

A REPORT TO GOVERNOR GRAY DAVIS

Counting All Californians

An analysis of outreach effectiveness

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GRAY DAVIS
Governor

Department of Alcoholic Beverage Control
Department of Corporations
Department of Financial Institutions
California Highway Patrol
California Housing Finance Agency
Department of Housing & Community Development
Department of Managed Health Care

STATE OF CALIFORNIA



MARIA CONTRERAS-SWEET
Secretary

Department of Motor Vehicles
Office of the Patient Advocate
Department of Real Estate
Office of Real Estate Appraisers
Stephen P. Teale Data Center
Office of Traffic Safety
Department of Transportation

BUSINESS, TRANSPORTATION AND HOUSING AGENCY

June 30, 2001

Dear Governor Davis:

I am pleased to forward this final report of the California Complete Count (CCC) Committee, commissioned by your office to develop, recommend and assist in the administration of an outreach strategy to encourage full participation in the 2000 Census.

Your leadership and open support of the CCC Campaign resulted in an increased count of Californians. The final results show California invested its \$24.7 million wisely and successfully. The state's Mail Back Response Rate improved to 70 percent, outpacing the national average of 67 percent and exceeded the U.S. Census Bureau's projected rate of 58 percent for California.

Demographic efforts estimate that the difference between the projected rate of 58 percent and the actual Mail Back Response Rate of 70 percent equates to more than 1.2 million additional Californians being counted.

On behalf of the CCC Committee, I commend the Legislature and you for the vision and leadership in creating the opportunity for the CCC Campaign. And on a personal note, I thank you for the opportunity you gave me to serve as Chair of the California Complete Count Committee.

It has been a pleasure to serve the people of the State of California in our efforts to count all Californians.

Respectfully,

MARIA CONTRERAS-SWEET
Secretary

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Executive Summary

Funded by an unprecedented \$24.7 million of state funding, the California Complete Count Campaign developed and implemented an innovative grassroots census outreach program. This statewide program created strategic partnerships with counties, schools, state agencies and community and faith based organizations. The result was a Mail Back Response Rate of 70% for California, which exceeded the national response rate of 67%.

“The Committee shall create an outreach strategy to encourage full participation and avoid an undercount in the 2000 Census.”

-Governor Davis Executive Order D-11-99

Goal: Ensure that Californians get their fair share of resources for schools, roads, daycare centers, medical facilities and the like by encouraging the full participation of all Californians in Census 2000

The United States 2000 decennial census data will be used not only to reapportion congressional seats, but also to allocate federal grant funds to state governments. Due to a nearly 2.7% undercount of approximately 840,000 Californians in the 1990 Census, the people of California were denied over \$2 billion in reimbursable federal funds during the 1990s. In order to avoid another tragic undercount and the projected loss of \$5 billion in federal funding over the next decade, Governor Gray Davis established the California Complete Count (CCC) Committee to implement a census outreach program that would maximize the number of Californians counted in the 2000 Census.

Executive Order D-11-99 (Appendix A-1) established the CCC and directed it to, “as expeditiously as possible, develop, recommend and assist in the administration of an outreach strategy to encourage full participation in the 2000 federal decennial census.” Additionally, the Order directed the Committee to “submit an interim report to the Governor by January 31, 2000, containing its recommended outreach strategy to encourage full participation and avoid an undercount in the 2000 Census. Thereafter, the Committee shall report periodically to the Governor and shall submit its final report no later than June 30, 2001, specifying

actual outreach efforts which were implemented for the 2000 Census.”

The Interim Report and Outreach Strategy was submitted to the Governor on January 31, 2000. Likewise, in compliance of Executive Order D-11-99, this final report to the Governor specifies actual outreach efforts implemented for Census 2000.

In order to support the efforts of the CCC Committee, an unprecedented \$24.7 million of state funding was set aside to fund a groundbreaking statewide outreach campaign, leveraging the existing marketing and outreach efforts of the U.S. Census Bureau.

Under the Governor’s leadership and direction, the CCC Campaign outreach efforts were successful in increasing the number of Californians counted. The Mail Back Response Rate for California was 70%, which exceeded the nation’s rate of 67%.

Governor Davis’ appointment of Secretary Maria Contreras-Sweet, head of the Business, Transportation and Housing Agency (BTH) to serve as Chair of the CCC Committee, and naming of outstanding California community and business leaders to the CCC Committee, ensured that this outreach endeavor would be a success (Appendix A-2).

The Challenge and Opportunity

California boasts the fifth largest economy in the world. Its population of over 33 million, as counted by the 2000 census, 158,869 square miles of territory, geographic, racial and ethnic diversity, make it particularly challenging to count. This diversity and economic preeminence also create an imperative to count every person to ensure that California receives its fair share of federal resources and political representation in the U.S. Congress. Businesses also rely on the census in

In This Section:

The challenge and Opportunity

The Strategy

Results

Critical Success Factors

developing their investment and marketing plans. Thus, the census itself, fuels our engine of economic growth. It was a challenge to turn these facts into an opportunity for success.

The Strategy

Together with the members of the CCC Committee appointed by the Governor to develop its outreach program, the CCC Campaign focused its resources and efforts on populations that had been undercounted or particularly difficult to count in the 1990 Census. CCC outreach strategy was designed to complement and supplement the marketing and outreach efforts of the U.S. Census Bureau. The success of the CCC outreach can be attributed to four key implementation approaches:

1. Leveraging existing networks, such as county and local governments, schools, and community based organizations.
2. Resources were focused on the high undercount and hard-to-count populations, getting the most “bang for our buck”.
3. The “California, You Count!” media advertising campaign focused on marketing the census questionnaire process and implementing a grass roots driven campaign.
4. All campaign outreach strategies were designed to complement, not duplicate, the U.S. Census Bureau’s efforts.

Launched on December 1, 1999, the campaign established offices in Sacramento, Los Angeles, The Bay Area, Fresno and San Diego to reach the breadth of Californians. The CCC Committee hired a diverse, multi-talented team combining private, public sector and community service experience. The team created and implemented an outreach strategy, focusing on those undercounted by the 1990 census. The team identified and worked closely with community partners to get the word out to hard-to-reach individuals and families. Simultaneously, they established accountability mechanisms to insure that the organizations with census outreach contracts achieved the campaign’s objectives within budget and on time.

Results

“Governor Gray Davis announced today that California’s \$24.7 million investment to increase the Census 2000 count has been highly successful.” - June 20, 2000 Press Release- Office of Governor Gray Davis

As a result of these unparalleled Census outreach efforts, California’s Mail Back Response Rate to the Census was 70% (Appendix A-3), outpacing the national average of 67%. The U.S. Census had projected a response rate of 58% for California as a basis for planning their door-to-door follow-up operations. Demographic experts claim that the more than 10% difference between the U.S. Census Bureau Projected Mail Back Response Rate and the Final Mail Back Response Rate equates to over 1.2 million additional Californians responding.

Critical Success Factors

Aligned Leadership

From the Governor’s office to the front-line level of state employees and our community partners, all Californians were committed to the campaign’s goal of encouraging full participation in Census 2000.

Targeted efforts

The campaign’s outreach strategy focused on eight populations for targeted efforts. These groups—based on the California Department of Finance, Demographics Unit data identifying the highest undercount from 1990—included:

- Children (infant to 17 years)
- Males age 18 to 28
- African Americans
- Latinos
- American Indians
- Asians/Pacific Islanders
- Homeless
- Migrant/seasonal farm workers

The campaign was successful in reaching these undercounted communities by educating, motivating and involving those groups to correctly fill out and return their census forms. An article in the Los Angeles Times on April 12, 2000 (Appendix A-4) and the Governor’s June 20, 2000 Press Release (Appendix A-5) also credited the campaign’s efforts in reaching minorities and hard-to-count populations in California.

Optimized state procurement processes

While adhering to the strict requirements of the state’s contracting laws, the state contract process was expedited and streamlined throughout the tight time frame of the campaign. The result was the successful execution of 50-80 contracts in less than 60 days.

Leveraged community based organization networks and resources

Through the utilization of existing Community Based Organizations (CBOs) and networks, the campaign was able to reach more people in the target groups than CCC Campaign's staff of twenty outreach coordinators could have done alone. Thousands of Californians visited the 1,000 Questionnaire Assistance Centers (QACs) across the state that had been established by the CCC Campaign and were run by our community organization partners. The QACs were located at accessible sites ranging from community centers to parks and concerts, so that individuals had easy access to experts who directly helped them fill out their census forms correctly. The leadership of the regional Administrative CBOs (ACBOs) who subcontracted to other CBOs to operate the QACs was crucial to the campaign's outreach success. These diverse CBOs conducted grassroots level outreach to encourage a higher Mail Back Response Rate. These organizations, serving their communities on a regular basis, had a unique

ability to reach target groups, especially through the establishment, staffing and promotion of QACs. Partnership with CBOs increased the campaign's ability to reach target groups on a much wider scale, resulting in a reduced undercount.

Implemented effective intergovernmental coordination between federal, state and local entities communicating across organizational boundaries

Since the U.S. Census is a federal operation, all efforts at the state and local levels needed close coordination with federal timelines and operations. The state campaign staff established open and frequent communication with the federal census specialists, local entities and community organizations. This coordination and communication across governmental boundaries was swift and effective. All levels were committed to maximizing the number of Californians counted.

"Governor Gray Davis announced today that California's \$24.7 million investment to increase the Census 2000 count has been highly successful."

*June 20, 2000 Press Release -
Office of Governor Gray Davis*

The Challenge:

Create a strategy and build an organization and infrastructure to support a statewide outreach campaign to maximize the number of Californians counted in Census 2000.

This report documents how the outreach strategy was developed and administered to encourage full participation in the 2000 federal decennial census.

In addition, it details actual outreach efforts that were implemented.

The enclosed CD-ROM contains an electronic version of this report as well as a multi-media presentation showcasing the video, audio and print ethnic advertising produced for the "California, You Count!" grassroots campaign for Census 2000.

The Challenge:

Four months to Touch Millions of Californians

The primary mission of the California Complete Count (CCC) Committee was to encourage full participation of all California residents in Census 2000, particularly those in communities that had been undercounted in the previous Census.

In the 1990 Census, approximately 840,000 Californians were not counted. Preliminary projections by the Department of Finance, Demographics Unit, indicated that over 1,200,000 Californians might be undercounted in Census 2000. A targeted statewide outreach effort was planned, managed and implemented before Census Day 2000 on April 1, 2000.

Governor Gray Davis and the State Legislature allocated funds for an outreach effort for Census 2000. Executive Order D-11-99 (Appendix A-1) released in November 1999 established the California Complete Count (CCC) Committee. It authorized \$24.7 million for the campaign, with spending authority commencing in January 2000.

Between the establishment of the CCC Committee and Census Day 2000 on April 1, 2000, a statewide organization was assembled to lead the daily Census effort. The team's first order of business, included creating and implementing an effective outreach strategy, expediting the state's contracting and procurement processes and protecting the public's interest by monitoring all funded activities.

On December 1, 2000, the CCC Committee initiated efforts to assemble an experienced and competent staff. In addition, due to California's size and geographic diversity, several regional offices needed to be established, equipped, and staffed.

The CCC Campaign was not responsible for the operations of the actual Census questionnaire and data collection. Its mission was to increase California's response by promoting awareness of what the Census means to dollars available for our schools, parks, roads, hospitals and the like. So by building strong partnerships with the U.S. Census Bureau and its regional and local offices, the California campaign staff got a jump start by utilizing existing resources to supplement federal outreach efforts. CCC Campaign staff decided to target resources and efforts on the highest undercount groups and regions to involve and motivate more Californians to fill out and return their Census questionnaires. Even by focusing efforts on high undercount groups, the CCC Campaign would have to touch millions of people throughout the entire state.

Because this effort targeted those people LEAST likely to respond, the CCC Campaign utilized a multi-prong effort to convince the undercount populations to participate. It was decided to focus outreach efforts directed at these groups through grass roots advertising and face-to-face interaction using community based organizations. CCC Campaign staff partnered with local governments, schools and community based organizations, and utilized those existing networks and resources to touch millions of Californians.

The Leaders, the Team and the Infrastructure



Governor Gray Davis



Secretary Maria Contreras-Sweet

In This Section:

The Leaders

The Team and the Organization

The Infrastructure:

How Did the California Complete Count Campaign Operate?

Process Development

The Budget

Lessons Learned and Administrative Recommendations

Campaign Challenges

Compressed timeframe

Millions of people to touch

Vast geographic areas to cover

Specialized media to be created

Lack of Staffing

No model to follow

Intricate state processes

The Leaders

Governor Gray Davis displayed excellent leadership by establishing the California Complete Count (CCC) Committee. His unwavering support guaranteed the commitment of his Cabinet and Agencies, which were critical in the success of this high intensity outreach effort. With the guidance and direction of Business, Transportation and Housing Agency Secretary Maria Contreras-Sweet, who also served as Chair of the CCC Committee, this outreach campaign yielded excellent returns on investment for the state over the next decade. The support, involvement and understanding of the importance of the Census by state legislators added impetus to the grassroots outreach effort throughout the entire state and contributed to the campaign's success.

Finally, this outreach effort would not have been as successful without the advice and direction of the Committee Members, who brought the voices of California's diverse communities to bear on the strategy and implementation of the campaign.

The Team and the Organization

The CCC Committee identified and hired a highly qualified staff (Appendix A-6) responsible for outreach and

monitoring of state funding distributed in different geographic areas. The Campaign was organized into four major functional areas: Media Relations; Administration and Information Technology; Outreach; and Marketing and Communications.

The CCC Campaign established offices in Los Angeles and Sacramento and Field Offices in San Diego, Fresno and San Francisco. Since over half of the 1990 undercount population was in Southern California, nearly 50% of the staff worked out of the LA office.

Due to the unprecedented amount of operational and administrative work, the Sacramento office dedicated nearly 90% of its staff time to managing the paperwork for the entire state. Without this level of dedication to administrative duties, the campaign might well have failed.

The Sacramento office was an integration of dedicated state employees and experienced special consultants. The consultants brought broad and diverse expertise ranging from management consulting to international program management for non-governmental agencies. The CCC Campaign also benefited from staff with experience as direct service providers, legislative staff and community organization members. This unique synergy—between the state staff experienced in managing state

processes and the special consultants who understood how to reach and motivate the target populations—proved highly successful.

The Sacramento office handled all of the critical operating duties and administrative procedures that kept the campaign on track and in business. Some of these duties included: contract management; personnel; budgeting; business services; accounting; data management and analysis; information technology support; project management; procurement and invoicing; legislative and executive reporting requirements; legal advising; coordination of committee members and public meetings; monitoring activities and handling liaison with the U.S. Census Bureau regional office. In addition to these administrative activities, the Sacramento office staff oversaw outreach for the central and northern regions of the state, an area stretching from Bakersfield to the Oregon border. The small Fresno and Bay Area Field offices were staffed with dedicated, high-energy members from the community. These field offices worked closely with the Sacramento office to ensure a cohesive, effective campaign.

The Los Angeles staff was dedicated to outreach and media coordination. This outreach included events, meetings and advertising. Due to its proximity to the advertising agencies and the office of the Assistant Director of Marketing and Communications, the Los Angeles office managed the advertising and media buy contracts.

The Sacramento and Bay Area offices covered the northern and central California counties including Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Glenn, Humboldt, Lake, Lassen, Marin, Mendocino, Modoc, Mono, Napa, Nevada, Placer, Plumas, Sacramento, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Shasta, Sierra, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tuolumne, Yolo and Yuba.

The Los Angeles and San Diego offices oversaw the counties of Imperial, Kern, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Luis Obispo, Santa Barbara and Ventura.

The Fresno office was responsible for Fresno, Inyo, Kings, Madera, Mariposa, Merced, Monterey, San Benito and Tulare Counties.

The Infrastructure: How Did the California Complete Count Campaign Operate?

Due to the foresight of Secretary Maria Contreras-Sweet, the CCC Campaign was given the opportunity to engage several key state agencies to assist with administration and operating duties.

The Business, Transportation and Housing Agency (BTH), acting as lead agency, provided rapid turnaround of all necessary approvals, guided all policy decisions, acted as facilitator and troubleshooter and led the work of the CCC Campaign.

The Department of Consumer Affairs (DCA) provided start-up staff, office space planning and equipment set up. After the transition of lead responsibility to BTH, DCA continued to provide information technology and server support. DCA staff laid the important groundwork for hiring special consultants and played a critical role in defining the allocation formulas for county funding.

The Department of Corrections (CDC) loaned key personnel who provided vital data analysis and financial management staff.

The Department of Finance (DOF) provided management and legal support throughout the campaign.

The Department of Food and Agriculture (DFA) provided prompt review and turnaround of all contracts. This ensured that all contracts, sole source justifications and other approvals were streamlined and expedited in compliance with state regulations.

The Department of General Services (DGS) provided management and legal support during the campaign also.

The Department of Housing and Community Development (HCD) provided expert legal advice on establishing the role of Administrative Community Based Organizations in distributing the Non-profit Questionnaire Assistance Center funding. In addition, HCD loaned key personnel who single-handedly created the website at www.census.ca.gov and handled the creation and procurement of all campaign incentives.

