



California
COMMUNITY
Foundation

2020 CENSUS LANDSCAPE SCAN

& Recommendations for
Cross-Sectoral Campaign
Engagement

Prepared for the California Community Foundation by  **KORN**FELDT

September 20, 2017

Purpose

This document provides findings from a landscape scan of cross-sectoral stakeholders in L.A. County who will participate in U.S. Census 2020 outreach, review of secondary research, as well as recommendations for CCF's leadership to consider for an outreach campaign.

Summary Of Current Landscape

The U.S. Census is the most ambitious civic engagement effort undertaken by the entire country. Since 1790, the decennial event takes on the enormous task of counting every living U.S. resident with the mandate of inclusion of all people across gender, race, ethnicity, citizenship and socioeconomic status. Census data informs lawmakers on policy decisions that impact the lives of 330 million Americans. Participation as a civic duty is perhaps even more consequential than voting given its impact at the local level. Its influence is particularly powerful on the quality of life of what the Census considers "hardest" to reach audiences, the U.S.' most vulnerable residents – the poor, children, seniors, immigrants and the homeless. In addition to young adults, the Census has historically undercounted these audiences.

The policy outcomes that result from the Census have a direct correlation with the California Community Foundation's (CCF) work to advance systemic change in the region. Please see Appendix A for an overview of how Census data and its application intersects with CCF's priority areas.

Yet one of the most important mechanisms to ensure equal representation in our democracy is in peril.

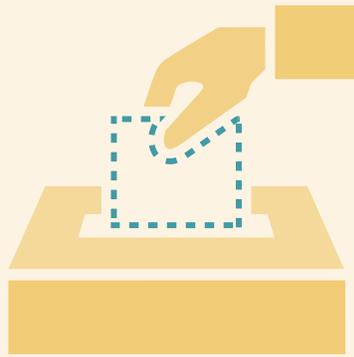
Consider the following:

- The Census' top leader, responsible for setting the direction for mitigating an undercount, resigned in May 2017, leaving a beleaguered organization in further turmoil.
- Budget cuts have forced the bureau to make dramatic changes to its counting methodology and support. In addition to a major reduction in field staff and reliance on third-party data for mapping, validation and to encourage response, the most central change is a shift to a new Internet-driven model.
- Congress has thus far refused to designate proper funding for an accurate count. Cuts have tabled plans for any audience research or advertising and perhaps of greatest alarm, threaten to scale back or eliminate testing of the new Internet counting methodology.

As the most populous and most diverse state in the nation, California has the most at-stake for ensuring an accurate count. In addition to influencing the designation of billions of dollars for a variety of safety net programs, vital services and infrastructural investments,

translating to an estimated \$1,800 per resident, states with growing populations could win U.S. House seats as the Census influences reapportionment. We look no further than 1990, to see the impact of the Census on people's lives.

CONSIDER THE FOLLOWING:



The 1990 Census was considered one of the **most inaccurate** in U.S. history.

The undercount in California was the **highest in the nation** at 2.7%.

The undercount resulted in a **projected loss of \$2 billion** in federal funds as well as one congressional seat for California.

The consequences of 1990 heavily influenced advocates, the nonprofit community and philanthropy in developing assertive outreach strategies for the 2000 and most recently, the 2010 Census efforts which also experienced significant underfunding at the state level (please see OVERVIEW OF THE 2010 CENSUS).

Today, compounding the challenges of government underfunding, advocates fear

the new online methodology could fuel an undercount. The online counting system does not consider immigrants' and poor residents' digital divide, as well as the current climate of fear and distrust of government in providing information in a de-personalized fashion. The army of Census enumerators will not be there to encourage participation, answer questions or dispel concerns.

Overview of the 2010 Census

“This was indeed about more than the count: it was an instance in which a social movement frame in grantmaking helped achieve a set of issue-specific, policy goals and also helped build the capacity for future collaboration. Broad-based change will not happen one issue campaign at a time, especially if individual policy or issue campaigns are disconnected from previous ones and not informing the next.”

– Taken from *Beyond the Count, Leveraging the 2010 Census to Build New Capacities for Civic Engagement and Social Change in California*.

In 2010, the state allocated \$2.1 million for outreach – a massive reduction compared to \$24.7 million in state funds for 2000 Census. This occurred in the face of the Great Recession and a call from Latino religious leaders for immigrants to boycott the Census. Fearful of a dramatic undercount among hard-to-reach populations, national, statewide and local advocates successfully encouraged philanthropy to step in to supplement the official “California Counts” campaign for the 2010 Census. Seventeen foundations infused the 2010 outreach efforts with \$9 million of funding to 200 nonprofit organizations.

With only a nine-month lead time to the count, CCF provided more than \$1.5 million in funding to 37 grantees to activate participation among hard-to-reach populations, considered the highest in the country.

Couched in a social movement and civic engagement framework, **the goals of the 2010 California Counts campaign were two-fold:**

The California Counts campaign were two-fold:

- Ensure hard-to-count audiences participated in the Census
- Build strategic alliances and organizational capacities that could live beyond the Census

The California Counts strategies were as follows:

- Coordinate support among foundations
- Coordinate activities among foundations, state agencies, and the Census Bureau
- Target outreach efforts in the 10 California counties with the highest rates of hard-to-count populations
- Rely on trusted community-based organizations to provide local outreach in the counties
- Rely on trusted ethnic media to target populations in the counties
- Develop a statewide network of intermediary organizations to provide coordination, training, and other resources to community-based organizations
- Develop data and mapping support for local outreach efforts

With the objectives of dispelling fears and any confusion on Census participation, grantees developed and implemented outreach efforts that were tailored to the unique communities they served. They distributed in-language materials, conducted workshops, held special events, and organized assistance centers to help answer their constituents’ questions on the Census survey. They canvassed door-to-door and made telephone calls to encourage participation. They served as media spokespersons in ethnic media and they interfaced with Census staff/enumerators.

