work occurring in Sacramento County with the other counties, CBOs and communities in Region One.

**Complete Count Steering Committee – See Attachment H for CCC roster:**

- Developed action and implementation plans with strategies for outreach to HTC populations.
- Educated HTC least likely to respond demographic populations about the benefits of being counted and maximizing the number of residents enumerated in the 2020 census.
- Set clear, achievable goals and objectives.
- Utilized County, State and USCB data to identify targets (populations or areas) for aggressive outreach through:
  - Virtual outreach activities such as: phone banking, car caravans, social media campaigns, mobile questionnaire assistance kiosks, text banking, digital billboards on freeways and roadways, Facebook live events, contests, town halls and other virtual events.
  - Direct community outreach—connecting with as many people as possible through texts, emails, social media, newsletters, utility bills, mobile-library, direct mailing and more to encourage census completion;
  - Strategic partnerships with the county and local government, elected officials, libraries, schools, business, state agencies, USCB and community-based organizations;
  - Coordinated activities with CCC stakeholders and community partners;
  - Provided input on and utilized promotional materials and items to distribute to HTC populations and/or low and no response areas;
  - Participated in events and created events in low and no response areas.

Notably, the CCC was divided into a Government Committee and a Community Committee. Each committee had their own goals related to achieving a complete census count for Sacramento County. The Government Steering Committee goals were:

- Goal 1: Leverage resources
- Goal 2: Complete Count Countywide (Focus on Geography)
- Goal 3: Education and Promotion (Government and Elected Officials Engagement with Public)

- Goal 4: Information-sharing

The Community Steering Committee had one goal:

Count the HTC populations by developing strategies that are created by community stakeholders representing the various HTC populations.

The CCC was staffed collectively and individually (as Government and Steering Committees and individual subcommittees). The Project Management staff was responsible for supporting the CCC, coordinated meetings, managed meeting logistics and follow-up, and provided support in the specialized areas of: Data collection and reporting, GIS mapping, providing pertinent research, conducting trainings, providing weekly emails with important information and updates, and evaluating project success, and more.

Lastly, a Communications team comprised of UpTown Studios (a local media and communications firm), the SRCF media and communications team, County staff and EIC met to support the myriad of communications and media needs related to a complete census count. The team met regularly to discuss strategy and implementation of media and communication messaging and tactics in Sacramento County and worked to leverage the State Media Contractors to the greatest local benefit.

A comprehensive list of CCC stakeholders can be accessed here: **see link [here](#) for a comprehensive list.**

**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 have a large Dari and Ukrainian speaking population in the areas of Sacramento that I outreached for. I spoke with the organization and school leaders to ask how many of these families they served, and based on their answer, gave them the necessary amount of Dari and Ukrainian fliers. It was a matter of asking and receiving the information from the organization leaders and learning about their populations. All were very happy to receive census information in languages that served their families.” – Sacramento County CCC Member*

**Using the State’s Language and Communication Access Plan as a guide, Sacramento County’s CCC adopted a Language Justice Plan that met and exceeded the requirements of the State Language Access Plan.** Language Justice is “about building and sustaining multilingual spaces...so that everyone’s voice can be heard both as an individual and as part of a diversity of communities and

cultures.”<sup>6</sup> Language justice honors language and culture as fundamental human rights and does not settle for the status quo but rather alters institutions to provide space for full participation. Specifically, the community partners which comprised the CCC demonstrated the capacity and/or the networks to ensure language access for Sacramento's HTC communities which go beyond the state required languages such as various Slavic languages and many others. The CCC approach and network ensured that the diverse voices of the county were well-represented in co-creating the strategies and tactics for census outreach.

The CCC translated census outreach materials in the 13 languages required by the state: Spanish, Chinese (Simplified and Traditional), Vietnamese, Russian, Hmong, Tagalog, Punjabi, Cantonese, Ukrainian, Hindi, Korean, and Iu Mien. In order to ensure that translations were appropriate for the intended HTC community, the CCC hired certified translators to translate materials and asked HTC partners to review the translations and provide edits and/or suggest modifications before the translations were finalized. Additionally, if partners needed additional translations beyond the required 13, the CCC worked with statewide contracted partners such as Asian Americans Advancing Justice, NALEO, and/or MICOP to provide additional translated materials. For example, in the AA&PI subcommittee, the CCC connected the Sacramento County Native Hawaiian and Pacific Islander outreach partners to the Pacific Islander statewide CBO, EPIC based in Los Angeles who shared in-language materials and several online videos/electronic copies of census collateral with the local AA&PI partners.

The CCC benefitted greatly from the insight of the People with Disabilities committee. Through their consultation, CCC materials were created to ensure accessibility among people with disabilities and partners learned best practices about reaching people with disabilities such as ensuring large font sizes and providing captions when using online videos. Because of their expertise, the People with Disabilities subcommittee was asked to facilitate a statewide training on outreach to people with disabilities.

**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.**

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<sup>6</sup> Resource: Communities Creating Healthy Environments (CCHE) Language Justice Toolkit: Multilingual Strategies for Community Organizing. The toolkit is informed by the Language Justice Learning Circle, organized in fall of 2011 by the Praxis Project, Highlander Research and Education Center, Colectivo Flatlander and Berkeley Media Study Group. The toolkit was developed with the support of the Praxis Project and Robert Wood Johnson Foundation as part of Communities Creating Healthy Environments.

