



State of California – Government Operations Agency  
 California Complete Count-Census 2020  
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**GAVIN NEWSOM, Governor**  
**DITAS KATAGUE, Director**



# FINAL REPORT TEMPLATE

## General Information

Date of report	<b>November 16, 2020</b>
Organization / Entity	<b>County of Santa Cruz</b>
Responsible Person / Title	<b>Peter Detlefs, County of Santa Cruz, Economic Development Coordinator</b>
Contact Person / Title	<b>Peter Detlefs - Economic Development Coordinator Paulina Moreno - Project Director</b>
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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?

### Goals

Goal 1: Draw from U.S. Census Bureau best practices to count all residents

Goal 2: Implement new and innovative outreach strategies to educate and motivate HTC and vulnerable populations to participate in the 2020 Census

Goal 3: Strengthen countywide and multi-sector collaboration

### Objectives

Primary Objective

Leverage strength and knowledge of Local Complete Count Committee (LCCC) Members across all sectors regarding innovative outreach strategies to educate, motivate and activate Hard-to-Count residents to participate in the 2020 Census.

Educate

- Generate grassroots-guided educational material for the 2020 Census
- Conduct educational outreach with guidance of local partners and stakeholders to reach all HTC communities.

Due Date: November 16, 2020

### Motivate

- Leverage community-based resources such as: other partners, stakeholders, jurisdictional social media platforms, community surveys, and financial/in-kind support to effectively and comprehensively reach the HTC population and motivate residents to participate in the 2020 Census.

### Activate

- Partner with culturally and linguistically competent trusted messengers or "promotoras" to engage the target population in comfortable, safe environments.

Despite increased challenges due to COVID-19, wildfires, a constantly changing Census deadline and concerning messaging when it came to the Census and immigration status, the County of Santa Cruz successfully met all objectives as outlined in the implementation plan.

One key factor that contributed to our success was the partnership with a local CBO, the Community Action Board of Santa Cruz County, Inc. (CAB), whom we contracted to coordinate and guide 2020 Census efforts across the county. Established during the War on Poverty more than 50 years ago, CAB continues to be at the forefront of a community response to poverty, leading the work on equity and justice for the most vulnerable in our county. Their mobilization efforts on immigration, homelessness and affordable housing, and economic security expanded to include Census outreach to the least likely to respond and HTC populations. CAB's decade-old infrastructure of community outreach and engagement uniquely positioned them to inspire participation from a cross-sector group of community leaders, CBO's, faith-based, and grassroots partners. Similarly, the County's long-standing partnerships with city, government, and businesses allowed us to establish a robust network of trusted messengers to engage HTC communities and vulnerable populations across the county.

Another key factor that allowed us to still meet our objectives given the challenges created by the pandemic was employing the support of local communications firm Miller Maxfield, Inc. Founded in 2002, Miller Maxfield, Inc., is an award-winning strategic communications and public affairs firm based in downtown Santa Cruz. The team worked with us and our partners in the development and execution of an engaging digital communications plan. This plan continually evolved and changed to address a constantly changing environment.

An integral partner that also contributed to the success of our county wide efforts was the City of Watsonville. The City of Watsonville kicked off South County Census efforts in December of 2018, a few months before the county launched CCC efforts in February 2019. The City held a small contract with the county and advocated to secure and contribute City funds, resources, staff, and personnel to successfully lead outreach efforts in an area with the largest HTC population in our County. In addition to being an active participant of the county-wide CCC, the City helped lead a south county committee that also met once a month and drew a lot of

participation from elected officials, CBO's and community partners that were located in south county.

Finally, another key to our success was the forming of a Steering Committee that met every Monday. Members of the Steering Committee included the County, CAB, City of Watsonville, County office of Education, Miller & Maxfield, and the U.S. Census Bureau. This committee was responsible for taking ideas and strategies from the Complete Count Committee and putting them into action. In addition, this core subcommittee also worked together to develop important strategies and tactics in response to the challenges presented by COVID-19 and the wildfires. Through these meetings, we were able to pivot quickly as needed and share the workload more easily.

- 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 time frame you are referring to in your response (i.e., education, NRFU period).

