

Statewide Outreach and Communications Strategy

Prepared by: California Complete Count – Census 2020 Office

Strategy reflects information as of January 2020

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MESSAGE FROM THE DIRECTOR

Dear Reader:

The California Complete Count – Census 2020 Office (Census Office) presents the Statewide Outreach and Communication Strategy (SOCS). This document serves as a point-in-time documentation of the statewide census campaign. It offers a wealth of detailed information on preparations, including the initial groundwork and resource allocation, that may be beneficial for planning for other local, regional, or statewide initiatives.

SOCS was intended to provide a high-level overview of California's ambitious and comprehensive campaign in support of the 2020 decennial census. It sought to outline coordinated activities and messaging during progressive phases to educate, motivate, and activate the hardest-to-count households to participate in the 2020 Census.

SOCS was developed through an iterative process as partnerships grew and plans were flushed out. The Draft and Interim SOCS were published in 2019. The Final SOCS, slated for publication in early 2020, would serve as a road map on how the work would get done over the next six months as households were counted. However, the growing threat of the novel coronavirus (COVID-19) pandemic led to dramatic changes in U.S. Census Bureau operations and sweeping statewide health and safety measures, which rendered the SOCS unfeasible moving forward. As such, the Final SOCS reflects accomplishments and strategies as of January 2020.

Although the SOCS did not move forward as planned, it still serves to illustrate the thoughtful approaches to reach underserved and overlooked communities based on lessons learned from previous statewide census outreach efforts. The Census Office is producing additional end-of-campaign reports to capture the revised tactics and outcomes that led to a successful campaign to secure California's fair share of federal dollars and representation.

Sincerely,

Ditas Katague, Director
California Complete Count – Census 2020 Office

TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	INTRODUCTION	2
III.	OVERVIEW	4
	A. The State's 2020 Census Commitment.....	4
	B. Campaign Tactics.....	4
	C. Data-Driven from the Start.....	7
	D. Funding Resources for the Campaign.....	7
	E. Staff and Organization.....	8
	F. Accountability, Transparency, and Metrics.....	9
IV.	STRATEGIC APPROACH	11
	A. Building on Best Practices and Lessons Learned.....	11
	B. U.S. Census Bureau Coordination.....	11
	C. Working in a Trusted Way.....	12
	D. Four Phase Campaign.....	13
	E. An Integrated and Multi-Layered Campaign.....	14
	F. Well-Designed Outreach Considers Where, Who and How.....	15
	G. Language and Communications Access.....	15
	H. Contracted and Non-Contracted Partners.....	16
	I. Contracted Partners' Outreach Plans.....	16
V.	TECHNOLOGY, DATA AND ANALYTICS	18
	A. Overview.....	18
	B. SwORD, the Statewide Outreach and Rapid Deployment Platform.....	19
VI.	REGIONAL APPROACH	23
	A. Regional Administrative Community-Based Organizations.....	23
	B. Counties.....	23
	C. Regional Outreach Planning Process.....	23
	D. Regional Activities by Phase.....	24
	E. Region-Specific Chapters.....	25
VII.	STATEWIDE APPROACH	47
	A. Statewide Community-Based Organizations.....	47
	B. Native American and Tribal Government Outreach.....	48
	C. Education Outreach.....	52
	D. Sectors.....	56
	E. State Agency Outreach.....	57
	F. Constitutional State Offices.....	59

VIII.	COMMUNICATIONS AND MEDIA	60
	A. Overview.....	60
	B. Data and Analytics.....	61
	C. Campaign Strategy.....	62
IX.	CALIFORNIA COMPLETE COUNT COMMITTEE	69
X.	ELECTED LEADERSHIP: STATE LEGISLATURE, CONGRESSIONAL DELEGATION AND LOCAL ELECTED OFFICES	70
XI.	NEXT STEPS	72

FIGURES

- Figure 1: Structured Planner
- Figure 2: Reported Outreach Activity Layered with the CA-HTC Index
- Figure 3: Northern California Regions 1, 2 and 3, CA-HTC Areas
- Figure 4: Central California Regions 4, 5 and 6, CA-HTC Areas
- Figure 5: Southern California Regions 7, 8, 9 and 10, CA-HTC Areas

RESOURCE TABLES

- Table 1: California's Investment in a Complete Count
- Table 2: Detail of Census Effort in Phases from 2017 – 2021
- Table 3: Census-Specific Technology Tools Overview
- Table 4: Key Outreach Phases
- Table 5: Region 1 County Hard-to-Count Population Characteristics
- Table 6: Region 2 County Hard-to-Count Population Characteristics
- Table 7: Region 3 County Hard-to-Count Population Characteristics
- Table 8: Region 4 County Hard-to-Count Population Characteristics
- Table 9: Region 5 County Hard-to-Count Population Characteristics
- Table 10: Region 6 County Hard-to-Count Population Characteristics
- Table 11: Region 7 County Hard-to-Count Population Characteristics
- Table 12: Region 8 County Hard-to-Count Population Characteristics
- Table 13: Region 9 County Hard-to-Count Population Characteristics
- Table 14: Region 10 County Hard-to-Count Population Characteristics
- Table 15: Statewide Community-Based Organizations
- Table 16: Message Testing Phases
- Table 17: Communication Strategy Phases and Timeframes

I. EXECUTIVE SUMMARY

The California Complete Count Census 2020 Statewide Outreach and Communications Strategy (SOCS) provides a high-level overview¹ of the ambitious and comprehensive outreach efforts that were developed to support a full and accurate count in the 2020 decennial census. It outlines and describes the innovative steps to coordinate and track outreach and communication efforts across the state with a multitude of partners during progressive phases. All efforts focus on educating, motivating and activating Californians to be counted.

The 2020 Census is the most important in California's history to date. The introduction of the first online census form, a general mistrust of government by certain populations, concerns over privacy, as well as the potential for misinformation on social media. Together, these factors create extraordinary challenges for a complete count.

Moreover, California's unique diversity, density, and sheer size present significant challenges to achieving a complete and accurate count in 2020. According to the United States Census Bureau (U.S. Census Bureau), California contains 12 percent of the nation's population yet accounts for more than 20 percent of those determined to be hard-to-count. In response to these challenges, state leaders made an unparalleled commitment to mitigate California's census efforts by investing \$187.2 million into the campaign, indicating the critical importance of a complete count to California.

The California Complete Count – Census 2020 Office (Census Office) is undertaking a 2020 census strategy that builds on successes and lessons learned from the 2000 and 2010 campaigns. The strategy relies on data, analytics and technology as its foundation. For the first time, the State will employ an online mapping portal so outreach and messaging partners can easily obtain data to guide outreach deployment, to coordinate its own local strategy and to share information.

In addition to the outreach strategy, the SOCS also provides an overview of the media campaign and communications strategy. The media campaign's purpose is to amplify statewide and regional outreach efforts and messaging, using a combination of culturally and linguistically competent earned, and paid media. These tactics include an emphasis on local ethnic media in traditionally undercounted areas and within vulnerable communities.

The initial draft SOCS was submitted in March 2019. The September 2019 Interim SOCS solidified the State's strategic direction and incorporated key planning and implementation updates provided by the Census Office and its various partners. This Final SOCS, was informed by fully developed outreach and messaging plans, details the complete count campaign's accomplishments to date, upcoming implementation strategies, and the next steps that will support the remaining phases of the campaign.

¹ This publication reflects strategies and campaign status as of January 2020, capturing planned activities mapped out prior to the U.S. Census Bureau operational changes and the California statewide/regional stay-at-home orders due to the novel coronavirus (COVID-19) pandemic.

II. INTRODUCTION

California is home to 12 percent of the nation's population yet accounts for more than 20 percent of the people living in the nation's hardest-to-count areas, according to the United States Census Bureau (U.S. Census Bureau). California's unique diversity, its large population distributed across both urban and rural areas, and sheer geographic size present significant barriers to achieving a complete and accurate count. The state's population is more racially and ethnically diverse than ever before, with about 18 percent of Californians speaking English "less than very well," according to U.S. Census Bureau estimates. Because the 2020 Census questionnaires will be offered in only twelve non-English languages and official language guides cover only 59, including American Sign Language, many Californians may be unable to access a census questionnaire or written guidance in a language they can understand. In order to earn the trust of California's most vulnerable populations, it is critical that the media and trusted messengers communicate with them in their primary language and in accessible formats.

An accurate count of the California population is essential to receive an equitable share of federal funds and political representation. It plays a vital role in many areas of public life, including important investments in health, education, housing, social services, highways and schools. Without a complete count in the upcoming 2020 Census, the State faces a potential loss of billions of dollars in much-needed federal funding. For example, an undercount of California in 1990 cost an estimated \$2 billion in federal funding. The potential loss of fair representation and critically needed funding could have long-term impacts.

The high stakes and formidable challenges make this California Complete Count 2020 Census campaign (Campaign) the most important to date. The 2020 Census will bring an unprecedented level of new challenges to all states, beyond the California-specific hurdles discussed above. For the first time, the U.S. Census Bureau will ask most Americans to complete the census survey online, rather than on paper. While this may reduce costs and increase participation in the long run, the immediate impact is unknown, and it may substantially change how many people respond to the census. In addition, the current political climate, growing distrust of government, and rising concerns about privacy may discourage people to open their doors, or use computers, to complete the questionnaire. Existing federal immigration policy as well as the months-long controversy over adding a citizenship question to the census may deter households with mixed documentation status, recent immigrants and the undocumented from participating.

In 2017, to prepare for the unique challenges of the 2020 Census, California leaders and advocates reflected on lessons learned from previous statewide census efforts and launched the development of a high-impact strategy to efficiently raise public awareness about the upcoming Census. Subsequently, the State established the California Complete Count – Census 2020 Office (Census Office) and has invested a significant sum of state funds for the campaign.

The Census Office's mission is to ensure that Californians get their fair share of federal resources and Congressional representation by encouraging the full participation of all Californians in Census 2020. The tactics the campaign employs are as follows:

- Work through trusted messengers to educate, motivate, and activate California's hardest-to-count populations;
- Provide effective and efficient outreach and deployment efforts through accountable and transparent spending and operations; and
- Leverage technology for partner collaboration and communication.

The Campaign is designed to inform and spur Californians to respond to the 2020 Census. It relies heavily on grassroots messaging and outreach to those least likely to fill out the questionnaire. An element of the Campaign is the Language and Communication Access Plan (LACAP), which the Census Office developed to ensure that language and communication access is linguistically and culturally appropriate and provides equal and meaningful access for California's vulnerable populations.

The Census Office is partnering with community leaders, local organizations, and ethnic media, who all serve as trusted messengers in their communities to deliver impactful words and offer safe places to share information. The State weaves consideration of hardest-to-count communities' needs throughout the SOCS, at both the statewide and regional levels. The campaign will first educate, then motivate, and during the census response period, activate Californians to fill out their census form.

III. OVERVIEW

A. The State's 2020 Census Commitment

In response to the range of significant challenges facing the State and the extraordinary need to ensure that California is not undercounted in 2020, Governor Edmund G. Brown, Jr. issued an Executive Order (B-49-18) on April 13, 2018, establishing California's Complete Count effort.

Additionally, state leaders made an unparalleled commitment to California's census efforts by investing \$187.2 million toward outreach and communication strategies and activities that will help ensure an accurate and successful count in California. With the resources and funding provided by state leadership, the Census Office developed an ambitious, intensive, and collaborative outreach and communication campaign. Its focus is to reach and activate historically undercounted populations throughout California.

B. Campaign Tactics

The SOCS incorporates several components based on the following four tactics:

1. Messaging and communication that is linguistically and culturally congruent and encourages all Californians to fill out the 2020 Census questionnaire.
2. Partnering for outreach with community-based organizations, local governments and other trusted messengers, and leveraging and coordinating those partnerships. Regionally, the extensive campaign spreads into the grassroots level throughout the state, relying on the 10 census regions established by the Census Office for coordination. To complement the regional emphasis, statewide outreach efforts also leverage existing networks, relationships, and infrastructure to communicate with sectors such as health care, education, business, and faith-based organizations.
3. Conducting outreach and messaging through systems and structures carefully designed to support accountability and transparency, including contracts to ensure oversight and track spending, operations, and outcomes.
4. Employing technology, data and analytics to inform resource allocation and connect Census Office staff and partners with the data needed for decision-making and mutual sharing.

The Campaign focuses on those least likely to respond in the hardest-to-count tracts. To focus on the areas of greatest need and use its resources most efficiently, the Campaign devotes resources to reach Californians who are least likely to participate without specialized attention and assistance. The Campaign uses census and demographic data to identify where these residents live.

There are multiple metrics used to identify hard-to-count census tracts and block groups. The U.S. Census Bureau's Low Response Score seeks to predict the percentage of households in a census tract or block group that will not self-respond to the census. The metric incorporates more than two dozen variables into a statistical model that was used to best predict the mail return rate of that area in the 2010 Census.

The Low Response Score is a valuable metric, but in California, with its great size and diversity, the State has found it helpful to develop a distinct and more complex metric to identify the hard-to-count areas in 2020. The Census Office metric incorporates the latest U.S. Census Bureau American Community Survey estimates as well as data from the California Public Utilities Commission. This enhanced metric is called the California Hard-to-Count Index or CA-HTC Index. Further information about the CA-HTC Index is provided in the following section.

Another metric used to identify groups who may be correlated with lower census self-response rates is vulnerable populations located in the hard-to-count areas. The Census Office has identified 15 demographic groups who warrant focused messaging and outreach attention and contracted with organizations that have established relationships with one or more of these populations to provide targeted outreach. The populations are as follows:

1. Latinos
2. African Americans
3. Native Americans and Tribal Communities
4. Asian-Americans and Pacific Islanders (API)
5. Middle East and North Africa (MENA)
6. Immigrants and refugees
7. Farmworkers
8. People with disabilities
9. Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+)
10. Seniors/older adults
11. Individuals and families experiencing homelessness
12. Children ages 0 to 5
13. Veterans
14. Areas with low broadband subscription rates and/or limited or no access
15. Households with limited English proficiency

California Hard-to-Count Index

The CA-HTC Index is based on 14 demographic, housing and socioeconomic variables correlated with an area being difficult to enumerate. Census tracts with higher HTC indexes are likely to be places that will pose significant challenges to enumerate in 2020, while tracts with lower indexes should be less difficult to count. The index allows the Census Office to focus on neighborhoods where the U.S. Census Bureau is more likely to miss people. The State has used data derived from the CA-HTC Index as a key factor guiding the allocation of outreach funding. Crafted by the California Department of Finance Demographic Research Unit as a California-focused metric, the CA-HTC Index is modeled on the U.S. Census Bureau's HTC Score of past censuses, incorporating additional local sources of population data.

The Census Office made available a public version of the CA-HTC Index interactive map, so the public can quickly learn about HTC characteristics in different parts of the state. The map is available at: census.ca.gov/HTC-map/.

The California HTC Index (CA-HTC Index) Variables

Percent of households without broadband subscriptions: More than 10 million California households will be asked to complete the census online. Some outreach efforts will be online, as well. A household without a broadband subscription is less likely to know about the census and more likely to fail to fill it out.

Percent of households that are non-family: Non-family households generally involve multiple roommates. The household member completing the census form might forget to include some of these people.

Percent of occupied housing units that are renter-occupied: This factor is among the strongest HTC indicators. Renters move more often and have a greater chance of being missed during the census-taking process.

Percent of housing units that are vacant: Vacant housing units change status quickly. Units considered vacant by census takers could be occupied April 1, 2020.

Percent crowded: Defined as the percent of occupied housing units with more than 1.5 people per room. Occupants of crowded households are more likely to be left off census forms. Also, the person completing the form may omit other residents if the household exceeds landlord or government limits.

Percent of population that is foreign-born: People who are born in other countries are less likely to be familiar with the Census. Some also are not citizens and may fear the consequences of revealing their presence and legal status to the government.

Percent of adults 25 years or older who are not high-school graduates: Non-high school graduates are less likely to be engaged in civic affairs and more likely to be working multiple low-wage jobs that leave little spare time for completing census forms.

Percent of population with income below 150% of the poverty level: Multiple issues increase the odds of an undercount among the poor. They tend to be renters. Administrative records to supplement the census, such as tax returns, may be incomplete for this group. They also are less likely to have internet access.

Percent of households receiving public assistance income: People may be reluctant to share their true household size because the information may contradict government assistance records. They are likely living near or below the poverty line.

Percent of persons 16 years or older who are unemployed: Unemployed people spend much of their time looking for a job. They also might be homeless or living an unsettled lifestyle.

Percent of limited-English households: The percent of households in which no person age 14 years or older speaks English very well. People who do not speak English well will have trouble understanding census materials, including the rationale for the census.

Percent of persons who moved from outside the county in the past year: Recent arrivals likely have little connection to local civic affairs. Proxy information and administrative records about this population will be more difficult to come by.

Percent of population under 5 years old: More children are living in complex family situations, such as shared parental custody or with a grandparent, increasing the chances they will be left off the census form. Some new parents mistakenly believe the census incorporates birth records.

Percent of total housing units with three or more units in a multi-unit structure: There could be a fence or gate around these types of buildings, hampering census workers' in-person Nonresponse Followup outreach. Individual units may not have addresses, skewing non-response data.

C. Data-Driven from the Start

Data, analytics and technology are at the foundation of California's census campaign. A key California 2010 Census campaign finding was the need for greater coordination and information sharing between the State and its outreach and messaging partners. In response, the State contracted with ESRI, a leading company in geographical information systems (GIS) mapping and spatial analytics technology, to develop and launch the Statewide Outreach and Rapid Deployment (SwORD) tool. SwORD is an online platform through which the Census Office and partners can share information, collaborate on outreach activities, and coordinate efforts.

SwORD serves as the Campaign's central source of data evidence, gathering and sharing information to allow the Census Office and its partners to coordinate, and fill identified gaps in U.S. Census Bureau outreach efforts. Data analysis about the state's large, diverse population and its significant enumeration challenges also informs the Census Office's planning.

SwORD houses a wide variety of maps and data about traditionally hard-to-count areas and the populations within them. SwORD includes tools partners can use to target outreach efforts and plan activities including canvassing, events, and place-based support such as Questionnaire Assistance Centers or Questionnaire Assistance Kiosks (see page 13 for a detailed description of these support tools). SwORD allows partners to provide data on covered census tracts or block groups, outreach locations, and activity outcomes, so the Census Office can review work being conducted.

A specific, significant use of SwORD will be during the response period. Census Office and partners are able to identify gaps in coverage and take corrective steps through monitoring response levels and then provide rapid response with deployment to low-responding areas. In addition, SwORD will support Census Office success metrics, identify best practices, ensure accountability, and evaluate how contracted partners allocated taxpayer dollars.