The Department of Motor Vehicles (DMV) played a critical role in providing technical administrative support such as budgeting, accounting, purchasing, personnel transaction processing, business services and final report production. DMV administrative staff worked as an integral part of the campaign team and provided creative solutions to expedite items through state processes.

The Department of Transportation (Caltrans) provided administrative support including payroll processing and financial management and loaned key financial accounting and contracting staff.

The Health and Human Services Agency (HHS) provided key outreach staff to assure Faith Based Leaders outreach and African American outreach. HHS also made available translation services for press releases and media kits.

Process Development

Many processes were developed and/or reengineered to expedite campaign activities. Processes for invoicing and monitoring purchase requests and contract approval were streamlined to ensure that:

- expenditures were kept within the budget allotment;
- the integrity of the program was maintained;
- turnaround time was kept to a minimum;
- clearly defined parameters of the service administrative staff were provided;
- clearly defined roles of partners were provided (DMV, DGS, Caltrans); and
- audit standards would be met.

The Budget

Effective January 1, 2000, Senate Bill 711 allocated \$24.7 million to administer the activities of the California Complete Count Committee.

Further information about funded activities is detailed below.

Administration—\$2.865 million

This budget line item funded personnel, facility, telecommunications, equipment and general operational costs necessary to support the Committee and the campaign. The CCC Campaign was able to redirect administrative cost savings to the “It’s Not Too Late” campaign follow-up effort during the months of May and June.

State Agency Outreach—\$2 million

The State Agency Outreach funds were targeted to those agencies that engaged in partnership with the CCC Campaign and which:

- reached the outreach target undercount and hard to enumerate population;
- had the most to lose in Federal funds; and
- had existing census outreach activities.

The Committee requested State agencies to partner with the Committee and provide in-kind services. As of June 30, 2000, approximately \$2 million was expended.

County Complete Count Committees—\$5 million

\$5 million was originally allocated to the County Complete Count Committees. 49 counties entered into contracts with the CCC Campaign totaling \$4,948,965

million. Nine counties declined to participate in the program resulting in a balance of \$51,035.

School-Based Outreach Programs—\$1.25 million

County Offices of Education in 22 counties with the highest projected Census 2000 undercount for persons under age 18 were allocated funding based on their share of that undercount population. \$1.25 million was encumbered. The 36 unfunded counties received outreach training, technical assistance and other support from the CCC Campaign outreach staff upon request. For instance, the CCC Campaign website provided census forms, information and key outreach activities to county offices of Education.

Nonprofit Questionnaire Assistance Centers (QACs)—\$3.9 million + \$1 million

On December 6, 1999, the Committee increased the original allocation of \$1.3 million to \$3.9 million to contract with nonprofit Administrative Community Based Organizations (ACBOs) that subcontracted with local community based organizations. The entire \$3.9 million was committed to engaging community based organizations in face-to-face targeted outreach activities. At the April 24, 2000, Committee Meeting, the Committee approved a redirection of \$1 million of projected administrative savings to community based organizations for the purpose of implementing an enumeration outreach effort, the “It’s Not Too Late” campaign. A total of \$4.9 million was spent on the QACs.

Media Campaign—\$8.7 million

The entire \$8.7 million was expended on media buys (time and space) and the creation and production of advertisements and promotional materials.

Recommendations

- Administrative functions maintained in Sacramento to benefit from proximity to key decision makers and state agencies.
- Administrative functions established 18 months prior to campaign implementation.
- Sacramento staff increased for administrative and outreach functions.
- Administrative staff of contract and data managers teamed with counterparts in program management and outreach.
- Proportionate mix created between state employees and special consultants in Southern California office.

18 Committee Members

Secretary Maria Contreras-Sweet, Chair

Lieutenant Governor Cruz M. Bustamante

Senator Kevin Murray (D-Los Angeles)

Ms. Elmy Bermejo

Bishop E. Lynn Brown

Ms. Christina DiFrancesco

Mr. Bill E. Dombrowski

Dr. Leobardo Estrada

Rabbi Harvey J. Fields

Dr. Jack Fujimoto

Sister Sally Furay

Ms. Antonia Hernandez

Mr. Stewart Kwoh

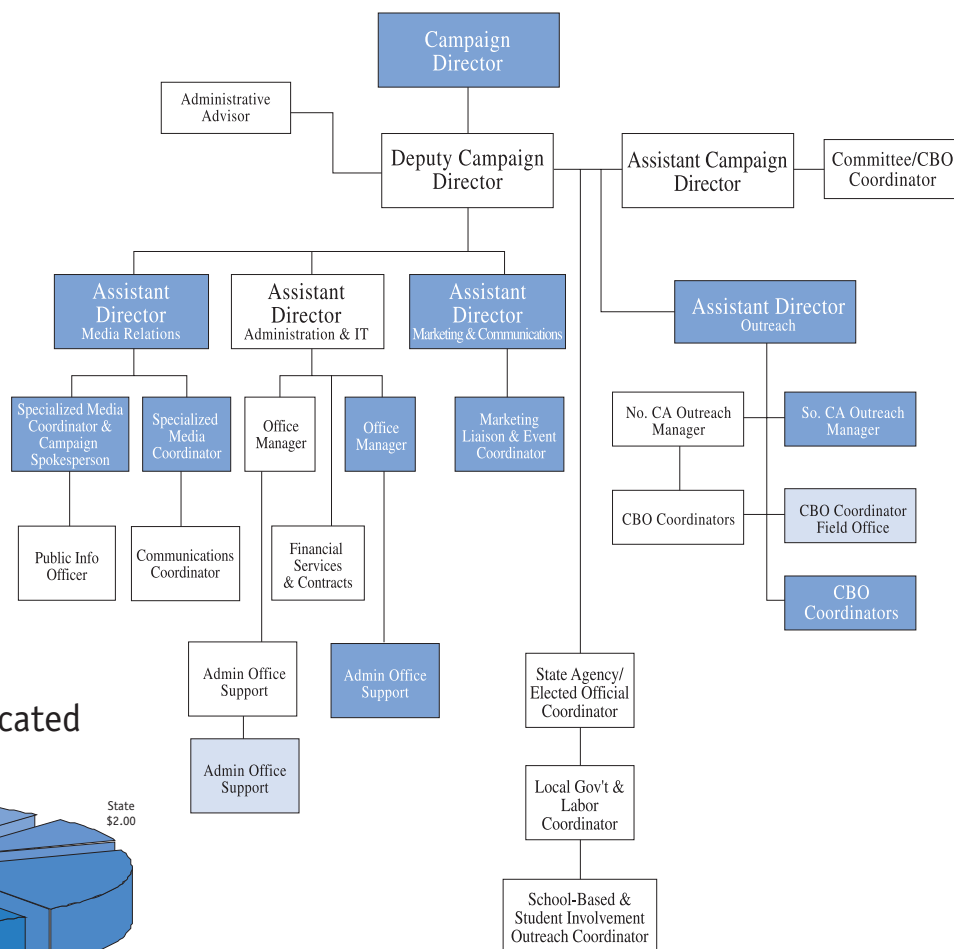
Reverend Jim Lawson

Mr. Richard Masur

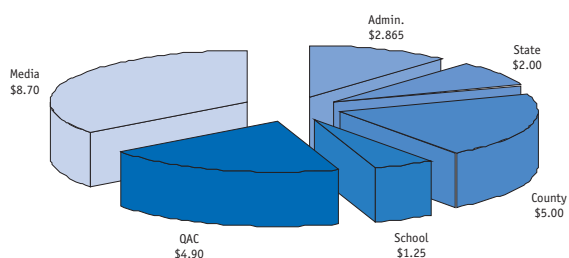
Mr. Christopher McKenzie

Ms. Constance L. Rice

Mr. Arturo S. Rodriguez



24.7 Total Funds Allocated



- Administration
- State Agency Outreach
- County Complete Count Committees
- School-based Outreach Programs
- Nonprofit Questionnaire Assistance Centers
- Media Campaign

KEY	
■	Southern California Office
□	Northern California Office
□	Field Office (No. Cal)

Funding Allocated For...	Original (In Millions)	Adjusted ¹	Adjusted ²
Administration	\$5.165	\$3.865	\$2.865
State Agency Outreach	\$2.00	\$2.00	\$2.00
County Complete Count Committees	\$5.00	\$5.00	\$5.00
School-based Outreach Programs	\$1.25	\$1.25	\$1.25
Nonprofit Questionnaire Assistance Centers	\$1.30	\$3.90	\$4.90
Media Campaign	\$10.00	\$8.70	\$8.70
Total	\$24.7	\$24.7	\$24.7

¹CCC Public Meeting (December 6, 1999): The CCC Committee voted to approve the transfer of \$2.6 million from both the Administration (\$1.3 million) and Media Campaign (\$1.3 million) budgets to the Nonprofit Questionnaire Assistance Centers budget for a total of \$3.9 million. This increase ensured better consistency and coverage of State-funded QAC operations.

²CCC Public Meeting (April 24, 2000): The CCC Committee authorized the Chair to appropriate any available funds for further census outreach efforts. Subsequently, \$999,319.00 was allocated from the administrative line item to continue the CBO outreach efforts, during the Non-Response Follow-Up Phase of the Census 2000. This phase of the campaign was named the "It's Not Too Late" campaign.

The Cornerstone of the California Complete Count Campaign: Grassroots Outreach

Partnering with the U.S. Census Bureau, elected officials, labor, nonprofit organizations, religious leaders and the private sector, the California Complete Count Campaign took the outreach campaign "to the streets" by taking the message to the people—swap meets, basketball tournaments, hip-hop jams, soccer matches, mariachi festivals, parades, carnivals etc.

The County and School outreach components of the campaign were a huge success because these local government entities had an intimate knowledge of the demographics within their respective jurisdictions. State Agencies targeting services to traditionally undercounted groups were able to utilize existing structures to disseminate information to large numbers of people. Community Based Organizations provided the "people to people" grassroots level approach, an extremely effective method of reaching hard-to-count communities. Each level of partnership was essential to ensuring the census message reached those groups that have historically been undercounted.

The ultimate benchmark for project evaluation was the 1990 Census figures. Data at census tract, city and county levels for 1990 compared to the Response Rate for 2000 clearly illustrated a dramatic improvement. The Final Mail Back Response Rate of 70% and the rapid completion of the Census Bureau's Non-Response Follow-Up phase in California as well as the immense number of impressions made are strong indicators of the effectiveness and success of the Campaign's grassroots outreach strategy.

Only through partnership with state and local government entities, community based organizations and the U.S. Census Bureau could the California Complete Count (CCC) Campaign meet the Governor's directive, "to develop, recommend and assist in the administration of an outreach strategy to encourage full participation in the 2000 federal decennial census of population." One of the most important lessons learned by the CCC Campaign was the importance of coordination. In an outreach campaign, an effective tool in keeping

people's attention was personal contact. The CCC Campaign strove to bridge the gap between the government and the community by maintaining contact with political leaders and civic groups. This campaign succeeded because of proper coordination and balance in these arenas. The success of the grassroots outreach strategy is reflected in the Mail Back Response Rate of 70%.

Targeted Efforts

As outlined in the CCC Committee Interim Report to Governor Gray Davis and Outreach Strategy, in order to utilize its resources effectively, the CCC Campaign focused outreach efforts on specific target groups. These groups were based on a thorough review of Department of Finance (DOF) 1990 Census Undercount Data (Appendix A-7) and 2000 Undercount Projection (Appendix A-8) for California Counties by Race and Ethnicity.

The CCC Campaign identified the following target populations for aggressive outreach efforts.

- Children (infant to 17 years) Children (infant to 17 years)
- Males age 18 to 28
- African Americans
- Latinos
- American Indians
- Asians/Pacific Islanders
- Homeless
- Migrant/seasonal farm workers

Specific outreach strategies utilized the themes of

In this Section:

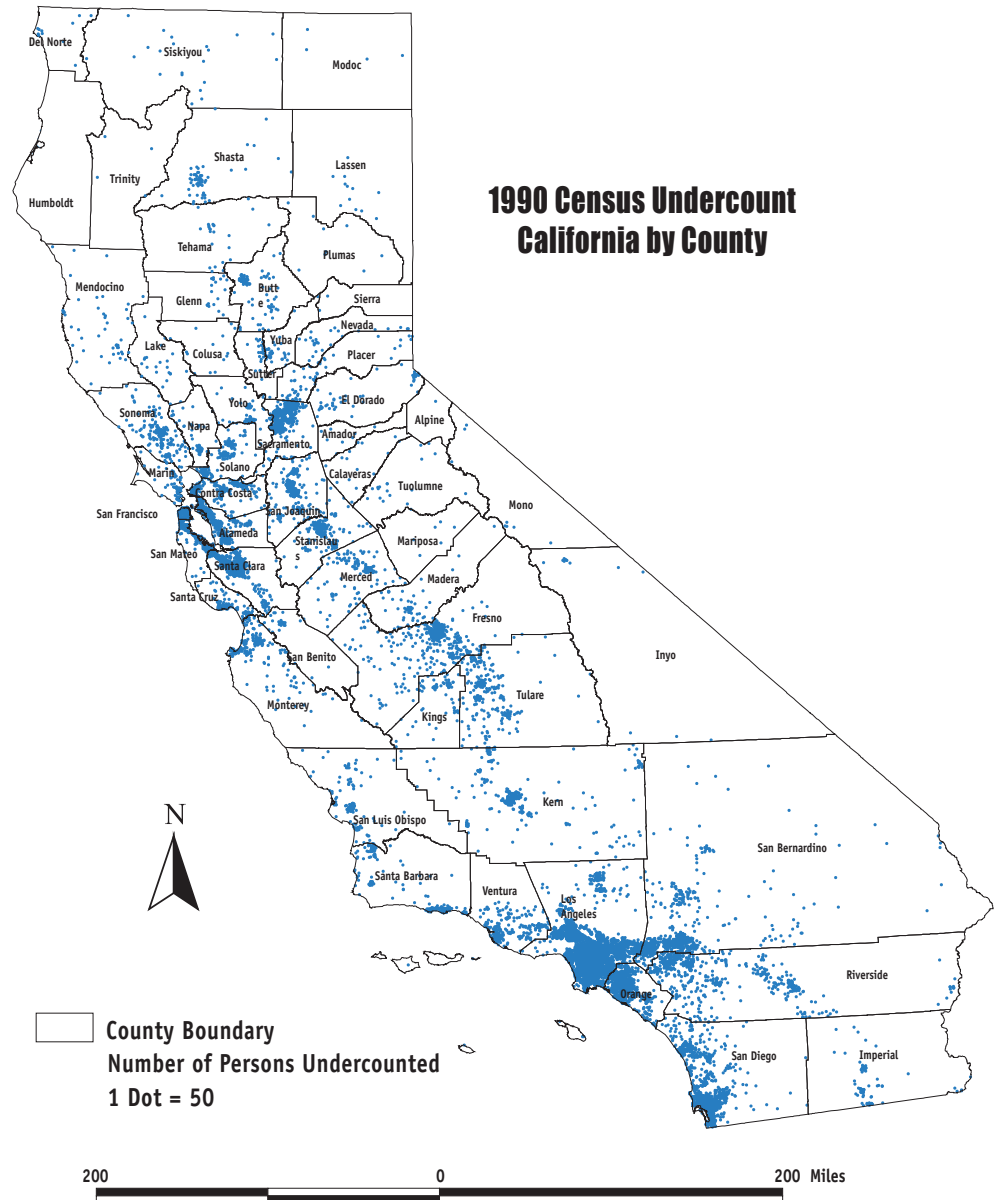
Targeted Efforts

Outreach Goal

What Did the Campaign Do?

The CCC identified the following target populations for aggressive outreach efforts to remedy past undercounts.

- *Children (infant to 17 years)*
- *Males age 18 to 28*
- *African Americans*
- *Latinos*
- *American Indians*
- *Asians/Pacific Islanders*
- *Homeless*
- *Migrant/seasonal farm workers*



Data Source: 1990 Census of Population and Housing, Public Law 94-171 Data.

Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000.

education, motivation and involvement to address the cultural components of each undercounted population, while maintaining a focus on the objective of increasing the questionnaire response rate among these same groups.

The CCC Campaign integrated a four-pronged approach for grassroots level outreach:

1. Conduct community outreach by identifying and participating in community events to reach the largest numbers of target populations. Outreach efforts
2. Leverage existing networks through strategic partnership with: counties, schools, state (county and city) agencies and community based organizations
3. Create and implement a grassroots advertising campaign and press relations.
4. Complement, not duplicate, U.S. Census Bureau's Field Specialists outreach implementation plans.

Outreach Goal

The overall goal of all outreach activities was to “touch” as many times as possible, members of the various undercount groups through an intensive outreach program.