Contracted partner's operations

What worked well operationally?

The operations efforts below spanned across the entire Census counting season. These tactics helped us educate, activate and motivate community members.

- Forming committees that had a specific purpose. The included a Steering Committee, the CCC Committee and a collection of subcommittees.
- Coordinated volunteer efforts across subcommittees and community volunteers.
- City of Watsonville collaboration and deep understanding that extra focus was needed on the hardest to reach areas in south county.

What hindered the operations?

- A continually moving target end date.
- Responding to both a pandemic and wildfires - attention among partners and community agencies shifted to emergency response and a Census focus lost momentum (no longer the priority in those moments).
- Fear around immigration status due to the political landscape.
- The extended Census season. Kicking off April 1 and plans to run through 10/31 instead of 7/31 impacted planned budgets, efforts, the ability of many organizations to continue supporting due to lack of time and resources.
- Multiple State contracts with multiple agencies with duplicative administration costs and efforts.
- Insufficient funding from the State to fund outreach and administration efforts for small and rural counties.
- ACBO funding should have been weighted by HTC population as a share of total population rather than simply by population.
- Outreach resources from the statewide contractors mostly provided too little and too late.

Contracted partner's outreach

What outreach tactics worked well?

The outreach efforts below spanned across the entire Census counting season. This outreach was designed to educate, activate and motivate community members.

- Deacon Warren Hoy - Director of Family Life and Social Justice Ministries with the Diocese of Monterey, was instrumental in making sure that the faith community opened up its doors to help communicate the importance of the Census to the faith community countywide.
- Univision supported the Census effort in a variety of ways including general reporting on the Census. Adriana Frederick-Sutton is a journalist with Univision and a trusted messenger in the community. One of our best outreach efforts was a Spanish video recorded of her reminding people to complete the Census.
- Relationship with professors at our two institutions of higher education, Cabrillo Community College and the University of California at Santa Cruz, that focused their syllabus on census efforts - students worked on messaging and outreach to their peers to encourage participation in the Census.
- Special outreach with indigenous interpreters in Mixteco and Triqui.
- Partnering with food banks, school districts, agricultural organizations.
- Creating and marketing themed promotions that encouraged community engagement - i.e. Chalk Party, Pets for People, Census Champions, etc.
- Safe, socially distanced events allowed for community engagement and opportunities to educate in HTC communities while practicing safe social distancing - i.e. Be Counted Bike Caravans, Where is the Watsonville Census Car, In-Person Assistance Events, tabling at Farmers Markets, incentives (gift baskets, gift cards.)
- Prior to COVID, we had a robust and effective education campaign that involved tabling at various community events, back to school nights, parent meetings. Our team did in person presentations to various sectors such as businesses, non-profits, health centers, school boards, and institutions of higher education. We organized a number of volunteer training across the county and engaged those volunteers in in-person outreach campaigns.

What hindered the outreach?

COVID-19 and the CZU Lightning Complex Fire and as a result:

- The inability to host Questionnaire Assistance Kiosks (QAKs)
- Not able to connect with community members at public events and festivals.
- Partner organizations had to close doors preventing them from one-on-one interactions.
- Cultural differences in how communities like to receive the information - several HTC communities would have been best served with more in-person, low stress opportunities like on site at festivals, fairs, etc.
- The extended Census season. Kicking off April 1 and plans to run through 10/31 instead of 7/31 impacted planned budgets, efforts, the ability of many organizations to continue supporting due to lack of time and resources.

- 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.

Our pre-COVID plan included a great deal of in-person outreach to HTC communities. This included participating in a variety of events such as festivals, farmers markets, fairs and others. In addition, we had plans in the works to connect in-person at schools and colleges through back to school events, student outreach fairs, and other unique engaging events. With the arrival of COVID-19 this strategy had to be completely revamped and digitized.

The response:

Our team quickly developed a revised strategy that involved ways to reach HTC communities solely online and eventually through safe, socially-distanced events.