D. Funding Resources for the Campaign

The State's substantial investment for 2020 Census outreach indicates the critical importance of this decennial count to California and underscores a history of obtaining results from careful investment. After an investment of \$24.7 million and an outreach effort with 55 staff in 2000, the State realized a five percentage point increase in response rates compared to the 1990

Census. Ten years later, in the depths of the Great Recession, when the State could only allocate \$2 million with a five-member staff to conduct outreach, the response rate dropped by three percentage points. Responding to the unprecedented threats to a complete count in 2020, the State has allocated the largest amount of funding to date for a census campaign, a total of \$187.2 million. The current effort is staffed by 35 positions with over one hundred contracted partners. Table 1 below lists funding, staff and resulting counts for each of the recent statewide census campaigns. The table compares financial and staff investments in census efforts and resulting California counts for four censuses.

Table 1: California's Investment in a Complete Count

Census Year	1990	2000	2010	2020
Budget Dollars	0	\$24.7M	\$2M	\$187.2M
Staff Numbers	0	55	5	35
Mail-back Response Rate (MRR)	65%	70%	N/A	N/A
Mail Participation Rate (MPR)	N/A	76%	73%	N/A
National MPR/Self Response	N/A	72%	74%	N/A

The U.S. Census Bureau changes terminology and methodology between census counts making some terms not applicable so the comparable measurement is offered. In 1990 and 2000, the measure for counts is the Mail-back Response Rate (MRR), which included all questionnaires sent back from physical addresses, whether they were received or not. The Mail Participation Rate (MPR) for 2000 and 2010 shows the percentage of forms mailed back by households that received them, excluding those marked "undeliverable."

As mentioned above, the CA-HTC Index has helped guide the distribution of more than \$90 million in outreach money so far. Initial allocations in fall 2018 to the 10 census regions, were distributed based on each region's estimated share of the approximately 11.1 million people statewide who lived in census tracts with a CA-HTC Index of 57 or above (roughly the top one-third of tracts). Counties with no or relatively few of HTC individuals received a standard allocation based on their most recent state Department of Finance population numbers.

In addition, data helped allocate census outreach money to California's county offices of education and schools districts, reflecting districts' share of students enrolled in Title I (low-income) schools and number of Title III (English-learning and immigrant) students. The January 2020 Quarterly Report to the Legislature has additional budget detail, available at:

www.census.ca.gov/reports

E. Staff and Organization

As noted above, the Campaign work is carried out by a fulltime staff. The Census Office is headquartered in Sacramento. However, because of the state's geography and the Campaign's scope of work, outreach offices have been established in Los Angeles, San Diego, Fresno, and Oakland.

The Census Office staff was originally placed in the California Department of Finance Demographic Research Unit and then moved to the Governor's Office of Planning & Research, before its current location in the California Government Operations Agency (GovOps). The Census Office falls within the scope of GovOps because its expertise in contracting, technology, and government oversight syncs best with the census outreach effort.

The GovOps Deputy Secretary of Census and the Census Office Director and Chief of Staff direct the campaign activities. They are supported by appointed staff along with contract employees to implement programs and handle day-to-day operations.

The regionally focused Outreach Program is overseen by a Deputy Director of Outreach. Each of the 10 regions is staffed by Regional Program Managers in the field. Further, each region reports to a Lead for either Northern, Central or Southern California.

The Deputy Director of Statewide Initiatives oversees strategies and efforts at the state level. These include tribal affairs, education, language access, state agency, and sector outreach. Each of these specialty subject areas is led by a manager with expertise in the related field.

The media and public relations contract is managed by the Deputy Director of External Affairs and Media Relations with support from the Communications Team. This team consists of an Assistant Deputy Director, Public Information Officer, a Communications Specialist and a Webmaster. The communication team also manages the department's website, social media accounts and media inquiries.

The administrative functions of the Census Office are managed by the Assistant Director of Administration and a team of budget and contract specialists. This team manages the Census Office's budget, addresses personnel matters, processes all payments in coordination with the State Controller's Office to contractors and vendors, and supports general office operations.

Additional positions important to the campaign effort include:

- Deputy Director, Legislative Affairs
- Legal Counsel
- Complete Count Committee Liaison
- Policy Advisor to the Director

The Census Office is also supported by contract employees. In addition to ESRI, who developed the SwORD platform, the Census Office has contracted with Public Consulting Group (PCG) and Richard Heath & Associates (RHA). PCG provides project management and process-related support while RHA provides project and deliverables assistance to the Outreach Team in the field.

F. Accountability, Transparency and Metrics

Accountability

In addition to being financially accountable, the Census Office holds itself and its partners accountable for delivering results through contracts and outreach agreements. The Census Office has executed contracts with a significant number of partners, including community-

based organizations, local governments, and media vendors. These contracts enable the Census Office to oversee prudent expenditures and to quantify outcomes.

SwORD will play a significant role in tracking and ensuring accountability of these contracts. Contracted partners are using the platform for their state-funded outreach plans and to submit activity reports.

In addition to promoting accountability with contracted partners, the Census Office maintains open channels for information sharing through direct communication with stakeholders from local and state elected offices, Tribal Government, the U.S. Census Bureau, philanthropic organizations, other non-funded partners and the media.

Transparency

The Census Office is fully committed to transparent operations and collaboration. State leaders have made a significant financial investment to encourage full participation in the 2020 Census. The goal of transparency is to build trust and confidence that the investment is well-managed and will deliver intended outcomes.

The Census Office employs a multifaceted approach to ensure information, such as key milestones and financial reports, is available and current. The approach includes:

- Quarterly reports to the Legislature on expenditures and accomplishments;
- Bi-annual reports from the California Complete Count Committee to the Governor's Office on meetings, informational briefings, and committee member activities;
- Regular updates to the Census Office website (census.ca.gov) including financial information, key milestones, and mandated reports;
- Direct communication with stakeholders and partners in local and Tribal Governments, the Legislature, Congress, community-based organizations, and the media; and
- Providing testimony at informational hearings before the Legislative Select Committees on the Census and Legislative Budget Committee hearings.

Metrics

The Census Office is currently defining the metrics that will track and measure success. As the Activate Phase begins, it is critical to determine how to evaluate progress and assess resource needs. The Census Office will collaborate with partners to fulfill their Implementation Plans and identify gaps or redundancies that require adjustments. Collectively, the Census Office and partners will work together to monitor goals, objectives, and metrics to ensure that performance is tracking towards a significant level of self-response in the 2020 Census.

IV. STRATEGIC APPROACH

SOCS is based on methods honed through two previous decennial census cycles. It is based on a practice of leveraging and expanding conduits and networks of trust. It communicates the campaign messages to people in a way they can hear and understand, in their language and in an accessible format. Its phased approach with “Educate, Motivate, Activate” strategically moves the intended audience toward action. Its four strategic components are interwoven to strengthen and reinforce a network of “surround-sound” messages, touches and support.

The State has learned much from the past efforts. For 2020, however, a new and unique variable must also be taken into consideration. For the first time ever, households will be able to complete their census forms online in addition to the paper questionnaire and through the U.S. Census Bureau phone center. This represents new opportunities and new challenges.

A. Building on Best Practices and Lessons Learned

California enters the challenging 2020 Census environment with the benefit of being able to incorporate and build upon best practices and lessons learned from the 2000 and 2010 statewide census campaigns. The essence of those lessons is that it takes a grassroots approach through direct contact with residents and communities to reach and encourage those least likely to respond to the census. Lessons learned also showed that the coordination across partners, both state-funded and non-funded, was one of the biggest challenges.

As in previous campaigns, the statewide effort is designed to supplement and complement the work of the U.S. Census Bureau, which is responsible for the actual enumeration and related data management and processing. The U.S. Census Bureau also operates its own extensive outreach campaign.

The 2020 approach relies on the trust and networks already built with and within hardest-to-count communities. The approach speaks to these individuals in languages they understand and in ways that are culturally competent, so the messages resonate. For 2020, the Census Office is actively coordinating with the Census Funders Table at both state and national levels. (In 2010, the philanthropic sector played a significant role due to the lack of state funding.) Data sharing on outreach efforts and funding investments is an integral part of the coordination and partnership. Technology will allow better and real-time coordination during planning and deployment efforts. Through collaboration and coordinated efforts, the Census Office will enhance efficiencies and limit duplicating the work of the U.S. Census Bureau.

B. U.S. Census Bureau Coordination

Close coordination with the U.S. Census Bureau regional partnership staff and national decennial leadership is critically important to the success of the complete count effort. U.S. Census Bureau partnership specialists assigned to regions in California, as well as key regional U.S. Census Bureau leadership, regularly coordinate with the Census Office.

The Census Office Outreach Team holds bi-weekly conference calls with the U.S. Census Bureau's regional partnership lead to coordinate California-based outreach. Additionally, the

Census Office Director communicates directly with U.S. Census Bureau Headquarters leadership to raise critical issues including event and canvassing guidance, Questionnaire Assistance Center/Questionnaire Assistance Kiosk guidance, cybersecurity best practices, daily response rate application programming, media, advertising, misinformation/disinformation rapid response and other emerging issues.

Meaningful outcomes have been achieved already that help align U.S. Census Bureau initiatives with California's campaign. Specifically, as the U.S. Census Bureau began to roll out their "Statistics in Schools" effort originally scheduled for early March 2020, the Census Office engaged to address a duplication with California's Census Week in Schools scheduled for late March and early April 2020. This coordination eliminated a potential conflict where California schools would have had to choose between U.S. Census Bureau and Census Office activities, and possibly diminish the impact of the California Census Week in Schools.

Strong coordination is also underway to support the U.S. Census Bureau's hiring of well-qualified field staff and enumerators. The U.S. Census Bureau is anticipating a self-response rate nationwide of 60 to 65 percent and will send U.S. Census Bureau employees to enumerate households who do not self-respond. In December 2019, applicant recruitment was far below the 270,000-applicant goal set by the U.S. Census Bureau. The Census Office identified several ways to assist and amplify U.S. Census Bureau hiring opportunities through a mini-strike team model. Not only did the Census Office find ways to amplify recruitment messaging through its own communications channels, but it also did the following:

- Engaged state agencies, departments, and the Legislature to leverage communication channels for U.S. Census Bureau enumerators;
- Incorporated the job recruitment message into high-profile speaking engagements by the Census Office Director and various presentations to partners; and
- Created a strategy to target digital ads in low-applicant areas, by county. Specifically, remaining ad space buys (remnant inventory) promoted digital ads on the electronic billboard adjacent to Interstate 80 in Sacramento.

C. Working in a Trusted Way

A key strategy of the campaign is to build on, and expand, trust for hardest-to-count households. Trusted messengers, trusted messaging, and trusted places help individuals learn about the 2020 Census and complete their form. Whether delivered in person, online, over the airwaves, on signs, or on paper, the messaging is developed with the audience in mind. It is in the language they are most comfortable with, in a way that is easy to access, and that resonates with them.

Trusted Messengers and Trusted Messages

Trusted messengers are people who vulnerable populations consider credible and reliable sources of information. Trusted messengers have spent years building relationships within their communities earning respect. They understand their community and know which messages will make an impression. Examples are librarians, faith-based leaders, teachers, and neighborhood leaders. The Campaign also seeks to involve local and ethnic media. For the purposes of the outreach campaign, trusted messengers include contracted partners who will be conducting outreach directly to both grass-tops community leaders and grassroots community members.

Trusted Places: Questionnaire Assistance Centers and Questionnaire Assistance Kiosks

Part of California's statewide effort to make completing the census form approachable, easy and convenient is to provide friendly locations to receive in-language information, and/or gain access to the online form or U.S. Census Bureau call center. Questionnaire Assistance Centers and Questionnaire Assistance Kiosks will be placed in the communities most at risk of being undercounted. Locations may include libraries, senior centers, schools, Women Infant and Children (WIC) Centers and places where people go to for essential services. The Census Office is coordinating with the U.S. Census Bureau to enact cybersecurity and protective technical specifications before proceeding with development of Questionnaire Assistance Centers.

A Questionnaire Assistance Center is a physical location staffed with trained and linguistically competent individuals who can answer questions about how to complete the census questionnaire in person, online, and over the phone. Each Questionnaire Assistance Center will have equipment such as a tablet, laptop, or other device, which connects to secure Wi-Fi and allows for confidential data input. Questionnaire Assistance Centers will be accessible to those with specific language or accessibility need. The Census Office is developing "QAC in a Box," a prepackaged Questionnaire Assistance Center set-up kit, offering materials like signage, informational fact sheets, and U.S. Census Bureau language guides.

A Questionnaire Assistance Kiosk is a standalone, unstaffed kiosk that provides confidential online methods for the public to fill out the census form through a device connected to secure Wi-Fi.

D. Four Phase Campaign

California's 2020 Census campaign effort progresses through the four phases below:

Table 2: Detail of Census Effort in Phases from 2017 – 2021

Phase	Focus	Time Frame
1	Convene, Collaborate, Capacity Build	July 2017 - December 2018
2a	Educate	January – June 2019
2b	Motivate	July – December 2019
3a	Activate: Pre-Census Questionnaire	January – March 11, 2020
3b	Activate: Census Self-Response – Be Counted	March 12 – April 30, 2020
3c	Activate: Non-Response Follow-Up – It's Not Too Late	May 1 – July 30, 2020
4	Assess and Report	August 1, 2020 – July 30, 2021

In Phase 1, the Census Office built capacity by convening grass-tops leaders, engaging strategic partnerships, assessing readiness and needs, and leveraging outside resources to ensure that the most effective strategies are funded and implemented.

In Phase 2, the Census Office advised and connected partners and contractors throughout the state and oversaw the development of outreach and messaging plans.

In Phase 3, Census partners will execute those plans, spreading the message and reaching out to those least likely to respond.

- During Phase 3a, partners will ensure those least likely to respond know the census is coming and understand the need to complete their questionnaire.
- Phase 3b is the census self-response period, when people will complete the census online, by phone or by mail. During this “Get out the Count” effort, the majority of outreach and communications efforts culminate, with contracted and other outreach partners coordinating closely to ensure outreach coverage and track their multiple “touches” and “impressions,” defined as direct or indirect contact between campaigners and a potential census participant. Contractors will open staffed Questionnaire Assistance Centers and self-serve Questionnaire Assistance Kiosks. Participation and use of these Questionnaire Assistance Centers may give the best indication of the success of outreach efforts, as motivating individuals complete their census questionnaire forms and providing necessary assistance is a primary goal.
- Phase 3c is a sensitive time when federal enumerators will visit households that have not completed the census questionnaire. The U.S. Census Bureau is discouraging state contractors from going door to door during the Nonresponse Followup period since it may create confusion for households. The Census Office is working closely with the U.S. Census Bureau to determine best approaches as state contractors are trusted messengers and can encourage non-responding households to “open their doors” and relay that “It’s not too late to be counted.”

Finally, during Phase 4, contractors will review their outreach activity data and assess the impact of their efforts, documenting their work in final campaign reports submitted to the Census Office. They will upload data on funded outreach activities to SwORD, where it will be available for analysis by the State. Census Office program areas will also provide assessments of their own activities. Drawing from these documents, final reports on the 2020 Census will include sections covering results and outcomes, lessons learned, and recommendations for the 2030 Census.

E. An Integrated and Multi-Layered Campaign

The Campaign has multiple individual components. The Census Office integrates and coordinates them to create a tightly woven blanket of coverage, focusing on a two-pronged approach:

- Where the census tracts that have high CA-HTC Index rates and low response scores are, and;
- Who lives there that are least likely to respond.

The *how* is the campaign strategy. It offers a multi-layered approach among different types of partners that incorporates coordinated activities at the state and regional levels, as well as in the air through media and on the ground through person-to-person interactions. This approach creates a “surround-sound” of 2020 Census messages to reach the hardest-to-count households. It is an enormous statewide effort, seeking a vast number of “impressions.” In 2000, the State tracked more than 500 million impressions, via media, government agencies and place-based census assistance centers.

The State is building a formidable infrastructure of community-based organizations, philanthropic organizations, counties, cities, Tribal Governments and grassroots organizations as well as sector-focused entities that work together. Through collective and coordinated action, these partners can strengthen and deepen their impact.

SwORD, the online information-sharing hub, supports the coordination and decision-making for this complex effort for the Census Office and partners. Each of the four components of the SOCS is discussed in more detail in the following sections.

F. Well-Designed Outreach Considers Where, Who, and How

Contractors develop detailed plans for their outreach and messaging activities, called Implementation Plans. The Census Office, in guiding contractors, directs them to start by using the mapping and data provided through SwORD and the CA-HTC Index map. Using these tools, they take a three-step WHERE-WHO-HOW approach to developing outreach plans:

- **WHERE:** A grassroots approach looks first at finding vulnerable populations where they are locally by reviewing geography-based data. Contractors first use a metric, either the CA-HTC Index or the U.S. Census Bureau's Low Response Score, via SwORD, to identify the census tracts and block groups that pose the greatest enumeration challenges in their community/region. The approach also emphasizes WHERE by focusing resources at the regional level, where the hardest-to-count census tracts are located.
- **WHO:** Contractors then identify the characteristics of the populations in those areas, getting to know who they are, so they can reach them in effective ways. They look at demographic data to identify which of the 15 vulnerable populations are in these hardest-to-count census tracts. At the state level, the Census Office has made sure that these vulnerable populations receive specific attention by contracting with Statewide Community-Based Organizations that each focus on one or more of these populations.
- **HOW:** After identifying WHERE and WHO, contractors consider how to reach, inform and support those most likely to be undercounted. They develop strategies and activities involving communities' trusted messengers, offering on-the-ground resources and expertise in trusted places, and reaching out in linguistically and culturally appropriate ways. The Census Office at the state level relies on schools, labor unions, faith-based organizations, and businesses, to reach people who might not be touched through other state-based efforts.

G. Language and Communication Access

In order to earn the trust of California's most vulnerable populations, it is critical that media and trusted messengers communicate with them in their primary language, and in a way that is accessible. Consideration of these communities' needs is interwoven throughout the strategy, at both the statewide and regional levels. The Census Office developed a Language and Communication Access Plan (LACAP) detailing contractor threshold requirements for integrating language and communication access. The LACAP focuses on providing equal and meaningful access to California's Limited English Proficient (LEP) individuals and people with disabilities, two of California's vulnerable populations.

Released in May 2019, the document establishes language-support requirements for partners to reach the more than 6.7 million California residents ages 5 and over with limited English proficiency. The State evaluated multiple federal and state language datasets and methodologies in creating its approach. Detailed language information compiled from the most recent American Community Survey Public Use Microdata Sample was aggregated to 41 geographic data areas: 34 counties and seven multi-county areas.

The LACAP identifies required languages through a methodology that established minimum thresholds (based on the total number and/or population percentage of LEP speakers in a geographic region), with stepped-up requirements for areas with larger, more diverse LEP populations. At a minimum, all contractors must provide language support activities in English and Spanish. The approach ensures that at least 91 percent of California's estimated limited-English population would be covered by the LACAP requirements.