Despite extensive outreach, the Census reported a significant undercount in 2010. Ethnic minorities were undercounted by 1.5 million in 2010. Per a study released by William O’Hare on the 2010 effort, the Census should have identified more than 21 million Americans age four or younger. Dr. Manuel Pastor, Director of USC’s Program for Environmental and Regional Equity, USC Center for the Study of Immigrant Integration estimates a 10-15% undercount of the undocumented population. The National Association of Latino Elected and Appointed Officials (NALEO) reported that Los Angeles County led California in an undercount of Latinos, particularly children. A consequence of the undercount was the denial of a new House member for the state. It is anticipated that California’s population will grow by more than 3 million residents compared to the 2010 count.

Despite the undercount, it is widely believed the 2010 California Counts effort helped ward off a higher decline in participation of hard-to-reach audiences. In addition, advocates and funders believe the 2010 Census outreach campaign yielded other significant successes and learnings that will be critical to leverage for 2020. In Southern California, 33% of the 2010 Census campaign grantees believed their organizing activities improved and 58% believe their outreach improved.

Other major successes included:

- **SCALING UP A CONSTITUENCY BASE –** Grantees reported success in building out their contact lists to help grow volunteer recruitment and members overall in their work.
- **BUILDING SKILLS –** Referred to by Dr. Manuel Pastor as “Skilling Up Change Agents and Agencies,” Grantees were also able to grow their leadership, experience

and skills in engaging their constituents at a level some had never before encountered given the magnitude of the effort.

Organizations – both relatively young and those with significant tenure – reported this as one of the strongest take-aways from their Census efforts.

→ **BUILDING RESEARCH CAPACITY –**

Grantees and campaign partners were able to access and use mapping technology and demographic analysis as tools, building knowledge that can be leveraged for other civic engagement efforts.

→ **COLLABORATING TOWARD THE SAME GOAL –**

The campaign brought diverse organizations out of silos and into a collaborative effort – a model to build on for future challenging outreach endeavors. It is important to note this was not just the top leadership, but grassroots members as well across ethnic and racial lines all with the same goal in mind.

→ **DEVELOPING A JOINT FUNDING STRATEGY –**

Funders’ collaboration yielded a greater reach of more strategically deployed resources.

While these are the building blocks for the 2010 Census, the challenges we face for the 2020 Census – from government underfunding to the new counting system to the climate of fear among immigrant and Muslim communities – are unprecedented. Greater strategic collaboration and certainly resources both human and financial will be necessary to ensure a proper count. Today, what would have been considered the luxury of time under other circumstances is an urgent call to action for a cross-sectoral coalition to not merely supplement but to serve as the key effort to ensure everyone is counted.

The Assignment

CCF engaged Fenton to conduct a landscape analysis to assist the foundation in informing its strategic thinking about the foundation's possible role in a cross-sectoral campaign in promoting participation in the region. Fenton worked closely with CCF's staff to guide the following components of the analysis:

Determination of key cross-sectoral targets interviews. CCF worked with Fenton to prioritize a list that included key "legacy" organizations in which Census outreach has been a crucial activity for the group historically.

They include:

- Local foundation peers
- Local academic institutional leaders
- Civic leaders
- Nonprofit community leaders – especially those representing LA County's immigrant and vulnerable populations
- The media – general market and ethnic
- Faith-based organizations across all denominations

Please note we determined timing was premature for business and labor representatives in terms of obtaining concrete plans for outreach. We recommend engaging both of these sectors once a cross-sectoral table is convened.

Interviews gauged the following information:

- Current thinking on outreach plans
- Anticipated timing
- Target audiences
- Barriers or challenges they envision
- Anticipated resources they need to encourage their constituents to be counted

- Views on immediate and long-term cross-sectoral activities

To further inform our analysis, we also conducted the following efforts:

- Outreach to the state chairperson for the California 2020 Census
- Literature review of major research from past Census efforts conducted by academic institutions and advocacy groups and official Census reports such as its 2020 operational plan
- Review of materials from CCF's grantee support for the 2010 Census
- A media audit of news coverage on the 2020 effort

Please see APPENDIX B for a full list of sources we culled as part of this scan.

The following chart represents the list of key stakeholders we interviewed. Many of those interviewed are considered "legacy" organizations in which Census outreach has been embedded as a priority over the long haul. Views from these organizations was critical in our analysis as many are already ramping up plans for advocacy for Census funding at the federal and state levels as well as grassroots outreach. Mid-way through the project, we met with CCF to discuss preliminary findings from the telephone interviews. Based on information collected, we determined it was most efficient to complete priority interviews for qualitative data and closer to the Census count, send online surveys to a wider range of targets as a strategy to further inform CCF's efforts.