**Monthly promotions and events that did not require in-person contact were created to engage and educate our communities.** These events gave us opportunities to connect with media on a regular basis and provided excellent content for our social media channels. Examples include:

- **Census Chalk Party** - Through the Census Chalk Party we invited the community to share their Census chalk messages for chances to win and also partnered with 12 local artists to feature their Census Chalk art creations in HTC communities.
- **Where is the Watsonville Census Car** - community members in Watsonville were encouraged to capture a selfie with the Census car and share on social media for a chance to win.
- **Pets for People** - we partnered with the local animal shelter to promote a month-long event where pets reminded their humans that they count. In addition, community members could submit a photo of their pet with a Census message for a chance to win.
- **Be Counted Bike Caravan** - two bike caravans with about 20-25 participants each were held in HTC communities. Community members were among those who participated and a bike and safety gear giveaway accompanied the event.
- **Farmworker Outreach** - early in the first few months of the shelter-in-place order, our CAB team partnered with the Watsonville Campesino Appreciation Caravan group and visited various farms to give thanks to the farmworkers. They also provided them with information about the Census in Spanish and Mixteco. After the shelter-in-place order was lifted, our CAB team continued to visit farms to meet with farmworkers on site. The Watsonville Appreciation Caravan would provide lunch bags and our Census team would provide information about the Census and support people to complete the Census.
- **Census Hotline & Phone Banking** - we launched a Census hotline featuring messages in Spanish and Mixteco where community members could call for questions about the Census, updates on where our pop-up in-person assistance events were taking place, or to receive direct one-on-one support with completing the Census. This number was also used during our phone banking efforts which proved to be helpful because if people missed our call they could call right back and speak to our team or leave a message.

- **Socially-distanced Events** - as COVID restrictions slightly relaxed, we were able to return to providing on site assistance at Farmers Markets, school lunch and food bank pickups, the local library, laundromats, outside of popular shopping areas, apartment complexes, and even at wildfire shelters where many dislocated community members were staying.
- **Incentives** - at our in-person assistance events we offered gift cards, chances to win prizes and gift bags to incentivize members of our HTC communities to complete the Census. The socially-distanced events with incentives were key in helping us really grow our numbers in the final weeks of the Census count.
- **Beach Flats Art Contest** - Youth in this HTC community were encouraged to create a Census Poster with prizes for winners. The contest was marketed through local businesses.

In addition to pivoting our outreach strategy, we adjusted both our public relations and advertising plans. **In-person public meeting engagements turned into virtual speaking engagements and print advertising options were altered to digital or community signage only.** Examples include:

- **Yard sign distribution** replaced plans to feature large signage in downtown areas. The signs were distributed to different public buildings, community parks and walking paths countywide.
- **Public comment tour** - In June, with COVID-19 at a full press, several members of the Santa Cruz County Census team participated in virtual public meetings. They included County, city, water, education and fire department meetings.
- **Ramped up budget and efforts in social media advertising**, including:
  - Creation and launch of a snapchat filter (18-25 HTC)
  - iHeart streaming advertising English and Spanish (18-25 and Hispanic Market HTC - generating more than 330K impressions in total)
  - Facebook and Instagram advertising in English and Spanish (targeted at HTC communities)
- **Recorded videos in Spanish and Mixteco that featured trusted messengers** in the community. The videos were rolled out on social media platforms organically and supported by advertising dollars.
- **Growing up in Santa Cruz County print ads adjusted** to feature a prominent banner on their website and distributed through their newsletter (0-5 HTC).
- **Launched a #SlugsForCensus campaign**, including a selfie contest to engage with off-campus students at UC Santa Cruz. Students were reached through social media channels, internal comms and the local *Good Times* newsletter.
- **Developed a 2020 Census Zoom background and Facebook frame** to engage with sheltering-in-place community members.
- **Large, bright bilingual signage was installed on a bridge** that is a gateway to one of our HTC communities.
- **Door hanger distribution** in August and September in HTC communities.

- 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 2010 self-response response rate for Santa Cruz County was 67.8%. This rate was exceeded in 2020 to 71.7%.** Despite the challenges our team faced (COVID-19, wildfires that displaced community members, mixed messaging for the Census deadline, and concerning messaging when it came to the Census and immigration status), the County of Santa Cruz surpassed the 2010 self-response rate.