Through these repetitive “impressions,” the campaign strove to educate, motivate and involve undercounted and hard-to-enumerate communities to complete their census forms and to cooperate with the U.S. Census Bureau. These efforts would hopefully ensure a more complete and accurate count of all Californians. This was accomplished by:

- Educating target groups about the importance of completing the census accurately, the confidentiality of the census process and the benefits derived from an accurate and complete census count.
- Motivating target groups to participate in the census process by utilizing customized messages that were culturally and language sensitive. Thanks to an aggressive ethnic outreach media strategy that emphasized repetitive touches, non-English speaking members of each undercount group learned about the option to receive a Census Questionnaire in Spanish, Tagalog, Vietnamese, Chinese or Korean. In this way the overall CCC Campaign outreach strategy built upon the U.S. Census Media Campaign that told of immediate benefits to Californians (i.e. more funding for schools, local community infrastructures etc.)
- Involving target groups by advertising the locations of the state funded Questionnaire Assistance Centers (QACs) then assisting in the completion of census forms through these QACs: assured of a more complete count of all Californians.

Allocation of State Funds for Outreach

Statewide funding allocations were based on projected 2000 undercount data provided by the Department of Finance. Total funding allocations were divided proportionally based on this data. Those counties with the highest concentration of undercount populations received higher funding allocations (Appendix A-9).

What Did the Campaign Do?

The following sections detail the development and implementation of outreach operations:

- Direct community outreach

- Strategic partnerships with counties, schools, state agencies and community based organizations
- The “California, You Count!” media campaign
Included in most subsections are the following:

Overview and Strategy

An overview of the outreach effort and the strategies implemented for each specific outreach component.

Results

Actual results achieved.

Key Activities and Highlights

Outstanding examples of activities that reveal the wealth of diversity and creativity in outreach efforts.

Process Development

Detailing how processes, systems and procedures were developed.

Challenges

Outlines barriers the campaign encountered in formulating and implementing outreach strategies.

Critical Success Factors

Factors that contributed to the ultimate success of the campaign.

Best Practices, Lessons Learned and/or Recommendations

Critical information specific to each outreach component for improvements for the 2010 Census campaign. The lessons learned and recommendations sections were developed with feedback from Campaign partners including state agencies, county government, school entities and community based organizations.

Also included at the end of each section is a list of archived products created by outreach efforts. These archived products may be useful in future outreach endeavors. These archived hard copy materials are available for project teams upon request. A combined list of archived products is included in Appendix A-10—Archived Products.

A “touch” or “impression” was defined as the direct or indirect contact that occurred between the “California, You Count!” outreach efforts and a potential census participant.

In this Section:*Overview and Strategy**Results**Key Activities and**Highlights**Challenges**Critical Success Factors**Best Practices**Recommendations***Five CCC Campaign Offices Coordinated Activities Statewide**

Sacramento, Bay Area (San Francisco/Oakland), Fresno, Los Angeles and San Diego. Community outreach began in mid-December and continued through the end of June.

**Direct Community Outreach:**

Taking the Campaign to the Streets

The community outreach strategy was to identify and participate in community events in order to share the census message with large numbers of the target populations.

Overview and Strategy

Whenever it became necessary, the California Complete Count (CCC) Campaign created its own community events to ensure delivery of the census message to all target groups. Partnerships with the U.S. Census Bureau, counties, cities, schools, community based organizations, businesses, news media, elected officials, labor representatives and religious leaders were integral to the success of the CCC Campaign's outreach efforts, which targeted communities with high undercount populations based on the 1990 Census results.

Outreach staff strategically identified community events by consulting with community based organizations, community newspapers, elected officials, U.S. Census Bureau Partnership and Media Specialists, local Complete Count Committees, tribal councils, faith based organizations, the private sector and other community entities. Outreach staff identified community events for each target group and tailored their outreach efforts to effectively convey the importance of the census to each group.

The CCC Campaign focused primarily on participating in previously scheduled events rather than creating them. A community calendar of events was created with staff assigned to attend each event. CCC Campaign participation at an event ranged from distributing census information and promotional items to providing educational and motivational presentations regarding the significance of census participation.

Results

The CCC Campaign outreach team participated in over 500 community events and distributed over

500,000 promotional items throughout California between January and June 2000.

Key Activities and Highlights

The following events convey the different types of events and partnerships developed throughout the state to reach target groups. Descriptions of these activities can be found in Appendix A-11—Campaign Key Outreach Activities and Highlights.

Challenges

Campaign's Timeline

The campaign was in full swing by January 2000 after staff had been hired and offices became operational. The Bay Area, Fresno and San Diego offices were opened in late January. The deadline to mail back questionnaires was April 11, and the campaign staff successfully launched an outreach effort.

Too Many Community Events and Not Enough Staff to Attend Them All

As staff assembled the community calendar of events it became apparent that the CCC Campaign had insufficient staff to attend all community events. Staff was responsible for multiple target groups and multiple geographic regions. Even with staff attending multiple events in a day, there were times when no staff was available to attend.

Lack of California Community Outreach Models

The CCC Campaign's Census 2000 effort was unprecedented.

January

- Martin Luther King Jr. Kingdom Parade (Los Angeles)

February

- Swap Meets (Tulare)
- Labor Meeting (Sacramento)
- Chinese New Year Celebration (San Francisco)
- Black History Month Parades and Celebrations (South Central Los Angeles, Riverside, Orange County, West Sacramento)
- High School Census Tour (Los Angeles)

March

- Statewide Kick-off (Sacramento State Capitol)
- Vietnamese New Year Celebration (Sacramento)
- Viva el Mariachi Festival (Fresno)
- Youth Soccer Opening Ceremony (Los Angeles, San Fernando Valley)
- Census Street Theatre (Chula Vista)
- Census 2000 "We Count" Jam - Open Mic and Shock Theatre (San Francisco)
- March 18, 2000 "California, You Count!" Day (Statewide)
Over 30 organizations statewide, from community based organizations to local governments, participated in the "California, You Count!" Day.

April

- April 1, 2000 Census Day (Statewide)
- Davis Pow Wow (Sacramento)

Distinguishing the CCC Campaign From the U.S. Census Bureau

There existed a prevalent general mistrust of the census process in many of the undercount communities (i.e. filling out the short versus the long census forms, issues regarding the confidentiality of the information collected by the census), which the campaign overcame through its outreach efforts with its partners to directly educate, motivate and involve these target groups.

Critical Success Factors

Select Partnerships Critical to Outreach Success:

- Elected Officials and State Agencies—Elected officials at the local, state and federal levels partnered with the CCC Campaign to create and support census events. Some elected officials conducted neighborhood walks to canvas areas with high undercount populations with information about the census. Volunteers for these neighborhood census awareness walks received t-shirts, door hangers and other promotional items from the CCC Campaign. The CCC Campaign also co-sponsored large events with elected officials and state agencies. For example, on Census Day, the CCC Campaign sponsored the "Rally in the Valley." This event, which featured live music, food and prizes for those who completed their questionnaires at the event, attracted over 5,000 people, including several elected officials.
- Private Sector Partners—The private sectors participation



was critical in expanding the reach of the census message through sponsorship of several events with the CCC Campaign

- A breakfast for African American clergy to learn about issues regarding the census. The "Faith Leadership Census Breakfast" at West Angeles Church of God in Christ in Los Angeles attracted

over 100 African American religious leaders. At this event, the ministers pledged to spread the census message to their congregations.

- Census activities in the Central Valley—the Multi-Ethnic Outreach Media Breakfast and the Census Faith Leadership Breakfast in Fresno.
- U.S. Census Bureau Partnership Specialists — Strong relations with the U.S. Census Bureau Partnership Specialists were key to information sharing and coordination.

J a n u a r y

J a n u a r y



Martin Luther King Jr. Kingdom Day Parade in Los Angeles.



F e b r u a r y



Chinese New Year Parade in San Francisco.



M a r c h

M a r c h



Statewide Kick-off at the Sacramento State Capitol.



M a r c h

M a r c h



Secretary Maria Contreras-Sweet presented a census message to the Latino communities of the Central Valley.



M a r c h

M a r c h



Over 30 organizations statewide, from community based organizations to local governments, participated in the "California, You Count!" Day.



The Asian American/ Pacific Islander community in Sacramento sponsored a census rally on the Capitol steps featuring elected officials, the CCC Campaign and a large number of volunteers who canvassed neighborhoods with high undercount populations.

M a r c h



Organizations in the Bay Area (San Francisco/Oakland) sponsored neighborhood walks and census rallies.



Over five hundred people participated in the City of Monterey Park's event.

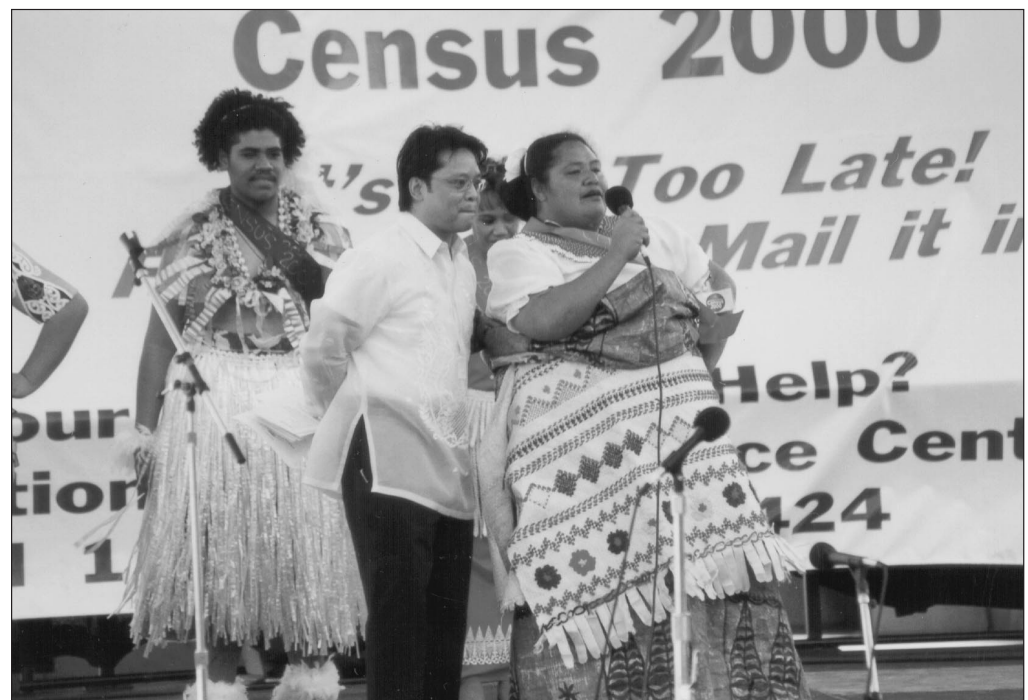
M a r c h

A p r i l

A p r i l



The CCC Campaign organized and sponsored a multi-cultural celebration at CalExpo in Sacramento on Census Day.



A p r i l

A p r i l



In Fresno, the CCC Campaign sponsored Census 2000 Day, "Celebrating Diversity in the Central Valley."



In San Francisco, the CCC Campaign sponsored a Census 2000 Rally at the Civic Center Plaza.

A p r i l

A p r i l



In Oakland, the CCC Campaign, the City of Oakland, the U.S. Census Bureau and the Alameda County Economic Development Agency sponsored Culturefest 2000.



A p r i l

A p r i l



In Southern California, the City of Inglewood sponsored a two-day Census Day Carnival.

In the San Fernando Valley, the CCC Campaign together with a number of elected officials sponsored the "Rally in the Valley."



The CCC Campaign's Census 2000 effort was unprecedented.

Partnership Specialists shared information about community events and invited the CCC Campaign's participation. Partnership Specialists also provided guidance on how to best utilize Campaign resources and clarified census process issues for Campaign staff.

- **Faith Based Leaders**—Faith based leaders were instrumental in spreading the census message to their congregations. The CCC Campaign co-sponsored faith leadership events in Los Angeles, Long Beach, Oakland and Fresno. These events provided leaders of all religious faiths with census information to share with their congregations.
- The CCC Campaign produced a newsletter, for African American clergy, entitled "Reaching for a Higher Count, a Message for African American Churches." 300,000 copies of this newsletter were

These organizations provided information about community events and strategies for effectively reaching these populations.

- **Labor Union Groups**—The CCC Campaign partnered with labor groups to help spread the census message among their members. For example, the CCC Campaign provided relevant promotional items (i.e. baseball caps, water bottles, buttons, pens etc.) to help promote the census. Outreach staff made presentations at several union membership meetings. In addition, outreach staff sent informational packets on the census to union leaders to share with their membership.

Diverse and Representative Staff

CCC Campaign staff were representative of California's undercount groups. The fact that the CCC Campaign outreach staff reflected California's racially and ethnically diverse population was a critical asset in identifying strategies for reaching the hard-to-count populations. CCC Campaign staff brought cultural and racial sensitivities to their work. The staff's ability to relate to the populations they were targeting produced more effective promotional items and written materials. Their ability to address non-English speaking groups in their native languages helped strengthen the outreach efforts by increasing trust and credibility with the targeted communities. In addition, staff provided access to extensive networks of CBO, political and civic relationships.

All CCC outreach staff, trained by the U.S. Census Bureau as sworn census takers, were able to assist individuals in completing their forms whenever necessary. This skill was useful at community fairs and festivals featuring Questionnaire Assistance Centers (QACs).

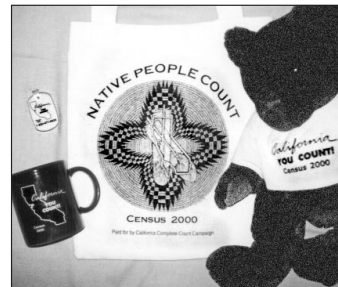
Promotional Items

Promotional items heightened the CCC Campaign's visibility and helped to spread the census message. CCC Campaign produced a variety of promotional items that were distributed statewide using a network of partners. Over 500,000 items were distributed statewide.



distributed to over 1,100 African American churches in California. This publication contained information about the importance of the census and how it benefited the African American community. March 12, 2000, was designated "Census Sunday" and clergy throughout California committed to spreading the census message on that day.

- **Community Based Organizations**—Community based organizations provided valuable information about effective methods for reaching the undercount populations with which they work. The CCC Campaign staff met on a regular basis with representatives from community-based organizations that represented target undercount groups.



The small Census Bears, the most popular promotional item, appealed across racial, cultural and age groups. Those items that had a practical use, such as baseball caps, drinking cups, water bottles and t-shirts were very popular. Also, a creative private sector partner printed and distributed census related messages in Spanish on grocery bags.

Census Mascots—the Census Bear and Tommy the Clown

CCC Campaign mascots helped to promote the census while creating visibility for the campaign. The CCC Census Bear, a life-sized brown bear wearing a CCC Campaign t-shirt (a staff member or volunteer wore the costume), appealed to all target groups and, in particular, to children. The Census Bear appeared at numerous community events statewide. Tommy the Clown performed to rap and hip-hop music at community events and schools in the Los Angeles area. This unique educational census routine appealed to African American, Latino and other urban youth. He incorporated a census message into his dance and magic show, and included the Census Bear. Tommy performed at 40 venues in the Los Angeles area spreading the importance of an accurate Census 2000 to many undercount communities.



Identifying and Participating in Previously Scheduled Community Events

The outreach staff was responsible for identifying and participating in community events where target groups would be in attendance. U.S. Census Bureau Partnership Specialists were critical in identifying community events and developing contacts in targeted groups. CCC Campaign staff used community newspapers to identify major community events. In addition, staff tapped into their personal networks and established relationships with community based organizations that worked with specific target groups. Elected officials were also a good source of information for identifying community events.

Creating a Community Calendar of Events Promoting Key Census 2000 Dates

The CCC Campaign's calendar of events promoted key Census 2000 dates. The CCC Campaign used its resources to support important census dates such as:

- January 7, the local census offices' Open House events.
- March 6, the mailing of the Advance Letter.
- March 8 to April 14, the operation of the Questionnaire Assistance Centers.
- March 13-15, the mailing of the questionnaires.
- April 11, the deadline for completed questionnaires.
- April 27, the beginning of the enumeration process.

The CCC Campaign designated March 18 as "California, You Count!" Day, three weeks before questionnaires were due. The CCC Campaign provided census event kits that included signs, buttons, promotional items, t-shirts, door hangers, balloons and other items to participating organizations. In addition, the CCC Campaign coordinated statewide participation in national Census Day on April 1. The CCC Campaign made census event kits available (similar to those used for "California, You Count!")

Promotional Items:

- Small bears
- Miniature soccer balls
- Stickers
- Basketball/soccer ball keychains
- Plastic tumblers
- Pens
- Pencils
- Magnets
- Whistles
- Water bottles (Spanish/English)
- Foam balls
- Buttons
- Frisbees
- Balloons
- ID tags
- T-shirts ("You Count!" message translated into Chinese, Spanish, Tagalog, Vietnamese and Korean)
- Cups
- Antenna tops
- Mugs
- Posters
- Door hangers (with key message in 6 languages: English, Spanish, Korean, Tagalog, Chinese, and Vietnamese)

Best Practices

Maintaining Good Communications with U.S. Census Officials

CCC Campaign staff held weekly meetings at the beginning of the campaign with local U.S. Census Partnership Specialists. These meetings helped the U.S. Census Partnership Specialists to keep abreast of the activities of the CCC Campaign and helped educate CCC Campaign staff about the details of the census process. In addition, CCC Campaign staff learned of key community events and contacts through the Partnership Specialists. This mutual cooperation prevented any duplication of outreach activities.