[https://nesfp.org/sites/default/files/resources/language\\_justice\\_toolkit.pdf](https://nesfp.org/sites/default/files/resources/language_justice_toolkit.pdf)

Over the course of the two-year Sacramento County census outreach initiative, many partners communicated that *without their participation in the CCC, they never would have built such strong and diverse relationships with a variety of community partners working together toward one common goal.*

In particular, the CCC's People with Disabilities subcommittee engaged in an intersectional approach to their collaboration with CCC partners by meeting with key partners across the community of people with disabilities who also represented a variety of racial/ethnic backgrounds and language groups. CCC partners reached HTC communities with disabilities, including individuals with intellectual and developmental disabilities, mental health disabilities, physical, sensory disabilities, etc. Through the CCC's Disability Census Ambassador program, the CCC partners brought together a team of diverse community ambassadors with disabilities who conducted census outreach, facilitated census education, and offered assistance to community members and residents. The CCC achieved an increase in census SRRs because the CCC's focus was on trusted messengers and collaboration. Census outreach was intersectional at many levels. In the end, because of census outreach efforts led by the People with Disabilities subcommittee, the broader CCC network has strengthened its cultural competency and deepened its relationships which will continue through collaboration and partnerships far beyond the 2020 census initiative.

***“We have made several connections that would not have existed without this work. We plan to do more with the Urban League for example. We also met with many other agencies serving seniors and non-English speaking groups like the Slavic Chamber. We reached out to them to tell them about our caregiver resources. We learned that we need to target more non-English speaking groups to expand services.” – Sacramento County CCC Member***

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

In preparation for the 2030 Census, the CCC recommends that the state and federal partners begin education efforts in early 2021. During the next decade, identifying how the 2020 Census is delivering resources and funding back into the communities will go a long way in educating people about the census. It will also instill a sense of connection and civic participation knowing that having participated in the census is helping their community. Similar to election education, the general public should learn and be reminded of the importance of participating in the census early and often. Keep SwORD up and running from 2020 past 2030. If the state intends to allocate resources for census outreach in the 2030 census, a recommended timeline is below:

2021-2028: Census Education and SwORD Maintenance/Updates

2028 –  
Q1:

## Sacramento County

- State Census office presents Strategic Plan, Goals and Objectives for 2030 Census Outreach
- Q3:
- Identify and Award Regional, County, and community partners to begin planning and stakeholder engagement
  - Identify and Award Statewide Media Partner
- 2029 –
- Q1:
- Education Phase
- Q2-Q4:
- Outreach Phase Begins, Education Phase Continues
- 2030 –
- Q1:
- Outreach and Education Phase Continues
  - Launch 2030 Census Campaign
- Q2:
- Census Outreach
- Q3:
- Census Outreach

## Attachments

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**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 activities](#)
- b) Updated list of subcontractors:  
**Subcontractors for Sacramento County include:**
  - Sacramento Region Community Foundation
  - UpTown Studios
- c) Evaluations or analytical reports, if any
- d) Sample products\*

\* communication collaterals, including those in additional languages; toolkits; newsletters; phone or radio scripts; guidelines; communication analytics; articles; trainings; and other graphics (a digital copy is sufficient, the original copy is not required)

**See link [here](#) for sample products created for Sacramento County census outreach.**

## Submission

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

**Attachment A: Leveraged Funding Chart**

<b>CCC Partner</b>	<b>Amount</b>	<b>Budget Item</b>	<b>Type: Cash/In-Kind</b>	<b>Source: Organization/Foundation</b>
First 5 Sacramento	\$8,000	Outreach	Cash	First 5 California Association provided the First 5 Sacramento Chapter with a grant to cover local outreach to families and children ages 0-5.
Hmong Innovating Politics (HIP)	\$10,500	Field Program- Canvassing & Phone banking (Pre-Census Work in October)	Cash	AAPIs For Civic Empowerment (AAPIsForCE)
HIP Partner Organization: Lu Mien Community Services	\$10,000	Outreach	Cash	Southeast Asian Resource Action Center
	\$10,000	Outreach	Cash	AAPIs Rise grant for census outreach.
HIP Partner Organization: Asian Resources, Inc.	\$63,136	Sacramento AAPI Outreach	Cash	Asian American Advancing Justice – LA
International Rescue Committee	\$300	National Support	In-Kind	International Rescue Committee national provided in-kind resources and support for local IRC outreach efforts in Sacramento County.
	\$455	Outreach	In-Kind	International Rescue Committee
Resources for Independent Living (RIL)	\$7,000	Outreach	Cash	California Foundation for Independent Living Centers (CFILC) provided RIL with cash for outreach in

Sacramento County

				Sacramento County towards counting local communities with disabilities.
Sacramento Covered	\$636.27	Printing/Mailing	Donation	Sacramento Covered
Sacramento LGBT Community Center	\$5,000	Staffing and Materials	Cash	Health Access Foundation
	\$5,000	Overhead Expenses	In-Kind	Sacramento LGBT Community Center
	\$1,000	Computers	In-Kind	Sacramento LGBT Community Center
Sacramento Native American Health Center	\$2,500	Events	In-Kind	Sacramento Native American Health Center provided the infrastructure for us to continue to have in-person, drive up events during the pandemic in the SNAHC parking lot.
	\$5,000	Staff Time	In-Kind	Sacramento Native American Health Center did not include senior leadership staff time in the budget, and donated time from support departments including fiscal, administration, and HR.
Slavic American Chamber of Commerce	\$10,000	Outreach, events	Cash/Sponsorship	SMUD
	\$7,800	Outreach	In-Kind	Ethnic Media
	\$2,000	Outreach, printing, facility	In-Kind staff time and professional services	Gateway Community Charters/Community Outreach Academy
	\$500	Events	In-Kind facility usage and staff time	Gavrilov and Brooks
SETA	\$20,000	Staffing, Outreach, Facilities	In-kind	SETA – Workforce Development and Children and Family Services Departments