The Census Office provided partners with a list of the languages that census materials and activities in each county are to include. Contractors subject to LACAP are required in both their Strategic Plans and Implementation Plans to include a Language and Communication Access section describing their approach. The full LACAP is available at: <https://census.ca.gov/2019/05/17/lacap/>.

H. Contracted and Non-Contracted Partners

The Census Office has a robust plan to work with its various outreach partners at the local, regional and statewide level, connecting and weaving efforts to ensure the Census Office and partners reach hardest-to-count individuals and communities.

Many partners, both regional and statewide, are not under contract or outreach agreements but share common goals of reaching hard-to-count communities. Foundations, non-governmental entities, advocacy coalitions, community-based organizations, grassroots groups, individual leaders, and volunteers all play important roles in communicating, educating, networking, and conducting outreach to work toward a complete count.

Partners of all types participate in Local Complete Count Committees (LCCCs) to amplify collaboration amongst local stakeholders. Formed primarily at the county level, they have an essential role in regional census outreach, bringing together community leaders and other local trusted messengers and U.S. Census Bureau staff to use local knowledge and resources.

I. Contracted Partners' Outreach Plans

The Census Office requires initial Strategic Plans and detailed Implementation Plans from contracted partners, as described in their contracts. Plans include strategies, tactics, budgets and timelines.

Strategic Plans. Strategic Plans describing specific partnerships and methods to leverage resources to achieve the highest self-response rate possible for the Census 2020 questionnaire were due to the Census Office May 31, 2019. Strategic Plans address the following elements:

1. Outreach Approach describing its approach to reach the hard-to-count households with specific strategies, tactics, and timelines, as well as collaborations, partnerships, and resources.

2. Partnership Coordination demonstrating a coordinated approach for working with the U.S. Census Bureau, the Census Office, local governments, schools, community-based organizations, sector partners, and other civil society organizations to avoid duplication and to identify the methodology to address gaps.
3. Resources and Infrastructure to coordinate with the SwORD mapping portal, and plans for establishing, managing, and announcing Questionnaire Assistance Centers and/or Questionnaire Assistance Kiosks.
4. Training Methods to be used to conduct outreach and how to use SwORD effectively.
5. Data Management to provide geospatial data or mapping of outreach activities and coverage areas.
6. LACAP that defines strategies, tactics and resources, including partnerships, to address language and communication access to reach LEP individuals and people with disabilities. (Note: the LACAP was finalized concurrently with the strategic plan process.)
7. Workforce Development to assist the U.S. Census Bureau with local hiring of census enumerators and description of community outreach workers trusted messengers.
8. Budget.
9. Timeline of all specific outreach activities.
10. Volunteers Plan (for community-based organization contractors only) to utilize and leverage volunteers.
11. Social Media and Non-Traditional Communications Methods of providing outreach.
12. Ethnic and Hyper-Local Media Plan, if applicable.

Implementation Plans. Following the approval of the Strategic Plan, contractors were required to submit an Implementation Plan that built upon the approved Strategic Plan. The purpose of the Implementation Plan is to provide a clear roadmap for outreach, identifying opportunities to bolster coordination and resources, and achieve goals and desired outcomes in adherence to a timeline. It includes anticipated challenges and possible solutions. The Implementation Plan also serves as a tool for the Regional Program Managers to identify gaps, coordinate efforts and monitor progress.

To facilitate the creation and advancement of these plans and provide an opportunity to collaborate with other stakeholders, the Census Office held a series of Implementation Planning Workshops throughout the state in the summer and fall of 2019. The Implementation Plan Workshop format was generally comprised of two sessions. The morning session provided an overview and update for the public and contractors. During the afternoon session, the Census Office facilitated collaboration among contractors so they could continue the development of an effective and efficient Implementation Plan. The Implementation Plan Workshop agendas and presentations were modified to reflect the current stages of contractors' planning and progress in reach region.

V. TECHNOLOGY, DATA AND ANALYTICS

A. Overview

Technology, data and analytics are key to the Census Office's efforts. The Census Office adopted a data-driven approach from the start, which is supported through the SwORD platform and a number of technology applications that integrate with each other. These tools, their functions, user groups, and key benefits are detailed in the table below.

Table 3: Census-Specific Technology Tools Overview

Technology/ App	Primary Functions	Users Served	Key Benefits
SwORD	<ul style="list-style-type: none">• Provides census relevant maps and demographic data• Allows partners to enter and view their outreach plans visually• Acts as the central data source for all reported outreach activity• Interfaces with third-party apps and the U.S. Census Bureau• Hosts the public facing CA-HTC Index map	Census partners Public	<ul style="list-style-type: none">• Uses maps to create more effective, data-driven plans• Sharing and collaborating with others combines resources and prevents overlap• Relevant data is curated and all in one place, meaning less time spent searching and manipulating data and more time is spent on higher value planning tasks
Outreach Reporting Application Program Interface (API)	<ul style="list-style-type: none">• Receives and validates census outreach reporting data from third party applications• Allows partners to send in multiple activities at once via a spreadsheet• Automatically enters the data into SwORD	Census partners	<ul style="list-style-type: none">• Saves time by removing the need for duplicate data entry through automated reporting• Simplifies and saves time reporting multiple outreach activities via a spreadsheet

Technology/ App	Primary Functions	Users Served	Key Benefits
osTicket Helpdesk	<ul style="list-style-type: none"> Allows partners to submit support tickets such as requesting accounts, problem/bug reports and data requests Central database of all SwORD and tech-related requests to the Census Office Allows users to manage and track their requests 	Census partners	<ul style="list-style-type: none"> Offers traceability of requests Improves user and the Census Office workload management
Census PDI (Political Data, Inc)	<ul style="list-style-type: none"> Facilitates outreach data reporting and tracking for households Supports canvassing, phone banking and other household based activities 	Census partners	<ul style="list-style-type: none"> Streamlines data collection to report activities in SwORD Familiar platform for partners

B. SwORD, the Statewide Outreach and Rapid Deployment Platform

As discussed above, the State contracted with ESRI, to develop and launch SwORD to serve as an online platform where the Census Office and partners can share information, collaborate on outreach approaches, and coordinate. SwORD will also provide Application Programming Interfaces (APIs) for partners using third-party applications and Census PDI to send their outreach data to the platform. The State is integrating with the U.S. Census Bureau's APIs to receive regular updates on self-response numbers once the online, phone, and paper questionnaires are available.

In addition to ready-made, pre-configured maps, users are able to make their own maps using the Map Creator feature. Here, users can search a repository of available data, add combinations of layers to their maps, as well as save, export, print, and share these maps for collaboration purposes.

The majority of data sources within SwORD are open government data from a variety of federal, state and other public sources. The real value of SwORD is that all of these are in a single, central place, and can be combined together to see patterns and trends. They have also been specifically formatted and curated for census outreach. This saves countless hours of research, data formatting and manipulation, and other tasks for users.

Users may enter their planned outreach activities into SwORD using the "Structured Planner" tool, an app within SwORD specifically designed for California census. The benefit of entering this information into SwORD is the ability to view plans together and combined with other

layers such as the CA-HTC Index. This helps identify opportunities for collaboration and other efficiency gains through possible combined activities.

Figure 1: Structured Planner

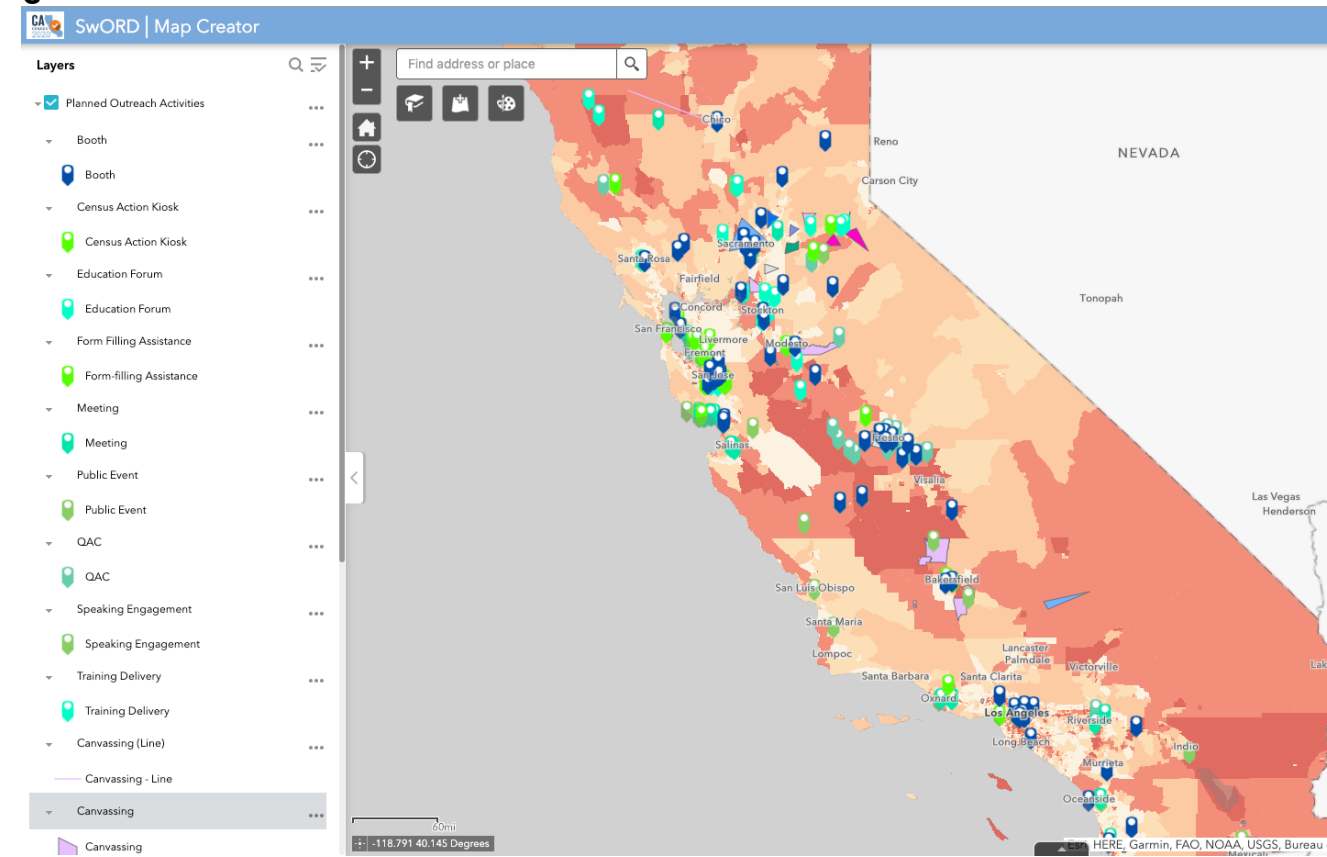


Image Description: A map of California showing an example of a Structured Planner. The map is divided into census tracts and shows icons indicating planned outreach activities in different towns or areas. The icons represent booths, kiosks, education forums, form-filling assistance, meetings, public events, Questionnaire Assistance Centers, speaking engagements, training delivery, and canvassing.

Key Phases

SwORD supports outreach throughout the key outreach phases detailed below.

Table 4: Key Outreach Phases

	Educate		Motivate		Activate	
SwORD	Who, what, where and how	Enter plans and see gaps	View all plans and gaps	Activity reports & coverage gaps	See Federal response rate data	Reports & analysis, pivot & adapt
Reporting Spreadsheet Web Form API for third party apps	N/A		Send activity reports via spreadsheet, We Form or auto via API		Send activity reports via spreadsheet, Web Form or auto via API	

Phase 2: January – December 2019 (Educate & Motivate)

During the planning phases, SwORD helped to:

- Use maps to create more effective, data-driven plans;
- Share and collaborate with others to combine resources and prevent overlap; and
- See relevant, curated data all in one place, meaning less time spent searching and manipulating data and more time spent on higher value planning tasks.

As of August 2019, SwORD contained over 100 “layers” or datasets containing demographic and other useful information that partners can add to a map to help understand their area(s). Below is a representation of these layers, combined into ready-made maps. These are pre-configured views that combine related datasets to tell a helpful story about an area or population group.

Phase 3: January – July 30, 2020 (Activate)

As planned, during plan execution, partners will be able to gauge the effectiveness of their activities using SwORD data. Outreach plans will be combined with reported actuals as well as the latest available data from the U.S. Census Bureau that will show the self-response rates by census tract. Using this data, partners can assess the effectiveness of their plans and activities, identify gaps and reallocate resources, if necessary, to maximize impact.

Partners will be able to report activities to SwORD in a variety of different ways. The SwORD team is exploring other options to further simplify the reporting process.

- The Web Form is the most comprehensive way to report an activity to the Census Office and enter it in SwORD. In addition to the essential information (such as activity type, dates, times and locations), the Web Form gives users the opportunity to provide feedback on the activity, to detail attendee concerns and upload photos and other files. This information will be extremely useful to help the Census Office understand the progress and work being performed “on the ground”, and could be distributed to other partners as a way of information sharing and collaboration – e.g. sharing materials from successful events with others so they do not need to re-invent the wheel.
- The bulk upload spreadsheet allows partners to provide reports for multiple activities at once. The SwORD team will load this data into SwORD at regular intervals.
- The SwORD Application Programming Interface (API) will allow partners who want to build their own canvassing and other census apps to report automatically to SwORD. Data can be sent to SwORD electronically, in a pre-defined format. The API saves time and effort, since if data is already entered into the third-party apps, users do not need to fill in a spreadsheet or web form separately. Instead, the API can be used to automatically send this data to SwORD.

Figure 2 shows a map of reported outreach activity layered with the CA-HTC Index. At a surface level, the reported activities can be compared with the HTC Index to ensure that the majority of activity is happening within a high HTC Index, and that duplication of activities is minimized.

Figure 2: Reported Outreach Activity Layered with the CA-HTC Index

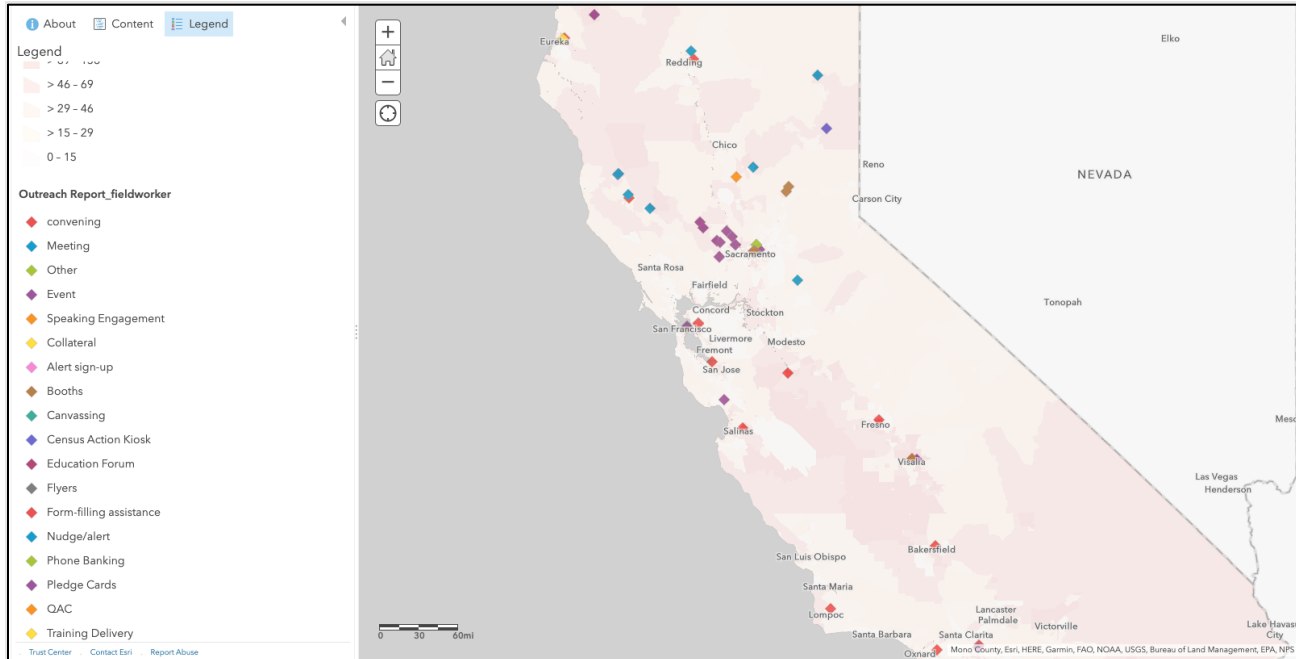


Image Description: A map of California divided into census tracts and showing an example of outreach activities layered over the CA-HTC Index. Census tracts are shaded in different colors to show the Index, and icons represent activities. Icons include convenings, meetings, other, events, speaking engagements, collaterals, alert sign-ups, booths, canvassing, census action kiosks, education forums, flyers, form-filling assistance, nudge/alerts, phone banking, pledge cards, Questionnaire Assistance Centers, and training delivery.

Eventually, the reports will be combined with, and compared to, U.S. Census Bureau response data to further judge their effectiveness and allow partners the opportunity to address low response rates with revised outreach activities, where necessary. A partner may have been performing activities and plans future activities in a census tract that, based on U.S. Census Bureau response data, is responding at a relatively high rate. Other tracts in the partner's area, however, may be responding at a lower rate. SwORD will present clear evidence that the planned activities (such as canvassing) should be focused on the under-performing tract. In this way, the Census Office and our partners can help ensure the most efficient use of state resources by performing outreach activities in the areas that need it the most.

VI. REGIONAL APPROACH

The Census Office's regional outreach strategy leverages community-based networks and local governments who know their regions and the unique communities within them. In addition, these partners are coordinating with statewide and sector-based community-based organizations to conduct outreach to vulnerable populations likely to be missed in the census count. Local coordination is supported through LCCCs to incorporate non-contracted census partners.

The Census Office created 10 census regions (census.ca.gov/regions) each reflecting well-established communities of interest as well as communities with similar demographics and hardest-to-count characteristics. The Census Office assigned a Regional Program Manager to each region to help coordinate outreach and messaging activity with the diverse partners and serve as a local state census support presence within that region.

The State's regional funding allocates funds within the regions to counties, and to a single, lead Administrative Community Based Organization. The Census Office has designated a funding level for each of the 10 regions based on their CA-HTC Index profile, reflecting the population residing there, with minimum thresholds for county populations.

A. Regional Administrative Community-Based Organizations

Administrative Community-Based Organizations are large community-based organizations with the administrative capacity and experience to manage subcontractors and organize a robust outreach campaign throughout an entire region. The Census Office selected Administrative Community-Based Organizations for each region through a competitive request for proposal process. They were encouraged to subcontract or partner with local community-based organizations who are trusted messengers with their own networks and relationships to reach vulnerable populations.