Contributing factors to our success include:

- A formula of targeted partnerships and outreach efforts based on data of hard to count populations.
  - Consistent communications and engagement with our Complete Count Committee. The Santa Cruz County CCC met monthly to present updates, information, brainstorm ideas and generate energy around the Census. In addition, a core subcommittee met weekly taking on necessary tasks so that ideas resulted into action.
  - Experienced partners to help reach our HTC communities. We found in-person and phone efforts were one of the best ways to ensure Census counts, working with CAB and the City of Watsonville and their extensive knowledge and connection to our HTC communities allowed us to achieve this objective even with social distancing requirements in place.
  - Having direct funding from the State to support the work.
  - The Regional Meetings were also helpful ~ people were able to hear what other counties were doing and apply it to their own outreach strategies.
- 5) Please describe the process and results of your partnership coordination and how it educated and motivated the hard-to-count populations to complete the Census questionnaire.

As noted in previous responses within this report, communication and collaboration among various organizations, agencies, and trusted messengers was key in the success of Santa Cruz County's 2020 Census campaign. This became especially true when faced with the challenges of COVID-19 and wildfires. Some highlights of how this team educated and motivated HTC populations to complete the Census included.

- A formal structure where trusted messengers and local experts led subcommittees. Key leaders that motivated key partners, that motivated key community organizers - this resulted in more community outreach and more individuals completing the Census.
- Our CCC's helpful dynamic provided partners with added marketing and outreach support for their own Census efforts in targeting HTC populations.

- With social distancing requirements, we were able to pivot to events in HTC communities that would reach people and still adhere to these guidelines. Through these programs, our teams were able to educate and encourage individuals to complete the Census. They included:
  - Be counted bike caravans
  - In-person Census assistance events through local food bank distribution, school lunch programs, local high-traffic markets and laundromats.
  - Farmworker outreach
  - Farmers market tabling
  - Phone banking

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

- City of Watsonville - The City has been instrumental in engaging south county businesses, participation from elected officials, non-profits, and volunteers. With City and small regional and county funds, they created a robust and engaging Census campaign targeting the HTC community in South County. They actively recruited City employees who were working from home to phone bank for Census, they engaged volunteers to drop off Census material in the low response tracts of south county. The City hired four new Census outreach workers who participated in various outreach efforts once the shelter in place orders were lifted.
- First 5 Santa Cruz County - Monthly meetings, direct outreach to families: schools, childcare provider: libraries, food distribution sites, clinics & more; social media promotions featuring important Census messaging and videos, distribution of Census-related materials, including more than 3,500 We Count! Books.
- Santa Cruz County Office of Education was instrumental in being a voice to get Census information out to Santa Cruz County school districts and in turn schools and families. Hosted a countywide Census poster contest as well as promoted information through their social media channels.
- Grey Bears - Active member of the Aging/Disability Census subcommittee that helped reach HTC index tracts where low-income aging adults are located, who are not internet literate, and/or who are homebound. Supported census outreach efforts through volunteer
- Health Improvement Partnership of Santa Cruz County (HIP) - HIP Council, composed of Chief Executives or director-level leaders of each major healthcare and human service entity in the county, involved 22 participating member organizations that were active in the health subcommittee. Supported census messaging efforts with patients, door hanger distribution, promotion on social media channels.
- Pajaro Valley Prevention & Student Assistance (PVPSA) - Hired a part-time bilingual- bicultural staff member who was responsible for completing educational outreach in HTC communities during all three phases. Leveraged additional support from trained *promotoras*.
- Salud Para La Gente - Active CCC participant, engaged in various outreach tabling events in 2019 to support Census education efforts. Developed and

implemented an internal outreach plan at all of its sites, including five clinics and six school-based health centers, to ensure Salud patients are aware of the opportunity to complete census information at Salud.