Sacramento County

Citrus Heights	\$1,367.00	Marketing	Cash	Placement of 3,419 door hangers in LR apartment zones
Citrus Heights	\$2,132.00	Materials, computer, bldg. space	Cash	Supplies/materials/bldg. use for QAC balloons, table cloths, snacks etc
Citrus Heights	\$50.00	Advertising	Cash	Facebook promo of census discussion
Citrus Heights	\$1,200.00	Materials	Cash	Promotional shirts for staff and community
Citrus Heights	\$200.00	Staff time, Marketing	In-Kind	Placement of road signs promoting the count
Citrus Heights	\$227.00	Supplies/Travel	In-Kind	Mileage, parking
Citrus Heights	\$280.00	Supplies	In-Kind	Staff & Materials for booth at Sunday Funday
Rancho Cordova	\$500	Printing posters/fliers	In-kind	Materials and distribution to businesses, enters and apartment complexes
Rancho Cordova	\$1,085	Staff time, equipment	In-kind	Use and placement of road signs promoting the census (1 month)
Rancho Cordova	\$3,000	Posters, computer, bldg. space	In-kind	Bldg Use and set up for QAK at City Hall (6 months)
Rancho Cordova	\$23,750	Digital Billboard space	In-kind	Use of 2 digital billboards space for census Hwy 50 for 9.5 weeks
Elk Grove	\$4,340	Staff time, equipment	In-kind	Use and placement of road signs promoting the census (2 months – 2 locations)
Elk Grove	\$2,000	Posters, computer, bldg. space	In-kind	Bldg Use and set up for QAK at City Hall (3 months)
Elk Grove	\$500	Staff time, promotion, prizes for winners	Cash	Youth Census Video Campaign
Elk Grove	\$4,000	Staff time, swag, printing, t-shirts	Cash	T-shirts, fliers, swag, staff time for event planning & coordination, outreach
Elk Grove	\$4,000	Digital Billboard space	In-kind	Use of digital billboard space for census Hwy 99
Elk Grove	\$1,000	Social media ads	Cash	Census ads in social media in HTC areas

Sacramento County

Folsom	\$4,340	Staff time, equipment	In-kind	Use and placement of road signs promoting the census (2 months – 2 locations)
Folsom	\$2,000	Posters, computer, bldg. space	In-kind	Bldg Use and set up for QAK at City Hall (3 months)
Folsom	\$5,000	Digital Billboard space	In-kind	Use of digital billboard space for census Hwy 50-Auto Mall
City of Sacramento	\$15,000	Digital Billboard space	In-kind	Use of digital billboard space for census (3 boards)
City of Sacramento	\$2,000	Posters, computer, bldg. space	In-kind	Bldg Use and set up for QAK at Centers (2 months)
Isleton	\$1,500	Utility billing census inserts	In-kind	City utility billing and staff time
Sacramento County	\$351,722	Staff time to coordinate county-wide census	In-kind	2020 Census Manager Salary 2 yrs 6 months
Sacramento County	\$48,660	Staff time to promote census via county channels	In-kind	1/4 Communication Media Officer Salary 20 months
Sacramento County	\$8,000	Digital Billboard space	In-kind	Use of digital billboard space for census (2 boards)
Sacramento County	\$1,800	Swag	In-kind	Swag materials from Water Resources Dept.
Sacramento County	\$2,500	PPE	In-kind	PPE for partners to do outreach during COVID
Sacramento County/USCB	\$8,000	Swag (bags, pens & pencils, chip clips, balls, lanyards)	Other	USCB delivered USCB swag to the State Legislature. Due to COVID we used it for outreach
Sac City/County Library	8,300	Staff time & Book mobile, face shields	In-kind	Staff time & Vinnie Book van, for census outreach QAK
Uptown Studios	\$15,000	Staff time	In-kind	Uptown Studios
Everyday Impact Consulting	\$25,000	Staff Time	In-Kind	EIC
<b>Total Funds Leveraged: \$709,780</b>				

**Attachment B: Event Tracker**

[Sacramento County CCC Final Outreach Activity Reporting](#): This link is a spreadsheet of total activities reported for Sacramento County census outreach using the unique Census Outreach/Event activity tracker Google Form. All activities reported in this spreadsheet have been uploaded and also live on SwORD for data/reporting.

**Attachment C: Census Google Drive**

**CCC Subcommittee Folder:** This link will provide the CCC Subcommittee folder that is the shared resource storage for both CCC community and government census partners to access throughout the census outreach efforts. This folder is organized by the various resource subfolders and categories identified for partner ease of navigation and access which include: strategic plan documents, implementation plan documents, communications/media materials, COVID-19 resources, in-language documents, Google Forms – Events/Activities/QACs/Kiosks, HTC and Govt resources, meetings, phone banking, maps and SRR resources, NRFU resources.

Sacramento County

**Attachment D: Strategic Plan**

[Sacramento County Strategic Plan](#): This link will provides an online attachment of the Sacramento County Strategic Plan submitted in June 2019.

**Attachment E: Implementation Plan**

[Sacramento County Implementation Plan](#): This link will provide an online folder containing the attachment of the Sacramento County Implementation Plan submitted in September 2019.