B. Counties

Counties were invited in November 2018 to become a contracted partner with the State for census outreach work. They have administrative and accountability structures to meet requirements for state funding, and they have relationships with vulnerable populations through their on-the-ground activities, such as provision of health services, social services, and libraries.

Earlier in 2018, with financial incentives offered by the State, many California counties (as well as cities) participated in the U.S. Census Bureau's process of updating its national database of addresses, reviewing and sending address list updates to the federal government through the Local Update of Census Addresses (LUCA) operation. This update helps ensure that more houses receive 2020 Census mailings and other U.S. Census Bureau outreach.

C. Regional Outreach Planning Process

Both counties and Administrative Community-Based Organizations developed multi-faceted, multi-channel, multi-lingual cohesive Strategic Plans to prepare their outreach approaches. They created the plans in collaboration with local stakeholders, such as local government

agencies, elected officials and community groups. Outreach efforts are also coordinated through the LCCCs. With the approval of the Strategic Plans, contractors turn to planning specific activities, events and programs, including plans for local media and messaging, detailed in Implementation Plans that were due in fall 2019. Local media plans will leverage efforts identified in the state's media and communications plan.

Contractors input their data from all activities into SwORD to assist with tracking, accountability and transparency. Contracted partners are also required to submit quarterly reports and data to the Census Office detailing their outreach activities. Census Office staff are responsible for managing county contracts, reviewing required deliverables, and supporting coordination among contractors.

D. Regional Activities by Phase

The activities summarized below are common to all 10 regions. Activities specific to each region will be detailed in each regional section that follows.

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

During the summer of 2018, the Census Office sponsored 23 readiness assessment convenings across California to identify local partners and grass-tops leaders, develop and strengthen regional collaborative networks, share outreach and planning best practices, and discuss what methods the State could employ to support its local and regional partners. The dates and locations are below:

- Sacramento – April 19, 2018
- Oakland – May 1, 2018
- Fresno – May 8, 2018
- Bakersfield – May 9, 2018
- Ukiah – May 16, 2018
- Humboldt – May 17, 2018
- Redding – May 18, 2018
- Riverside – May 23, 2018
- Palm Desert – May 24, 2018
- Salinas – May 31, 2018
- Mountain View – June 1, 2018
- Lompoc – June 6, 2018
- Imperial – June 7, 2018
- Modesto – June 18, 2018
- San Gabriel Valley – June 26, 2018
- San Fernando Valley – June 27, 2018
- San Bernardino – June 28, 2018
- Santa Ana – June 29, 2018
- San Diego – July 10, 2018
- Oxnard – July 11, 2018
- San Francisco – July 12, 2018
- South Los Angeles – August 1, 2018
- Long Beach – August 2, 2018

Philanthropic foundations across the state played integral parts in bringing together the early champions of the census outreach efforts in their regions. In addition, legislative offices were involved in the planning of each region's readiness assessment. The convenings, which drew more than 1,500 local leaders, also served to jump start the formation of LCCCs. Many regions used these convenings for early planning and discussion about which regional organization may respond to the State's request for proposals, identifying which organizations may be best suited to fill this role based on expertise and capacity.

In November 2018, the Census Office sent a letter to the Boards of Supervisors in all 58 counties inviting them to enter 2020 Census outreach contracts.

Phase 2: January – December 2019 (Educate & Motivate)

The Census Office contracted with counties as well as regional community-based organizations to serve as outreach administrators. LCCCs in contracted counties began to engage with local organizations and institutions, including community organizations, school districts, cities, colleges, and local businesses.

With the support of contracted partners, communities discussed barriers and challenges to achieving a successful count and brainstormed possible solutions to best reach their community members. Contracted partners submitted Strategic Plans, detailing their proposed efforts to target vulnerable populations in specific census tracts, and how they will provide for language and communication access.

In June, the Census Office coordinated the second round of convenings, the “Implementation Plan Workshops.” In addition to the Implementation Plan workshops, philanthropic partners worked on increasing communication through the Census Funders Table and convened with Administrative Community-Based Organizations to encourage better coordination.

The Census Office Outreach Team worked with partners on submitting their Implementation Plans that were due in fall 2019. Based on the review of these plans and discussions with key partners on the ground, the Census Office worked to develop additional contingency plans and possible resource support.

Phase 3a: January – March 11, 2020 (Activate)

As planned, during the first quarter of 2020, contracted partners will conduct training, prepare to open Questionnaire Assistance Centers/Questionnaire Assistance Kiosks, and develop localized messaging and materials for canvassing, mailings, and events. They will use SwORD and other tools to ensure that their efforts are data-driven.

Phase 3b & 3c: March 12, 2020 – July 30, 2020 (Self-Response and Non-Response Follow-Up)

As planned, during the Self-Response Period, Administrative Community-Based Organizations and counties will work with their community partners to conduct outreach through workshops, presentations, and at Questionnaire Assistance Centers/Questionnaire Assistance Kiosks and engage local and ethnic media to spread the word. They will continue their outreach campaigns while monitoring the response data through SwORD and other means. Work during the Nonresponse Followup Period will be coordinated with the U.S. Census Bureau in order to identify the most effective way to encourage census participation.

E. Region-Specific Chapters

Following are chapters on each of the 10 regions, their contractors, hardest-to-count characteristics, and discussion of outreach work accomplished by phase as of January 2020.

Region 1

Region 1 is the largest region in California with 17 counties. It extends from Sacramento to the Oregon border. The region includes hardest-to-count census tracts in urban areas with a large percentage of limited English proficient populations, multifamily housing, immigrants, refugees, and other vulnerable populations. Region 1 also encompasses an expanse of rural areas that have few community-based organizations and rely on social service agencies. (Out of the 17

counties, outreach in seven counties are coordinated by the Administrative Community-Based Organization, Sacramento Region Community Foundation.) The rural areas have limited broadband access and populations that are isolated and hard to reach. It is an agriculturally rich area with a large farmworker population. The area is also home to Native American and tribal populations. Communities in Butte and Shasta have been devastated by wildfires, scattering residents into temporary quarters across the region and throughout the state.

Figure 3: Northern California Regions 1, 2 and 3, CA-HTC Areas

Image Description: A map of Northern California showing Regions 1, 2 and 3 with color coding to indicate the CA-HTC Index by census tract. (Source: CA-HTC Index)

Table 5 shows the breakdown by county of the leading hard-to-count population characteristics.

Table 5: Region 1 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Factors
Butte	225,207	106,795	11,451	Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese)	Vacant housing units, Unemployed, Non-family households
Colusa	21,479	7,902	4,070	Spanish, Other Indo-European languages, Tagalog (incl. Filipino)	Households without broadband subscription, Vacant housing units, Non-high school graduates
El Dorado	185,015	83,959	6,666	Spanish, Other Indo-European languages, Chinese (incl. Mandarin, Cantonese)	Vacant housing units, Households without broadband subscription, Unemployed
Glenn	27,935	16,721	4,417	Spanish, Other Asian and Pacific Island languages, Tagalog (incl. Filipino)	Children under 5, Non-high school graduates, Households without broadband subscription
Lassen	31,470	16,677	1,921	Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese)	Households without broadband subscription, Vacant housing units, Moved recently
Modoc	9,017	6,494	505	Spanish, Other Asian and Pacific Island languages, Vietnamese	Households without broadband subscription, Vacant housing units, Non-family households
Nevada	98,838	48,370	2,161	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Vacant housing units, Unemployed, Households without broadband subscription
Placer	374,985	152,300	15,947	Spanish, Other Indo-European languages, Tagalog (incl. Filipino)	Moved recently, Non-family households, Vacant housing units
Plumas	18,724	6,845	249	Spanish, Other Indo-European languages, French, Haitian, or Cajun	Vacant housing units, Households without broadband subscription, Non-family households

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Factors
Sacramento	1,495,400	717,998	189,390	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Households receiving public assistance, Unemployed, Below 150 percent of poverty level
Shasta	178,919	89,245	4,479	Spanish, Chinese (incl. Mandarin, Cantonese), Other Asian and Pacific Island languages	Non-family households, Households without broadband subscription, Vacant housing units
Sierra	2,885		40	Spanish, French, Haitian, or Cajun, German or other West Germanic languages	
Siskiyou	43,530	13,111	1,240	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Households without broadband subscription, Households receiving public assistance, Below 150 percent of poverty level
Sutter	95,583	47,034	14,538	Spanish, Other Indo-European languages, Other Asian and Pacific Island languages	Moved recently, Below 150 percent of poverty level, Households receiving public assistance
Tehama	63,247	29,668	4,667	Spanish, Other Indo-European languages, Korean	Moved recently, Unemployed, Households without broadband subscription
Yolo	212,605	108,315	28,040	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Moved recently, Non-family households, Below 150 percent of poverty level
Yuba	74,644	30,529	6,085	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Unemployed, Households receiving public assistance, Households without broadband subscription

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

In spring 2018, Sacramento County began its census planning activities, leveraging resources from the county and philanthropy. In May 2018, Sacramento County partnered with the Census office to host the first of the 23 readiness convenings.

In October 2018, the Sacramento County Complete Count Committee was established. Early on, they committed to co-creating the outreach strategies and engaging in census outreach implementation alongside hardest-to-count and vulnerable populations to ensure census participation. This type of outreach was more resource intensive but remained an important aspect of the strategy development.

Notably, there were 717,998 Sacramento County residents who resided in census tracts with above median CA-HTC Index. To appropriately outreach to those residents, a total of 33 subcommittees were developed, which represented hardest-to-count communities throughout Sacramento County. The subcommittees came together for three months to develop 106 outreach strategies and tactics which served as the framework

Phase 2: January – December 2019 (Educate & Motivate)

In preparation for the Strategic Plan in early 2019, the Administrative Community-Based Organization gathered baseline data for this vast region, identifying local partners and gaps in outreach coverage. In several counties there are few or no existing local community-based organizations to engage in outreach discussions and implementation.

In the spring, the counties submitted their Strategic Plans, which were informed and vetted by the LCCC. Sacramento County held an April kick-off event for the 2020 Census, paired with a job fair hosted by the Sacramento Employment and Training Agency.

The counties and the Administrative Community-Based Organization received further information on coordination at Implementation Plan Workshops held in Sacramento and Red Bluff in June. Over 100 participants attended the Sacramento event, which was opened by California Complete Count Committee (CCCC) Chair and Secretary of State Alex Padilla, Sacramento Mayor Darrel Steinberg, and Yolo County Supervisor Don Saylor.

In July, the Administrative Community-Based Organization started to work with their Funding Consortium Partners, counties, multi-county community-based organizations, and local partners to co-create a community-driven Implementation Plan. The Administrative Community-Based Organization desired outcome was a community-led and designed outreach strategy and plan that builds the capacity of community-based organizations and counts the region's vulnerable populations.

During the fall of 2019, contracted partners mapped locations for the Questionnaire Assistance Centers/Questionnaire Assistance Kiosks, such as libraries or government social service agencies, and submitted Implementation Plans laying out localized communication methods and events to encourage residents to complete the Census.

Region 2

Region 2 is diverse in terms of population and geographic area. It includes an array of hardest-to-count census tracts in urban areas with large percentages of immigrants, unemployed, low-income and LEP populations. The region also includes rural areas that have low or no broadband access and/or mobile coverage, making it difficult to access the online census form, particularly for those who do not trust or know how to use the Internet. Native Americans

live on tribal lands and in hard-to-reach areas, especially in the northern areas of the state. Others considered hardest to reach are those living and working in the cannabis growing area of northwest California, who have lived in isolation from government for generations. Like other areas in Northern California, parts of Region 2 have been devastated by wildfires and other natural disasters. Sonoma and Lake counties are still recovering from fires that have left many families displaced.

The Region 2 Administrative Community-Based Organization, the United Way of the Wine Country, will work through local community-based organizations with hyper-local trusted messengers to deliver Census 2020 messaging to specific hardest-to-count populations.

Table 6 provides a breakdown by county of the leading hard-to-count population characteristics.

Table 6: Region 2 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Del Norte	27,442	13,623	1,144	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Moved recently, Unemployed, Households without broadband subscription
Humboldt	135,490	66,500	4,532	Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese)	Non-family households, Vacant housing units, Below 150 percent of poverty level
Lake	64,095	26,103	3,763	Spanish, Tagalog (incl. Filipino), Chinese (incl. Mandarin, Cantonese)	Vacant housing units, Unemployed, Below 150 percent of poverty level
Mendocino	87,497	42,789	7,547	Spanish, Other Indo-European languages, French, Haitian, or Cajun	Unemployed, Households without broadband subscription, Vacant housing units
Napa	141,005	57,595	20,209	Spanish, Tagalog (incl. Filipino), Other Indo-European languages	Vacant housing units, Moved recently, Non-family households
Sonoma	500,943	246,339	52,405	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Non-family households, Moved recently, Vacant housing units
Trinity	13,037	3,028	354	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Households without broadband subscription, Vacant housing units, Moved recently

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

In May 2018, the Census Office partnered with the local legislative and congressional district offices and the Mendocino County Board of Supervisors to hold the Region 2 readiness assessment convening. The Humboldt Community Foundation also hosted a readiness convening for the far northern counties.

Phase 2: January – December 2019 (Educate & Motivate)

The Administrative Community-Based Organization conducted outreach to each of the seven counties and LCCCs, helping to identify leadership and establish clear roles and communication plans. The Administrative Community-Based Organization and counties will be finalizing their communications, marketing and outreach plans in collaboration with regional partners. They solicited proposals from local community-based organizations for canvassing and operating Questionnaire Assistance Centers/Questionnaire Assistance Kiosks and began holding events.

Region 3

Region 3 is known for its dynamic mix of urban and suburban areas, high-tech and low-tech employment centers, arts and entertainment production, and ethnic cultural centers. While these diverse characteristics are a strength, previous census counts have shown that the region's population has historically been undercounted. The Bay Area's vibrant diversity brings significant challenges to obtaining a complete count, with over 2.75 million people speaking a language other than English at home. To add to this complexity, the Bay Area is experiencing a large influx of peoples from Middle Eastern and Northern African countries. In addition, the high cost of housing has led to an increased number of those experiencing homelessness and displacement. There is also a high percentage of renter-occupied neighborhoods. Also, this region has high percentages of individuals with low literacy and individuals who are foreign born.

The Region 3 Administrative Community-Based Organization United Way Bay Area (UWBA) will work to ensure sufficient coverage in under-resourced counties and cities throughout the seven counties (Marin, Contra Costa, Solano, and San Mateo), which in some pockets have fewer available community-based organizations involved in census outreach. UWBA's plan includes three main components of coordination: collaboration with other regional census leaders, frequent communication, and partnerships with subcontractors as local, trusted community messengers.

Table 7 is a breakdown by county of the leading hard-to-count population characteristics.

Table 7: Region 3 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Alameda	1,629,615	758,676	281,942	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Multi-unit structures, Non-family households, Renter-occupied units
Contra Costa	1,123,678	529,736	149,624	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Moved recently, Multi-unit structures, Foreign-born population
Marin	260,814	119,259	22,123	Spanish, Other Indo-European languages, Chinese (incl. Mandarin, Cantonese)	Non-family households, Moved recently, Multi-unit structures
San Francisco	864,263	386,566	170,041	Chinese (incl. Mandarin, Cantonese), Spanish, Tagalog (incl. Filipino)	Multi-unit structures, Non-family households, Renter-occupied units
San Mateo	763,450	407,076	129,229	Spanish, Chinese (incl. Mandarin, Cantonese), Tagalog (incl. Filipino)	Foreign-born population, Multi-unit structures, Crowded units
Santa Clara	1,911,226	972,400	371,011	Spanish, Vietnamese, Chinese (incl. Mandarin, Cantonese)	Foreign-born population, Multi-unit structures, Moved recently
Solano	434,981	197,262	46,407	Spanish, Tagalog (incl. Filipino), Other Asian and Pacific Island languages	Moved recently, Unemployed, Households receiving public assistance

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

In 2017, a Local Update of Census Addresses (LUCA) informational workshop was held at the Association of Bay Area Governments/Metropolitan Transportation Commission in San Francisco and included many local Bay Area jurisdictions. In May 2018, the California Endowment hosted the Census Office's regional readiness assessment. An additional readiness convening was held in Mountain View on June 2018 with support from the Silicon Valley Community Foundation.

Later that fall, the Alameda County Complete Count Committee started its work from a grassroots level through a comprehensive community engagement series of fourteen Census Solutions Workshops between November 2018 and March 2019. The workshops served as a platform for the Alameda County Census Office to build buy-in among existing trusted

Out of the 10 counties in the region, only six are directly receiving state funds as a contracted entity: Calaveras, Madera, Mariposa, Merced, Stanislaus and Tuolumne. The City of Stockton has a contract with the state in lieu of San Joaquin County for the incorporated city boundaries.

The Administrative Community-Based Organization, Faith in Action, is working with a diverse set of local organizations that will use robust and comprehensive grassroots strategies targeting the hardest-to-count populations. They will cover the remaining portions of San Joaquin County and Alpine, Amador and Mono counties.

Table 8 is a breakdown by county of the leading hard-to-count population characteristics.

Table 8: Region 4 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Alpine	1,203		25	Other and unspecified languages, Spanish, Vietnamese	
Amador	37,306	16,154	1,122	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Vacant housing units, Moved recently, Unemployed
Calaveras	45,057	15,532	887	Spanish, Other Asian and Pacific Island languages, Tagalog (incl. Filipino)	Vacant housing units, Moved recently, Non-family households
Madera	154,440	81,757	27,735	Spanish, Other Indo-European languages, Other and unspecified languages	Below 150 percent of poverty level, Non-high school graduates, Households receiving public assistance
Mariposa	17,658	8,732	413	Spanish, Other Indo-European languages, Tagalog (incl. Filipino)	Vacant housing units, Households without broadband subscription, Non-family households
Merced	267,390	101,503	56,696	Spanish, Other Indo-European languages, Other Asian and Pacific Island languages	Unemployed, Households receiving public assistance, Non-high school graduates
Mono	14,058	2,469	1,076	Spanish, Chinese (incl. Mandarin, Cantonese), Vietnamese	Households without broadband subscription, Vacant housing units, Non-family households

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
San Joaquin	724,153	295,286	117,037	Spanish, Other Indo-European languages, Other Asian and Pacific Island languages	Unemployed, Households receiving public assistance, Below 150 percent of poverty level
Stanislaus	535,684	248,269	84,251	Spanish, Other Indo-European languages, Other Asian and Pacific Island languages	Unemployed, Households receiving public assistance, Non-high school graduates
Tuolumne	53,899	24,585	1,036	Spanish, Other Indo-European languages, Korean	Vacant housing units, Households without broadband subscription, Non-family households

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

In June, the readiness convening was held in Stanislaus County, co-hosted by local legislative offices and elected officials. Local community-based organizations were in attendance.