- United Way Santa Cruz County - contributed to collateral material such as masks, hand sanitizers and Census bags. Led census outreach campaign via 2-1-1. Community members were referred to low-cost internet programs, given information about Census, via text links to online census forms and resources. ,
- Scotts Valley Water District - Key leadership in connecting with other water districts; featured Census messaging in billing insert; promoted on social media channels.
- U.S. Census Bureau - participated on key subcommittees, acted as an important resource for Census questions and outreach efforts, provided media support and promotional materials, and coordinated multiple in-person assistance events.
- Community Bridges - hired a staff member that focused on supporting Census outreach efforts in HTC areas. Played a role in the coordination of the Census Be Counted bike caravan in strategic HTC communities.
- Libraries - Sponsored a paid radio underwriting campaign targeting community members and the Spanish speaking community; played an integral role in distributing the We Count! Books and Census activity kits for children.
- Other: Santa Cruz Policy, UCSC NAACP, Blended Bridge and Fuerza Latinx - these student and community organizations collaborated to feature a series of Census messaging in English and Spanish that was promoted on their social media channels. The services consisted of five messages involving disaster response, education and others.

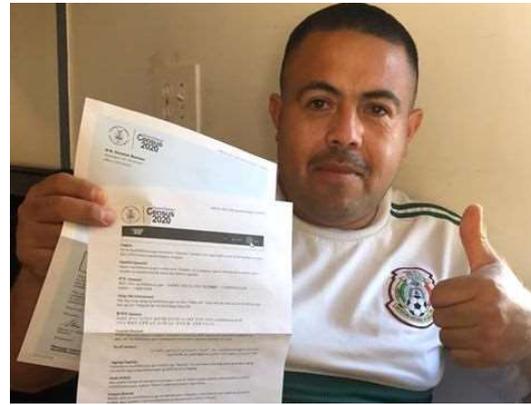
7) Please describe how you provided accessible and in-language outreach activities, including how you ensured equal and meaningful access to limited English proficient individuals and people with disabilities?

- We hired bilingual/bicultural outreach staff that are intimately connected to the community. Our staff were key to helping the community understand the importance of the Census by providing examples that the HTC community could relate to. In addition, staff were able to address concerns about data and confidentiality due to immigration status, often one of the highest concerns among limited English proficient individuals.
- Our bilingual team included a Mixteco speaking staff that is part of a network of indigenous interpreters who supported our efforts and were committed to sharing the importance of the Census with indigenous communities.
- CAB leveraged their network of community partners who are strategically located in the county to help provide accessibility to these HTC populations. Partners include: Community Bridges, Community Foundation of Santa Cruz, Encompass Community Services, Second Harvest Food Bank, PV Loaves & Fishes, and others.
- We also connected with state funded Community Based Organizations and Sector Based Organizations to leverage additional resources and strengthen our outreach efforts. Some of the groups we connected with were: CHIRLA, Latino Community Foundation, NALEO, MICOP, First 5, Disability Rights Education & Defense Fund and the CA Primary Care Association.

8) Please share a story(s) of how your work has made a difference to Census 2020 and the impact on the community.



We saw many children of immigrants talking to their parents about the importance of getting counted and helping them complete the Census. Pictured here, Adriana, CAB staff member, helping her father and allowing us to use it on social media - we saw a lot of grassroots commitment by the community in support of the Census.



During our Census challenge we asked community members to show us that they took the Census on social media (and therefore sharing with their friends & family too). Pictured: Alonso



The City of Watsonville held a "Where in Watsonville is the Census" contest that helped educate the community while engaging them to take part in a selfie contest. Pictured: Jesus M., contest winner



The City of Watsonville hosted many opportunities for community members to stop by, learn about and receive help completing the Census. Pictured: The Watsonville Census team at the Watsonville Public Library.



The Be Counted Bike Caravans featured local trusted messengers riding in a bike parade through HTC communities. We had 20-25 participants in each event. Pictured: Lidia with Community Bridges, geared up for the event.



Pictured: Community members of all ages posing before the Bee Counted Bike Caravan ride in Watsonville.



In the month of June we held a Census Chalk Party. In addition to inviting the community to share their Census chalk messages for chances to win, we partnered with 12 local artists to feature their creations in HTC communities. Pictured: Artist Yesenia Molina with her art at the Watsonville Public Library.