Completed Interviews

1	Ditas Katague , California Census Coordinator	California Department of Finance
2	Ana Guerrero , Deputy Mayor and Maria de la luz Garcia , Director	2020 Census, City of Los Angeles
3	Jan Perry , General Manager City of Los Angeles Economic & Workforce Development	Director of Census 2000 for City of Los Angeles
4	Arturo Vargas , Executive Director	National Association of Latino Elected & Appointed Officials
5	John Kim , Executive Director and John Dobard , Manager of Political Voice	Advancement Project California
6	Nasim Khansar , Project Director, Citizenship and Daniel Ichinose , Project Director, Demographic Research Project	Asian Americans Advancing Justice
7	Virginia Mosqueda , Senior Program Officer	The Irvine Foundation
8	Dr. Beatriz Solis , Program Director, Building Healthy Communities	The California Endowment
9	Elmer Rondan , Director of Education Programs & Policy	United Way of Greater Los Angeles
10	Seyron Foo , Director - Public Policy & Government Relations	Philanthropy California (a statewide initiative that includes Southern California Grantmakers)
11	Jennifer Ito , Research Director	USC, Program for Environmental & Racial Equity
12	Sonia Diaz , Founding Director	UCLA, Latino Policy & Politics Initiative
13	Ron Estrada , Vice President, National Community Empowerment	Univision Network
14	Monica Gil , VP of Corporate Affairs	Telemundo Network
15	Teresa Samaniego , Vice President of Diversity and Community Relations	ABC/Disney local
16	Lizette Carbajal , Vice President of Community Relations	Telemundo local
17	Rabbi Johnathan Klein , Executive Director	Clergy & Laity United for Economic Justice
18	Rev. Zach Hoover , Executive Director	L.A. Voice/PICO
19	Eileen O'Brien , Director of Operations	Catholic Archdiocese of Los Angeles

Key Interview Take-A-Ways

The following represents common themes that emerged from the interviews and through our literature review. The most important take-away was the sense of urgency and call-to-action for

immediate cross-sectoral leadership to develop and implement a multifaceted strategy to mitigate an undercount.

The feedback is organized in the following categories:

1. STATUS OF CENSUS PLANNING:

Implications of underfunding and perceptions on the public awareness of the situation.

2. ENGAGEMENT CONCERNS:

Views on the challenges as they relate to encouraging participation among hard-to-reach audiences.

3. IMMEDIATE NEEDS & RESOURCES:

Assessment of the most urgent activities and resources to take action.

4. PRELIMINARY IDEAS FOR ENGAGEMENT:

Interviewees' suggestions on engagement considering the 2020 challenges.

1. The Status of Census Planning

NO BASIC SUPPORT AT THE FEDERAL LEVEL IS A LIKELY SCENARIO

— While underfunding has been an issue throughout Census history, the situation for 2020 is at a new level in which the most basic operations are threatened. This translates to no federal support for core elements that comprise a campaign outreach effort such as a centralized database and mapping tools to guide counting in specific locations; audience research/message testing; a website; collateral and advertising. The ad agencies initially hired by the Census Bureau have been put on hold and it is unlikely that they will conduct any work. Federal funding inadequacy adds greater urgency for financial support at the state level (see **ADVOCATE FOR APPROPRIATE STATE FUNDING** below).

UNPRECEDENTED RELIANCE ON THE STATE AND PHILANTHROPY

— In the past, resources from state government and philanthropy were supplemental to the federal government's efforts. For Census 2020, human and financial resources from the state and philanthropy may be the basis for promoting the Census, particularly to hard-to-reach audiences including immigrants, limited English speakers and millennials. The funders we spoke with expressed the value of seeking support from non-traditional funders, especially those focused on tech, as well as coordination with Philanthropy California, the group that encompasses regional associations such as Southern California Grantmakers.

LACK OF PUBLIC AWARENESS OF CENSUS 2020 CHALLENGES

— Current events and a full spectrum of issues from health care, immigration, race relations, environmental to transgender policies are competing for the attention of the news media and advocates beyond Census legacy organizations. While a handful of alarming news stories have surfaced, the Census and its troubles are “out of sight, out of mind” and “far away.” Although the news outlets we spoke with said they plan to

be involved in their own campaigns, they said they needed a commitment to ad dollars to guarantee inventory. An assertive effort to raise public awareness on the state of the 2020 Census and the consequences of an undercount could help create political pressures needed to make funding at the federal, state and local levels a priority. Raising awareness – across all media platforms, with general and ethnic market media – needs to take place this fall to help fuel advocacy efforts for increased state funding.

2. Engagement Concerns

CLIMATE OF FEAR — All interviewees and news articles surfaced the current climate of fear among both undocumented and legal immigrants as the number one issue of concern in fueling an undercount. While most people communicated that they felt secure from a legal standpoint that the information collected is confidential and cannot be used against anyone, they believe it will be difficult to convey this convincingly to immigrant audiences. As we saw in the 2010 efforts, nonprofit organizations will be crucial trusted messengers to undocumented and immigrant constituents. Their active participation, coupled with clear, accurate and culturally relevant messages will be essential to the success of 2020 outreach.

INSENSITIVE COLLECTION METHODOLOGY — Coupled with the concerns about cyber-security and integrity of the actual technology itself, respondents believe an Internet-driven approach will contribute to an undercount among hard-to-reach audiences who have limited access to broadband. The Census has historically been a lengthy, complicated document. Advocates worry about how the form will translate to and

its feasibility for participants’ completion on mobile devices.