Phase 2: January – December 2019 (Educate & Motivate)

A county on-boarding kick-off took place in March to coordinate with county partners on contracts, as well as to lay out the framework for LCCCs and begin outreach to potential members. Two counties, San Joaquin and Stanislaus, began LCCC meetings and developed subcommittees focused on media, youth, faith-based, jurisdictional governments, LGBTQ+, seniors/older adults, people experiencing homelessness, and veterans to engage these populations.

In preparation for the Strategic Plan, the Administrative Community-Based Organization gathered partners in Region 4 to develop a gap analysis for hardest-to-count populations, as well as to identify gaps in geographic coverage. Potential partners to assist in gap coverage were also identified. During May and June, the Administrative Community-Based Organization and some counties submitted Strategic Plans, informed by LCCCs and trusted messengers.

Contracted partners have reached out to the Statewide Community-Based Organizations to coordinate efforts for outreach. Most contracted partners mapped out locations for the Questionnaire Assistance Centers/Questionnaire Assistance Kiosks, which may be located in libraries or government social service agencies. They will have a plan of localized communication methods and events to encourage residents to complete the Census.

Region 5

Region 5 stretches along the Central Coast from Santa Cruz County to Ventura County. Agriculture and tourism are the region's economic drivers. Top hardest-to-count categories are non-high school graduates, those living in over-crowded units, and recent arrivals. Other populations that may be undercounted include farmworkers, seasonal farmworkers, H-2A guest workers, large LEP households, and immigrants. There are Latin American indigenous

communities who do not speak Spanish as a primary language and communicate in the indigenous languages of Mixtec, Zapoteco, and Triqui. The impacts of the Thomas, Hill, and Woolsey wildfires, and most recently the Goleta fire in Santa Barbara County, have forced people into transitional and temporary housing.

Region 5's Administrative Community-Based Organization is the Ventura County Community Foundation, which is working with local community-based organizations and LCCCs. They are taking a multi-pronged approach focusing on personal outreach from trusted messengers to help galvanize hardest-to-count communities and energize community leaders.

Table 9 is a breakdown by county of the leading hard-to-count population characteristics.

Table 9: Region 5 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Monterey	433,168	233,278	111,870	Spanish, Tagalog (incl. Filipino), Other Asian and Pacific Island languages	Non-high school graduates, Crowded units, Limited English-speaking households
San Benito	58,671	28,293	9,692	Spanish, Other Indo-European languages, Korean	Unemployed, Moved recently, Non-high school graduates
San Luis Obispo	280,119	124,911	18,127	Spanish, Tagalog (incl. Filipino), Other Indo-European languages	Non-family households, Vacant housing units, Moved recently
Santa Barbara	442,996	227,277	72,763	Spanish, Chinese (incl. Mandarin, Cantonese), Tagalog (incl. Filipino)	Non-high school graduates, Crowded units, Renter-occupied units
Santa Cruz	273,263	145,816	33,672	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Crowded units, Non-family households, Moved recently
Ventura	847,834	426,485	121,322	Spanish, Tagalog (incl. Filipino), Chinese (incl. Mandarin, Cantonese)	Non-high school graduates, Crowded units, Multi-unit structures

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

Three readiness convenings were held in the central coast region. The first was held in May at the Steinbeck Center Museum and Memorial, co-hosted by key elected officials from the area. In June, the second convening, held at the Allen Hancock College in Lompoc, was co-hosted by the Santa Barbara Foundation and the Weingart Foundation. Community-based

organizations, homeless advocates and other services agencies. as well as local legislative offices attended. In July, the Ventura County Community Foundation co-hosted the readiness convening and gathered a diverse and broad cross section of jurisdictions and community groups.

Phase 2: January – December 2019 (Educate & Motivate)

The Ventura County Community Foundation awarded funds to subcontractors and began deploying unified marketing and communication strategies in multiple languages, including a regional marketing campaign highlighting a neighbor-to-neighbor game: "Somos Vecinos."

County LCCCs, made up of numerous community organizations and stakeholders, formed subcommittees and established plans to address language access.

In July, the Administrative Community-Based Organization, counties of San Benito, Santa Cruz, and Monterey, and two Statewide Community-Based Organizations – the California Rural Legal Assistance, Inc. (CRLA) and Mixteco Indigena Community Organizing Project (MICOP) – came together at the Salinas Implementation Plan Workshop. The Ventura and San Luis Obispo Implementation Plan Workshops were held in October.

Region 6

Region 6 is largely rural, including desert areas in Inyo, making travel long and difficult through the vast region. There is a large immigrant farmworker population throughout the region, and Spanish is cited as the top non-English language spoken at home. There is also a Native American presence, with multiple Tribal Governments represented in all counties.

Region 6's Administrative Community-Based Organization, the Center for Health Project Management at the Sierra Health Foundation, will apply its high-touch, group-up approach to census outreach. They will be the hub for a strategically identified group of community partners with the expertise, experience, and language and cultural capacities for effective outreach with Region 6 hardest-to-count populations.

Table 10 is a breakdown by county of the leading hard-to-count population characteristics.

Table 10: Region 6 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Fresno	971,616	476,414	169,001	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Households receiving public assistance, Below 150 percent of poverty level, Non-high school graduates
Inyo	18,195	10,865	832	Spanish, Other Asian and Pacific Island languages, Chinese (incl. Mandarin, Cantonese)	Non-family households, Households without broadband subscription, Renter-occupied units
Kern	878,744	416,637	144,776	Spanish, Other Indo-European languages, Tagalog (incl. Filipino)	Below 150 percent of poverty level, Non-high school graduates, Households without broadband subscription
Kings	150,183	72,221	25,680	Spanish, Tagalog (incl. Filipino), Other Indo-European languages	Households without broadband subscription, Below 150 percent of poverty level, Households receiving public assistance
Tulare	458,809	220,411	111,761	Spanish, Other Asian and Pacific Island languages, Other Indo-European languages	Below 150 percent of poverty level, Households receiving public assistance, Households without broadband subscription

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

Readiness assessment convenings were held in Fresno and Bakersfield in May. In the fall, regional and county-specific meetings were held throughout Region 6. Dr. Jesus Martinez, a member of the CCCC, helped organize these meetings to share the importance of the 2020 Census and engage community-based organizations in discussions focused on outreach efforts and recruitment of stakeholders and partners.

In Tulare County, other meetings brought together a small group of non-profits. The Kern County LCCC convened non-profits, sector agencies, and legislative offices at the local and state level. The LCCC was formalized at the end of 2018 to include two co-chairs and active subcommittees with representatives from non-profit organizations and other sectors that interact with various hard-to-reach populations.

In preparation for submitting their proposal, the Administrative Community-Based Organization, conducted extensive research, attended regional meetings, and met with potential subcontractors. They are working with a diverse set of community-based organizations that use grassroots canvassing and other outreach strategies to ensure a complete count.

Phase 2: January – December 2019 (Educate & Motivate)

The counties formed LCCCs that met regularly. Given the size of the geographic area, some of the counties, like Fresno, formed two LCCCs to address the diverse needs of their counties. The Administrative Community-Based Organization has been consistently attending meetings and is in communication with both LCCCs.

The Administrative Community-Based Organization worked closely with core partners to design and finalize its Strategic Plan for the Census Office. Since the plan submission, the Administrative Community-Based Organization has started the process of collaboration to align strategies and complementary outreach implementation efforts with each county. The Regional Program Manager facilitated the initial connections between the Administrative Community-Based Organization and counties and plans to continue to support the growth of these networks and relationships.

The Implementation Plan Workshops for Region 6 took place in Fresno and Bakersfield in early August. At each workshop, the counties and Administrative Community-Based Organization connected with the Statewide Community-Based Organizations to coordinate their efforts for outreach. For example, MICOP is committed to working with Region 6 partners to conduct specific culturally responsive training and outreach to Indigenous Oaxacan people from southern Mexico.

Figure 5: Southern California Regions 7, 8, 9 and 10, CA-HTC Areas

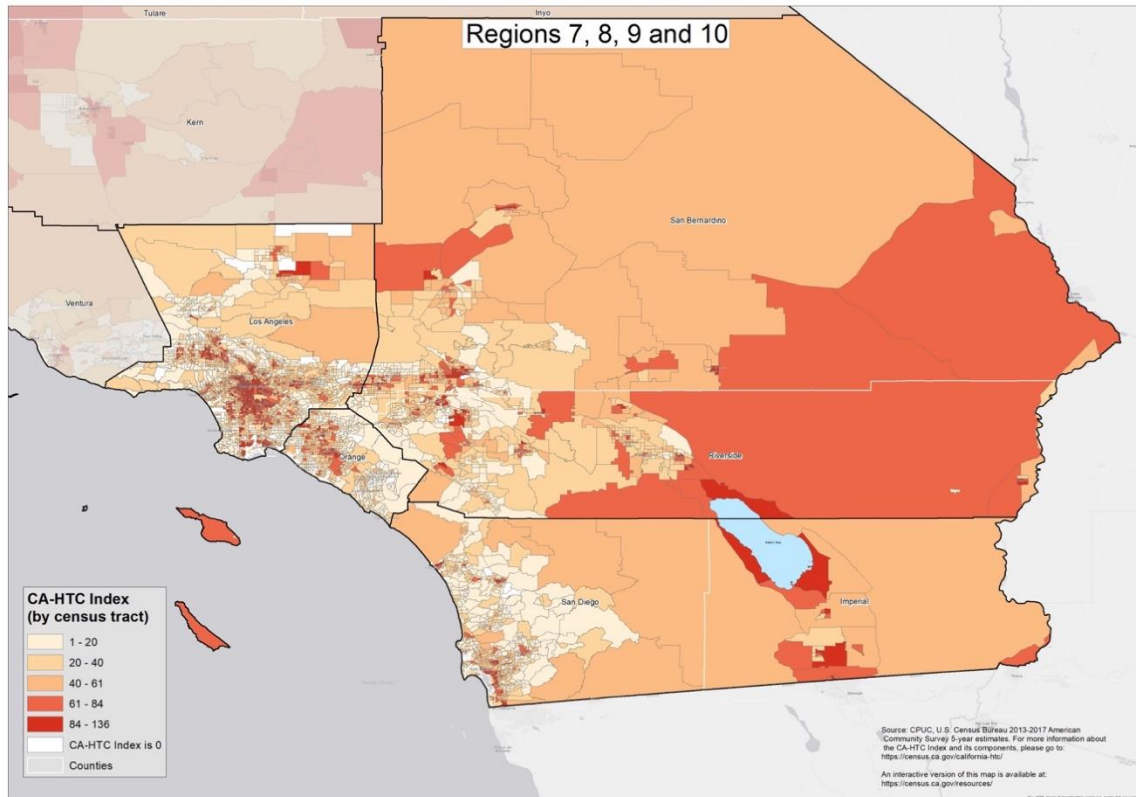


Image Description: A map of Southern California showing Regions 7, 8, 9 and 10 with color coding to indicate the CA-HTC Index by census tract. (Source: CA-HTC Index)

Region 7

Region 7, the Inland Empire, contains Riverside and San Bernardino counties, which are two of the top 15 most populous counties in the country. Region 7 includes urban hardest-to-count census tracts with large numbers of LEP populations, multi-family housing, immigrants, refugees, and other vulnerable populations. The two counties are not only populous but also large in area, with San Bernardino County at 20,104 square miles. It is the largest county in the United States. The region includes rural areas that have low broadband access, agriculturally rich areas with large farmworker populations, as well as Native American and tribal lands. Latino households comprise the vast majority of LEP households in Region 7 as well as the majority of hardest-to-count households in general.

Region 7's Administrative Community-Based Organization, the Inland Empire Community Foundation, has partnered with other community-based organizations across the region to form the Inland Empire Census Outreach Table. These partners have deep roots in underserved areas to coordinate census awareness and outreach.

Table 11 provides a breakdown by county of the leading hard-to-count population characteristics.

Table 11: Region 7 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Riverside	2,355,002	1,038,598	327,781	Spanish, Chinese (incl. Mandarin, Cantonese), Tagalog (incl. Filipino)	Unemployed, Vacant housing units, Non-high school graduates
San Bernardino	2,121,220	995,648	296,646	Spanish, Chinese (incl. Mandarin, Cantonese), Other Asian and Pacific Island languages	Households receiving public assistance, Unemployed, Below 150 percent of poverty level

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

Three readiness convenings were held and co-hosted by the Inland Empire Community Foundation. The first convening was in May 2018, co-hosted by the UC Riverside School of Public Policy/Center for Social Innovation, at the UC Riverside Alumni Center. UC Riverside hosted an additional convening with many high desert and rural communities attending. The third and final assessment convening was held in late June at the San Bernardino Community College.

In the fall, Region 7 began its census planning activities, leveraging resources from counties, non-profits, academia and philanthropy through a series of Inland Empire Nonprofit Census Roundtable meetings. The Inland Empire Nonprofit Census Roundtable partnered with non-profit organizations representing various vulnerable populations to convene more than 100 stakeholders to assess their capacity and resources, and to educate on the importance of the Census.

By the end of the year, the counties, U.S. Census Bureau representatives, the University of California at Riverside (UC Riverside), the National Association of Latino Elected and Appointed Officials (NALEO) and the LCCC were meeting monthly.

Phase 2: January – December 2019 (Educate & Motivate)

UC Riverside conducted a Landscape Capacity Survey for the Administrative Community-Based Organization to gather baseline data on this vast region and to assess capacity to outreach to hardest-to-count areas. In several areas, there are few or no existing local community-based organizations to engage in outreach discussions and implementation. Through this effort, the regional Administrative Community-Based Organization has collected data from 67 organizations serving the Inland Empire. Due to the large territory in both counties, the Administrative Community-Based Organization divided the Inland Empire into seven sub-regions called Regional Roundtables and named a local community-based organization as the Regional Coordinator for each.

The counties formed an Inland Empire Complete Count Committee as a joint LCCC with both counties, and each county held an April kick-off event for the 2020 Census. In June, the counties submitted their Strategic Plans, which were informed by the Inland Empire Complete Count Committee. Implementation Plan Workshops were held in June in Palm Desert, Riverside and San Bernardino to support regional coordination efforts. Each workshop was attended by 30 to 60 community stakeholders.

In July, the Administrative Community-Based Organization started work with philanthropic partners, counties, and local partners to co-create a community-driven Implementation Plan that would build on the assets of the communities and fill in outreach gaps. The Administrative Community-Based Organization's desired outcome is a community-led and designed outreach strategy and plan that builds the capacity of community-based organizations and counts the hardest-to-count populations in Region 7. The Administrative Community-Based Organization also held a retreat to inform and train Regional Coordinators.

Region 8

Region 8, consisting of Los Angeles County, has incredibly diverse population and the most populous county in the nation. There are 88 cities. The population includes a disproportionately high number of hardest-to-count households. Many of the local communities face socio-economic and demographic challenges that require targeted outreach plans to reach hardest-to-count populations.

Los Angeles County began discussing and developing education and outreach strategies in 2017 in the face of significant changes stemming from the way census information will be gathered in this cycle. Led by the City of Los Angeles and Los Angeles County, communities across the region have partnered to create a 2020 Census Complete Count Committee. It is advancing an aggressive campaign to identify barriers to census responses and overcome them. It is supported by Los Angeles County Board of Supervisors, the Mayor of the City of Los Angeles, municipalities across the county, educators, and hundreds of community organizations, and stakeholders.

Region 8's Administrative Community-Based Organization, the California Community Foundation (CCF,) has been developing strategies for the last two years and studying the most responsive methods to deal with challenges. The Administrative Community-Based Organization's approach is grounded in advancing coordination and alignment in the region, considering the abundance of activity surrounding the census. They supported and resourced the Los Angeles Regional Census Table to serve as a planning, strategy, and action hub for community-based outreach.

Table 12 provides a breakdown of the leading hard-to-count population characteristics for the county.

Table 12: Region 8 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Los Angeles	10,105,722	4,952,292	2,316,767	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Crowded units, Multi-unit structures, Non-high school graduates

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

Starting in March 2017, Los Angeles County began census planning, establishing the structure of the 2020 Census Complete Count Committee and appointing leadership. By the fall, the county held its first meetings to begin planning and preparation for outreach in coordination with other county departments and community-based organizations from across the region and sectors.

In September, the Administrative Community-Based Organization began strategic planning and published the “2020 Census Landscape Scan” that outlined recommendations for a cross-sectoral outreach campaign. In February 2018, Advancement Project California partnered with the Administrative Community-Based Organization to convene the Los Angeles Regional Census Table (LARCT), a group of community-based and other non-profit organizations. Through the LARCT, organizations shared knowledge and resources, and coordinated outreach efforts with each other and government agencies, including the County and City of Los Angeles.

Throughout 2018, Los Angeles County continued to develop objectives, identify gaps and challenges, and the strategies to address them. They tracked accomplishments and deliverables through quarterly reports to the County Board of Supervisors.

In the summer the Census Office co-hosted the readiness assessment convenings in partnership with the Administrative Community-Based Organization, the LARCT, Los Angeles County and other entities. They were located in San Gabriel Valley, San Fernando Valley, South Los Angeles and Long Beach. An additional convening in Antelope was hosted by Los Angeles County.

Phase 2: January – December 2019 (Educate & Motivate)

Early in 2019, the county began committing to strategies through collaborative convenings, initiating education and outreach activities in the community, and collaborating with partners to create awareness about the census.

Activities during this phase included regular LCCC meetings, community events, and an April County Census launch event. The LCCC developed strategies for Questionnaire Assistance Centers/Questionnaire Assistance Kiosks, Census Goodwill Ambassadors, Adopt-a-Block Groups and Adopt-a-Population for the entire census rollout period, including the Nonresponse Followup period. They conducted message testing to form their media strategy and launch a public website.

Region 9

Census efforts in Orange County will build on lesson learned from the 2010 Census, including micro-targeting through non-profit groups and ethnic media, advertising to reinforce grassroots messaging, and creative county department activities.

Orange County is collaborating with the Region 9 Administrative Community-Based Organization, the Charitable Ventures of Orange County, to work with ethnic community leaders, local media, conduct canvassing, and holding or cosponsoring community events to leverage existing outreach channels to cross-promote census messaging.

Table 13 provides a breakdown of the leading hard-to-count population characteristics.