There existed a prevalent general mistrust of the census process in many of the undercount communities, which the campaign overcame through its outreach efforts with its partners to directly educate, motivate and involve these target groups.

Day) to cities and organizations willing to hold a census event on April 1.

Designating CCC Campaign Staff to Geographic Areas and Target Groups

CCC Campaign outreach staff was assigned specific geographic areas and target groups. Each outreach team member was responsible for: (1) identifying community events in his/her assigned region or specific undercount group; (2) participating in those events; and (3) being the contact person for requests directed to the CCC Campaign from his/her assigned region.

Working Closely with Elected Officials

CCC Campaign staff worked closely with elected officials at the local, state and federal levels since these elected officials would have the ability to reach large numbers of people. By working with elected officials, the CCC Campaign staff had access to the elected official's constituents to promote the census message. Outreach staff assisted elected officials in conducting census outreach activities in their districts.

Developing Creative Approaches to Outreach

Getting the census message across to all target groups took creativity and "thinking outside of the box." The outreach team was charged with a daunting task—convince people who are already skeptical or fearful of the government to provide personal information to the U.S. Census Bureau. The outreach team was successful in identifying where to find large numbers of target group populations—swap meets, flea markets, parades, pow wows, soccer events, concerts, ethnic festivals and basketball tournaments to name a few. Other innovative outreach methods included using Tommy the Clown who had great appeal among African American, Latino and other urban youth. Children and youth listened to Tommy because they thought he was "cool."

Allocating Financial Resources to Secure Event Space and Sponsor Events

The campaign had the financial ability to purchase event space and sponsor events. This ability was critical for participation in parades, carnivals, swap meets, festivals and other community events that attracted large audiences.

Recommendations

Planning, Partnering and Coordinating Key to Effective Outreach

The CCC Campaign's future outreach efforts must include planning, partnering and coordinating. The Campaign should plan outreach strategies and identify key partners well in advance of the census season. This planning will ensure promotional items are available early in the Campaign. The Campaign, while successful, could have been more effective if the following activities were implemented.

Planning Efforts

- **Increase the Number of Outreach Staff**—The number of outreach staff should be increased for more comprehensive coverage throughout the state. Assign at least one staff outreach person to each major city in the state to facilitate coordination between the state, local government, and community organizations.
- **Plan Regional Summits with Local Governments, Schools and Nonprofits to Prepare Regional Outreach Strategies**—Regional summits should be scheduled with local governments, schools, nonprofits and other organizations to prepare regional outreach. Because it funds counties, schools and nonprofit organizations, the CCC Campaign is in a unique position to coordinate efforts among these various entities. Regional summits would be useful in planning major outreach activities as well as helping to avoid duplicated efforts.

Partnering Efforts

- **Partner Early on with the U.S. Census Bureau**—A working relationship with the U.S. Census Bureau should be established early to allow the state a better understanding of the Bureau's strategy, requirements and timelines. It will also provide the Bureau with a better understanding of the resources available from the state.

One idea that never came to fruition due to lack of staff time was to hold several "Super QAC" days throughout the state. Areas with historically low census response rates would be identified and a large-scale Questionnaire Assistance Center would be planned at a major venue for one day. Promotional items would help draw the crowd as well as the placement of heavy advertising on major media outlets that reach the targeted groups. Large numbers of volunteers would be needed to provide questionnaire assistance.

- Partner with a Diversity of Religious Organizations—Expand partnerships with faith-based leaders. Faith-based breakfasts proved valuable in educating clergy about the census so that they, in turn, could educate their congregations. These efforts were valuable in disseminating the census message to particular target groups that were otherwise difficult to reach. Because of the lack of time, the CCC Campaign was not able to organize more of these religious-based outreach events. For Census 2010 these efforts should be expanded.

Coordinating Efforts

- Provide Promotional Items Catering to Each Target Group—Promotional item distribution was a successful method for promoting the census to targeted groups. Water bottles and caps appealed to migrant workers. Small bears appealed to many target groups, particularly to children. Basketball keychains appealed to African American and American Indian youth. Soccer ball keychains appealed to Latinos. However, few promotional items appealed to the homeless. While the Campaign-produced t-shirts proved useful to the homeless population, not enough were produced. Free bottled water with a census message for the homeless would have been a practical option. For more effective multi-lingual outreach, all CCC Campaign promotional items should be made available in targeted groups' languages such as Korean, Chinese, Tagalog, Vietnamese and Spanish.
- Distribute a One Page Flyer in Multiple Languages with Key Census Messages—The campaign relied on a one-page flyer produced by the U.S. Census in English and Spanish that discussed the importance of completing and returning the census form. While this flyer was useful for distribution at community events, it was not an effective tool for reaching all target populations. Sample flyers catering to each target group should be produced using culturally relevant language, symbols and pictures.

The fact that the CCC Campaign outreach Staff reflected California's racially and ethnically diverse population was a critical asset in identifying strategies for reaching the hard-to-count populations

In This Section:*Counties Strengthen Local Outreach**Results**Key Activities and Highlights**County Process Development**Challenges**Critical Success Factors**Best Practices**Recommendations*

Grassroots Outreach Through Strategic County Partnerships

Leveraging existing networks and resources available through strategic partnerships with counties, schools, state agencies and community based organizations allowed the Campaign to reach grassroots levels otherwise unattainable. These partnerships were essential to the success of the Campaign statewide.

Counties Strengthen Local Outreach

Five million dollars was allocated to County Complete Count Committees to assist with targeting local communities statewide. County entities proved an effective channel to facilitate local grassroots outreach. In fact, many counties already had established County Complete Count Committees and strategic relationships within their communities.

The Department of Finance (DOF) provided an analysis of methods of distributing county funds and presented it to the California Complete Count Campaign. It was determined that the most efficient utilization of resources to reach the largest number of target groups was to allocate to each of the 58 counties based on their share of the projected 2000 undercount provided by the DOF. For low-population counties, fixed amounts of funding were allocated that were larger than the county's projected 2000 undercount shares. Based on this undercount formula, approximately 72 percent of the county funding was allocated to Southern California.

Results

- County Complete Count Committees “touched” over 24 million people as a result of the State grant.
- Forty-nine counties received funds totaling \$4,948,965.
- The top 22 counties with the highest projected 2000 undercount received \$4,584,502 or 92% of the total funds.
- Nine counties did not accept California Complete Count (CCC) Campaign funds and utilized their own resources for outreach efforts. However, the

CCC Campaign funded local community based organizations (CBOs) which implemented outreach services in those counties. Feedback from these counties revealed it was not cost-effective to directly accept the CCC Campaign grant. These counties included Calaveras, Inyo, Lassen, Modoc, Plumas, Shasta, Sierra, Siskiyou and Sutter.

- The average Mail Back Response Rate for participating counties was six percentage points higher than non-participating counties.

Key Activities and Highlights

Counties submitted creative general and implementation plans, within an abbreviated time frame. The following are some examples of outreach activities by county:

Sacramento County had participated in the 1998 “dress rehearsal.” It had the advantage of a Complete Count Committee that had been established a year in advance. The county was particularly effective in partnering with the Asian/Pacific Islanders, Latino and African American communities. Collectively, they organized a large outreach rally on the east steps of the State Capital on March 18, and an extremely successful April 1 Multicultural Census Day celebration at CalExpo.

San Diego County arranged for census information to be featured on 90 different movie screens. The county also arranged for 80 theatrical performances in both English and Spanish, which focused on the confidentiality of Census forms.

Merced County initiated a live broadcast of census public forum. Representatives from the local census office fielded questions and the program was re-broadcast in English, Spanish and Hmong.

Fresno County and its Southeast Asian community sponsored a community event attended by over 2,000 people. The county funded a large event where donated food and census education materials were provided to needy families.

San Joaquin County sponsored Hip-Hop shows performed by local musical groups at area high schools and other events, including the Statewide Kick-Off celebration at the State Capitol that was sponsored by the CCC Campaign. Each rap group performed rap songs written exclusively for the Census.

San Mateo County displayed posters and aired videos in county health clinics waiting areas, specifically targeting communities with high undercount rates. San Mateo also had a number of WIC mobile health clinics function as both a clinic and a Questionnaire Assistance Center (QAC).

Los Angeles County

- Organized neighborhood walks following public rallies. Elected officials participated in these activities. Each event had roughly 150 volunteers visit over 2,000 households in East L.A., Valenda, South San Gabriel, and South and West Whittier.
- The County Department of Social Services coordinated the hiring of subcontracting process for the hiring of census enumerators.
- Organized additional shelters for “Homeless Shelter Enumeration Night” count on March 27. The County and the L.A. Homeless Service Authority arranged for ten additional homeless shelters to be opened providing hundreds of extra beds to homeless individuals.

County Process Development

Funds were dispersed to counties upon review and approval of two deliverables: a general plan and an implementation plan. These plans included:

- a budget outlining proposed expenditures.
- a strategy to reach the traditionally undercounted populations.
- plans for community outreach, strategic alliances with community based organizations, religious organizations, community leaders, private industry, and coordination with respective cities.
- information illustrating how cities and other census partners will receive funds.
- media strategies.

The CCC Campaign reviewed these plans to insure that there would be no duplication of efforts between

counties and the State and Federal campaigns and that no more than 5% of funds were used for administration. Upon review and approval of each plan, the county received 50% of the allocated funds. Counties were required to submit bi-monthly progress reports and to report the number of impressions made through outreach efforts.

The County Contracts Flow Chart (Appendix A-12) outlines the contracting process.

Once a county general plan was approved, the CCC Campaign would send a contract to the county for review and approval by the Board of Supervisors. This component of the process was cumbersome because of the required time delays for the contract to be put on the agenda. After approval by the Board, the signed contract and resolution was returned to the State and it was forwarded to the Department of Motor Vehicles (DMV) for administrative processing. After processing, the package was sent to Department of General Services (DGS) for its approval. Once DGS approved, the CCC Campaign sent a copy of the final approved contract back to the county and requested a signed invoice which could not be sent or prepared prior to final approval of the contract. The CCC Campaign received the invoice from the county and then requested that the State Controller issue a warrant for the contract amount.

Three of the 49 participating counties requested that their respective “Councils of Governments” (COGs) accept responsibility for census outreach and all contractual issues. Those counties were San Diego, Tulare and San Joaquin. Because of the different dynamics of each entity, the CCC Campaign had to make different types of arrangements for each COG.

Challenges

Abbreviated Timeframe

The CCC Campaign had to establish relationships with the counties within an abbreviated timeframe. This resulted in a lack of consistent information between the U.S. Census Bureau, CCC Campaign and local County Complete Count Committees. Some county representatives expressed frustration in obtaining information from the U.S. Census Bureau and the CCC Campaign staff relative to deadlines and media buys.

County Outreach Archived Products

County Guidelines

County Contact Matrix

Detailed County and State Government Processes

Issuing checks to counties required certain contractual obligations to be in place at both the state and county levels. The normal processing time for the State to deliver funds to a county is no less than 6 weeks with several months being the average. In addition, counties are required by law to have all contracts approved by a board resolution. Securing these board resolutions, in many cases, delayed distribution of funds to the County CCCs Complete Count Committees.

Varying Levels of Interest and Enthusiasm for the Census

The responsiveness from participating counties varied greatly. As previously stated, there were a number of contractual obligations that had to be met prior to receipt of funds. Counties such as Sacramento, Los Angeles, San Francisco, San Mateo, Mariposa, Tulare and others were very responsive while other counties consistently failed to submit required deliverables in a timely manner.

Council of Governments Involvement

Three counties—San Diego, Tulare and San Joaquin—requested that their Councils of Governments handle all outreach efforts and contractual issues. This caused a processing delay as the CCC Campaign had to construct contracts and/or special arrangements for each county individually.

Critical Success Factors

Many Counties Had Organized Early

A number of counties including Riverside and San Mateo had an organized campaign structure months before the CCC Campaign was initiated. Sacramento County was of great assistance to the CCC Campaign because of its close proximity to CCC Campaign headquarters. On several occasions, Sacramento County Complete Count Committee readily was the first county to complete funding requirements and the CCC Campaign was able to test their expedited processes by having Sacramento County available for any changes or modifications. Sacramento County had an established and integrated campaign as a result of being the only county involved in the U.S. Census Bureau's 1998 "dress rehearsal."

Cities and Counties Worked Together!

There was efficient cooperation between city and county governments. When the funding mechanism

was established, there was concern that problems might arise because funds were to be distributed to counties and then "passed through" to cities. Fortunately, the majority of counties had "regional" Complete Count Committees with representatives from their respective cities who had substantial input.

Demographic Experts Advise

County representatives were appreciative of the responsiveness, accessibility and access to detailed data from the Department of Finance, Demographic Unit. The State Demographic Unit visited all 58 counties in California in an effort to share census data tailored specifically for the county. These comprehensive reports were invaluable references for counties while strategizing for the campaign.

An Unexpected Benefit— It Was Campaign Season!

Census ads reached more people than expected as a result of increased newspaper circulation and readership due to the many local, state and federal campaigns taking place.

Best Practices

Streamlined Stage Agency Coordination

Although the process appeared to be somewhat prohibitive at times, coordination from the various State agencies added tremendous value to the campaign by cutting the "red tape" and allowing for a more transparent delivery of funds.

Established Proactive County Complete Count Committees

Requiring the counties to have established County Complete Count Committees provided additional assurances that the local entities were working together with their respective census partners. A number of counties indicated that the CCC Campaign was of value because information and funds were provided without "micro managing."

Recommendations

Extend Timeline

Begin to build partnerships and the necessary campaign infrastructure at an earlier date to encourage coordination between local entities, the Census Bureau and the State. Funding availability should be announced as early as possible and explicit guidance should be disseminated detailing how the funds can

be expended. DOF statistical data should be provided as early as possible to facilitate the development of outreach strategies.

Small Counties Should Either Receive Higher Minimum Funding or Be Able to Combine with Larger Counties

Nine counties determined that it would not be cost-effective to accept State funds. If these counties received more money or could have merged with a larger county, they would have been more inclined to participate.

Take Advantage of Regional and National Businesses

The U.S. Census Bureau and the State should partner with national and regional businesses to maximize advertising. For example, the national public transit association could facilitate census ads on public transportation. This would be much more effective than each county or city having to convince the local agency to display census ads and then create the artwork. This concept would also apply to large The California Complete Count (CCC) Campaign established partnerships with community based organizations to educate, motivate and involve the hard-to-enumerate communities during Census 2000. Utilizing this approach increased the likelihood of overcoming factors that could inhibit participation in the census, such as: 1) growing distrust of government, 2) national trend of low Mail Back Response Rates, 3) lack of knowledge about the census and 4) increased mobility of the population.

In This Section:

- Community Based Organization Outreach Strategies
- Engaged Outreach Partners
- Results
- Process Development
- Challenges
- Critical Success Factors
- Lessons Learned
- Best Practices of Community Based Organization Outreach by Target Groups
- Recommendations

Questionnaire Assistance Centers (QACs) were designed to:

- Conduct outreach by educating, motivating and involving the community members.
- Answer questions about completing the census questionnaire about the census in general.
- Help those who needed special language assistance to complete a questionnaire.
- Provide assistance to those who did not receive a questionnaire.

CBO Outreach Strategy

1	Fund State-established Questionnaire Assistance Centers (QACs) which enabled local CBOs to pay QAC staff and outreach workers.
2	“Touch” approximately one million traditionally undercounted people 2.5 times through face-to-face contacts and impressions.

Statewide Community Based Organization Network Reaches Across All Lines:

Questionnaire Assistance Centers Touch Millions

The mission of Community Based Organization (CBO) outreach efforts was to partner with grassroots organizations statewide who are trusted by target communities in order to ensure an accurate and complete count of all Californians.

The California Complete Count (CCC) Campaign established partnerships with community based organizations to educate, motivate and involve the hard-to-enumerate communities during Census 2000. Utilizing this approach increased the likelihood of overcoming factors that could inhibit participation in the census, such as: 1) growing distrust of government, 2) national trend of low Mail Back Response Rates, 3) lack of knowledge about the census and 4) increased mobility of the population.

Engaged Outreach Partners

Six regional Administrative Community Based Organizations (ACBOs) subcontract with as many local CBOs as possible in order to establish QACs and engage in outreach efforts. See Appendix A-13—List of Administrative CBO Index and Subcontractor CBO Index.

The CCC Campaign established and funded a total of 1,066 QACs, which included both stationary and mobile QACs. Stationary QACs, modeled after the 1990 U.S. Census Bureau QAC program, primarily assisted individuals in filling out census questionnaires at the QAC location. Mobile QACs provided assistance and also reached out to target communities where people live, work and play such as community events, churches, festivals, parks, flea markets and similar events.

A \$5,000 funding cap was set per QAC site to ensure a wide distribution of funds and to have a maximum number of outreach workers on the ground in communities. All CBOs operated in Census

tracts that had a high risk of being undercounted and/or in areas with non-traditional housing.