LIMITED OPERATIONAL CAPACITY AND EXPERIENCE IN DIGITAL OUTREACH EFFORTS

— Some respondents raised concern about an over-reliance on past Census outreach strategies, specifically as it relates to the focus on a digital counting methodology. In the past, the field has relied on a traditional toolbox of methods to interface with their constituents. Respondents raised concerns not only about the physical capacity of the organizations, but their skillset in regard to digital engagement strategies. Funders will need to consider how this issue affects grantmaking for Census outreach. For example, funders might need to include not only dollars to boost grantees’ technical needs for items such as laptops, computers or an upgrade in their Internet provider, but develop technical assistance as part of a strategy for helping grow grantees’ capacity.

3. Immediate Needs & Resources

ESTABLISH A BROAD, COORDINATED REGIONAL TABLE

— The priority need raised by interviewees was to establish an organized table in the region that brings all the key stakeholders together to have an “open and transparent conversation” about planning and formulation of a strategy. The California Census director held an initial meeting of statewide stakeholders in July 2017 about funding and to formally convene at the moment. We also heard the need to convene a broader table beyond the legacy groups to include direct service organizations such as health care providers, arts nonprofits and others that touch the community. Interviewees also conveyed the importance of ensuring community-based organizations (CBOs) responsible for grassroots outreach be brought in as early as possible which has been problematic in past efforts. The region has a history of both working together but also in silos for past Census efforts. Interviewees expressed the need for tight coordination as it relates to messaging in particular. When asked who was the appropriate entity to coordinate a table in Los Angeles County, the interviewees named CCF as the natural leader given its past expertise, neutrality, bandwidth and “intellectual capacity” from a strategic perspective on building a comprehensive outreach campaign.

ADVOCATE FOR APPROPRIATE STATE FUNDING

— Thus far the state has allocated \$7 million to incentivize local municipalities to participate in the Census Bureau’s Local Update of Census Addresses Program (LUCA) and \$3 million through hard fought advocacy to planning outreach. Yet the state itself is four years behind in its planning as recommended by the Census 2010 Complete Count

Committee which was tasked with providing recommendations to the state for Census 2020. Now through fall 2017 is crucial timing to lobby the state to allocate funding for the next funding cycle. Governor Jerry Brown will announce the budget allocation in January 2018 for any efforts to be funded in July 2018. This will be the first of two budget battles for state funding. In addition, across the board we heard that the state cannot use 2010 as a model for funding (which was based on the 2000 Census budget). That allocation of \$2.1 million was considered woefully inadequate in California.

DEVELOP A PLAN OF ACTION TO IMPROVE THE CENSUS’ TECHNOLOGY

— While the news media have indicated rumors of canceling online efforts altogether and opt for the traditional mail approach, interviewees believe the field must plan for a digitally-focused count. The issue needs to garner national attention with a suggested call for leadership within Silicon Valley and funders that focus on technology to provide technical assistance and innovation needed to fill the bureau’s substantial gap of expertise and funding. Cyber-security is particularly noteworthy as it relates to privacy concerns and integrity of an accurate count. Funders and partners to consider reaching out to begin conversation about their possible leadership include the Chan Zuckerberg Initiative, Emerson Collective, Twitter for Good, and Silicon Valley Community Foundation.

AUDIENCE RESEARCH / PRIORITIZE MESSAGING

— There are two main ingredients in motivating people to be counted – the messenger and the message itself. While we can most certainly count on local nonprofits and advocates being effective messengers,

they need clear, concise and compelling messages that will convince their constituents to be counted – to act. This challenge is even more profound considering LA County’s diverse audiences. This is not about only about language, it is about relevance to particular audience – one size will not fit all for mitigating an undercount in 2020. Interviewees stressed the need to prioritize the development of a strategy for audience research/message testing which would include: identification of target audiences and languages, identifying and securing funding for a researcher, possible researchers and an implementation plan. We also heard loud and clear message testing must be local – California, ethnic and language-specific. The process should include polling and/or focus groups to take stock of target audience’s attitudes, message development and then focus groups to test the messages to help not only inform, but persuade people to be counted. Stakeholders interviewed believe that the concept of trusted messengers will take

on an even more important and nuanced role than ever before. Testing will be important to reveal new insights on messengers, particularly among multi-cultural and millennial audiences. Interviewees – including the California Census chair – talked about not relying on the Bureau to commission research that will lead to the development of clear, concise and more importantly, compelling messaging that motivates hard-to-reach populations to be counted. In the past resources have not allowed for proper messaging research, resulting in the nonprofit community not having the basic tools for their outreach efforts. Given the unique challenges of this Census, we recommend taking a non-traditional approach by commissioning a consumer research firm as opposed to an academic institution. A consumer researcher is going to be more agile in developing audience messaging that is compelling in this highly political environment. A consumer researcher should have experience with message deployment via digital avenues.

4. Preliminary Ideas for Engagement

BUILD ON LEARNINGS FROM SUCCESSFUL ENGAGEMENTS – Interviewees talked about ensuring we look to successful efforts from Census 2010 (see OVERVIEW OF 2010 CENSUS), recent voter registration efforts that focused on new citizens and marriage equality campaigns to build a campaign plan. They pointed out these campaigns given they were conducted during a volatile political environment amid a barrage of opposing, negative information about the key target audiences. Also, voter registration and marriage equality efforts were as they utilized technology and digital communications strategies in organizing target

audiences as well as raising awareness. These efforts also included clear, concise and compelling messages as well as trusted messengers to serve as ambassadors for the campaigns. Interviewees also emphasized widening cross-sectoral partnerships beyond the tried and true advocacy organizations. They discussed consideration of major retailers and companies (e.g., supermarkets, banks, broadband carriers, restaurants, etc.) to literally surround residents where they live, work and play with Census messages as part of a social marketing-oriented approach to the campaign.