Table 13: Region 9 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Orange	3,155,816	1,726,890	592,420	Spanish, Vietnamese, Korean	Crowded units, Foreign-born population, Multi-unit structures

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

In June 2018, the Census Office co-hosted with the Orange County Community Foundation a readiness assessment convening at the Delhi Center in Santa Ana. In the fall, the Orange County Board of Supervisors passed a resolution reflecting the county's participation in the 2020 Census effort and appointed a 2020 Census Planning Ad Hoc Committee, consisting of Supervisor Andrew Do and Supervisor Doug Chaffee, to identify appropriate partners and subcommittees to form the Orange County Complete Count Committee.

Phase 2: January – December 2019 (Educate & Motivate)

Orange County committed 45 percent of its state funding to collaborate with Region 9 cities and grassroots organizations. In addition, Orange County collaborated with the Region's Administrative Community-Based Organization to identify more than 100 locations for Questionnaire Assistance Centers/ Questionnaire Assistance Kiosks.

The Administrative Community-Based Organization generated close to \$500,000 in private funds, in addition to its state funding, to conduct 2020 Census outreach and education. The Administrative Community-Based Organization assembled partners from diverse grassroots organizations to conduct its Census outreach program. They committed to providing language assistance in response to the needs of the Region 9's LEP populations with outreach in Spanish, Vietnamese, Korean, Chinese dialects, Persian (Farsi), Tagalog, Arabic and Khmer. The Administrative Community-Based Organization has also partnered with two Statewide Community-Based Organizations: Advancing Justice, to offer train-the-trainer courses in Asian-American Pacific Islander communities; and NALEO, for their connection into Latino communities.

Region 10

Region 10 is comprised of two counties, San Diego and Imperial. Situated along the United States-Mexico Border, the counties of Region 10 provide unique opportunities and challenges that are different from the rest of California. Collective opportunities lie in its shared multicultural, multi-ethnic, and trans-border identities, making Region 10 a vibrant region for people and businesses alike. The region is one of the primary refugee resettlement regions in the state and is identified as one of the hardest-to-count areas in California.

Many residents live in immigrant “mixed-status” communities with LEP household members and have experienced difficulty in translating the trust built in local government to the federal government. Imperial County is a border community with a constantly changing daytime population as many residents go back and forth between the United States and Mexico for work, medical care, commerce, and recreation.

Region 10 is supported by the Administrative Community-Based Organization, United Way of San Diego, in partnership with over a hundred collaborators who had been meeting since July 2018. They formed the Count Me 2020 Coalition which focuses on nurturing a culture of trust and civic participation in the nation's democratic processes.

The San Diego Association of Governments (SANDAG) is the county contracting entity for San Diego County. San Diego County supports 2020 Census outreach efforts but declined serving as administrators for the state funded outreach contract.

Table 14 provides a breakdown by county of the leading hardest-to-count population characteristics.

Table 14: Region 10 County Hard-to-Count Population Characteristics

County	Total Population	Population Above CA-HTC Median	Limited-English Population	Top-3 Non-English Languages Spoken at Home	Leading HTC Causes
Imperial	179,957	84,181	54,957	Spanish, Chinese (incl. Mandarin, Cantonese), Other Indo-European languages	Unemployed, Vacant housing units, Limited English-speaking households
San Diego	3,283,665	1,547,397	449,228	Spanish, Tagalog (incl. Filipino), Vietnamese	Multi-unit structures, Renter-occupied units, Non-family households

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

In July 2018, Region 10 organized readiness assessment convenings in Imperial and San Diego Counties, bringing county leadership to the table, encouraging collaboration and promoting capacity within the region.

Phase 2: January – December 2019 (Educate & Motivate)

The Administrative Community-Based Organization established the Count Me 2020 Coalition

and through the coalition, developed partnerships with organizations such as the Advancement Project of San Diego, the National Latino Research Center at CSU San Marcos, and NALEO. They provided training to identify vulnerable populations in census tracts and in pockets of the community. They worked closely with the region's LCCs and a Strategic Plan was developed through a transparent, collaborative committee process.

SANDAG organized the San Diego County Complete Count Committee, which met weekly to gather input into its Strategic Plan. Imperial County formed its own LCCC, the Imperial Valley County Complete Count Committee. Two census kick-off press events were held in April and May. The SANDAG press event featured San Diego County Supervisor Nathan Fletcher. In August, Implementation Plan Workshops were held in both the Imperial Valley and San Diego.

VII. STATEWIDE APPROACH

While the work at the regional level seeks to fill census gaps WHERE they occur, the statewide elements of the strategy are focused on WHO are hardest-to-count, and HOW hardest-to-count demographic populations interact with trusted messengers, service providers, cultural and faith-based organizations, employers and other outreach partners.

Additional statewide collaborators and contractors include Statewide Community-Based Organizations, sector partners, higher education institutions, adult and migrant education programs, Native American and tribal partners, statewide public relations and media experts, state agencies, and elected offices, amongst others.

- **Statewide Community-Based Organizations:** Providing a valuable overlay to the outreach process, each contracted organization targets and provides resources for one or more of the 15 vulnerable populations identified as needing focused outreach and messaging.
- **Native American and Alaskan Natives and Tribal Governments:** The Census Office developed outreach for Tribal Governments and Native Americans after holding several tribal consultations. The outreach strategy includes contracts with some Tribal Governments to undertake census outreach; contracts with two Statewide Community-Based Organizations who will utilize and expand their programs; networks and infrastructure to outreach to Native Americans living on and off tribal lands; and a Native American media contractor who will offer a culturally competent outreach and public relations campaign to Native American and tribal communities.
- **Education:** The Census Office entered contracts with county offices of education to develop 2020 Census-specific curriculum and conduct census activities. Additionally, universities and colleges are engaged to offer census messaging, outreach, and spaces to learn about, and complete, the census.
- **Sector Partners:** Organizations in certain sectors have existing infrastructure, networks and relationship that can be leveraged to reach vulnerable and hard-to-count populations. Targeted sectors are health, labor unions, faith-based, business/corporate, technology and innovation, entertainment, and rural. The Census Office is contracting with anchor organizations to oversee and organize sector-wide outreach.
- **State Agencies:** State agencies have existing interactions with many Californians and can relay census messaging to these individuals, interest groups and industries. Some state agencies, such as those in the health and human services sectors, serve vulnerable populations, and can use existing touchpoints and relationships to reach populations who may live in hardest-to-count areas.

A. Statewide Community-Based Organizations

The State is contracting with community-based organizations representing one or more of the identified 15 vulnerable populations to conduct focused statewide outreach to those groups.

Community-based organizations at a statewide level play a unique and important role in supplementing the work conducted by regional and local community-based organizations in educating, motivating and activating people who are least likely to respond to the census. Selected Statewide Community-Based Organization contractors are expected to increase awareness and knowledge of the 2020 Census and ensure that all outreach, messaging, and publicity are culturally relevant and linguistically appropriate.

In coordination with the Administrative Community-Based Organizations, counties, and the Census Office, Statewide Community-Based Organizations will organize a series of activities, including training, collateral development, ethnic and social media outreach, and public events and forums. Most will work through local community partners (sub-contractors) to deploy trusted messengers into hardest-to-count neighborhoods or support Questionnaire Assistance Centers.

Table 15 shows the Statewide Community-Based Organizations contracted with the State for 2020 Census outreach to specific demographics. Native American and tribal communities are also further described in detail later in this document.

Table 15 Statewide Community-Based Organizations

Demographic	Statewide Community-Based Organizations
African Americans	California Calls
Asian American & Pacific Islanders	Asian Americans Advancing Justice
Children 0-5 Years	First 5 Association
Farmworkers	California Rural Legal Assistance, Inc.
Farmworkers	Mixteco/Indigena Community Organizing
Immigrants/Refugees	Coalition for Humane Immigrant Rights
Latinos	NALEO Educational Fund
Latinos	Latino Community Foundation
LGBTQ+	Equality California Institute
Limited English Proficiency	Coalition for Humane Immigrant Rights
Low/No Broadband	United Ways of California
Middle Eastern and North African	Council on American-Islamic Relations - California
Native American and Tribal Communities	California Indian Manpower Consortium
Native American and Tribal Communities	Californi Native Vote Project
People Experiencing Homelessness	Homebase
People with Disabilities & Seniors/Older Adults	Disability Rights Education & Defense Fund California Foundation for Independent Living Centers
Veterans	Census Office

B. Native American and Tribal Government Outreach

California is home to the largest percentage of census respondents who identify as American Indian or Alaska Native. California Native American Tribes and tribal-serving organizations and agencies have participated in multiple past census outreach and engagement efforts to achieve a complete count.

Historically, Native Americans have been one of the most undercounted groups of any population in the census and individuals residing in California's tribal communities are among the least likely to respond to the decennial count. That is why the 2020 Census marks the largest state commitment to date toward the goal of increasing tribal participation in the census.

To address the unique challenges of outreach to Native Americans and Tribal Governments, the Census Office made funding available to all 110 federally recognized tribes to support outreach activities. In addition, two Statewide Community-Based Organizations, the California Indian Manpower Consortium (CIMC) and the California Native Vote Project (CNVP), were contracted to help support those efforts.

To reach the goals of heightened visibility, develop culturally appropriate and effective materials, and build trust between the tribes, U.S. Census Bureau, and the State, a contract was awarded to NUNA Consulting Group, LLC. Their effort will bring together industry, academia, tribal nations, and healthcare representatives to create a holistic outreach program. This media strategy will touch on each tribal geographic area that focuses on tribal newsletters, radio, and other tribal media advertising and branded materials.

Tribal Governments

Phase 1: 2017-2018 (Convene, Collaborate & Capacity Build)

In 2018, tribal outreach and engagement activities ran parallel with other Census Office outreach efforts, such as the regional readiness assessment convenings held across the state and contracting for locally and regionally based outreach.

Three regional government-to-government consultations were held in Pala, Trinidad, and Sacramento. The Census Office coordinated closely with the Tribal Advisor to the Governor, the California Native American Heritage Commission, and the three regional Tribal Chairmen's Associations (Southern, Central, and Northern California) to invite Tribal Governments. Two of the three consultations were hosted by a local Tribal Government and a total of nineteen tribes participated in the consultations.

Participants shared a range of concerns and issues, from long-standing distrust of government to new and emerging challenges for 2020, such as:

- Access to broadband internet
- Non-traditional and/or insecure housing in tribal lands and jurisdictions
- Homelessness and lack of permanent addresses
- Lack of awareness of who should be counted in a household
- Under-equipped/under-trained U.S. Census Bureau staff
- Lack of cultural understanding in messaging used by enumerators
- Difficulties in learning about and/or applying for and securing U.S. Census Bureau jobs

- Privacy concerns
- Disenfranchisement
- Lack of understanding and/or misperceptions about who benefits from a complete count among tribal communities

Over the course of the convenings, participants discussed diverse needs, strategies, and opportunities for partnership moving forward, acknowledging that each of the different entities (Tribal Governments, the State, the U.S. Census Bureau, tribal-serving organizations, and others) have important and distinct roles to play in achieving a complete count.

Recommendations for Native American and tribal outreach included:

1. Leverage a robust and interconnected network of partners for tribal outreach and engagement.
2. Federal and state-level leadership should continue to meet with Tribal Governments for information sharing and partnership opportunities.
3. Support tribes in developing culturally specific, relevant, and innovative outreach and engagement approaches - one size does not fit all.
4. Messaging should be responsive to what people care about and address their concerns.
5. Trusted messengers and familiar faces are key to participation and engagement.
6. Entities that partner with tribes need to understand the history, particular context, and diversity of California Native American Tribes to be effective.

During the fall of 2018, the Census Office joined the discussion at the State Capitol's Native American Day and then engaged Tribal Governments, administrators, and tribal organizations to communicate the importance and benefits of engaging in census outreach. The Census Office provided information on state and federal outreach strategies and timelines and identified opportunities for the State to partner with tribes to achieve a complete count. A key objective for the State was to hear and learn from the tribes on preferred, best methods for effective collaboration with Tribal Governments.

In December 2018, the Census Office issued an invitation to 68 tribes to participate in tribal funding agreements to conduct census outreach within their service areas. State offers of funding were tiered based on the number of housing units, from \$1,000 for Tribal Governments with 25 to 49 units (enough to hold one community event), to \$50,000 for those with more than 10,000 housing units. This methodology made \$316,500 available in direct allocations to Tribal Governments.

Phase 2a: January – June 2019 (Educate)

In January 2019, the Census Office held a webinar to educate participants on tribal funding, outreach, and engagement; to share information; and to gather input from a wide range of partners interested in a complete count for California tribal communities. Over 50 participants attended the webinar, which provided an overview of Bureau efforts and state-led initiative and funding opportunities, and hosted a panel discussing the importance of the census to tribal communities as well as challenges to a complete count. Key planning and outreach partners included webinar co-host California Native Vote, California Indian Manpower Consortium, Inc., California Consortium for Urban Indian Health, and the California Department of Technology.

The webinar discussion raised the following key considerations for strategic outreach, messaging, coordination, and operations:

1. Tribes are concerned they will not be adequately considered, nor given the level of attention desired within counties' strategic outreach plans and efforts.
2. Not all tribes and Native American communities will respond to the same message.
3. Cultural understanding is lacking for many entities conducting census outreach to Native American communities.
4. Local enumerators familiar with the area will be critical for areas that are geographically/physically difficult to reach.
5. There is a need to continue to emphasize the value of census participation – and not just the federal government benefits – to Native American communities.

The Census Office considered and addressed these issues as it continued consulting with Tribal Governments.

To ensure a tightly woven network of outreach, during this phase, the Census Office reached agreement with two Native American Statewide Community-Based Organization contractors, CIMC and CNVP, to conduct outreach to Native Americans not living on tribal lands and to the remaining 104 tribal populations with insufficient housing units to receive a direct allocation. CIMC is a Native American-owned and operated non-profit with seven field offices throughout California. It maintains a database of American Indian families living in California and has a long history of working with the census. CNVP has a track record of reaching and engaging Native Americans as the first-of-its-kind Native American statewide integrated voter engagement organization. Its outreach and organizing infrastructure reaches across more than 20 California counties with voter registration, voter education, and issue-organizing work. CNVP will expand on its voter outreach strategies and skills to conduct outreach through their Get Out the Count Campaign.

Phase 2b: July – December 2019 (Motivate)

In 2019, the Census Office continued to consult with Tribal Governments to encourage their participation in census outreach. As of May 2019, thirteen Tribal Governments had opted in and executed funding agreements. Following the Budget Act of 2019, outreach for Tribal Governments received an additional \$2 million, which included resources for media and funding agreement invitations for all 110 federally recognized tribes.

The Census Office continued tribal education work in partnership with the U.S. Census Bureau's Southern and Northern California Tribal Partnership Specialists. These Partnership Specialists are Tribal members who approach tribes with cultural understanding, familiarity and trust. At the regional level, LCCCs throughout the California are inviting Tribal members to participate in their committee meetings.

The Census Office conducted two tribal consultations in September as tribes worked to finalizing their outreach plans among their members. The purpose of the consultations was to engage Tribal Governments, administrators, and tribal organizations so they may communicate the importance and benefits of engaging in Census as trusted messengers to their communities.

Phase 3: January – July 30, 2020 (Activate)

The Census Office, in partnership with counties, Administrative Community-Based Organizations, and Statewide Community-Based Organizations, and others, will activate Tribal Governments through activities and events that have proven successful to the tribes in other campaigns. These include, but are not limited to:

- Working closely with Tribal liaisons
- Canvassing
- Pow Wows, Big Times (annual gatherings), Talking Circles, Community Feasts, Elders meetings
- Social media with special features like infographics ensuring cultural relevance and sensitivity
- Leveraging available resources and fostering partnerships to conduct outreach

Many events are planned during this period along with mailings, social media posts, digital ads, and personal check-in meetings with all partners and subcontractors working on this effort. The Census Office will promote a Census hotline, the National Week of Action, and a directory of centers and community partners. It will also include assessing needs and reemploying efforts by reviewing data for efforts that impact response rates, such as attendance at Questionnaire Assistance Centers/Questionnaire Assistance Kiosks, service centers, and special events.

C. Education Outreach

Historically, children and young adults were among California's undercounted populations. The Census Office's plan relies upon K-12 schools, colleges, universities and libraries as natural trusted messengers. The Census Office's education sector outreach approach incorporates lessons learned from 2010 along with new and innovative approaches to prepare for 2020's unique challenges. The approach focuses on reaching vulnerable populations among K-12 students and their families, as well as college students at two- and four-year colleges. The Census Office has allocated \$7.6 million to fulfill the task of education outreach to K-12 school, colleges and universities, and libraries.

County Offices of Education

The county offices of education (COEs) contracts engage more school communities than in any previous census year. As a part of the census effort, schools will conduct outreach activities year-round to students and parents, including a Census Week and contests that inspire students' creativity, and using a visual and performing arts guide to produce Public Service Announcements showcasing the importance of the census. Empowering youth to understand and converse about the census can empower their parents, as many parents with LEP depend on the language skills of their children to help them navigate society.

The Census Office has allocated \$5.75 million to fund COEs to help fulfill the task of outreach to K-12 schools. The COEs are funded based on a combined weighted average of the total population in Title I schools and Title III students. This approach reaches 97 percent of all youth in hardest-to-count areas.

- Title I, a federally funded program, helps disadvantaged students meet state academic performance standards via issuing grants to schools with a high percentage of low-income students.

- Title III, the Language Instruction for English Learner (EL) and Immigrant Students Act, ensures EL students, including immigrant youth, attain English language proficiency.

Phase 1: 2017 – 2018 (Convene, Collaborate & Capacity Build)

During this phase, the Census Office's education efforts focused on working directly with California teachers to develop appropriate curriculum to meet the new social science framework. This approach aligned with a commitment to start locally and create regionally produced outreach and education efforts that are relevant and easily adopted. The Census Office contracted with the Sacramento County Office of Education (COE) to develop a census curriculum that would be shared with K-12 schools as part of the State's direct investment in COEs statewide.

In July 2018, teachers were introduced to the census and to the College, Career, and Civic Life (C3) national framework with its Inquiry Arc as a foundational educational pedagogy due to its emphasis on preparation for civic life.

During the fall and winter, Sacramento, Los Angeles, and Fresno COEs piloted the new California-specific social science curriculum modules and pacing guides. The COEs updated the curriculum and created a statewide rollout plan. The COEs also developed a creative component focusing on the arts and youth, encouraging California students to create census-related messages and content. Teachers involved in the curriculum development refined inquiry-based lesson plans reflecting their current communities and piloted them in classrooms.

Phase 2a: January – June 2019 (Educate)

Efforts during this phase focused on cultivating COEs as contracted partners. Once COEs and their advocates were educated on the benefits of participating in 2020 Census outreach, the Census Office worked with COEs to draft and negotiate contracts.

In February, the Census Office invited 40 COEs to enter contracts for census outreach funding. Eligibility and funding levels were based student populations data for Title I and Title III programs.