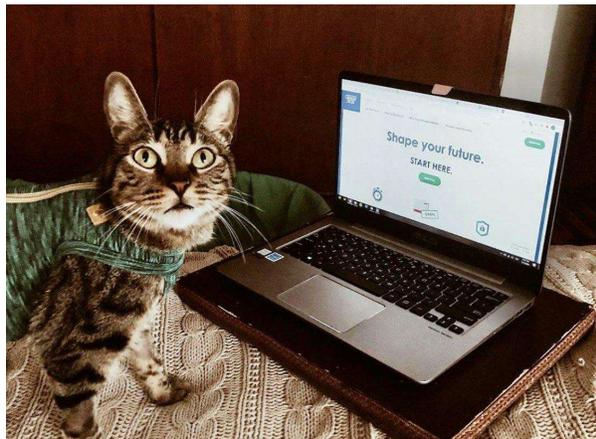
Pictured: Artist Priscilla Martinez at work in Watsonville.



Pictured: Artist Elijah Pfothenauer's work in Beach Flats Park in Santa Cruz.



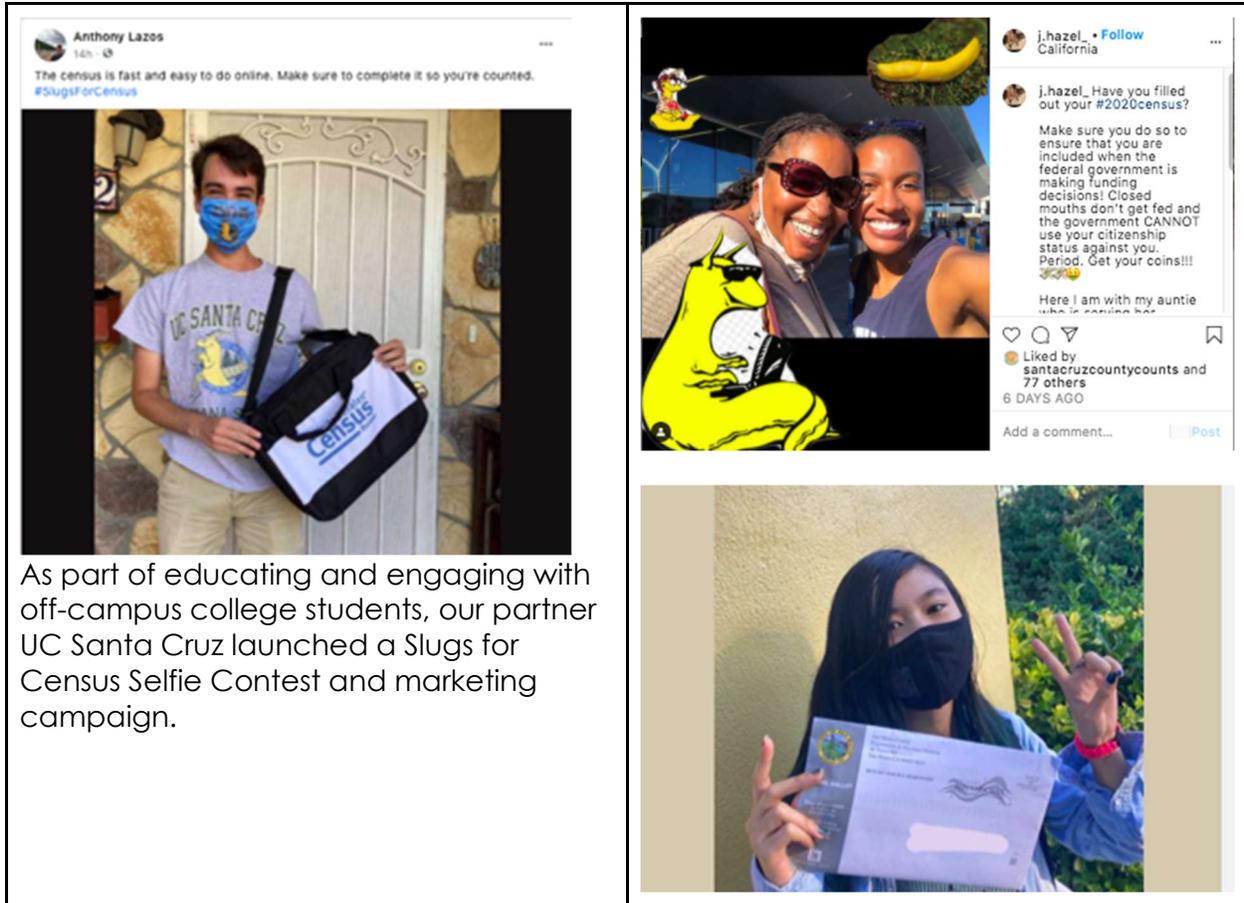
Encompass Community Services shares their chalk art.