ESTABLISH TECH CENTERS AT COMMUNITY-BASED ORGANIZATIONS

— Interviewees noted that participating in the Census will be taken out of the privacy of people’s homes and into more public spaces. They raised particular concern as it relates to immigrants’ sensitivity to providing personal information to the government. To help ease people’s comfort and facilitate access to broad-band, many of

the interviewees suggested initiating a strategy of multiple “Census Days” in the community at trusted grassroots organizations. They talked about what that could take – greater financial resources to grantees in the form of building their technological capacity in terms of knowledge as well as tools like computers and iPads.

5. Views of CCF’s Role

CCF is viewed across the board as the leader in the region to do the following:

ACT AS A NEUTRAL CONVENER – It is widely understood that CCF is the “go-to” leader with a proven track record of serving as a neutral and all-encompassing table solely with the agenda of achieving its mission.

LEAD STRATEGY – Interviewees described CCF as the only organization in the region with both the bandwidth and “intellectual capacity” to serve as the natural leader for the Census effort.

ALIGN FUNDING RESOURCES – Funders are counting on CCF to establish a fund for the Census in which they can contribute to as a means to demonstrate their support to mitigate an undercount.

PROVIDE RESPONSIVE DOLLARS – CCF has a track record of agility and can help provide grantee funding in response to a dynamic situation.

All interviewees are at the early stages of planning mode. Legacy organizations NALEO and Advancement Project are the farthest ahead in their preparation, but are not ready to indicate what level of funding is required to advance their work in L.A. County. The City of Los Angeles’ Census 2020 director started her position in mid-July of 2017. The Irvine Foundation funded The Advancement Project to develop California Counts 2020: A General Plan for a Census Policy and Outreach Campaign. Just finalized at the end of July, we have drawn upon this research as part of this document.

Recommendations

CCF activities in support of Census participation at the most basic level could be broken down as follows:

- **PLAN** a two-year initiative that embodies CCF’s strategic goals of generating social change through responsive leadership, philanthropy and civic engagement and that harnesses of CCF’s grantmaking and internal resources capabilities
- **CONVENE** a local cross-sectoral table to develop and support a regional strategy
- **ADVOCATE** for sufficient statewide and county funds
- **FUNDRAISE** for resources from cross-sectoral partners

- **GRANTMAKE** to effective non-profit partners to engage vulnerable populations and build their capacity
- **OUTREACH** across LA County to ensure an accurate count

If we assume these are the activities CCF would undertake as part of a major initiative for the organization, a plan of immediate next steps needs must be considered that are both methodical and expeditious. The following outlines recommended activities that were developed in consultation with CCF staff on immediate steps for the foundation to consider that both acts on the urgency of the current situation and integrates thoughtful planning over the long haul.

2017-2018 Action Plan		
Activity	Timing	Category
<p>DETERMINE SCALE OF INVESTMENT & PRIORITY - Consider scale of the foundation’s involvement guided by threshold questions in landscape scan. Key activities include determination of:</p> <ul style="list-style-type: none"> → Prioritization among immediate and long-term CCF activities → Staff capacity → Team structure in the short-term → Begin planning over the long-term for possible augmentation of internal staff and external needs → Includes development of ballpark budgets → Identification of external partners and any process for bringing them on board such as RFPs 	October 2017 - March 2018	PLAN
<p>ASSEMBLE CCF TEAM – Establish internal team to lead efforts over two years with roles and responsibilities. Include plan for onboarding external partners.</p>	October 2017	PLAN

2017-2018 Action Plan

Activity	Timing	Category
<p>BUILD INTEGRATED CCF GRANTMAKERS READINESS - Develop and convene internally to present a toolkit for POs to help them with the following.</p> <ul style="list-style-type: none"> → Why and how Census outreach matters to their priority areas → Recommendations on messaging to engage grantees → How to think about core grantees best equipped for Census outreach 	October 2017	PLAN
<p>DETERMINE FUND DEVELOPMENT STRATEGY - Create strategy based on advocacy and outreach needs. Plan must consider the following:</p> <ul style="list-style-type: none"> → Coordination with funders at the local, state and national level → Capacity for fundraising among CCF's current and potential pool of donors → Schedule of grantmaking needs for advocacy in the short-term and outreach over the long-term 	October - December 2017	FUNDRAISE
<p>ENSURE ALIGNMENT WITH KEY STATE PLAYER - CCF meets with Advancement Project to ensure local synergy with statewide planning, avoid overlap and agree on collaborative next steps which include:</p> <ul style="list-style-type: none"> → Determination of key members of a local table for initial convening. → Sub-committee structure and areas (advocacy, research, technology, outreach and evaluation) → Set basic strategy outline to facilitate local table → Hone in on advocacy strategy as the most urgent activities in terms of timing 	October 2017	CONVENE
<p>INITIATE SHORT-TERM GRANTMAKING - Determine available funds for core legacy groups with the purpose of planning and advocacy.</p> <ul style="list-style-type: none"> → Determine scope of advocacy → Finalize list of core groups (preliminary consideration to Advancement Project, NALEO and Asian Americans Advancing Justice) → Request LOI and execute grants 	October - December 2017	GRANTMAKE
<p>INITIATE ADVOCACY COMMUNICATIONS - Develop and execute a plan to use paid and earned media to support grantee's advocacy around state budgeting process. This area includes:</p> <ul style="list-style-type: none"> → Possible news event(s) with a coalition of advocates to push for appropriate state funding → Creative development such as video and other shareable content → Digital advocacy across social media platforms → Digital buys → Media pitching → Development of an online toolkit for partner organizations to use to participate in advocacy efforts 	<p>October 2017- April 2018</p> <p><i>It is possible our work extends to cover the May budget revise timing.</i></p>	ADVOCATE