Sacramento County

**Attachment F: Sacramento County Social Network Analysis**

[Sacramento County Social Network Analysis](#)

**Attachment G: Virtual Outreach Training and Technical Assistance**

Census Trainings Held Between 2019-2020

- 4 Census 101 workshops
- 3 2019 trainings: Community outreach, volunteer, PDI/canvassing
- 4 2020 trainings: QAC and Kiosks, phone banking, PDI outreach, SwORD
- 2 Technical Assistance Trainings on Virtual Accessibility (Social Media and Virtual Events/Webinars/Presentations)

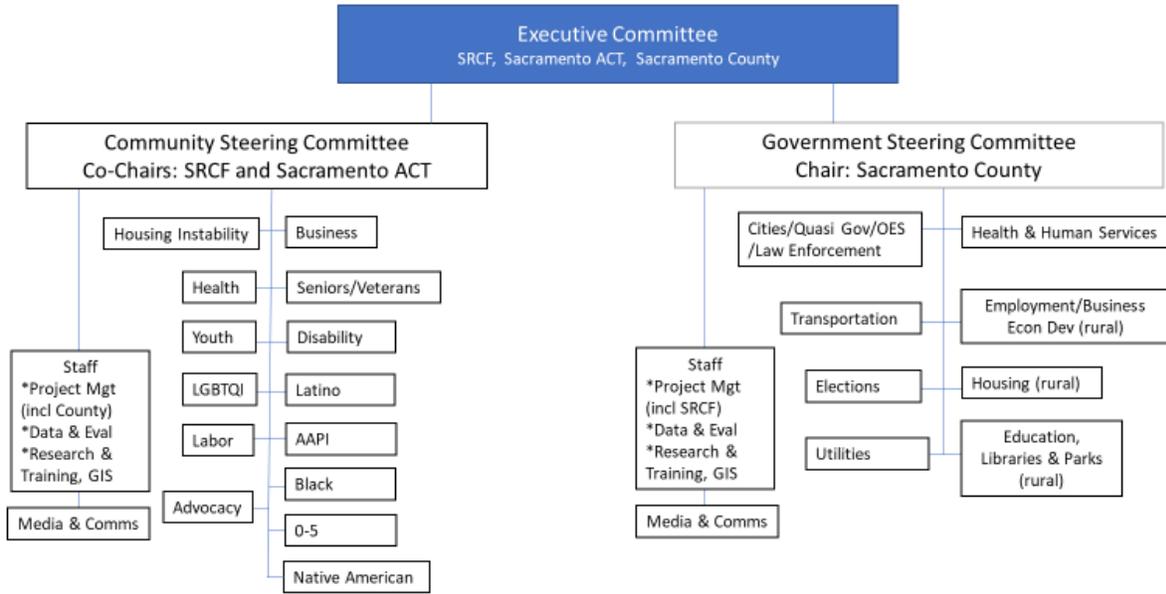
<b>Training</b>	<b>Date/Time</b>	<b>Attendance</b>
Community Outreach	September 24, 2019 9:30am – 12pm	80
Census 101 Training (ARI)	October 10, 2019 1pm – 2pm	25
Census 101 Training (GSUL)	October 24, 2019 1pm – 2pm	30
Volunteers	November 12, 2019 10am – 1pm	24
Census 101 Training (La Familia)	November 21, 2019 1pm – 2pm	20
PDI/Canvassing	December 3, 2019 10-1pm	14
Census 101 Training (Galt AJCC)	December 19, 2019 1pm – 2pm	19
QAC and Kiosks Training	February 21, 2020 10-12pm	60
Phone Banking Training	April 3, 2020 2pm – 3pm	71
PDI Phone Banking Training	April 17, 2020 10am – 11am	20
Regional SwORD Training	June 12, 2020 12pm – 1pm	17
Social Media Accessibility Training	July 10, 2020 10am – 11am	38
Virtual Event Accessibility Training	July 30, 2020 3pm – 4pm	11
<b>Total: 429</b>		

Sacramento County

**Attachment G: NRFU Plan**

[Sacramento County NRFU Plan](#): This link will provides an online attachment of the Sacramento County Non-Response Follow Up Plan submitted in September 2019.

**Attachment H: Organizational Chart**



Updated 5.8.19

**Attachment I: CCC Roster (Community and Government)**

**Community Steering Committee List**

<b>Subcommittee Group</b>	<b>Steering Committee Member</b>	<b>Affiliation</b>	<b>Email</b>
<b>African American</b>	Cassandra Jennings	Greater Sacramento Urban League	cjennings@gsul.org
<b>Ages 0-5</b>	Julie Gallelo	First 5 Sacramento	GalleloJ@saccounty.net
<b>Asian American and Pacific Islanders</b>	Cha Vang	Hmong Innovating Politics	cha.vang@hipcalifornia.com
	May O. Lee	Asian Resources, Inc. (Founder)	mayolee@sbcglobal.net
<b>Business</b>	Clarence Williams	California Capital Financial Development Corporation	CWilliams@cacapital.org
<b>Faith-Based</b>	Gabby Trejo	Sacramento Area Congregations Together	Gabby@sacact.org
<b>Health</b>	Kelly Bennett	Sacramento Covered	kelly@sacramentocovered.org
<b>Housing Instability/Renters</b>	Lisa Bates	Sacramento Steps Forward	lbates@sacstepsforward.org
<b>Labor</b>	Tamie Dramer	Organize Sacramento	tamie@sacramentolabor.org
<b>Latinx</b>	Rachel Rios	La Familia Counseling Center	rachelr@lafcc.org
<b>LGBTQI+</b>	Irina Beffa	Gender Health Center	ben@ghcmail.org
	David Heitstuman	Sacramento LGBT Community Center	David.Heitstuman@saccenter.org
<b>Native American</b>	Britta Guerrero	Sacramento Native American Health Center	Britta.Guerrero@snahc.org
<b>People with Disabilities</b>	Tho Vinh Banh	Disability Rights California	ThoVinh.Banh@disabilityrightsca.org
	April Wick	Resources for Independent Living	aprilw@ril-sacramento.org
<b>Seniors/Veterans</b>	Jennifer Berdugo	AARP California	<a href="mailto:jberdugo@aarp.org">jberdugo@aarp.org</a>
	Darrick Lam	ACC Senior Services	<a href="mailto:dlam@accsv.org">dlam@accsv.org</a>