In response to a request by the CCCC, in March the Census Office worked with the Department of Education's Adult Education Division to integrate adult education into the statewide outreach plan. As a result, the California Department of Education's Adult Education Division distributed census information flyers to administrators at the April 2019 California Council for Adult Education state conference.

By May, 30 of the 40 COEs accepted state census funding. In June, the Census Office held a SWORD webinar for COEs to equip staff to use this tool in outreach planning. Fresno, Sacramento and Los Angeles COEs completed K-12 census curriculum testing in June and finalized the curriculum before its distribution.

The Census Office began to engage Department of Education program representatives for migrant education, homeless youth, foster youth, and early childhood education to explore ways to collaborate and disseminate census information.

Phase 2b: July - December 2019 (Motivate)

From July through September, COEs attended Implementation Plan Workshops to meet potential regional partners. Contracts with COEs began in July, with outreach plans due 60 days after the contract was signed.

In August, the “*Count Me In: Exploring the historical foundations and importance of the US Census*” was released to COEs. Dozens of in-person trainings were held to support curriculum implementation. More than 750 teachers attended several statewide trainings throughout the state from September to December.

In September, the Census Office distributed communication toolkits to COEs and conducted a webinar on using the toolkit. Also during the fall, through the additional funding augmentation for schools in the Budget Act of 2019, 40 out of 45 eligible COEs entered new or augmented contracts to conduct outreach.

Phase 3a: January – July 30, 2020 (Activate)

As planned, COEs will start implementing the census curriculum in January 2020 and ramp up outreach activities. They will have access to the toolkit to send reminder texts and calls to parents to participate in the 2020 Census. In the spring, COEs will support districts in honoring Census Week 2020 between March 23 to April 9. Finally, between May 1 and June 15, schools will send out notifications based on the toolkit to participate in the 2020 Census in addition to other outreach activities throughout the phase.

Higher Education

California colleges and universities enroll more than three million students. The 2020 Census requires college students to be counted where they are living as of April 1, 2020. Campuses can communicate to students that if they live in off-campus housing, they are responsible for completing their own census questionnaires. For those who live with their families, they are to be counted in that household and also serve as a trusted messengers for completing the census questionnaire.

The higher education strategy is focused on collaborating with students to develop outreach opportunities for college students to learn about the 2020 Census and to encourage them to respond to the Census questionnaire. The Census Office is working with higher education institutions and student organizations to leverage the resources and coordinate efforts in the field with key stakeholders. The Census Office will build on good practices and established partnerships with the higher education institutions to ensure effective and efficient deployment of state resources for a complete count.

The main target audience for the Census Office's efforts are the students that fall into the hardest-to-count demographic areas. The Census Office will work with the higher institution system and campuses of:

- University of California (UC)
- California State University (CSU)
- California Community Colleges, through the Community College Chancellor's Office and Community College League of California
- private non-profit colleges, represented by Association of California Colleges and Universities

- For-profit institutions, represented by the Association of Independent California Colleges and Universities

Phase 2a: January – June 2019 (Educate)

The Governor's Office launched state higher education census activity by presenting letters to the UC and the CSU system leadership, seeking support from these statewide institutions for the 2020 Census outreach campaign.

In May, the California Community Colleges system adopted a resolution endorsing 2020 Census outreach for all 73 community college districts and 114 community colleges. The Community College League of California, the Sacramento COE, NextGen, Sacramento Community Foundation, the California Department of Education Adult Division, and the Student Senate for California Community Colleges supported the resolution.

Phase 2b: July – December 2019 (Motivate)

During this period, the focus was on establishing partnerships with key organizations, groups, and programs in higher education to coordinate student outreach. Specific strategies were identified with acknowledgement for the need to be flexible given the diversity of each campus as well as the critical role of local buy-in.

The Census Office conducted a survey in July of the higher education system and census completed and planned activities from Public Information Officers and Government Relations personnel at all colleges.

The Governor sent a letter to the Association of Independent California Colleges and Universities requesting their participation in the census effort.

Key accomplishments during this phase included surveying campuses to assess outreach plans to date; establishing a point of contact for each higher education partner; and connecting Regional Program Managers with their respective local campuses. In addition, the Census Office coordinated a proposal from the Chancellor's Office of California Community Colleges, the Community College Foundation and the League of California Community Colleges for census outreach. The California Community College Chancellor's Office and the Census Office signed a resolution to share information about the census.

Phase 3a: January – July 30, 2020 (Activate)

During this phase, the planned goal is to ensure information and assistance are readily available to college students on their campuses and in their communities. Activities during this phase will include engaging student Census Ambassador Corps as well as promoting digital and social media content, text messages, videos, and newsletters with the census messages.

Additional Education Sector Partnerships

The Census Office's education outreach is also utilizing libraries as natural trusted resource centers, able to provide materials to engage and inform youth, parents, and other community members. Libraries offer safe places to convey information about the first online census. They are also well positioned to offer physical resources and facilities given the location of public libraries in hardest-to-count communities. within five miles of nearly all hardest-to-count populations. Administrative Community-Based Organizations and counties are also incorporating libraries into their outreach plans.

D. Sectors

The Census Office has identified sector outreach as an important component of the comprehensive statewide strategy to reach those least likely to respond to the census. It provides the “HOW” trusted messages are delivered to complement the strategies that are based on geographic (“WHERE”) and demographic factors (“WHO”), which contribute to an individual being hardest-to-count. The targeted non-education sectors are: health, labor, faith-based, business/corporate. The Census Office communicates with organizations in those sectors to leverage their existing infrastructure, relationships, communication links and networks to educate and activate hardest-to-count populations to fill out their Census questionnaire.

The Census Office is also engaging stakeholders to develop strategies for the entertainment, rural, and technology/innovation sectors. California recognizes the contributions of these sectors and believes that each has the potential in reaching broad audiences.

Health Sector

The Census Office has contracted with California Primary Care Association (CPCA) to activate their 1,300 member clinics who serve 6.9 million people annually. CPCA will lead the effort in all 58 counties, subcontracting with regional clinic consortia to conduct regional education, outreach and training, provide questionnaire assistance in select hardest-to-count areas, and develop and distribute a toolkit. The foundation of the CPCA strategy is leveraging the health centers and clinic locations and engaging the front-line staff to communicate with those they already reach when providing care or services.

In addition, CPCA will coordinate with Census Office contracted partners and key statewide health-related organizations and state departments to create and disseminate the toolkits and provide a unified messaging on census for the health sector.

Faith-Based Sector

The Census Office contracted with PICO California to activate their statewide network of 11 non-profit organizations composed of nearly 650 religious congregations and neighborhood institutions representing people across racial, economic, ethnic, and religious lines. The Faith-Based sector outreach will reach congregations and faith institutions within hardest-to-count census tracts.

PICO California is coordinating with statewide and regional denominational partners to strategically disseminate information broadly about the 2020 Census through their networks. Materials will be in various languages and use the framework of key religious traditions that resonate with that community (e.g. Catholic, Buddhist, Muslim, Pentecostal, etc.). They will also provide training and coaching for statewide and regional denominational partners so they can be confident spokespeople about the importance of the 2020 Census.

Labor Sector

The Census Office has contracted with the California Labor Federation to activate their 1,200 unions, representing 2.1 million union members across California in manufacturing, retail, construction, hospitality, public sector, health care, entertainment, service sector and other industries.

California Labor Federation will coordinate directly with union affiliates and over 20 regional labor council structures to activate their efforts. They will develop and disseminate a union-specific toolkit and integrate census education and messaging in key events and member communications. They are providing training and resources for partners to staff Questionnaire Assistance Centers in key hardest-to-count regions. They will use SwORD to target outreach and track efforts.

Business Sector

The Census Office has contracted with the Council for a Strong America (CSA), Ready Nation, which was allocated \$300,000 to engage business leaders in support of 2020 Census outreach. They have developed a California Business Task Force to help distribute census resources to California's business community and are building a statewide California Census Business Network. By leveraging existing relationships with business leaders and their expertise on how to engage the business community, CSA will promote the census among businesses and the general population in California to reach employees, customers, with a focus on reaching hardest-to-count populations.

E. State Agency Outreach

State agencies have a large stake in ensuring that California has a complete and accurate count. Several use census data to accomplish their missions, and some rely on federal funding allocations, which are determined largely by census data in some instances. For example, the California Health and Human Services Agency oversees departments that provide direct services to vulnerable populations.

Repeating successes from 2000 and 2010, the Census Office is again working closely with state agencies (including their departments, boards and commissions) to leverage existing resources to build awareness and bolster the 2020 Census self-response rate. State agencies have credibility with their service recipients, have access across California's diverse populations, and serve as a natural point of contact with many members of vulnerable communities.

A main characteristic of the state agency partnerships is a comprehensive outreach program that is tailored for each participating state agency. To be most effective, outreach efforts will tie into existing activities already conducted by each agency as they provide programs and services to California's communities. Agencies will serve as advocates for a complete count within their clients, service recipients, and their employees, too.

The Census Office allocated \$1 million to State Agency Outreach. This will ensure that adequate resources are available for outreach efforts conducted by agencies and departments. The Census Office is directing funding to agencies and departments that are impactful to hardest-to-count populations but would otherwise exceed existing agency or department resources for communication and outreach.

The Census Office is also coordinating between agencies and departments and their relevant sectors to provide additional resources. For instance, the California Health and Human Services Agency received the total toolkit for children under age 5 developed by Statewide Community-Based Organization contractor First 5 California with Head Start and WIC. The

business sector contractor CSA is connected to the Governor's Office of Business and Economic Development to inform strategies to reach California businesses.

Phase 1: 2017-2018 (Convene, Collaborate & Capacity Build)

Tasks and accomplishments:

- Identified and coordinated with state programs that have established contacts and trusted relationships in vulnerable communities.
- Quantified all touchpoints state agencies/departments have with California residents, and met with key staff who oversee programs that have touchpoints with California's hardest-to-count populations.

Phase 2a: January – June 2019 (Educate)

Tasks and accomplishments:

- Coordinated with departments that have resources and services (such as printing or video production) that can help with communication and distribution of key messages.
- Developed a repository for participating agencies with contact information by agency/department, proposed methods to conduct outreach, and determined how the agencies/departments will report activities to the Census Office and other partners.
- Developed strategies applicable for each agency and department based on existing communications channels. Examples include digital integration of Census 2020 branding; adding messaging to call center scripts; distributing informational materials at field offices and public counters; hosting Questionnaire Assistance Centers/ Questionnaire Assistance Kiosks; providing advertising space in existing printed materials such as calendars; providing booth space at events and conferences; and featuring informational articles in internal and external newsletters.

Phase 2b: July – December 2019 (Motivate)

During this phase, state agencies and departments continued to develop opportunities and provided detailed information about their existing outreach channels. Agencies provided recommended locations and lead contacts for Questionnaire Assistance Centers/Questionnaire Assistance Kiosks, which was entered into SwORD.

Some agencies and departments were able to put planned activities in motion. Efforts ramped up as the digital and print campaign branded resources become available for broader distribution. Examples of deliverables included:

- Advertising space in the Department of General Services 12-month calendar provided to all state employees;
- Insert in the Department of Health Care Services mailing on Medi-Cal eligibility, reaching 7 million households;
- Census branding added to Franchise Tax Board Earned Income Tax Credit brochure;
- Census messaging included in Department of Veterans Affairs letter from the Secretary to returning veterans;
- Informational article featured in the CalPERS "PERSpectives" magazine for over 1.5 million CalPERS current members and retirees; and
- Social media posts

Phase 3: January – July 30, 2020 (Activate)

As planned, state agencies and departments will continue to amplify the complete count message through existing communication channels, such as digital and social media, call centers, newsletters, mailings and in-person events, including with Questionnaire Assistance Centers/Questionnaire Assistance Kiosks at publicly accessible state facilities.

F. Constitutional State Offices

The Census Office recognizes the significance of California's constitutional officers' participation in the statewide outreach campaign as they are able to use their platforms to enhance outreach as advocates for a complete count. Their credibility allows them to educate their constituents on the importance of the census. Constitutional Officers include:

- Governor
- Lieutenant Governor
- Secretary of State
- Attorney General
- State Controller
- State Treasurer
- Superintendent of Public Instruction
- Insurance Commissioner
- Board of Equalization Members

The Secretary of State is convening the constitutional officers to identify ways to promote census participation through a Constitutional Officers Workgroup, which mirror and amplify other campaign efforts. One example is the Secretary of State's Office is including census information in the California Voter's Information Guide distributed to millions of households for March 2020 primary election.

VIII. COMMUNICATIONS AND MEDIA

A. Overview

The Census Office's communications strategy must cover the entire state while simultaneously focusing on the unique needs and challenges of each of the 10 regions in light of California's geography and diversity. It is informed by a community-based participatory model and evidence-based practices.

- Community-based participatory research is research conducted by, and for, those most directly affected by the issue, condition, situation, or intervention being studied or evaluated.
- An evidence-based practice is any practice that relies on scientific evidence for guidance and decision-making.

The heart of this strategy is a vigorous outreach and public relations media campaign that supports a coordinated effort to educate and drive a complete count among California's vulnerable populations. The campaign is designed to support and amplify statewide and regional efforts on the ground through culturally and linguistically competent media with local ethnic media outlets. The emphasis on local ethnic media and paid in-language media in traditionally hardest-to-count areas reflects recommendations from other state agencies with experience in communicating with historically low census response rate communities.

Statewide media efforts will supplement and support on-the-ground efforts by using paid and earned media. In addition, this approach will fill gaps as well as complement efforts of both the U.S. Census Bureau and regional partners. It will also address misinformation and support rapid response efforts to low-response areas.

The Census Office produced various communications elements and deliverables for the "California For All: Census 2020" communications campaign. The effort is data-driven based on research, analysis and message testing to ensure information alleviating concerns (such as privacy and safety) and the importance of census participation resonates with the hardest-to-count households. The major components include:

- A focus on California's hardest-to-count population
- A regional media strategy
- Emphasis on local and ethnic media
- Collaboration with community-based organizations and local government
- Outreach that is in-language and culturally relevant
- Robust message testing
- Earned media
- Paid media
- Social and digital media
- Crisis communications
- Public facing website (CaliforniaCensus.org)
- Online media and communications portal accessible for partners

Mercury Public Affairs, LLC (Mercury) was awarded the public relations and media contract through the State's competitive bidding process. Mercury is responsible for developing and implementing a strategic communications and public relations plan, which the Census Office

and its various outreach partners will influence and adapt to reflect communication needs. The Census Office is leading the earned and social media efforts, influenced by the editorial timeline outlined in the communications strategy and tactics provided by Mercury.

The following tactics are aimed at reaching vulnerable populations throughout California.

- Integrate ethnic and traditional media partners throughout all elements such as message testing, spokesperson selection, advertising placement, and community feedback.
- Build an internal infrastructure with communication/media team regional leads, Regional Program Managers, and contracted partners to integrate Micro/Regional Media campaigns in each of the 10 regions as well as statewide, filling gaps.
- For misinformation and disinformation, conduct robust analysis to mitigate efforts seeking to undermine a complete count while integrating data-driven messages into the media campaign in order to minimize confusion and fear. Establish a rapid response process that engages both contracted and non-contracted partners statewide.
- Collaborate with trusted social influencers using the latest digital technology to help connect with Californians who have broadband access. Customize innovative solutions for those who do not.
- Amplify community-specific campaigns that focus on populations who have a cross-section of vulnerable population demographic categories (e.g., veterans who are Latino, people with disabilities who may also have young children, LGBTQ+ who are also African American).

B. Data and Analysis

The core of the communications strategy continues to be evidence-based data which continually informs the Campaign. As the Census Office gains new insights, it adjusts the messaging and creative development based on intelligence gleaned from research, including message testing, as well as insights from the community through outreach partners.

Message Testing

A subcontracted partner of Mercury, JP Marketing, is leading a three-phased approach to qualitative message testing across all regions capturing feedback from identified hardest-to-count audiences. The insights gained from this research will inform ongoing message development when it comes to both awareness of, and education about, the 2020 Census and factors that will motivate and activate hardest-to-count households to participate.

Table 16 provides a breakdown of elements for each message testing phase.

Table 16: Message Testing Phases

	Phase 1	Phase 2	Phase 3
Time Period	December 2019 – February 2020	March 2020	April – May 2020

Outcomes	Message testing of creative concepts including images, words and tone	Message testing of creative production including produced assets	Final message testing for non-respondents including produced assets
Methodology	Identify hardest-to-count target audiences by region for participation in qualitative focus groups	Identify hardest-to-count target audiences by region for participation in qualitative focus groups	Identify lowest response rate hardest-to-count audiences and conduct qualitative focus groups
Respondent Procurement	Regional outreach team networks	Regional outreach team networks	Regional outreach team networks
Participation Goals	10-12 participants per focus group, 2-3 groups per region, for a total of 24 focus groups netting 240-288 focus group participants	10-12 participants per focus group, 1-2 groups per region, for a total of 16 focus groups netting 160-192 focus group participants ²	10-12 participants per focus group, 8 total groups across state, 80-96 focus group participants

During each research phase, messaging and imagery testing is being measured against these criteria:

- Receptivity - does the audience clearly and quickly understand the message?
- Relevance - does the audience perceive the message to be applicable or pertinent?
- Resonance - does the message connect with the audience in a meaningful way?
- Responsiveness - does the message prompt the audience to act?

At the end of each of the three focus group phases, JP Marketing will produce executive reports with qualitative data by language groups and vulnerable audiences. The reports will include regionalized and statewide aggregated findings for optimized messaging refinement.

Media Evaluation

In addition to the focus groups being conducted by JP Marketing, Mercury has also partnered with SocialQuest Inc., at the request of Census Office, to conduct a media and campaign evaluation. The overarching objectives of this research are: 1) measure the progress and effectiveness of the Census Office's outreach and communications strategy that focused on the hardest-to-count Californians; and 2) provide data that identifies potential factors that augment the outreach and communications strategy in a timely manner so that any necessary changes can be implemented.

The research consists of three waves of surveys: baseline, mid-campaign, and post-campaign. Quantitative data will be collected using a survey tool. Some individuals will be able to complete the survey on their own while others may complete the survey with the assistance of professional interviewers, community officials, or local leaders. Persons will be randomly selected to complete the surveys for each wave. As designed, it is highly unlikely an individual will participate in more than one wave of the survey.

Recruitment of survey participants will be dependent on the specific circumstances of the population including geographic location, language, literacy rate, housing situation, and perception of government entities relative to immigration status. To ensure full coverage and representation of hardest-to-count households, SocialQuest will cross-recruit within the 15 vulnerable populations. For example, to properly cover the population children age 5 and under, the team would recruit parents within some of the other hardest-to-count populations (e.g. Latino, African American, LGBTQ, etc.).