2017-2018 Action Plan

Activity	Timing	Category
<p>ADVANCE 2018-2019 GRANTMAKING - Determine available funds for wider cohort across CCF's four priority areas who will be crucial outreach partners:</p> <ul style="list-style-type: none"> → Determine scope of their work based on new counting methodology – grantees will need greater guidance and resources than in previous efforts. → Identify and finalize cohort → Develop application → Execute grants 	January 2018 - December 2018	GRANTMAKE
<p>ENGAGE AFFINITY FUNDERS - Identify and finalize a list of funders across a range of priority issues such as health, education and immigration and Integrate into funding strategy. Elements include:</p> <ul style="list-style-type: none"> → Develop messaging and outreach materials along with the funding pitch to tap into their support → Coordinate with statewide coalition for synergy 	October 2017 - March 2018	FUNDRAISE
<p>CONVENE WORKING GROUP - Lead a full day working strategy session with core groups to do the following activities:</p> <ul style="list-style-type: none"> → Agree on table leadership, structure, governance and timing → Develop an initial strategy for the group on the development of a campaign → Develop plans for each sub-area to roll-up into master plan → Create next steps, assignments and schedule for convening 	October 2017 <i>Ongoing through 2020</i>	CONVENE
<p>DEVELOP COMMUNICATIONS PLAN - As guided by the cross-sectoral table, CCF develops the communications component of the campaign. Consider development of a multi-phased effort with initial phase focused on promoting advocacy and awareness building. Plan would include strategies and tactics for multi-lingual:</p> <ul style="list-style-type: none"> → Earned media → Paid media → Website design and development if needed → Digital strategy → Creative execution → Toolkit for the grantees on messaging → Other marketing communications activities 	December 2017 - May 2018	OUTREACH
<p>BEGIN AUDIENCE RESEARCH - Lead identification and selection of consumer research partner and oversee the following process with guidance from Census Bureau and local table:</p> <ul style="list-style-type: none"> → Develop of SOW and final strategy → Develop key messaging in coordination with researcher for testing → Oversight of testing/qualitative focus groups → Execution of research 	December 2017 - May 2018	PLAN

PRELIMINARY FRAMING OF CCF GOALS FOR CENSUS INVOLVEMENT

With this 2017-2018 Action Plan in mind, there are many considerations for CCF to explore to determine the scale of involvement and its effect on its current and future work as well as resources. As such, it is important to review preliminary framing of goals to help the foundation in its decision-making.

In 2010, CCF demonstrated its leadership by quickly filling a funding void by providing \$1.5 million to grantee partners for outreach to hard-to-reach audiences. CCF has since evolved its vision and mission as a leader in the region. Today, CCF is focused on pursuing strategies that promote long-term solutions to solve our most urgent problems for the region's most vulnerable populations across four interconnected Systems Change Priorities of education, health, housing and immigration.

The foundation's commitment and approach to systems change serves as the guiding principles for the following preliminary framing of goals for CCF's participation in promoting Census 2020.

They include:

- Ensure LA County's most vulnerable populations are counted in Census 2020.
- Improve the conditions of our most vulnerable residents over the long haul through the Census' socioeconomic and political influence on their quality of lives.
- Demonstrate collective impact at the local level when everyone participates in one of our most important civic engagement activities.
- Uplift the Census as a moment of collective empowerment for our region's diverse community to make their voice heard.
- Contribute to the sustainability of LA County's nonprofit community by building long-term capacity in the areas of strategy and innovation/technology to engage their constituents.
- Strengthen and widen the region's ability to transform lives through cross-sectoral collaboration.

THRESHOLD QUESTIONS

While there is no question that CCF will play an important role in the region to promote Census participation, evaluation of a variety of factors will guide the breadth and depth of the foundation's investment. With CCF's approach to systems change and preliminary goals in mind, below are threshold questions to help guide CCF in its thinking on the scale of its leadership and development of a strategy for its involvement.

PRIORITIZATION AMONG CCF'S SCOPE OF WORK

- While the Census is naturally aligned within CCF's Systems Change Priorities, how should the Census be prioritized within the foundation's scope of activities now through the next two years?
- Will other programming, advocacy and development activities need to be shifted as a result of implementing a campaign?
- What is the timing and mechanism for making a decision on the impact of a Census effort on CCF's priority activities and staff workload?