Sacramento County

<b>Youth</b>	Kim Williams	Sacramento Building Healthy Communities	<a href="mailto:kim@sacbhc.org">kim@sacbhc.org</a>
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**Government Steering Committee List**

Subcommittee Group	Steering Committee Members	Alt Committee Member	Agency/Department	Email
Cities/Quasi Gov/Special Districts	Zack Yeates	Mariela Medina	City of Sacramento/ Mayor's Office	<a href="mailto:zyeates@cityofsacramento.org">zyeates@cityofsacramento.org</a>
OES/Law Enforcement	Marc Marquez		Sacramento County/Probation Department	<a href="mailto:Marquezm@saccounty.net">Marquezm@saccounty.net</a>
Transportation	Chris Flores		Sacramento Regional Transit	<a href="mailto:Cflores@sacrt.com">Cflores@sacrt.com</a>
Elections	Courtney Bailey	Meredith Gibbs Karalyn Fox	Sacramento County/Voter Elections	<a href="mailto:Baileyc@saccounty.net">Baileyc@saccounty.net</a> <a href="mailto:Gibbsm@saccounty.net">Gibbsm@saccounty.net</a> <a href="mailto:Foxk@saccounty.net">Foxk@saccounty.net</a>
Utilities	Nicole Goi		SMUD	<a href="mailto:Nicole.Goi@smud.org">Nicole.Goi@smud.org</a>
Public Health	Lyanna Pillazar		Sacramento County/Public Health Dept.	<a href="mailto:Sheffieldm@saccounty.net">Sheffieldm@saccounty.net</a>
Human Services	Veronica Hamel		Sacramento County/Human Assistance Dept.	<a href="mailto:Hamelv@saccounty.net">Hamelv@saccounty.net</a>

Sacramento County

<b>Employment/B usiness/Econo mic Development (incl rural)</b>	<b>Roy Kim William Walker</b>	<b>Mario Montes</b>	<b>SETA</b>	<a href="mailto:Roy.Kim@seta.set">Roy.Kim@seta.set</a> <a href="mailto:William.Walker@seta.net">William.Walker@seta.net</a>
<b>Housing Insecurity (incl rural)</b>	<b>LaShelle Dozier</b>	<b>Susan Veazey</b>	<b>SHRA</b>	<a href="mailto:LDozier@SHRA.org">LDozier@SHRA.org</a> <a href="mailto:SVeazey@shra.org">SVeazey@shra.org</a>
<b>Homeless/Gro up Quarters</b>	<b>Cindy Cavanaugh</b>		<b>Sacramento County/Hom eless Coordinator</b>	<a href="mailto:Cavanaughc@saccounty.net">Cavanaughc@saccounty.net</a>
<b>Education/Libr aries/Parks (incl rural)</b>	<b>Frank Pisi Cathy Crosthwaite</b>		<b>SCOE-Sac County Office of Education  Sacramento City-County Libraries</b>	<a href="mailto:FPisi@scoe.net">FPisi@scoe.net</a> <a href="mailto:Ccrosthwaite@saclibrary.org">Ccrosthwaite@saclibrary.org</a>
<b>Geographic Information Systems (GIS), Website, Technology</b>	<b>Rami Zakaria</b>	<b>Steve Demers</b>	<b>Sacramento County/Dept of Technology</b>	<a href="mailto:Zakariar@saccounty.net">Zakariar@saccounty.net</a> <a href="mailto:Demers@saccounty.net">Demers@saccounty.net</a>

**Attachment J: Subcommittee Final Reports**

[Subcommittee Final Reports](#): This link provides a spreadsheet of the responses from the Sacramento County CCC subcommittee final reports that were submitted to the ACBO on October 16, 2020.

Sacramento County

**Attachment K: Uptown Communications/Media Final Campaign Report**

**COUNT  
ON  
CENSUS  
2020**

**SACRAMENTO COUNTS**

**FINAL CAMPAIGN REPORT**

## 2020 Census Campaign

### Marketing Objectives:

- Increase mail participation and response rates by 6% (from 74% in 2010 to 80%) among HTC Communities within six months.
- Build awareness of taking the Census as a positive behavior.
- Increase education touches to HTC communities by 8% (compared to 2010 efforts) in six months.
- Raise excitement and motivation to participate in HTC communities within six months.
- Increase visits to QAK's by 2% after April 1, 2020, within 30 days.

### Actions:

- Created the 2020 Census campaign marketing plan
- Designed and developed the NorCalCensus.org website
- Managed the NorCal Census social media presence on Facebook, Twitter and Instagram
- Design Census 2020 campaign materials including:
  - Toolkit
  - Billboards
  - Flyers
  - Advertisements
- Recorded an online social media training for partners



## NorCal Census Eblast from December 2019 to July 30, 2020

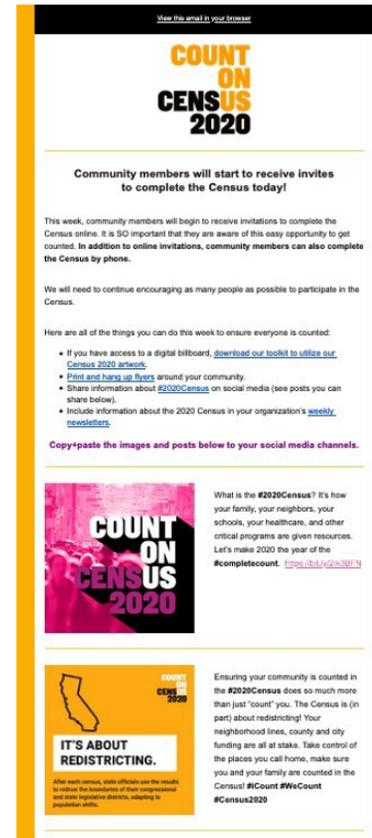
**Purpose:** Keep NorCal Census communications efforts top of mind of partners, local municipalities, and community leaders.