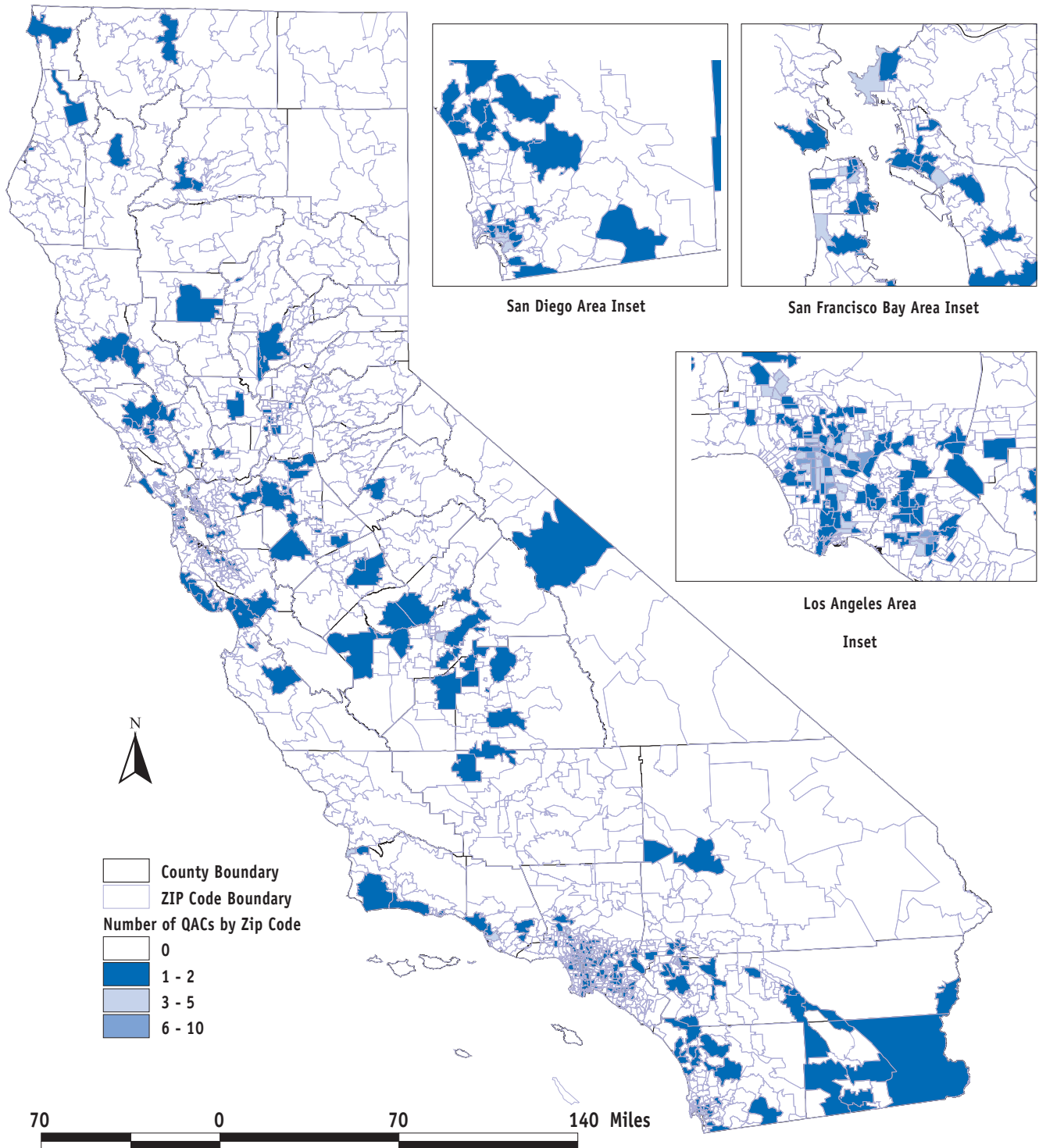
Outreach and QAC operations were tied closely with the U.S. Census Bureau timeline. During all five phases of the campaign, CBOs conducted grassroots level outreach to encourage a higher Mail Back Response Rate. These organizations, serving communities on a regular basis, had a unique ability to reach the target groups, especially through the establishment, promotion and staffing of QACs. This partnership with CBOs increased the campaign’s ability to reach the eight target groups on a much wider scale.

Each CBO aimed efforts at specific populations by:

- Conducting outreach in hard-to-enumerate communities.
- Operating stationary and mobile QACs.
- Publicizing QAC locations for both state and federal QACs.
- Publicizing the Advance Letter Notices.
- Motivating the target populations to complete and return census questionnaire forms.
- Encouraging people to cooperate with enumerators during the Non-Response Follow-Up Phase.

The “It’s Not Too Late” Campaign was not originally part of the CCC Campaign’s implementation plan, yet provided a final push to encourage persons not yet counted to participate in Census 2000. Twenty-eight subcontractors continued outreach and education efforts through June in the most hard-to-enumerate communities, such as seasonal and migrant farm workers, the homeless and areas with low Mail Back Response Rates.

Number of Questionnaire Assistance Centers (QACs) Funded by the California Complete Count Committee* State of California by ZIP Code



* Stationary QACs only; mobile QACs not included.

Source: California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000.

Five phases of CBO outreach operations March 1 - June 9, 2000

Phase	Date	Activities
Phase I	March 1 - April 14	Outreach activities began. Publicized Advance Letter and QAC locations.
Phase II	March 8 - April 14	QACs opened.
Phase III	March 10 - April 8	Motivated target communities to complete and mail back census questionnaires.
Phase IV	April 3 - April 14	Publicized enumeration process/ Non-Response Follow-Up, "Open Your Door."
Phase V	April 15 - June 7	"It's Not Too Late" to be counted outreach.

In addition, the California Conservation Corps provided additional coverage by canvassing areas with low Mail Back Response Rates such as Orange, Riverside and San Bernardino counties. An added component to this outreach effort was to encourage those who did not receive a form to "self-enumerate" by telephone using toll free 800 numbers provided by U.S. the Census Bureau.

CCC Campaign Involvement

Ongoing Support

The CCC Campaign provided support to subcontractor CBOs through the distribution of QAC kits (i.e. lawn signs, banner, volunteers' pens, I was counted! stickers) and promotional items such as small "California, You Count!" teddy bears, t-shirts, frisbees, cups, water bottles etc. CBO outreach staff also provided technical support and guidance on reporting requirements and programmatic issues to ACBOs. Technical assistance was provided to subcontractor CBOs through field visits to ensure that CBO staff understood the requirements for documentation and to ensure that operations were being conducted per contract. Additionally, CCC Campaign staff assisted CBO partners at local community events statewide.

Monitoring

Each ACBO had primary responsibility for monitoring their subcontractor CBOs and QAC sites, to ensure contractual obligations were being followed at all times. To provide assistance in ensuring the integrity of QAC and outreach pro-


gram operations, CCC Campaign staff conducted monitoring visits to ACBOs and subcontractor CBOs. When operational concerns arose, CCC Campaign and ACBO staff provided assistance and guidance.

A standardized checklist was developed and used by CCC staff during monitoring visits. The primary role of monitoring teams was to ensure that entities were operating and conducting outreach per their applications or implementation plans. In addition, staff provided guidance on appropriate file documentation to prepare the organization/agency for a potential audit by the Department of Finance. Monitoring teams also visited a select number of County Complete Count Committees and County Offices of Education (COEs).

Overall, monitoring revealed that ACBOs and subcontractor CBOs were working diligently to ensure that undercount communities were reached and were conducting innovative outreach activities, highlighting the importance of participation in the Census 2000 and confidentiality.

The CCC Campaign had an interagency agreement with the California Conservation Corps to monitor QACs statewide. The role of the California Conservation Corps was to visit stationary QACs ensuring that they were operational. The monitoring checklist was completed and a photograph was taken at each QAC to provide documentation of findings. Of the 627 stationary QACs, the California Conservation Corps monitored 234 QACs. CCC Campaign staff monitored 41 QACs and the Department of Health Services monitored four WIC QACs. In total, approximately 45% of all stationary QACs were monitored.

CBOs had a unique ability to reach the target groups and overcome many barriers to success. This proved that trusted and familiar grassroots organizations in communities are an ideal medium to educate, motivate and involve community members to ensure an accurate and complete census count.



Oakland Counts with Census 2000

LOCAL QUESTIONNAIRE ASSISTANCE CENTERS

CENTRAL OAKLAND Volunteers of America Bay Area 2319 International Blvd. (510) 426-0970	EAST OAKLAND Allen Temple Baptist Church 1200 85th Ave. (510) 509-4418	WEST OAKLAND First Unitarian Church 682 14th St. (510) 893-1129
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March 2000

Results

State Exceeded CBO Outreach Goals

- CCC Campaign funding enabled 271 local CBOs to operate 1,066 or approximately 33% of QACs statewide.
- State funded CBOs employed at least 2,654 QAC staff and outreach workers, who were trained and sworn in by the U.S. Census Bureau. Funding provided greater incentive to hire staff with language skills and cultural familiarity in order to best reach hard-to-enumerate communities. Additionally, State funding provided local CBOs the opportunity to conduct an effective face-to-face outreach campaign.
- An estimated 20.7 million impressions were made by state-funded CBOs
- Average number of impressions per person: 20

Process Development

Before CBO outreach could begin, many processes and implementation plans had to be created. Given the extensive nature of the CBO outreach program, development of the program proved to be the most labor intensive outreach component. An outreach strategy, program policies, procedures and reporting requirements were created. Throughout the CCC Campaign, written and oral guidelines were developed for ACBOs and subcontractors CBOs regarding implementation of their QAC outreach activities.

Due to the abbreviated timeframe for program implementation, it was essential for the State to seek assistance in administering the QAC funding. The CCC Campaign determined that distributing funds through six ACBOs would be the most efficient and effective way to allocate the \$4.9 million dollars.

A competitive process was initiated to recruit ACBOs. In addition, brief informational seminars were held in Northern, Central and Southern California in order to inform CBOs about the opportunities to serve as an ACBO. The ACBOs offered flexibility and familiarity with local community based organizations in their respective areas throughout the State, as outlined in the table below:

Subcontractor CBOs

CCC Campaign staff developed application materials to be used by local CBOs to apply to the ACBOs for State funding. Information regarding the opportunity to apply for funds was disseminated through local

newspapers, the CCC Campaign website, fax, mail, and cold calling.

Once CBO applications were received, the ACBOs conducted technical and programmatic reviews of applications with support provided by CCC Campaign staff. ACBOs then presented general plans to the CCC Campaign with recommended subcontractor lists for processing and approval. The CCC Campaign provided recommendations to ACBOs to ensure proportional coverage of all areas and undercount groups. Finally, award letters and contracts were distributed to subcontractor CBOs, which triggered the active participation of the community based partners.



Multi-payment Schedule to Ensure Accountability

CBOs were required to submit a minimum of three progress reports to ACBOs, identifying activities conducted and the number of impressions made. ACBOs were responsible for ensuring that CBOs reached target numbers, and in turn provided reports to the CCC Campaign. Payments to ACBOs (and subsequently CBOs) were contingent upon receipt of these reports.

CBOs were funded in an efficient manner that ensured compliance with state guidelines. The Campaign set up a payment schedule system that included paying ACBOs in three 30% increments of their total contract amount. In the "It's Not Too Late"

campaign, payments were made in two increments, the first being 50%, and the second payment was 40% of the contract extension amount. In both cases, as required by the State, the total 10% retention was withheld. Additionally, all payments were contingent upon the CCC Campaign approval of required documentation submitted by the ACBOs. See Timeline in Appendix A-14. This payment schedule ensured all contractual obligations were fulfilled before funds were released.

Challenges

Timeframe

CBO outreach and QAC operations included the recruitment of administrative partners and CBO subcontractors, and the development of operational procedures within two months. Therefore, many components of the CBO outreach operation were refined during implementation the CCC Campaign staff continually clarified program and reporting requirements with its outreach partners. All ACBOs reported that the creative outreach techniques proposed by the subcontractor CBOs were as successful as they had hoped despite the challenge of the limited timeframe.

State Contracts and Process

State contract negotiation is an important, detailed process. The CCC Campaign negotiated contracts with six ACBOs within the determined timeframe.

Public Recruitment of CBOs

CBOs were notified of the application process via press releases, faxes, phone calls, ACBOs, CCC Campaign staff and the CCC Campaign website. Despite the short timeframe, the CCC Campaign attracted qualified CBOs to conduct outreach in every designated geographic area.

English-only U.S. Census Bureau QAC Volunteer Training

U.S. Census Bureau training was only in English. In some cases, CBOs had monolingual/non-English speaking volunteers who could not participate in the training but would have been effective in reaching their communities.

No Administrative Overhead for CBOs

Subcontractor CBOs were not allocated funds for administrative overhead. In order to operate QACs effectively, some CBOs had to absorb the administrative costs. For this reason, some CBOs were not able to participate in the Campaign.

Lack of Awareness About the Census

The public in general displayed a lack of knowledge regarding the significance of the census and how it is tied to federal programs. The public also expressed distrust toward the U.S. Census Bureau and what it would do with the information it gathered. This barrier was overcome in some cases by recruiting trusted CBO partners and enlisting faith leaders to carry the message to their congregations.

Product Delivery Time

Not all CBOs received their QAC kits (i.e. banner, buttons, lawn signs, stickers etc.) in a timely manner. Some variables outside the control of the Campaign (i.e. delivery vendors) made it difficult to deliver the promotional items in a timely manner.

Delay in Receipt of Non-English Census Forms

When non-English census forms were not delivered in a timely manner, it led to distrust in the census process. The delay decreased motivation to complete and mail the form. Many struggled to complete the English census forms when they believed their in-language request was not being filled or simply did not complete the form.

ACBO Organization	Region/Target Community	County Served
La Cooperativa Campesina de California (in collaboration with California Institute for Rural Studies)	Seasonal and Migrant Farmworkers-Statewide. All target groups - Northern & Central California.	Alpine, Amador, Butte, Calaveras, Colusa, El Dorado, Fresno, Glenn, Inyo, Kern, Kings, Lake, Lassen, Madera, Mariposa, Mendocino, Merced, Modoc, Mono, Nevada, Placer, Plumas, Sacramento, San Joaquin, San Luis Obispo, Shasta, Sierra, Siskiyou, Solano, Stanislaus, Sutter, Tehama, Tulare, Toulumne, Yolo, Yuba
California Indian Manpower Consortium Inc.	American Indians - Statewide. All target groups - 3 counties.	Del Norte, Humboldt, Trinity
San Francisco Foundation	All target groups- Northern California (Bay Area)	Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Sonoma
Orange County Human Relations Council	All target groups- Southern California	Orange, Riverside
Chicano Federation San Diego County, Inc.	All target groups- Southern California	San Diego, Imperial
Asian Pacific Community Fund (in collaboration with NALEO and L.A. Urban League)	All target groups- Southern California	Los Angeles, San Bernardino, Ventura, Santa Barbara

Receiving No Census Form or Multiple Census Forms at a Single Household

In some areas, the U.S. Postal Service would only deliver mail to a recipient's street address since the U.S. Census Bureau policies do not allow census forms to be delivered to a Post Office box. So, some households simply did not receive a census form. The step of requesting a census form because the household did not receive one was definitely a barrier to participation. In contrast, some households received two or more census forms. The receipt of multiple forms confused and frustrated recipients resulting in inaction.

Critical Success Factors

Committed Allies

The CCC Campaign was supported by high level commitments from the Governor, State Legislature, Secretary, CCC Committee and state agencies. For CBO outreach, personnel from DMV were instrumental in expediting processing of contracts and checks.

Cooperation from U.S. Census Bureau in Training State QAC Volunteers

The U.S. Census Bureau accommodated the CCC Campaign by training volunteers for the state-funded QACs.

CBOs Were Involved for the “Right Reasons”

The Campaign attracted CBOs with a vested interest in seeing their communities counted and understood how an accurate and complete count would benefit the targeted communities. CBOs were excellent partners to the Campaign as they brought instant credibility to the State's census effort.

“Outreach” Broadly Defined

Outreach was defined in broad terms, which allowed CBOs to execute creative outreach strategies. Mobile QAC were used to attend community events, conduct door-to-door canvassing, hang posters etc.

Focusing on Census Tracts with Low Mail Back Response Rates in Phase II.

When initial Mail Back Response Rates became available, QAC operations were focused on outreach in and around census tracts with the highest hard-to-count scores, lowest mail response rates, highest populations and history of non-traditional housing units.

Lessons Learned

CBOs were ideal agents for operating QACs performing outreach.

QAC Outreach

CBOs were found to be an ideal channel to reach hard-to-enumerate populations because they tailored the census messages to specific target groups. Local CBOs proved to be very civic minded and interested in participating in Census outreach in order to improve their own communities. Many of the CBOs conveyed that door-to-door, face-to-face contact in neighborhoods was the most effective way to educate, motivate and involve hard-to-enumerate communities, though it was the most costly outreach activity. The mobile QACs engaging in outreach efforts proved to be more effective than the stationary QACs in spreading the Census message.

CBO Flexibility Balanced with Accountability was Key to Success.