CAPACITY & EXPERTISE

- Given CCF's new operational structure, a Census campaign would impact staff across all corners of the foundation. How does CCF envision carrying out a campaign from a human resource standpoint?
- Does CCF currently have the skill set needed internally to develop and implement a campaign?
- Does CCF envision deploying external resources to help execute a campaign?
- If so, what role would external partners play?
- Should CCF decide to expand its capacity with external resources, what are the key time frames and mechanisms to determine partners?

FUNDRAISING & DONOR INVOLVEMENT

- Considering CCF's involvement in the 2020 Census will be more complex and longer-term than the 2010 effort, what are the fundraising goals and strategy? In 2010, CCF designated \$1.5 million for an outreach effort only. Considering the challenges and runway of time compared to 2010, a larger investment is likely needed.
 - ▶ How will development goals be set and where will dollars come from?
 - ▶ How much and where will CCF draw funds to grow the pool over the short-term (now through the end of 2017) and long-term through 2019?
- How will the Census be integrated into DDR's priorities?
 - ▶ Will other development priorities and donor and funder "touches" need to be shifted as a result?

CAMPAIGN OWNERSHIP & GEOGRAPHIC SCALE

- CCF has served behind the scenes of past campaigns as well as out in front. What role will CCF play in relation to a Census effort?
- Is CCF considering transitioning the mission of its current citizenship table to a Census effort or establish a new table?
- Will CCF focus on LA County or expand its leadership to the Southern California region?
 - ▶ What are the capacity consequences to consider with this expansion?

TARGET AUDIENCE DESIGNATION

- Will CCF include millennials as part of its target audiences? While they have traditionally been part of an undercount regardless of race, ethnicity or income, reaching a young audience adds complexity and new skills to an outreach effort.
 - ▶ Do "millennials" wholesale fit into CCF's definition of vulnerable populations?

Appendix



<p style="text-align: center;">SNAPSHOT OF U.S. CENSUS' INTERSECTION WITH CCF PRIORITY AREAS</p>	
CCF Priority Area	CENSUS DATA INFLUENCE & APPLICATION
<p>Education Pipeline</p>	<p>SUMMARY: Findings on educational attainment are used to analyze the characteristics and needs of school-aged children and to understand the continuing education needs of adults.</p> <p>APPLICATION TO THE COMMUNITY:</p> <ul style="list-style-type: none"> → Data on how many children and adults depend on services through schools helps school districts make long-term building, staffing, and funding decisions. → Insights on the characteristics of people enrolled or not enrolled in school helps local government and communities enforce laws, regulations, and policies against discrimination in education. → Age in combination with other information, such as disability status, language spoken at home, and poverty status, assists schools in understanding the needs of their students and qualifying for grants that help fund programs for those students. → Knowledge of how many adults do not have a high school diploma or equivalent helps schools, advocates and policy-makers understand the needs of adult students so that they may develop strategies to address them.
<p>Health</p>	<p>SUMMARY: Health insurance data are used in planning government programs, determining eligibility criteria, and encouraging eligible people to participate in health insurance programs.</p> <p>APPLICATION TO THE COMMUNITY:</p> <ul style="list-style-type: none"> → Data on health insurance coverage status in combination with the number and age of children in families, household income, and poverty status, helps identify gaps in community services and plan programs that address those gaps. → Data on changes in health insurance coverage rates and the characteristics of people who have or do not have health insurance can guide researchers, advocacy groups, nonprofit organizations in setting their strategies to improve the health of their constituents.

SNAPSHOT OF U.S. CENSUS' INTERSECTION WITH CCF PRIORITY AREAS

CCF Priority Area	CENSUS DATA INFLUENCE & APPLICATION
Housing	<p>SUMMARY: Home ownership and rent data are used in government programs that analyze whether adequate housing is affordable for residents and provide and fund housing assistance programs. These statistics are also used to enforce laws, regulations, and policies designed to eliminate discrimination in private-market housing, government programs, and in society.</p> <p>APPLICATION TO THE COMMUNITY:</p> <ul style="list-style-type: none"> → Data on the different types of households in a community (single people, couples, families, roommates, etc.) helps communities understand whether available housing meets the needs of residents. → When rental housing is not affordable, rent data are used to identify rental distribution of housing units (the standard cost of different types of housing in different areas of the country) and to determine Fair Market Rents, which the Department of Housing and Urban Development uses to determine the amount of tenant subsidies in housing assistance programs. When housing is not sufficient or not affordable, housing cost data can help communities enroll eligible households in programs designed to assist them and can help communities qualify for grants and other programs. → Data on how the balance of rented homes, mortgaged homes, and owned homes changes over time can help communities understand trends in local housing markets and identify opportunities to improve tax, assistance, and zoning policies. → Knowing more about people who rent and people who own homes in the community in combination with age, gender, race, Hispanic origin, disability, and other data, helps government and communities enforce anti-discrimination laws.
Economic Opportunity	<p>SUMMARY: A variety of Census data including income, occupation, educational attainment and labor force status are used in planning and funding major government funding of programs that impact our country's most vulnerable people.</p> <p>APPLICATION TO THE COMMUNITY:</p> <ul style="list-style-type: none"> → Insights into the financial situation of residents, including income, employment, and housing costs, can help communities qualify for loan and grant programs designed to stimulate economic recovery, improve housing, run job-training programs, and define areas such as empowerment or enterprise zones. → State and local agencies use occupation statistics to identify labor surplus areas (areas with people available for hiring and training), plan workforce development programs including job fairs and training programs, and promote business opportunities.