**Tactics:** Weekly eblasts with new social media messages that community members can copy and paste into local accounts to help shape local conversations. Provide news updates and highlight efforts of community-based organizations around census promotions to encourage engagement.

**Total Subscribed Contacts:** 560

**Average Open Rate:** 32.6%

**Average Click Through Rate (CTR):** 3.8%



## Social Media Management from July 1, 2019 - July 23, 2020

Uptown Studios focused on building community and engagement around the 2020 Census. Engagement is a more powerful measurement than followers, as those who engage with a message through resharing, commenting, or liking, means they are more likely to remember the message. A reach is amplified through engagement than followers alone.

### Facebook

- Impressions: 44,070
- Engagements: 3,954
- Post Link Clicks: 145
- Published Posts: 203
- Total Net Audience Growth: 771
- Total Video Views: 3,344

### Twitter

- Impressions: 96,103
- Engagements: 1,903
- Post Link Clicks: 108
- Published Posts: 215
- Total Net Audience Growth: 161

By Lifetime Engagements

Post Content	Total Engagements	Likes	@Replies	Retweets	Post Link Clicks	Other Post Clicks	Other Engagements
<p>NC  NorCalCensus Wed 4/1/2020 1:04 pm UTC</p> <p>Happy #CensusDay! Today is the first day you can begin completing your Census</p>	64	9	0	5	12	38	0
<p>NC  NorCalCensus Tue 12/17/2019 6:12 pm UTC</p> <p>Say hello 🙌 to our Complete Count Committee members! They are working hard to ensure...</p>	55	12	1	3	1	38	0
<p> NorCalCensus Sat 6/27/2020 12:13 am UTC</p> <p>The team at @JakaraMovement is bringing their #Census2020 caravan to Natomas and...</p>	49	6	0	5	-	37	1

# Sacramento County

## Instagram

- Impressions: 7,111
- Engagements: 822
- Profile Actions: 14
- Published Posts: 101
- Total Net Audience Growth: 227

## Most Used Hashtags:

- #NorCalCensus
- #2020Census
- #Census2020
- #WeCount
- #HagaseContar
- #ICount
- #2020census
- #CountMeIn

## By Lifetime Engagements

 **norcalcensus**  
Thu 2/27/2020 2:11 pm PST

How about a like for awesome leaders like Gabby Trejo, the Complete Count Committee Co



<b>Total Engagements</b>	<b>29</b>
Likes	28
Comments	1
Saves	0

 **norcalcensus**  
Wed 2/26/2020 8:23 am P...

Ready to take the #2020Census pledge? Tag a friend below to get them started! . . .



<b>Total Engagements</b>	<b>24</b>
Likes	20
Comments	0
Saves	4

 **norcalcensus**  
Fri 3/6/2020 9:29 am PST

After each Census, state officials use the results to redraw the boundaries of their congressio



<b>Total Engagements</b>	<b>23</b>
Likes	22
Comments	0
Saves	1

**Overall:**

- Impressions: 147,284
- Engagements: 6,679
- Post Link Clicks: 253
- Messages Sent: 557
- Total Received Messages: 858
- Total Net Audience Growth: 771

**Partner Engagement:**

**People & Brands Frequently talking about @NorCalCensus**

- @adanchavez Adón Chávez, Deputy at NALEO
- @CamachoSSF Kristy Camacho
- @RickjJenningsD7 Rick Jennings, II  
Sacramento City Councilmember for  
District 7

**People & Brands Frequently Mentioned with @NorCalCensus**

- @EddieFloresSSF
- @SSFParksandRec
- @SupDavePine
- @CACensus
- @CACompleteCount
- @BigLiftTeam



**April 1, 2020: Census Day Virtual Celebration**

Many in person event plans were derailed due to the COVID-19 pandemic. With no ability to host gatherings as originally planned, Uptown Studios worked quickly to assemble and host a day full of live interviews and a virtual celebration for Census Day. We assembled Complete Count Count Committee members to interview leaders within the Sacramento region, and hosted the live interviews on Facebook to give community members an opportunity to participate and ask their questions. Our live video hosts and interviewees included: City of Sacramento Mayor Darrell Steinberg, President and CEO of the Greater Sacramento Urban League Cassandra Jennings, Rachel Rios who is Executive Director of the La Familia Counseling Center, Sacramento ACT organizer Gabby Trejo, Alejandra Labrado of First 5 California, Cha Vang the Statewide Organizing Director of Hmong Innovating Politics, and State Senator Dr. Richard Pan.

The live interviews resulted in an increase of over 200% the normal reach and engagement on the NorCal Census channels.

Other engagements included the Census Day Challenge, and design and upload of the “I Count” Facebook frames in 13 different languages.



**April 1, 2020: Census Day Virtual Celebration**

Many in person event plans were derailed due to the COVID-19 pandemic. With no ability to host gatherings as originally planned, Uptown Studios worked quickly to assemble and host a day full of live interviews and a virtual celebration for Census Day. We assembled Complete Count Count Committee members to interview leaders within the Sacramento region, and hosted the live interviews on Facebook to give community members an opportunity to participate and ask their questions. Our live video hosts and interviewees included: City of Sacramento Mayor Darrell Steinberg, President and CEO of the Greater Sacramento Urban League Cassandra Jennings, Rachel Rios who is Executive Director of the La Familia Counseling Center, Sacramento ACT organizer Gabby Trejo, Alejandra Labrado of First 5 California, Cha Vang the Statewide Organizing Director of Hmong Innovating Politics, and State Senator Dr. Richard Pan.