During Pets for People, community members shared messages from their pets to remind everyone that Humans Count! Pictured: Toby the cat.



The CAB team partnered with the Watsonville Campesino Appreciation Caravan group and visited various farms to give thanks to the farmworkers. They also provided them with information about the Census in Spanish and Mixteco.



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

- Restructure county and regional - keep it local. The number of layers created additional challenges.
- There seemed to be duplicative efforts for the administration of funding. In addition, there was an inequitable distribution of resources.
- Reduce the number of required reports and report-out meetings at a regional level. With weekly and monthly meetings also happening at the County level, it would be great to have had these meetings less frequently.
- With so many specific counties creating their own branding, providing templates that would allow for different brands to be used would be very helpful. In addition, target markets can be quite different in different parts of California. It would be great to have more photo and asset options that reflect this if they are going to be recommended.
- Continue the commitment to cultural competency and leadership by people of color.
- Provide a report to counties based on lessons learned through the 2020 Census efforts.
- Integrate and ensure Federal and State timelines mirror each other.

## 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

Complete

b) Updated list of subcontractors

Attached

c) Evaluations or analytical reports, if any

d) Sample products\*

Link:

[https://www.dropbox.com/sh/qald9xyhwpqhwx4/AABF49hJ614fePMaGYorwHC\\_a?dl=0](https://www.dropbox.com/sh/qald9xyhwpqhwx4/AABF49hJ614fePMaGYorwHC_a?dl=0)

\* 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)

## 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.

Contracted Partner Name	Subcontractor Name	Region	Address	Expected Outcome	Amount
Santa Cruz County	Community Action Board of Santa Cruz County Inc. (CAB)	Region 5	406 Main Street, Suite 217 Watsonville, CA 95076	Continue facilitation of CCC meetings. Continue follow up with partners to ensure they are implementing proposed Census outreach activities Relay information from CBOs about gaps in outreach specific to HTC communities and propose strategies to resolve them. Support a media and communications campaign. Document all efforts, activities, and results and upload to SwORD. Coordinate outreach in low-response areas during the NRFU phase. Train communities partners on how to use SwORD and how to operate QAKs. Assist in the dissemination of collateral and print material countywide specifically targeting HTC areas. Partner with the Center for Farmworkers, Immigrants and	FY 18-19: \$83,085 FY 19-20: \$74,715 FY 20-21: \$31,456
Santa Cruz County	Miller Maxfield, Inc	Region 5	133 Mission St, Ste 101, Santa Cruz, CA 95060	Graphic design and print production services in support of media and community outreach; message development; communications tactical support for outreach strategies such as, but not limited to, newspaper/magazine advertising, digital advertising, social media and community events; strategic counsel	FY 18-19: \$15,995 FY 19-20: \$65,000 FY 20-21: \$50,000
Santa Cruz County	City of Watsonville	Region 5	PO Box 50000 Watsonville, CA 95076	Neighborhood, farm worker, farmer's market, Pajaro Valley Unified School District Lunch, Foodbank, Door Hangers and Phone Banking outreach	FY 20-21: \$15,000
Santa Cruz County	Arts Council Santa Cruz County	Region 5	1070 River Street Santa Cruz, CA 95060	Census Calk Art Party	FY 20-21: \$1,800

# WATSONVILLE



# CENSUS

Everyone counts  
Together we Thrive

# 2020

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TODOS  
CONTAMOS

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