SNAPSHOT OF U.S. CENSUS' INTERSECTION WITH CCF PRIORITY AREAS

CCF Priority Area	CENSUS DATA INFLUENCE & APPLICATION
Smart Growth	<p>SUMMARY: A combination of data contribute to this unique area including commuting, housing and occupational findings. Commuting data are used in planning and funding for improvements to road and highway infrastructure, developing transportation plans and services, and understanding where people are traveling during a normal day. These data are also used to evaluate transportation plans to ensure they fairly and equitably serve the needs of all groups.</p> <p>APPLICATION TO THE COMMUNITY:</p> <ul style="list-style-type: none"> → Local agencies and organizations use commuting statistics to plan transportation programs and services that meet the diverse needs of local populations, including the disabled population, bicycle commuters, carpool and ride-shares, and many other groups. Commuting data are used to forecast future use of new or updated transportation systems. → Knowledge of where people could reasonably commute from in order to work in a certain area is used by communities and businesses for employment planning, and by communities and governments to enforce laws, regulations, and policies against employment discrimination.
Immigrant Integration	<p>SUMMARY: These statistics are essential for setting and evaluating immigration policies and laws, seeking to understand the experience of different immigrant groups, and enforcing laws, policies, and regulations against discrimination based on national origin.</p> <p>APPLICATION TO THE COMMUNITY:</p> <ul style="list-style-type: none"> → These data are used to support the enforcement responsibilities under the Voting Rights Act to investigate differences in voter participation rates and to enforce other laws and policies regarding bilingual requirements. → Data on how many foreign-born children depend on services through schools helps school districts make staffing and funding decisions. Place of birth, citizenship, and year of entry statistics in combination with other information, such as language spoken at home, help schools understand the needs of their students and qualify for grants that help fund programs for those students. → Insights on whether people of different races or countries of birth have the same opportunities in education, employment, voting, home ownership, and many other areas guides organizations across sectors on their strategies to advocate for and serve immigrant communities. → These data may also help communities with large refugee populations that qualify for financial assistance.

APPENDIX B: ITEMIZED SOURCES

California Complete Count. 2012. [Counting 2010 and Planning for 2020.](#)

Childs, J.H., Fulton, J., & Morales, G. United States Census Bureau. [Effects of Messaging to Encourage Response to the American Community Survey.](#)

Cities of Service. 2017. [Impact Volunteering in Your City.](#)

Dobard J., & Ramirez-Zarate, A., Advancement Project. A General Plan for a Census Policy & Outreach Campaign.

Ford Foundation. 2010. Census Funder Tool Kit: [What Funders Can Do to Ensure an Accurate Census Count.](#)

Funders Census Initiative 2020. 2016. 2020 Census Fact Sheet. [Census Accuracy and the Undercount: Why it Matters; How it's Measured.](#)

Grantmakers Concerned with Immigrants and Refugees. 2016. [Everyone Counts!](#)

Grossman, Dave. 2016. The Aspen Institute Latinos & Society Program. Activating Latino Millennial Civic Power. [A Report of the Aspen Institute Latinos and Society Convening: Unlocking Latino Millennial Civic Potential.](#)

Ito, J., Masters, B., Ortiz, R., & Pastor, M. Funded by the California Endowment. 2011. [Beyond the Count: Leveraging the 2010 Census to Build New Capacities for Civic Engagement and Social Change in California.](#)

Moohn, Bettye. United States Census Bureau. 2012. [2010 Census: Integrated Communications Program Regional Partnership Assessment Report.](#)

O'Hare, Dr. William P. The Annie E. Casey Foundation. 2016. [Five Steps for Reducing the High Net Undercount of Young Children in the 2020 Census.](#)

Pew Research Center. 2010. [Young People Make Up Large Proportions of Census Hold-Outs.](#)

Prepared by Barsom, Gigi, PhD., MPH, & GCIR. Commissioned by Grantmakers Concerned with Immigrants and Refugees. 2012. GCIR's California Counts! [2010 Census Campaign: A Network Approach to Funder Collaboration.](#)

Prepared by the Business, Transportation and Housing Agency and Contreras-Sweet, Maria, Secretary. 2001. [Counting All Californians: An Analysis of Outreach Effectiveness.](#)

APPENDIX B: ITEMIZED SOURCES (Continued)

Reamer, Andrew. The George Washington Institute of Public Policy. 2017. [*Counting for Dollars: The Role of the Decennial Census in the Geographic Distribution of Federal Funds.*](#)

The Census Project. 2016. [*Supporting the Census & American Community Survey: A Toolkit for Coalition-Building.*](#)

The Census Project. 2016. [*Why We Need the U.S. Census Bureau's American Community Survey.*](#)

The Census Project. 2016. FY2017 U.S. Census Bureau Appropriations. [*Why Funding Matters.*](#)

The Leadership Conference Education Fund, Asian Americans Advancing Justice, & NALEO Educational Fund. 2014. [*Race and Ethnicity in the 2020 Census: Improving Data to Capture a Multiethnic America.*](#)

United States Census Bureau. 2014. [*The Undercount of Young Children.*](#)

United States Census Bureau. 2015. [*2020 Census Operational Plan.*](#)

United States Census Bureau. 2016. [*Digital Advertising: Encouraging Participation in the Decennial Census.*](#)

Zingale, Daniel. The Sacramento Bee. 2017. [*An American Tradition We Can't Forget This Fourth.*](#)