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# Sacramento County

## Google Adwords Management

- Impressions: 105,105
- Clicks: 6,067
- Click-through rate: 5.77%
- Avg. Cost Per Click: \$0.67
- Conversions: 125 Toolkit download
- Top Keywords:
  - my 2020 census gov
  - Census
  - [census 2020]
  - 2020census
  - +my +2020 +census +gov
  - "california population"
  - census contact number
  - +census +2020 +online
  - california census

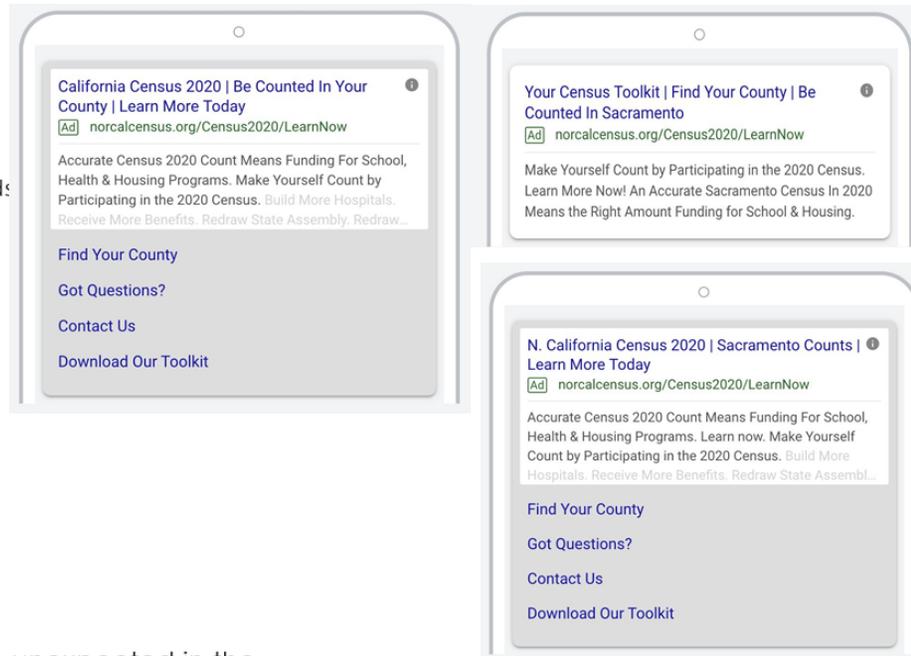
## Website Analytics

- Toolkit Downloads: 416
- Website Visitors: 7,300

## Challenges to Overcome

The events that defined 2020 were unexpected in the early planning of census promotions. COVID-19 and the changes to in-person outreach and promotions changed the game with the need to increase digital communication outreach. Uncertainty led to a delay in some communications during March as the USCB assessed how the pandemic would affect census outreach.

There was a delay from the State of California Census outreach efforts as officials worked to onboard Mercury. The agency responsible for the California campaign efforts. Sacramento County and Uptown Studios worked to develop messaging before knowing what the State messaged and creative would be.



**Improvements for Future Campaigns:**

- Better empower partners who want to do their own designs. Provide templates, trainings or style guides for partners to create items that are needed by their communities.
- Narrow down teams involved at the beginning of the planning to have clearly defined roles and responsibilities.
- Plan marketing and communications in phases instead of planning it all at the beginning. Allows communications to be more flexible.
- One contact with final say on creative and communications.

**Recommendations for Marketing Next Steps:**

- Continue social media management: Continue with social media promotions on NorCal Census social media channels. Follow CCC members and continue to engage and encourage them to share on social media.
  - Continue support and encourage CCC members to share census messaging on social media. Engagement improves content reach.
  - Share new messages and content with partners.
- Continue eblast management and distribution at least on bi-weekly basis. As news about COVID and the President's announcements regarding census, continue sharing regular updates to the region's influential communicators who have signed up for the content.



**COUNT  
ON  
CENSUS  
2020**

**REPORT WRITTEN JULY 2020**

**From:** Census 2020 <norcalcensus@gmail.com>  
**Sent:** Wednesday, August 26, 2020 11:27 AM  
**To:** Sera, Yumi@Census  
**Subject:** Hey, you've got email. ✉

[View this email in your browser](#)

# COUNT ON CENSUS 2020



Terrible wildfires have devastated many NorCal communities over the past week and a half. In areas that were untouched by fires, dangerously poor air quality (visible in this photo from a Sacramento outreach event) and unbearable heat put many in harm's way. Before we turn to the latest Census updates, we'd like to say we hope you're safe and well. It's been an unpredictable year. We are so grateful for our partners' resiliency, and for all of your help to help get NorCal counted, so we can secure the resources and representation we need to protect the well-being of our region for the next ten years

**You've got e-mail.**

**As the final day to complete the 2020 Census (September 30!) nears, NorCal households in low-responding areas might see reminders from the U.S. Census Bureau pop up in an unexpected place: email inboxes!** Because this is a new outreach strategy from the Bureau, you might have some questions.

- **Who can expect an email?** The Bureau is sending emails to households in areas with lower than a 50% response rate.
- **How do I verify that the email is *actually* coming from the Bureau?** The Bureau is *only* sending emails from "2020census@subscriptions.census.gov."
- **How did the Bureau get my email?** The Bureau may have your email from its effort to invite households to respond during COVID-19, prior Census surveys, commercial data, or state administrative records.
- **I received an email and am not sure if I already responded. Should I still fill out the form?** Yes! If you're not sure, it's better to fill out the form again than lose your once-in-a-decade chance!