The flexibility CBOs had in choosing and creating innovative strategies to reach their specific communities was key to the success of the CBO outreach campaign. However, some CBOs expressed a desire for more latitude to “do what we know best to do” and conveyed frustration with the extent to which their role was defined by the State. For example, some subcontractor CBOs expressed that if they spent less time preparing plans and reports required by the State, they could have spent more time doing actual outreach. However, in order for CCC Campaign to fulfill its fiduciary responsibility, reporting systems were required. It was necessary to have the activities of the State-funded CBOs documented and approved by CCC Campaign staff.

An Effective Approach

The **multi-faceted approach**, used by many CBOs, was effective for reaching hard-to-enumerate populations. They incorporated door-to-door canvassing, attendance at community events, schools, and churches, and the use of ethnic media etc. Additionally, leveraging resources by utilizing media to donate airtime greatly supplemented many CBO outreach activities.

CBOs with larger grants utilized supervisors or coordinators to ensure the success of each QAC they operated. Volunteers and staff were most effective when they possessed particular skills regarding culture and language. While the development of the QAC kits

CBOs were educated and motivated to ensure that their communities were counted and worked tirelessly during the entire outreach program.



by the State ensured a standardized “look” for State-funded QAC sites, CBOs that took the initiative to develop their own outreach materials (i.e. flyers, door hangers etc.) were able to develop more effective educational materials to reach specific groups.

Mobile QACs Add Value

Many CBOs were extremely limited in their ability to assist individuals in completing the form. This occurred because a majority of the stationary QACs experienced very little foot traffic and therefore few visitors who brought their census questionnaire in to get help. Overall,

the best way to conduct outreach was to go where people gathered (i.e. concerts, soccer games, swap meets, fairs). The mobile QACs were able to do just that and educated many people about the Census.

Streamlined and Simplified Administrative Reporting Requirements

Reporting guidelines were ambiguous and difficult for many CBOs to understand. More technical assistance was needed for organizations that lacked the administrative capacity to fulfill State requirements. Also, since no administrative overhead was provided, small CBOs had to bear additional burden. These issues could have been addressed through comprehensive training sessions about the use of a simple, streamlined reporting system so that the collection and analysis of data fulfill State requirements.

Coordination with the U.S. Census Bureau Was Essential for Effective QACs

The Partnership Specialists, who communicated and collaborated with State funded CBO partners, were integral to the success of the QACs. Transparent lines of communication between the U.S. Census Bureau, CBOs and the CCC Campaign result in successful outreach efforts. Some concerns voiced statewide are listed below:

- Delays in materials arriving at QACs and insufficient in-language materials.
- Delays with the In-Language Questionnaires.
- Lack of forms delivered to rural addresses and P.O. Boxes.
- The questions asked (especially on the long form) greatly inhibited participation.

Many of the QAC trainings could have been

condensed into fewer than 6 hours and provided more adequate and useful information. Also, the QAC training was available only in English. This greatly hindered the opportunity for many individuals to become Census takers who would be best able to reach certain target groups. For example, one subcontractor arranged to hold the training in Spanish at a Local Census Office in order to create the opportunity for its staff to be paid and participate in Census outreach.

Best Practices of CBO Outreach by Target Groups

The following samples of best practices that the CBOs used to reach each target group convey the variety and creativity of outreach activities performed across the State.

Children (infant to 17 years)

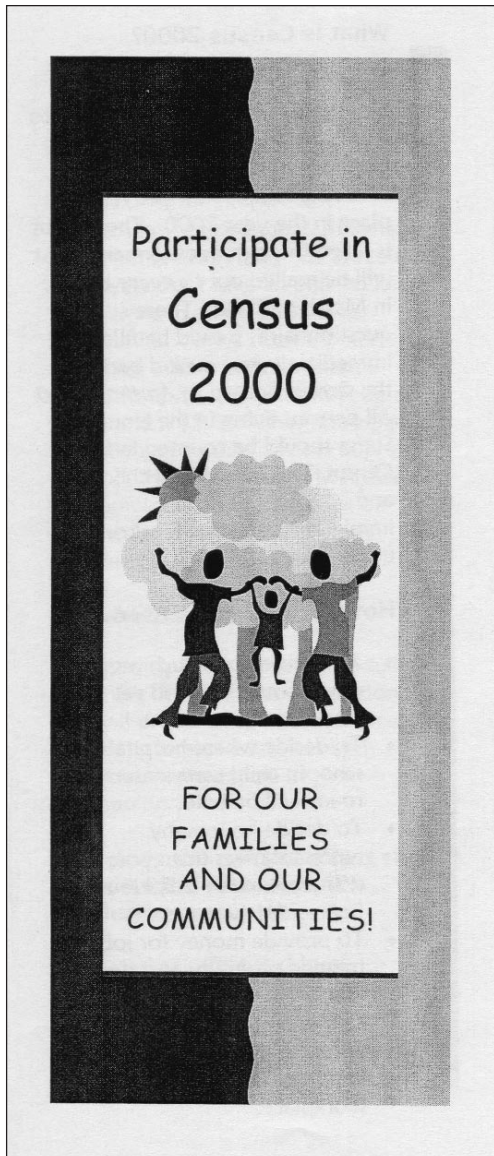
The most effective outreach activity to children (infant to 17 years) was a curriculum-based census letter to parents. This activity educated students on the importance of the census and then each student wrote a letter to his or her parent asking them to fill out their census form. This allowed reinforcement of the lesson through the letter and allowed the students to write the letter to their parents in their native language.

Examples of CBO and QAC Outreach to Children

A San Francisco-based organization that was founded in 1970 strives to facilitate “conversations” among four key sectors of the population: young people, incarcerated youth, ethnic media and ethnic communities. It creates collaboration between its writers and young people in the community to publish two newsletters. For Census 2000, they operated eight mobile QACs in the Bay Area. The mobile QAC outreach staff traveled to high schools in the East Bay, Silicon Valley and San Francisco. The staff made presentations and held writing workshops where students wrote letters to their parents. In these letters, students asked their parents to fill out their questionnaires for their family emphasizing the importance of the Census. They also published two letters from each high school in local newspapers, such as the San Francisco Chronicle.

Males age 18 to 28

This target group overlapped with other target groups. However, in urban areas to specifically target



males age 18 to 28, community-sporting events proved to be the most effective venue.

These events, in conjunction with distribution of promotional items (including water bottles, mini-basketballs and soccer ball key chains) encouraged one-on-one contact with males. Partnering with major recreational leagues, basketball tournaments and other targeted community events with radio promotion provided the best opportunity to reach males age 18 to 28.

Examples of CBO and QAC Outreach to Males age 18 to 28

- United Nations youth soccer league's opening season kick-off on Saturday, February 26, 2000. There was attendance of over 6,000 of all ages. Also promoted with a Spanish radio station.

- Los Angeles' Hoop it Up Basketball Tournament. Male Basketball league tournament, partnered with a local radio station to promote the census and the information booth with promotional items.

African American Community

Many QACs were located at local churches where community members outreached to their congregation. Many churches utilized the Census Sunday newsletter the CCC Campaign produced for census awareness. Other organizations phoned the local churches to partner in events and to remind religious leaders to speak about the importance of an accurate complete count to their congregation. Local CBOs optimized their resources by working together to create strategies and canvas the neighborhoods. In addition, mobile out-

reach at banks, markets, local stores, bus stations and apartment complexes was organized to pass out information, promotional items and interact one-on-one with community residents.

Examples of CBO and QAC Outreach to African Americans

A Los Angeles nonprofit organization that has provided social services in South Los Angeles for over 30 years operated 18 QACs primarily targeting the African American community. Additionally, they:

- outreached to block clubs at local sporting and community events and mailed information on the QAC locations to residents.
- co-sponsored street parties for the community such as the Census 2000 Block Party/Super Census Saturday on March 25, 2000 that was a collaborative effort with many other community partners.

A national human service organization operated eight QACs in the East Bay. Their activities included:

- utilized the highly visible mobile recreational vehicle to make tours through Oakland. The van went to local community grocery stores, shopping areas, check cashing stores, churches and BART stations, where staff members talked to community members and passed out information.
- assisted in door-to-door canvassing in high-density apartment complexes.
- collaborated with City of Oakland and other community partners at various events.
- did mailings for 1500 community block leaders.
- at the stationary QAC, staff phoned 400 churches about the census.
- co-sponsored "Are You Down with the Count - Culturefest" at Lake Merritt in Oakland where diverse local talent performed and everyone received census information.

Eight local CBOs collaborated in Bayview/ Hunter's Point/Western Addition of San Francisco. These groups worked together to:

- canvas citywide with door-hangers, flyers and posters.
- organize several community centers to provide youth dances, poetry and plays about the Census.
- utilize elected officials, religious and community leaders to give presentations about the importance of the Census.
- create innovative incentives, such as food vouchers for grocery stores when a census form was completed.
- set-up give away and literature tables at churches throughout the city.

Latino Community

The main technique for this target group was Spanish-language assistance. Many organizations produced flyers in Spanish with a telephone number to ask questions in Spanish and emphasizing confiden-

Target Group	Summary of Best Practice Samples
Children 0-17	<ul style="list-style-type: none"> • Census related curricular activities that engaged the student's own creative spirit.
Males 18-28	<ul style="list-style-type: none"> • Community events for youth.
African Americans	<ul style="list-style-type: none"> • Major involvement from the religious leaders and congregations. • Mobile vans promoting the census at apartment complexes, stores and bus stations. • Events involving members of the Black Legislative Caucus.
Latinos	<ul style="list-style-type: none"> • In-language outreach, ethnic specific. • Outreach at Latino markets. • Events involving members of the Latino Legislative Caucus. • Emphasis on confidentiality.
American Indians	<ul style="list-style-type: none"> • Outreach during cultural events such as pow wows, talking circles, and sweat lodges.
Asian Americans/ Pacific Islanders	<ul style="list-style-type: none"> • In-language outreach, ethnic specific. • Ethnic specific flyers with telephone numbers for in language assistance. • Outreach at ethnic specific markets. • Involvement from different religious groups and elected officials. • Emphasis on confidentiality.
Homeless	<ul style="list-style-type: none"> • Peer outreach. • Involvement of a reputable homeless service agency. • Practical promotional items, i.e. tee-shirts.
Migrant and Seasonal Farm Workers	<ul style="list-style-type: none"> • One-on-one contact by known members of the community. • In-language public service announcements. • Canvassing highly frequented markets and stores.

- established stationary centers at trusted locations like local elected officials' offices and mobile centers at community banks and grocery stores.
- used their connections to leverage contacts such as the Los Angeles Sentinel, the largest African American newspaper in Los Angeles that provided free advertising about all QACs along with coverage on other census activities.
- hired familiar faces. Known community members were hired as staff including the elderly, disabled and youth.
- distributed over 250 church bulletin inserts to local churches.

tiality. Questionnaire Assistance Centers were placed at locations that provided easy access such as community rooms in apartment complexes, at local churches or trusted agencies. Community canvassing engaged community members that reflected the populations, like employing El Salvadoran staff members for areas with large populations from El Salvador. Super QACs encouraged community members to bring their census form to a major community event staffed by CBO partners. These events were sponsored by Latino Caucus members, and included local entertainment, promotional items, and other draws to bring out thousands of community residents.

Examples of CBO and QAC Outreach to Latinos

An Oakland organization which had already been active in the Census outreach with the U.S. Census Bureau and the City of Oakland even before getting involved with the State QACs took the actions listed below:

- hired CalWORKS clients to provide outreach on weekends.
- used their strong presence in East and West Oakland's Head Start Childcare facilities and other housing developments.

A nonprofit law firm in Los Angeles operated three QACs and conducted the following activities:

- census presentations to parents and students at schools in the Northeast San Fernando Valley.
- free Spanish radio census campaign on KTNQ and KWKW from March 20-April 10, 2000 reaching over 450,000 listeners.
- Walk and Knock with community partners and other Latino elected officials.
- co-sponsored "Super QAC Saturday" on April 1, 2000. All state and federal QACs in the Northeast Valley participated in this event which resulted in the attendance of over 5,000 community members.

An organization focusing on refurbishing apartments for reasonable housing for low-income residents operated several QACs. This group focused on a specific half square mile with a population of 10,000 people. The area is primarily inhabited by recent arrivals and undocumented workers comprised of Latinos including many Salvadorans. This group took on the tasks below:

- Stationary QACs located within apartment community rooms providing easy access and familiarity for the tenants.

- collaborated with apartment building managers and the at-risk youth in the building complexes. All staff and volunteers were bilingual, reflected the community and presented to churches and apartment managers on the census.
- tapped into local volunteer programs to help with outreach.
- went door-to-door canvassing the complexes with door hangers and flyers advertising about in-language "classes" held in the community room that went over the steps of how to fill out the census form. The flyers also included a telephone number for in-language help or to set up an appointment at the office or their apartment.
- utilized local elected officials for attendance and help.

American Indian Community

QAC staff members made presentations at cultural events to emphasize the importance of federal funding to continue cultural programs. Incorporating the census message at American Indian cultural events proved most effective. Staff members also made presentations at Indian meetings, dinners, talking circles and danc-

Brotherhood Crusade / Mothers In Action

Census 2000

Asking you to do two things

- 1. Fill out your Census 2000 form***
- 2. Put it in the mail today!!!!!!***

If you need any assistance filling out your form or have any questions please call

***The Los Angeles Sentinel Newspaper
323/299-3800***

Funded by the California Complete Count Committee.

ing sessions, and spoke to adults and youth on the importance of filling out their census form as American Indians to continue funding for cultural programs.

Examples of CBO and QAC Outreach to American Indians

An organization that operated a QAC incorporated the patterned traditions of talking circles, sweat lodges and pow wows with the vital message of an accurate count of American Indians. They also partnered with other American Indian organizations. Together these grassroots organizations established a weekly dance session for the younger Indians, mostly school-age children just beginning to earn the respect of their community through participation in the pow wow dance circuits. While the children learn the significance of maintaining their traditional ceremonies, they were also reminded of the importance of being counted as an American Indian for themselves and their family in order to continue funding for these programs.

Asian and Pacific Islander Community

Ethnic specific materials were imperative for this diverse target group. With over seventeen languages spoken in the Asian and Pacific Islander communities, effective outreach must be in-language. Many flyers also emphasized confidentiality and listed telephone numbers for help in that specific language. Churches and other religious organizations proved an effective network of outreach in the diverse Asian and Pacific Islander communities. Many of the social service agencies talked to their clients about the census when clients came in for service. In addition, mobile QACs were set up at ethnic markets and Korean, Chinese and Thai stores to help reach community members.

Examples of CBO and QAC Outreach to Asian Americans

One organization which focused on Cambodian residents of Orange County, refugee clients in need of various social services programs and residents in the Minnie Street neighborhood of Santa Ana, integrated the census message into the programs they provided: employment services to refugees on public assistance; health education; after-school youth programs and family case management to Cambodians; and English as a Second Language classes. Although they were only funded for one QAC, the organization had ten members of their staff trained by the Census Bureau. Additionally, they:

- talked about the census forms with all their clients.
- offered help filling out the form if it was needed. Much of this education took place one-on-one. For example, teachers did at least two lessons on the census to each class.
- produced thousands of flyers in three different languages: English, Spanish and Cambodian targeted to the Minnie Street neighborhood.
- undertook outreach and education to groups they themselves are active in, like community or religious activities.
- held three large rallies on Minnie Street with an attendance of over 3,000. The rallies involved neighborhood participation (hiring residents to distribute flyers, children and other residents performing and assisting in aspects of the rallies).

Examples of CBO and QAC Outreach to Pacific Islanders

One organization created a consortium of Pacific Islander community based organizations to participate in the CCC outreach. The Consortium operated 12 QACs. Many of the organizations were participants in the Pacific Islander Complete Count Committee that had been active for a year and half.

The consortium concentrated efforts and knew how to enter into the community. The staff contacted and distributed materials to 70 Samoan speaking churches and collaborated with Pacific Islander businesses in the South Bay to display census posters and flyers.

The consortium and staff members saw the endeavor as important to the community to be recognized as Pacific Islanders and identified community members who had the time to do outreach and do the work. Members posted signs in their cars advertising the census and QAC locations. Staff members also distributed flyers and posters at shopping malls. Using the network information of the Pacific Islander community, staff members conducted door-to-door visits and specifically designed Pacific Islander flyers not only in-language but reflecting community concerns.

The Consortium co-sponsored a Pacific Islander Town Hall meeting on March 25. They organized free census radio messages on South Pacific Radio on March 19, 2000, reaching 35,000 Pacific Islander listeners from San Diego County to Ventura County and scheduled free census television messages on a Cerritos Cable TV station which reached over 10,000 viewers.

Homeless

The most effective outreach for this population was peer outreach. Hiring other homeless/transitional people for outreach enabled the staff to effectively reach their peers. Having an organization that is reputable and involved in services for the homeless allowed quick access to health clinics, shelters and other homeless service agencies. The best technique was again one-on-one contact in line while people waited for services like shelter, dinners, and payments of Government Assistance or Social Security Benefits.