Sample sizes will remain the same for all three waves of the survey:

- Nine of the 15 vulnerable populations will be sampled primarily from online panels, specifically: African American, Asian American and Pacific Islander, (parents of) Children Age 0-5 Years, Latinx, LGBTQ, LEP, People with Disabilities, Seniors/Older Adults, and Veterans. Approximately 2,500 completes to be sourced from online panels and a maximum of 1,700 completes via in-person interviews.
- Data for six of the vulnerable population categories is being collected exclusively via in-person interviews: Farmworkers; Individuals and Families experiencing homeless, Immigrants and Refugees; Middle East and North Africa; Native Americans; and low or no broadband access and/or subscription rates. A maximum of 250 completes is slated for each.

Ongoing Media Research

In addition to the more traditional qualitative and quantitative research projects detailed above, the Communications Team continues to work with the Operations Team to overlay the details of the statewide media buy onto other existing data within the SwORD tool (e.g. hardest-to-count population and regional data, etc.).

C. Campaign Strategy

Strategic messaging and trusted messengers are at the center of this campaign. In order to educate, motivate, and activate California's most vulnerable populations, the campaign has to resonate at every level.

Messaging

Given the wide-spread lack of awareness and understanding about the upcoming decennial count, early messaging focused on educating hardest-to-count residents about what the census is, when it is happening, and why it is important.

In the prior phases, the primary call to action was to encourage Californians to learn more about the 2020 Census through the campaign's website, www.CaliforniaCensus.org. When the enumeration period is underway, the call to action will be for all of California's hardest-to-count households to participate.

The following message themes will continue to serve as a foundation for this campaign:

- The census happens every ten years and counts everyone living in the United States, regardless of background or immigration status.
- The 2020 Census starts Spring 2020.
- The Census counts everyone.
- The Census is a short survey with nine simple questions.

- The information you share to complete the Census form is protected by law and cannot be shared with anyone.
- Participating in the Census means money for your community.
- Our participation in the Census helps ensure our children will have access to supportive services that they may need to grow healthy and strong.
- Our participation in the Census helps inform funding to programs and services that improves daily lives for all Californians, regardless background.
- Our participation in the Census helps uncover opportunities to attract business development, which can drive local economies and make communities thrive.
- Our diversity is our strength. Give voice to your values and community by being counted.
- By participating in the Census, we're building small positive changes for a greater community benefit.
- Help California lead the nation; complete the Census early.

This foundational messaging guides media partners, informing live reads, social media posts, and other creative assets. This guide will also continually be updated to reflect new insights from the ongoing research highlighted above.

Trusted Messengers

The trusted messenger strategy is rooted in the basic understanding that people are most motivated by those they trust most. California's hardest-to-count communities are connected, tight communities. The strategy of weaving in trusted messengers continues in the communications element, working with entertainers and media personalities in addition to community leaders from education, health, houses of worship and others. This forms the basis of the initial paid media campaign. The campaign's trusted messengers include social media influencers, also known as digital ambassadors. As of January 2020, digital ambassadors include:

- Danny Trejo, actor and entrepreneur
- Ashlee Marie Preston, media personality, journalist, and activist
- Cristela Alonzo, star of ABC sitcom *Cristela* and the first Latina to create, produce, write, and star in her own primetime comedy
- Rian Buhacoff, transgender, non-binary, and disabled activist

These ambassadors were selected for their ability to reach the hardest-to-count communities and they will be using their influence on social media channels to encourage their audiences to fill out their census. The campaign will continue to unveil additional ambassadors in future phases.

Crisis Communications Response

The final component of the media campaign is the crisis communications plan that outlines a comprehensive process to allow the Census Office to track, categorize and effectively respond to a range of crises in a swift manner.

To ensure California and its partners have a finger on the pulse of rapidly evolving information, the Census Office developed a robust mis- and disinformation-monitoring structure. Monitoring mis- and disinformation is critical because information can rapidly spread, sometimes as

incorrect information unintentionally shared by those who do not know it is incorrect or intentionally by the hands of bad actors.

A solid foundation for responding to all threats, including mis- and disinformation, is having a thorough plan for crisis communications. The plan includes tactics to identify and vet potential threats in a way that uses guiding principles: safety, containment, mitigation and transparency. The Census Office is collaborating with the U.S. Census Bureau and the Governor's Office of Emergency Services (CalOES) to address and mitigate activity that could negatively impact the complete count effort.

In addition, the Mercury mis/disinformation team continues to monitor the deep/dark web, plus fringe networks and mainstream media on a real-time basis. As a result, potential threats are flagged and, depending on the nature of the intelligence, the crisis communications plan informs a recommended response.

Communications Strategy by Phase

Although the Census Office developed overarching phases for the entire Campaign, the phases and timeframes below are specific to the communications plan. In order to provide strategic, nimble and culturally relevant strategies for the duration of the effort, Mercury will revise, enhance, and improve its communications plan at multiple points to align with the Campaign needs. The final communications plan will include communication efforts that are data- and community-informed with a detailed campaign execution plan and corresponding deliverables.

Table 17 provides a breakdown of phases and timeframes.

Table 17: Communication Strategy Phases and Timeframes

Phase Description	Outreach and Public Relations Campaign Timeframe
Launch, Educate	August – October 2019
Educate, Motivate, Activate	November 2019 – February 2020
Self-Response – Be Counted	March – April 2020
NRFU – It's Not too Late	June – July 2020
NFRU – Asset and Report	August – December 2020

Phase 1: 2017-2018 (Convene, Collaborate & Capacity Build)

During Phase 1, the Communications Team worked to establish an efficient and effective foundation in preparation for the future phases, which demand quick and responsive communication from all partners including contractors, media, and stakeholders. Tasks during this time included:

- Updating internal resources, such as creating a style guide, letterhead, talking points, and presentations;

- Drafting the mandated Census Office operations and budget reports for the Legislature;
- Establishing internal and external communication processes to efficiently respond to external requests such as media interviews and speaking invitations, and coordinating with internal Census Office staff and Regional Program Managers;
- Redesigning the California 2020 Census website (census.ca.gov) to improve user experience, restructured as a resource for Census Office partners to access important funding information, hardest-to-count demographics, mapping tools, operational timelines, and other resources; and
- Creating an online repository for internally shared documents.

The communication needs during Phase 1 were centered around the State's census funding allocations, contracts, partnerships, and operations timelines. In response, the Census Office messaging, fact sheets and other support documents for Outreach Team members and Campaign spokespeople.

In preparation for Phase 2 and evolving communications needs, the Census Office released the media Request for Information (RFI) in September 2018.

Phase 2a: January – June 2019 (Educate)

During Phase 2, the Census Office focused on building the capacity of local outreach partners and developing a communication and collaboration infrastructure. The Census Office released an initial draft Statewide Outreach and Communication Strategy (SOCS); the Outreach and Public Relations request for proposals (RFP); and the Census Office's internal Communications Strategy.

The Census Office developed a Statement of Work for the media vendor RFP, which was released March 15. A comprehensive phase-by-phase communications strategy was also developed detailing how the media vendor Statement of Work fits into the State's larger communications plan and complements outreach efforts on the ground. It outlined goals, various tactics, and a timeline for messaging and implementation.

The Census Office performed an audit of existing communications assets and built an earned and social media editorial calendar based on the findings. During the communications audit, the Census Office identified needs such as regional, statewide, and industry media lists, a trained speakers bureau for in-person events and press briefings, and modifications in social media content to appeal to the hardest-to-count communities.

Phase 2b: July – December 2019 (Motivate)

On July 8, the Census Office announced its notice of intent to award the contract to Mercury and a contract was executed on July 29.

Also, in July, the Census Office took a more proactive approach to external communications, with support from Mercury. This included developing a statewide earned media bank of stories, identifying potential op-ed authors and expert sources, and implementing an aggressive regional earned media strategy. This included the Census Office working with regions to invite local media to the Implementation Plan Workshops and amplify early education messages.

A 2020 Census Messaging Webinar was held for partners and community advocates. Through this webinar, the contractors learned about messaging coverage and gaps to date. Mercury used information gathered during the standing calls, messaging webinar, and also the Implementation Plan Workshops to inform their own outreach and public relations strategy.

In August 2019, Mercury attended a SwORD platform training and orientation. This training clarified the need to gather data to support the development of two critical reports:

- A region-by-region report that outlines key information for hardest-to-count census tracts including language accessibility needs and hardest-to-count indicators specific to each tract; and
- A report with the data above organized by media markets.

A full rollout of the State's branded "Census for All" campaign took place in mid-October 2019. This included in-language messaging, collateral materials, templates, and toolkits for partners, as well as the launch of CaliforniaCensus.org website, offered in 14 languages.

Phase 3a: January – March 11, 2020 (Activate: Pre-Census Questionnaire)

As planned, Phase 3 will move from positive, motivating messaging toward activating all parties (the public, contracted partners, and external stakeholders) and continue building media relationships. In Phase 3, campaign messaging will be fully deployed. Trusted messengers, ethnic media partners, and creative paid media efforts will be critical in reaching California's hardest-to-count areas and sharing resources, such as Questionnaire Assistance Centers/Questionnaire Assistance Kiosks.

A communication example includes uplifting efforts to count the African Americans during February, Black History Month. It will educate and empower California's Black communities to participate by collaborating with key outreach partners (i.e., California Calls, PICO, faith-based organizations) and ethnic media partners including Voice Media Ventures (VMV), California Black Media (CBM), and other trusted media partners. It focuses on the themes of unity and inclusion.

Phase 3b: March 12 – April 30, 2020 (Activate: Self-Response)

Messaging in this phase will focus on the self-response period. It is a critical time to continue to build and maintain close relationships with, and between, the media and members of the public. The earned media strategy for this phase may change to align with any changes to the overall communications strategy.

The Census Office will continue to coordinate communications and messaging through local contracted partners and Mercury. The Census Office will also connect regularly with regional and local media outlets and media partners to ensure they are showcasing census stories. This is the period when the 2020 Census will be most visible to Californians and the primary goal is to ensure "Census Saturation," uplifting messages and efforts to activate the hardest-to-count communities. Themes will humanize the census, personalize the impact, and build trust about privacy and security.

Phase 3c: May 1-July 30, 2020 (Activate: Nonresponse Followup – It's Not Too Late)

As planned, in this crucial phase, the Communications Team will focus on obtaining and analyzing real-time U.S. Census Bureau household response data. The Census Office will work with local ethnic, nontraditional, and special format media to draw out Californians who have not yet completed their questionnaire. Additionally, the Census Office plans to:

1. Provide messaging through varied avenues to Californians that their responses are valuable and help their community; and
2. Ensure messaging delivered through trusted messengers and/or influencers is responsive to on-the ground conditions and continues to resonate with vulnerable populations.

IX. CALIFORNIA COMPLETE COUNT COMMITTEE

The CCCC was established to serve as an advisory body to the State's complete count effort, increase awareness about the 2020 Census amongst hardest-to-count populations and to encourage all Californians to fill out their census questionnaires. The CCCC brings together leaders from business, non-profits, academia, labor, local government and other areas to share their individual and collective knowledge, expertise and influence.

At its quarterly meetings the CCCC keeps abreast of 2020 Census and state campaign developments through updates from the Census Office and the U.S. Census Bureau representatives. It also reviews and approves biannual reports of its work to the Governor's Office. The CCCC held its first quarterly meeting May 7, 2018, met three additional times in 2018, and will continue to meet on a quarterly basis until June 2021.

Phase 1: 2017-2018 (Convene, Collaborate & Capacity Build)

At its May 2018 meeting, the CCCC established four working groups to conduct focused discussions and develop recommended strategies on specific areas of concern for census outreach and participation.

During the December 2018 meeting, the CCCC's working groups met and adopted the following quarterly goals for 2019:

- Quarter I: "Get smart" by arranging for speakers to help educate them about concerns important to each hardest-to-count group.
- Quarter II: "Document their influence" how they can use their expertise and influence to help with the 2020 Census.
- Quarter III: "Engage and activate" to work with the California Complete Count Office to participate in Implementation Plan Workshops.
- Quarter IV: Support filling in the gaps and focus on areas of outreach and communications that need additional work.

They also voted to merge the "Trust and Confidentiality" with the "Content and Citizenship" working group later renamed "Trust and Confidentiality."

Phase 2a: January – June 2019 (Educate)

CCCC activities included:

- Received a briefing from the U.S. Census Bureau on group quarters and service-based enumeration.
- Held a webinar on the citizenship question and the effect it has had on Latino immigrants in the San Joaquin Valley.
- Requested and participated in webinars organized by the Census Office (with public accessibility) on confidentiality and data access, and on language and disability access.
- Partnered with disability rights advocates for an informational webinar about the inclusion of people with disabilities in census outreach.

Phase 2b: July – December 2019 (Motivate)

CCC activities included:

- Participated in the Implementation Plan Workshops and events with focused hardest-to-count community outreach.
- Continued to engage with communities at the regional level and within their areas of influence.
- Consolidated the working group structure coordinate amongst the full committee.

Phase 3: January – July 30, 2020 (Activate)

As planned, activities will include continued engagement with communities at the regional level and within their areas of influence, in coordination with Census Office strategies.

X. ELECTED LEADERSHIP: STATE LEGISLATURE, CONGRESSIONAL DELEGATION AND LOCAL ELECTED OFFICES

The California state legislature, congressional delegation, and local government elected offices are key partners in the complete count effort. Elected officials' district-level presence and area knowledge, combined with their established means of reaching constituents, amplifies Census Office resources and maximizes community impact. In addition, legislative communication and outreach consultants can offer technical expertise in the development, production, and coordination of materials for use by elected officials.

The role of elected officials from the Legislature, Congress, and local governments remains largely the same throughout the duration of the census outreach effort: grass-top trusted messengers who have the right tools to reach their constituents and have a physical presence in all areas of the state. However, their specific activities vary based on the phase of the complete count campaign.

Phase 1: 2017-2018 (Convene, Collaborate & Capacity Build)

The Census Office engaged with elected state and local officials to provide informational updates through speaking events, meetings, and formal reports during the earliest phases of the campaign. In 2017, educational presentations were made at the legislative District Office Directors Outreach and Training Meetings in southern and northern California, providing information about the importance of starting 2020 Census outreach early and underscoring the need for sufficient resources.

For the 2018 readiness assessment convenings, legislative capitol office and district office staff provided helpful assistance as partners in planning. They also leveraged their networks and relationships to spread the word, generate excitement, and mobilize participation. Legislative consultants from each of the Select Committees on the Census (Assembly Select Committee on the Census and the Senate Select Committee on 2020 United States Census) supported initial planning calls and engaged district office staff to assist with event-specific needs. Legislative staff helped identify possible convening locations and dates, identified invitees and coordinated invitations. In some instances, they offered suggestions for panelists and speakers and even provided onsite event day staffing.

The Census Office submitted its first report to the Legislature in October 2018, pursuant to Chapter 53, Statutes of 2018 (Senate Bill 866). The report detailed major program elements,

the status of work underway, findings from the 2018 statewide readiness and needs assessment convenings, and an overview of budget and allocations to date. This and subsequent reports to the Legislature are available at census.ca.gov/reports.

Phase 2a: January – June 2019 (Educate)

As elected officials took office following the November 2018 election, the Census Office focused on informing legislative and local elected leaders about key census updates. The Census Office established information-sharing channels to reach the designated staff for each legislative and congressional office. In addition to publishing mandated progress reports to the Legislature, the Census Office provided the following:

- In-person briefings to staff representing legislative leadership and Select Committees about the development of Census Office programs and tools such as the SwORD and the California Housing and Population Sample Enumeration Survey (CHPSE).
- Educational fact sheets for legislative and congressional offices, updated to reflect campaign developments, resource allocation, key messages and suggested actions.
- Monthly briefings on latest Census Office developments, first as in-person briefings at the State Capitol and later via webinar to accommodate district office staff participation.
- In-district presentations at events hosted or attended by elected officials and legislative caucuses.
- Collaboration with legislative caucus outreach and communication offices on materials and collateral to ensure consistency and limit duplication.
- Information about general census topics and Census Office activities at the request of elected officials.
- Census resource binders for U.S. Senate Offices.
- Hard-to-Count Fact Sheets, detailing census tract information by Assembly, Senate, and Congressional Districts, as well as all 58 counties and cities/census-defined areas with populations greater than 50,000.

In 2019, legislative consultants for the Select Committees, leadership and other legislative staff once again partnered with the Census Office to support engagement at the regional level for Implementation Plan Workshops. Legislative staff shared information about the events with colleagues and stakeholders, participated in event planning committees, provided onsite day-of assistance, participated in morning presentations and observed afternoon workshops for statewide outreach contractors. Select Committee and leadership staff attended several of the events in multiple regions of the state. They provided helpful guidance on how to make improvements to ensure the goals for each meeting were met as the Implementation Plan Workshops progressed.

The Census Office also began coordination with congressional offices during this period through U.S. Senate Offices and the California Congressional Delegation Chair, who had designated staff to lead census activities for the bi-partisan Delegation.

For local elected officials, the Census Office worked with statewide associations serving counties (California State Association of Counties and Rural County Representative of California), cities (League of California Cities), and special districts (California Special Districts Association) to share informational updates and keep local elected officials apprised through their existing communications channels, in-person events, and webinars.

Phase 2b: July – December 2019 (Motivate)

During the Motivate phase, activities in the previous Educate phase continued. Many statewide and local elected officials participated in their regional Implementation Plan Workshops with support from district office staff on logistics and coordination.

Phase 3: January – July 30, 2020 (Activate)

As planned, the Census Office will continue to provide informational updates to elected officials that reflect the current phase and activities of the campaign effort in a format that is easily adaptable for in-district needs. Consistent messaging and responsiveness to constituent concerns will be critical during this period. During this phase, the Census Office will reassess the frequency and method for recurring informational legislative and congressional staff briefings to ensure maximum value to participants and the best use of Census Office resources.

XI. NEXT STEPS

Throughout the campaign, the Census Office will assess and evaluate the effectiveness of the outreach efforts. Several avenues have been developed to assist in this task. They are planned to include:

- **SocialQuest:** As noted earlier, SocialQuest will measure the progress and the effectiveness of the campaign in reaching hardest-to-count households by measuring awareness, participation, and reach from January to June 2020.
- **California Housing and Population Sample Enumeration (CHPSE):** Managed by the Department of Finance's Demographic Research Unit, the CHSPE survey will assist with evaluating the State's outreach efforts and also serve to improve the baseline data for state population counts. The RAND Corporation has been contracted to conduct the survey on behalf of the State. The survey has three goals:
 - Evaluate the effectiveness of the statewide census campaign;
 - Evaluate the coverage of state and federal administrative and survey data; and
 - Provide gold-standard data for developing statewide small area population and housing estimates.
- **Contractors Final Reports:** Contracted partners will submit a final report assessing outreach efforts and offering lessons learned and recommended practices that will be used to inform future census outreach efforts locally and throughout California.