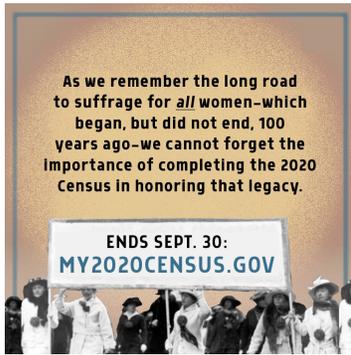
In addition to email outreach, the Bureau may call households. Census takers (a.k.a. enumerators) will call from Bureau-issued phones; if the call goes unanswered, they'll **leave a voicemail**. Finally, remember that Census takers are still visiting NorCal households that haven't completed the Census — and, as part of the Census data verification process, they may visit some households that have completed the questionnaire already. To learn how to identify an enumerator, **[check out this social media post](#)**.

**Copy + share the posts below to help NorCal get our fair share of resources + representation!**



The last day to take the #2020Census is now September 30. Alert your friends, family, and neighbors that taking the 9-question Census online, by phone, or mail is easy, safe, confidential, and important!

Visit **[www.my2020census.gov](http://www.my2020census.gov)** or call 1-844-330-2020 TODAY. #NorCalCensus



The women's suffrage centennial offers a rallying cry to exercise our rights and fight for the resources we deserve so we can continue the struggle for equality. For a better, more inclusive future for #NorCal, we need to make sure every one of us is counted in the #2020Census.

Visit [www.my2020census.gov](http://www.my2020census.gov) or call 1-844-330-2020 TODAY



¡Todos los californianos pueden participar en el Censo del 2020 y pueden hacer la diferencia hoy! Hay tres maneras fáciles de llegar el formulario:

1. Por Internet: Online al [my2020census.gov](http://my2020census.gov)
2. Por teléfono al 1-844-468-2020 (una lista de otras idiomas aquí)
3. Por correo postal si recibiste el formulario en papel

¡Toma el Censo ahora! Puedes ayudar a tu comunidad mejorar su futuro.



It's simple. When NorCal households are undercounted, we're left underfunded & underrepresented. We can't let that happen. TAKE ACTION!

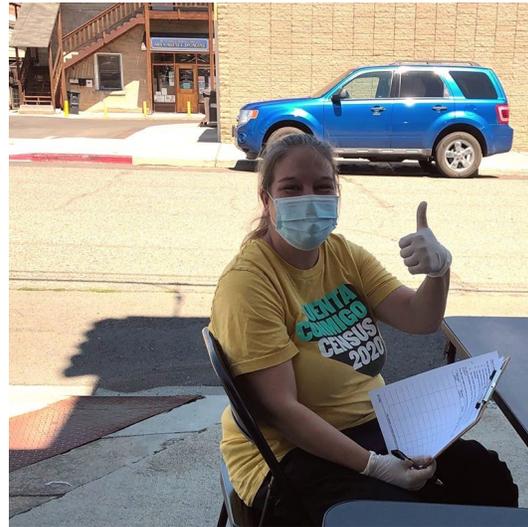
Visit [www.my2020census.gov](http://www.my2020census.gov) or call 1-844-330-2020 TODAY. #NorCalCensus

## NorCal Census Partner Highlight

Thank you, thank you, thank you to our amazing NorCal Census partners. We're so glad to work alongside these folks to reach EVERYONE in our amazing, resilient communities.



Sacramento County partners helping local families take the 2020 Census at River City Food Bank.



Thumbs up to partners in Siskiyou County who passed out Census information at a drive-through event.



Spotted on NorCal streets: This 2020 Census bus ad!



The team from La Familia in Sacramento County at a recent Census car caravan...



...where they were joined by partners from Greater Sacramento Urban League.

*Until next time,  
NorCal Census Team*

**Don't forget to follow NorCal Census on social media!**

 [facebook.com/norcalcensus](https://facebook.com/norcalcensus)

 [twitter.com/norcalcensus](https://twitter.com/norcalcensus)

 [instagram.com/norcalcensus/](https://instagram.com/norcalcensus/)



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# SACRAMENTO COUNTS

COUNT  
ON  
CENSUS  
2020





**CUENTE CON NOSOTROS CENSUS 2020**  
**¡Tú cuentas!**  
**COMPLETA EL CENSO EN**  
[www.my2020census.gov](http://www.my2020census.gov)  
o llámanos al 1-844-338-2829  
#MyCalCensus

FIRST CHURCH OF THE NAZARENE

BLACK LIVES MATTER

**COUNT ON CENSUS 2020**  
**YOU COUNT!**  
**COMPLETE THE CENSUS**

IT'S COME TOGETHER WE COME IN ALL COLORS  
#Census2020Vibe  
#CountOnCensus



CA CENSUS 2020 SACRAMENTO BE COUNTED, SACRAMENTO!

CA CENSUS 2020 SACRAMENTO BE COUNTED, SACRAMENTO!







CA CENSUS 2020 SACRAMENTO **BE COUNTED, SACRAMENTO!**

CA CENSUS 2020 SACRAMENTO **BE COUNTED, SACRAMENTO!**







CUENTA  
CONMIGO  
CENSUS  
2020

COUNT  
ON  
SAC

#CENSUS2020





**COUNT ON SAC**  
#CENSUS2020

**CUENTA CONMIGO CENSUS 2020**  
#CENSUS

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**CENSUS 2020**



**COUNT  
ON  
SAC**

#CENSUS2020

**CUENTA  
CONMIGO  
CENSUS  
2020**

**CUENTA  
CONMIGO  
CENSUS  
2020**

COMPLETE  
COUNT  
COMMITTEE

STEERING COMMITTEE  
MEETING

DECEMBER 18, 2018

@HIPCALIFORNIA

COUNT  
US IN!  
#census2020