Examples of CBO and QAC Outreach to the Homeless

An organization in San Francisco was formed in 1987 with the principal goal of engendering the active participation of homeless and low-income San Franciscans in making positive change. Operating four QACs, the organization hired eight homeless people to perform outreach in targeted areas. This organization is involved in a network of agencies serving homeless and hired motivated staff who understood how to reach their peers. Staff members had a schedule of distributed materials and talked to people, agencies, shelters, specific streets, food banks, parks, transitional homes and churches.

The same organization utilized its collaboration with an association of nine nonprofit community health centers, to reach the under-served community members attending those clinics. Staff would go to Social Services agencies on specific days for payee lines for General Assistance and Social Security Insurance. They would set up tables and talk to people in line at dining rooms. Their staff would talk to people at the bus stops and those riding the buses.

The organization included articles on the Census in their publication and information packet where services available for the homeless were listed.

Migrant and Seasonal Farm Workers

Since migrant and seasonal farmworkers are a difficult group to reach due to language barriers, mobility and substandard housing, they could best be approached by a three-pronged strategy.

1. Major public service announcements (PSAs) and interviews played on the radio in-language four times a day for the most of March.
2. Intensive canvassing in establishments frequented by the migrant and seasonal farm worker population.
3. One-on-one contact at churches, rallies, and community celebrations and in-language door hangers.

Examples of CBO and QAC Outreach to Migrant and Seasonal Farm Workers

A nonprofit organization with the largest paid membership of migrant and seasonal farmworkers in the United States operated 24 QACs in Coastal, Central Valley and Desert areas. The group took the following steps to reach target audiences:

- Public service announcements and census related interviews were played on Radio Campesino and other Spanish-language stations popular with farmworkers on an average of four times per day from March 9-31.
- Posters were placed at 940 establishments in Latino neighborhoods frequented by the farm worker population.
- The organization considered its most important outreach efforts to be direct one-on-one contact by canvassing neighborhoods, speaking at churches and rallies, and operating booths at community celebrations and events such as Cesar Chavez day.
- In March alone, their staff made 77,591 direct contacts using 58 well-known Spanish-speaking staff members and 100 volunteers.
- They utilized door hangers emphasizing confidentiality. The door hangers displayed stickers for each phase of outreach: publicizing the locations of QAC sites, how to obtain a form if you did not receive one, and the enumeration process.

Recommendations

Comprehensive Timeline

Adequate time needed to create the processes for implementation and to facilitate communications support for the ACBOs. All partners agreed that more time was needed to establish the required relationships to implement a comprehensive outreach program. Outreach should be planned through the duration of the U.S. Census Bureau's Non-Response Follow-Up (NRFU).

Program Development

- Create application guidelines and develop systems.
- Field test application and reporting forms to ensure consistent data will be collected.
- Partner organizations should be required to attend training regarding California's role in Census 2000.
- Create and maintain close ties with Local Census Offices, Partnership Specialists, Media Specialists and Regional Census Offices.
- Create and train administrative staff regarding CBO program requirements such as maintaining

CBO/QAC Outreach Archived Products

List of ACBOs

List of Subcontractor CBOs

List of all QAC locations

Administrative CBO Briefing Book

*Subcontractor CBO Guidelines
and Application*

*ACBO General Plan Forms and
Review Checklist*

ACBO/CBO Report Formats

Guidance on Role of QACs

Guidance of Impressions

It's Not Too Late Guidance

*CBO Monitoring Process and
Checklists*

Sample CBO Outreach Materials

*Department of Finance
Demographic Handbooks
(by county)*

files, tracking correspondence, processing contracts, invoices and checks.

- Create extensive and comprehensive database of all California CBOs.
- Develop Comprehensive Operations Manual for all Subcontractors to include: timeline; contractual requirements; standardized contracts, report forms and requirements; sample outreach materials by target group; guidance on conducting outreach and outreach strategies.

Operations

CBO/QAC program could be improved upon in the following ways:

- Focus group discussions with CBOs, statewide, to discuss outreach strategies.
- Determine selection of ACBOs at least six months prior to Census Day.
- Determine selection of subcontractor CBOs at least five months in advance of Census Day.
- Ensure that the contract for both ACBOs and subcontractors allows them to utilize a portion of their funding to cover administrative costs. During the 2000 Campaign, subcontractor CBOs found it necessary to spend their own administrative funds to implement QAC activities.
- Broadly publicize request for applications via major and local newspapers, fax, cold calls, and seminars.
- Hold information sessions for applicants.
- Hold training seminars for all ACBOs and subcontractors.
- Funding should not be contingent upon CBOs operating stationary QACs, instead funding could be contingent upon CBOs operating stationary and/or mobile QACs, depending upon collaboration with U.S. Census Bureau.
- Provide additional funding for CBO outreach activities that complement the QACs efforts.
- A dollar amount cap should be placed upon each QAC, with the option to apply to operate more than one QAC.
- Any subcontractor operating three QACs or more should be contractually obligated to have a full-time supervisor to manage QAC activities.
- Strategic planning of stationary and mobile QAC sites should take place in collaboration with U.S. Census Bureau and DOF at least three months prior to QAC opening date.
- Advertise locations of all QACs using ethnic media partners.
- State created QAC and outreach materials should be developed and shipped to partners in advance.
- With assistance from CCC staff, CBOs should create in-language materials, with a Census message that is consistent with the U.S. Census Bureau.
- In collaboration with the U.S. Census Bureau, CBOs should utilize the "Be Counted" forms to assist individuals who never received a form by the middle of March.
- U.S. Census Bureau QAC training for State QACs should be scheduled in advance, and be provided in languages other than English.
- U.S. Census Bureau QAC training should include an outreach component; both Local Census Office (LCO) Operations staff and Partnership Specialists should participate in the training.

Teachers, Students and Parents Rally Around Census 2000

School based outreach efforts included a comprehensive partnership program involving County Offices of Education (COEs), schools, teachers, parents, networks and organizations associated with the schools and the U.S. Census Bureau.

To effectively utilize the allocated resources, the California Complete Count (CCC) Campaign focused its school based efforts by using the projected 2000 undercount data for children under 18 provided by the California Department of Finance. Twenty-two of the fifty-eight counties received funding to locally develop and implement a student-based outreach program.

Many sources of student population demographics were used to strike a geographic balance in reaching the targeted groups. Data sources included student enrollment based on Title 1, migrant education and language efficiency programs. Ultimately, projected 2000 undercount for children was used to allocate funding. This distribution reached 100% of the State's projected undercount for children, provided adequate funding to successfully implement an outreach program and included counties where the identified student demographic profile existed.

In addition to the K-12 school based funding distribution, the CCC Campaign brought the importance of Census 2000 to students through outreach efforts at the college/university level through activities at the University of California, the California State University and the California Community College systems. The CCC Campaign participated in events, partnered with student organizations, interviewed with school newspapers and delivered speeches to student clubs. Census awareness was also raised on universities through posters, mailings and the promotion of census job opportunities as well as fliers. The CCC Campaign sought to ensure students were educated and informed about the importance of Census 2000.

Results

Twenty-two COEs were awarded and spent a total of \$1.25 million. Funded COEs were required to regularly



report the number of impressions they made through their outreach. The reported number of impressions exceeded 5.9 million. This figure does not include contacts made by non-funded COEs which were not required to report their outreach efforts to the CCC Campaign.

Key Activities and Highlights

- Classroom exercises completing census or census type forms and role modeling mailing them in for counting.
- Assemblies and events informing students of the importance of census participation and how it translates into benefits for them and promoting the census with promotional items.
- Walk and Knock Campaign Scholastic Census in Schools teaching materials.
- Website education and outreach.
- Migrant Education Conference.
- Letters to parents from their children describing the impact and benefits on students' lives by completing and sending in the census form.

In This Section:

Results

Key Activities and Highlights

Process Development

Challenges

Critical Success Factors

Best Practices

Lessons Learned

Recommendations

Counties that received School Funding

Alameda

Contra Costa

Fresno

Kern

Los Angeles

Merced

Monterey

Orange

Riverside

Sacramento

San Bernadino

San Diego

San Francisco

San Joaquin

San Mateo

Santa Barbara

Santa Clara

Solano

Sonoma

Stanislaus

Tulare

Ventura

- Articles in the UC Davis Aggie newspaper and in the UC Davis Bilingual newspaper “La Palabra” made impressions on thousands of students.
- Face-to-face impressions brought a high level of awareness to the student population. This was seen especially at the presentations given to the UC Student Association, NAK and La Raza Law Journal and the Native American Student Union.
- Community based organizations (CBOs) under the CCC Campaign mixed advertising with direct outreach to target undercount communities on and off college campuses. For example, one fraternity participated in direct outreach to South Sacramento’s African American population, staffed promotional booths and passed out fliers at universities throughout the Sacramento area.
- A Legislative school project and press conference. A live conference broadcast to high school students on current California political issues specifically focused on “How Census 2000 affects California’s political climate.” This project was sponsored through a partnership of the California State Legislature, California State University at Sacramento and the Center for California Studies.

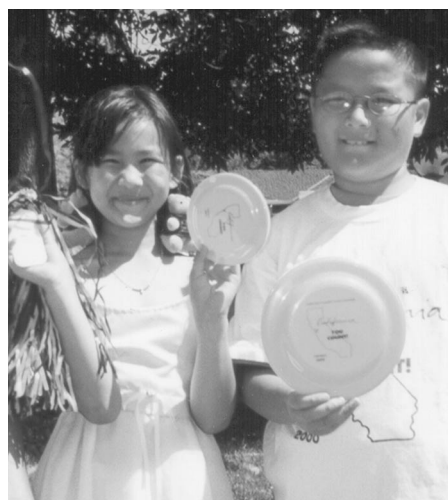
administrative guidance. It was imperative that the CCC Campaign establish systems and procedures to communicate to all partners and facilitate the communication between partners. Systems developed included:

- A COEs database. The elements of the database include the COEs Superintendent, staff contact and contact data (e-mail address, postal mailing address, telephone and fax numbers), and grant number and amount.
- Communication channels via fax transmissions and e-mail.
- An outreach package to inform COEs and schools about the census, availability of census teaching material and promotional items.
- An electronic tracking system to manage the contracts. This system was needed to efficiently track the contract approval process, invoice processing, program implementation progress and program reporting and ultimately contract close-out.
- An on-site monitoring methodology to ensure grant-funding compliance with the activity conducted.

Process Development

Contracts were initiated and General Plan guidelines were provided to the COEs concurrently. The COEs General Plan form provided an overview in a quick and easy to complete format to present their strategy to the CCC Campaign. The General Plan incorporated the proposed budget, outreach strategy and partners, and quantitative outreach measurements. Review and approval of the General Plan allowed disbursement of half of the allocated funding. The second half of the funding was released upon review and approval of their Implementation Plan. The Implementation Plan detailed the strategy and provided COEs an opportunity to amend their outreach.

The COEs were provided the flexibility to create and design their own outreach system, but required



Children understood the impact of being counted in the census and how it translates into improved schools, school equipment and facilities and increased opportunity for better education.

Challenges

The very strength given to California by its diverse population also caused imposing challenges. The total allocation for the school based outreach was insufficient to provide funding to all counties. Some counties with large agriculture based economies and migrant farm worker populations were funded only by our CBO outreach efforts.

Thirty-six counties did not receive CCC Campaign funding to implement a school based outreach program. Although the level of 1990 undercount of children varied by county, the benefit of reaching all children was important and the children proved to be census champions. Children under 10 years old who were born after the 1990 census were not available to be counted in the 1990 census. Census 2000 awareness and counting them was critical.

Local Contract Approval Process

There were implementation delays due to local COEs contract signature requirements. Some COEs were required to present the CCC Campaign contract to the local School Board for contract approval. Biweekly meetings did not provide immediate access for contract signature and approval.

COEs Staff Availability to Work with School Districts and Schools to Develop, Communicate and Implement a Coordinated Census

COEs did not have staff to immediately implement a census outreach campaign. Identifying and hiring staff was one of the first steps to implement a local program. COEs were not informed in advance that funding was being allocated for them.

Time Conflict with Statewide Standardized Testing

Based on local COE procedures, the standardized testing and preparation for the testing was conducted per local policies. Some COEs dedicated time immediately before administering the test exclusively to test preparation, precluding the introduction of census materials.

Availability of Scholastic Census in School Teaching Material

The Scholastic Census in Schools teaching kits were excellent teaching materials that including a United States wall map. Unfortunately, some requests were not filled for 4 to 6 weeks. For some counties the kits were not received until mid-March 2000.

This delay did not allow sufficient time for teachers to build the Scholastic Census in Schools into the curriculum. The curriculum is established in some districts a school year prior to beginning instruction.

Year-round School Schedule and Spring Break

With the year-round school schedule, students were off track during peak census outreach timeframes in March and April. Some students missed opportunities to attend an assembly or participate in a promotional give away. Spring break increased the time needed up front to conduct census outreach. Additional time must be built into the census outreach schedule to reach all students.

Insufficient Time to Establish and Train Local Partners

There was insufficient time to establish a local network of census providers to partner for resources and outreach activities. CCC Campaign funded CBO partners established after the COEs were funded. This inhibited coordination of local effort. Many COEs were well into their outreach strategy, making the coordination of effort and resources individual efforts.

The late release of the census training dates did not provide adequate lead time to schedule school staff members to attend the U.S. Census training. Many COEs did not send staff to census training. School staff offer a comfortable and safe resource for census assistance. Without the U.S. Census training, staff members did not have the opportunity to provide assistance to parents to complete their census forms.

Misconceptions among University Students

At the university and college level the challenges were related to who counts the student. The CCC Campaign found students receptive to census information, but they held the misconception that "My parents will count me on their form." This misconception was fought through the use of college newspapers and on-campus presentations.

Other challenges on college campuses include university scheduling. Many schools had finals and spring break the last week of March and the first week of April. This hampered outreach efforts. Nevertheless, CCC Campaign efforts shifted to impact semester system schools and events continued after April 1.

Critical Success Factors

The COEs through their established systems, knowledge and familiarity of their community and creativity brought many success factors to the census outreach campaign.

Established Systems and Procedures to Implement Efforts

COEs had established systems, procedures and networks to immediately handle the administrative and outreach programs to target student populations. The COEs were committed to implementing a program that prudently used taxpayer dollars. Locally, the resources available to COEs allow quick implementation of the census outreach. Resources such as intra office mail delivery, cable access media, electronic mail, dedicated public information officers, printing and reproduction and teachers and staff dedicated to educating all students.



Familiarity with Target Undercount Groups

COEs, Districts, schools and particularly teachers are familiar with the student population and the concentration of undercounted targeted groups. This knowledge effectively directed the outreach to the undercounted population and targeted their involvement.

In-Language and Confidentiality Messages

Informational census flyers in appropriate languages made the message easy to understand and built confidence that providing information to the government was confidential and safe.

Use of Electronic Media

The CCC website provided census forms to COEs and served as a means of communication. The Internet provided immediate access to information, forms and a means to highlight key outreach activities. Locally, some COEs created their own census websites and linked their site to the California Complete Count Campaign site and the U.S. Census website. The CCC Campaign website remained on line until June 30, 2001.

Partnering with the U.S. Census Partnership Specialist to Conduct School Based Outreach

U.S. Census Partnership Specialists were involved with the schools well before the CCC Committee initiated the statewide campaign. Partnering with the US Census Partnership Specialist allowed activities to be piggybacked. The U.S. Census Partnership Specialists had established contacts with the schools and initiated and encouraged the use of the Scholastic Census in Schools teaching kits. They also provided promotional items increasing the pool of resources.

Receptiveness of College Students of the Importance of the Census

Many students asked questions about possible employment, representation, and economic development. The most effective tools to contact students were the following:

- Distributing information kits, and job opportunities through informative presentations, student groups, clubs and campus organizations.
- Publishing articles and ads in student newspapers to raise census awareness.
- Attending student and cultural events to hand out promotional items and to answer questions about the Census.

Best Practices

COEs that worked with the districts to assist with census outreach implementation enriched their working relationships. Examples of best practices included:

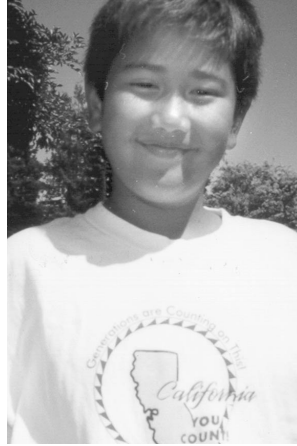
- Contracting with COEs to distribute and implement a school based outreach program. Giving the COEs the latitude to create an outreach program best suited to their local needs.
- Schools that routinely conduct assemblies were able to add a census aspect to at least one assembly. Assemblies were an efficient, fun method to send out the census message and its importance to students and their school. Assemblies allowed local leaders (political and community) to be involved and to get media coverage.
- Student, parent and community census awareness was highlighted through wearing bright green wristbands for a week dedicated to census awareness.
- Providing access to census information from the CCC Campaign website and linking to other COEs websites.
- Student participation through census poster contests, submission of poetry, letters to parents explaining the importance of the census to their children as students.

Lessons Learned

- Informing the COEs in advance of the availability of CCC Campaign funding provided them lead time to communicate and establish a coordinated outreach effort.
- Census outreach campaigns coordinated by an independent consultant or staff assigned from the COEs were quicker to implement their local campaign.
- COEs websites and cable access television were an efficient means to communicate census information to students and parents.
- Providing reporting forms that electronically calculated the outreach impressions made it easier for COEs to report in a timely fashion.
- Outreach efforts to students taught campaign staff that the three university systems have special needs and distinct administrative structures; thus the University of California, California State University and California Community College systems had to be addressed

separately. The number of community colleges in the state made personal outreach difficult, so CCC Campaign staff sent mass mailings throughout the state and organized events at local colleges. Clubs, student organizations and newspapers were receptive to CCC Campaign presentations and served as an avenue to reach students.

- The CCC Campaign sent census flyers and job information to career centers. CCC Campaign staff believed that students looking for part-time work would see the posted flyers, learn more about the census and fill out their census forms. This was an effective tool because students became interested how they could work for the census and then discovered the importance of Census 2000.



Build and annually teach a census component into the middle and high school civics curriculum. A spot for census provides teaching the importance of participating in the decennial census although it is not a decennial year. On decennial years, the census curriculum could be expanded to include the current local events.

Increase the visibility of support from the Superintendent of Schools to communicate the census message to the COEs and through the school districts to the teachers, school staff and students.

Develop a timeline and methodology to directly deliver the teaching materials in a timely manner.

School Based Outreach Archived Products

General Plan Format

Implementation Plan Format

School Information Kit

Sample Scholastic Materials

Outreach Package

Recommendations

More time to establish relationships, initiate census education and outreach, build funding mechanisms and coordinate intergovernmental efforts.

COEs suggested beginning school outreach efforts up to one year in advance of the census. If census is built into the middle and high school civics curriculum the lead time may not need to begin a year in advance. However, time would be needed to locally coordinate census outreach efforts with the various partners.

Provide a minimum funding of \$25,000 for all COEs to conduct a census outreach campaign and graduate the funding level based on projected undercounts for children. The long-term benefits for the children will extend into their adult years as responsible participating citizens. Based on the current campaign, this level of funding would adequately support census outreach and activities.

Work with counties to establish a database of local census partners to provide to each census participant and facilitate building the local partnerships. This will allow the county, cities, churches, schools, community based organizations, private sector, and U.S. Census to establish a network of partners to coordinate outreach efforts and maximize the limited resources.



CENSUS OUTREACH 2000 A LETTER TO HOME

Dear Mom,

I am asking you to please fill out your census form when you get it, because it will really help out our school. If enough people fill out the census form, ~~about our~~ and include our school, the government will provide the school with money ~~to~~ that will help with the amount of supplies our school receives and other things to help students learn better and more efficiently. Our school badly needs new bathroom stalls. We are in high school and half the people in our school can see over them. Our school also needs new carpet. We have to vacate this carpet everyday and it's filled with stains, and has grey, thick tape running down the middle of it. Our computer lab is fitted tightly into our library & we only have ~~maybe~~ 15 computers for 500 students. Please, take these conditions into consideration and fill out your census forms. Our school ~~is~~ ^{is} depending on it. Thank you,

In this Section:*Secretary of State**Results**Key Activities and Highlights**Process Development**Recommendations***State Agency Partners***California Lottery**California Rural Health Policy Council**State and Consumer Services Agency (CSC)**Department of Community Services and Development**Department of Alcoholic Beverage Control (ABC)**Department of Fair Employment and Housing**Department of Finance (DOF)**Department of Health Services (DHS)**Department of Housing & Community Development (HCD)**Department of Motor Vehicles (DMV)**Department of Mental Health (DMH)**Department of Social Services (DSS)**Department of Rehabilitation (DOR)**Department of Veterans Affairs**Employment Development Department (EDD)**Franchise Tax Board (FTB)**Office of Statewide Health Planning and Development (OSHPD)**Business, Transportation and Housing Agency*

State Agencies Respond to Census Call

The California Complete Count (CCC) Campaign earmarked \$2 million to encourage and leverage state agency related outreach. State agencies and departments focused on reaching the target undercount groups and encouraged full participation in the 2000 Census. These state agencies and departments had a large stake in ensuring that California had a complete and accurate count. The Health and Human Service Agency (HHS) has many departments that provided services to the target undercount and hard to enumerate population. Those departments include Social Services, Health Services, Employment Development Department, Department of Rehabilitation, Mental Health, Department of Community Services and Development and the Office of Statewide Health Planning and Development. The Department of Finance estimates that these departments lost approximately \$2 billion of federal funding due to the results of the 1990 Census.

CCC Campaign efforts included comprehensive partnering outreach program involving 20 state agencies and numerous departments and divisions. To effectively utilize the allocated resources, the CCC Campaign focused its efforts on ensuring the social services agencies were heavily involved in reaching the target undercount and hard to enumerate populations.

Secretary of State

It is important to recognize the significance of state agency participation in the campaign. With limited time and resources, state agencies provided extraordinary support to the outreach efforts of the CCC Campaign. State agencies were not only partners, but also became advocates for the CCC Campaign within their departments or agencies and with their clients. They had a significant stake in the outcome of Campaign efforts and their credibility with their clientele enhanced our campaign.

Results

Over 143 million impressions were made statewide through outreach efforts. Some of the outreach activities were not specifically for the undercount population—including the voter pamphlet inserts, franchise

tax board inserts, license renewal inserts, “I Voted! Count Me In” stickers, lottery ticket and monitor messages—but their impact was manifested in positive responses from the general population.

Key Activities and Highlights

The state agency/department outreach efforts incorporated many aspects of the California population. Key activities by agency included:

- **The Department of Health Services (DHS)**
Women, Infants, and Children (WIC) Branch was a key partner in reaching the undercounted communities. They had an existing structure and rapport with low-income and minority communities. Further, they had a consistent flow of clients calling and coming in to their sites. All WIC sites provided information on the Census regardless of funding from the CCC Campaign. Developed multilingual flyers emphasizing confidentiality and support.
- **The Secretary of State** developed stickers that were utilized in voting polls in 10 counties. The Secretary of State reached over 5 million people at a cost of \$12,000. Included Census promotion in the Voter's handbook for the March primary election (page 83).
- **The Employment Development Department (EDD)** managed several large mailings and were the mailing agent for the Departments of Mental Health and Social Services for their census outreach messages. 50 local EDD offices were utilized as QAC sites.
- **Business, Transportation and Housing Agency, California Health and Human Services Agency, Department of Alcoholic Beverage Control, Department of Food and Agriculture, Department of Motor Vehicles, Department of Housing and Community Development, Department of Corrections, Department of Transportation, Department of Corporations and the Office of Real Estate Appraisers** made in-kind staff, time, expertise and resources available to the CCC Campaign to enhance the outreach efforts. Additionally, those departments

with public contact distributed census education handouts/flyers at their field offices.

- **The California State Lottery** reached over 2 million people on a weekly basis with Census information on their monitors. Through their Super LOTTO and other on-line game tickets five days per week they reached of 53 million people. The messages were changed every week on the ticket and monitors for over a month's period.
- **The Franchise Tax Board (FTB)** inserted census information on tax preparation booklet reaching over 14 million people. Distributed census tents to participating tax preparation offices throughout the state.
- **The Department of Social Services (DSS)** provided Census message as part of CalWorks, Food Stamps and Emergency Food assistance mailings and provided a letter to all statewide Foster Care Providers on how to count foster children. Provided in-kind language services support (i.e. translations for press releases etc.) to the CCC Campaign.
- **The Department of Consumer Affairs (DCA)** included census promotional pieces to all state licensed professionals on their license renewal notices.
- **The Department of Finance (DOF)** housed the state's official Census office in their Demographic Unit and provided demographic research to identify 1990 undercount rates and projected undercount for 2000. The DOF Demographic Unit provided technical assistance as well as assistance for state agency coordination.
- **The Department of Housing and Community Development (HCD)** directed their Community Development contractors/ grantees to promote the census. Contractors/ grantees include housing sponsors for migrant farmworkers, multi-family low-income housing projects, low-income homeowners, homeless shelters, housing assistance programs, childcare facilities and farm workers.

Process Development

Implementing the state agency/department funding and outreach program required the following activities/processes:

- Establishing key contacts between the CCC Campaign and state agencies/departments.
- Holding preliminary meetings with agency secretaries and department directors.

- Requesting and receiving outreach plans from participating agencies.
- Holding several meetings to coordinate statewide mailings.
- Establishing a state agency database (agency name, activity, target group(s), numbers reached, money committed, money expended, activity(ies) completed) See Appendix A-15—State Agency Outreach Timeline.
- Building communication channels via email and fax transactions.
- Developing a system to distribute and mail posters.

Recommendations

- **Increase the visibility of support from all Cabinet Secretaries** to communicate the census message to all department, office and division staff and clients within state government. Have Cabinet Secretaries send census-related memos or record PSA's. Department directors can reiterate the Secretaries' messages on a departmental basis.
- **Provide technical assistance** on downloading information from the U.S. Census Bureau. Some of the documents located in the U.S. Census Bureau were not compatible with state agency/department software.
- **Ensure state agency/department partners are informed about the different phases of the census and outreach efforts of the CCC Campaign.** Keeping the state agencies/departments in the loop of the different activities and outreach events will keep them involved in the outreach campaign process. Further, it will remind them of the stake they have involved as individuals and as service providers to have all Californians participate in the census.

State Agencies Archived Products

State Agency Outreach Plan Matrix

List of State Agency Partners

State Agency Timeline

WIC flyers

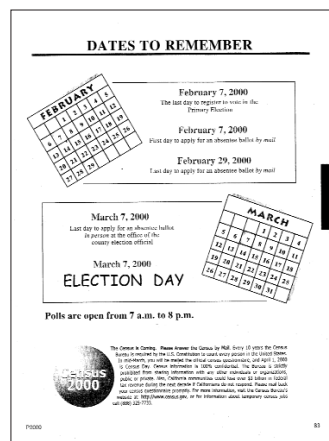
Secretary of State stickers

Lottery tickets

FTB samples

Newsletters

Letters from Directors



In this Section:*Advertising Goal**Advertising Objectives**Advertising Strategy**The Team**Campaign Results**Recap of Campaign Results**Key Activities and Highlights**Process Development**Critical Success Factors**Barriers to Success**Best Practices**Lessons Learned**Recommendations**Publicity and Press**Relations Efforts***The Campaign's advertising goal:**

To secure an accurate count by creating culturally sensitive and relevant census messages directed to those Californians least likely to participate and placing those messages in broadcast, print and out-of-home media that were ethnic driven, local and in-language.

"California, You Count!" Grassroots Advertising Campaign

Strengthening community outreach performed at the grassroots level, the California Complete Count CCC Campaign implemented an effective statewide media campaign.

Advertising Goal

The Campaign's advertising goal was determined by the state legislature in July 1999 and mandated by Executive Order in November of 1999. That goal was to secure an accurate count by creating culturally sensitive and relevant census messages directed to those Californians least likely to participate and placing those messages in broadcast, print and out-of-home media that were ethnic driven, local and in-language. The California Complete Count (CCC) Campaign's target was those individuals most likely to be undercounted because of their potentially poor response rates to mail census inquiries and to door-to-door enumerators. The target audiences were:

- American Indians
- African Americans
- Asian/Pacific Islanders
- Emerging Markets (Armenian and Russian Communities)
- Latinos

In addition, within each of these audience segments a special effort was made to reach the potentially undercounted groups of children age 0 to 17 and males age 18 to 28.

Advertising Objectives

In order to carry out Campaign goals within the weeks prior to Census Day on April 1 and a month later when door-to-door enumerators began their tasks, the following objectives were set for the advertising campaign:

- To further promote awareness about the Census, the process, its pre-notice advisory, the questionnaire, key deadlines and the door-to-door enumerators.

- To publicize the Campaign's neighborhood Questionnaire Assistance Centers (QAC's) so that target groups were aware that assistance was free, accessible and in their native language.
- To motivate target groups to complete and return their forms today by promoting the Census through messages that were relevant to them.

Hyperlinks available on attached CD-Rom



www.census.ca.gov/

Advertising Strategy

With these objectives in mind, a grassroots advertising strategy comprised of the following principal elements was implemented:

Deliver a Local, Culturally Sensitive and Relevant Message

Media buys and advertising messages reflected target audiences. A strong preference was given to buying time and space with ethnic-owned and directed radio, television and print media that were particularly popular with target groups. Local community newspapers and out-of-home advertising (where available) were used to communicate to specific neighborhoods and census tracts. Core messages were communicated in ways designed to fit each audience's barriers or predisposition to fully participating in the Census.

Complement Existing Programs

A main aspect of the CCC Campaign strategy was to have media buys and messages reinforce and complement the U.S. Census' advertising campaign, as well as the community efforts of nonprofit organizations and

coalitions. As a result, CCC Campaign media buys occurred at times and/or with media that the U.S. Census had not saturated and included media deemed important by community representatives working with the Census issue.

Welcome Community Input

The belief from the beginning was that the Campaign's grassroots advertising strategy would be enhanced by community input. Consequently, when community groups inquired about the CCC Campaign's plan for reaching the different segments of their communities, their recommendations on which media are well received by their respective communities were welcomed. For example, valuable insight into publications and radio outlets with strong farm or field worker audiences was provided.

Media Buy Dollars Target Census Tract Areas

An important step towards finalizing a media buy strategy was for the Campaign's advertising staff to review the 1990 mail response rates for all census tracts within the state and their ethnic breakdown. In particular, we placed a priority on those areas with mail response rates of less than the 1990 average of 66%. In this way, essential neighborhood and multiethnic media could be identified.

Later in the campaign when the first Census 2000 results became available, census tracts with reporting response rates of less than 55% were identified and their demographic profile reviewed. This data was used to target specific zip codes for placement of in-language store displays, 6 x 10 billboards and a last wave of advertising for the Campaign's "It's Not Too Late" message in late May and early June.



(API/OHO photo "Remember to Send in Your Year 2000 Census Form.")

Cost Sensitive with Emphasis on Value Added Opportunities

Media buy activities were based on a strategy that was cost sensitive with the objective of increasing the ability to purchase greater volume. For example, the commission that Initiative Media made on its buys was 3.5% although the customary industry rate is 12%. In addition, the media buyer was directed to secure value-added opportunities as a component of media buys. Consequently, the CCC Campaign was able to complement community outreach and public relations activities with editorial requests, broadcasts of census

events, news interviews of census staff and special event publicity through radio remotes and promotional announcements. Also, CCC Campaign expenditures were optimized when media outlets matched advertising buys with added airtime.

Deliver a Focused Message on the Census Process

A primary communications objective for each of the creative consultants was to produce advertising and nontraditional outreach materials to deliver a consistent set of focused messages:

- "The Process is Simple and the Deadlines are Few and Easy to Meet." The process was simple, in part, because assistance was accessible and available in language at a local QAC. At least one full-page print ad directed at African American, Asian/Pacific Islander, Latino and Armenian target audiences promoted free assistance at the Campaign's QAC's.



(API/Imada Wong Print Ad: "QAC/Need Help Filling Out Your Census Form?" in Korean)

Also, through a Spanish language 12 paper statewide network established for the Campaign by La Opinion, most of the Campaign's 1,000 QAC's were published in a Census 2000 special supplement. 800,000 copies of this supplement were printed with 600,000 copies distributed through newspaper racks or home delivery.



(La Opinion supplements)

- "Complete and Mail In Your Census Form Today. Without it, California will lose; you and your family will lose. With it, we will all win through needed and valuable educational, emergency, social and city and county services." For all target audiences, this message was told prominently in-language and tailored within broadcast and print ads for each ethnic community. Each ad emphasized returning the form "today" since the U.S. Census Bureau reported that the longer people wait to mail their forms, the greater likelihood they would lose it or forget to mail it.



(Spanish language/La Agencia Print Ad that begins "Maria Familia Perez...")

- "With an Accurate Count There Are Tangible Benefits for California, Your City, County, Neighborhood and/or Family." Each of the com-

The belief from the beginning was that the Campaign's grassroots advertising strategy would be enhanced by community input.

mercials and print ads stressed, in ways that were tailored to each target group, that completed and returned forms mean money and tangible benefits. For example; family was emphasized for Latino and Armenian audiences; neighborhood and "Community" were the focus of the African American directed ads; "Our Community's Voice is California's Voice" was the tagline of the Asian/Pacific Islander advertising; and the American Indian television commercial highlighted self-identification for an accurate community count.



(African American/ Carol Williams Print Ad, "Count Everyone is Worth Money to Your Community")

- "Your Response Is Important. If You Forget to Mail Your Form, an Enumerator Will Visit Your Home to Help You." Shortly after Census Day and again in late May and early June, "enumerator" advertising directed at our target audiences was run and/or aired. This advertising encouraged cooperation, reminded people that it wasn't too late to participate and linked important neighborhood and community opportunities to the enumerator visit.



(API/Imada Wong Print Ad "Enumerator" in Tagalog)

Deliver a Message Focused on and at Key Census Milestones

The timing of the CCC Campaign advertising messages was essential to the campaign's effectiveness. As a result, media buys and placement coincided with the following milestones:

- The Week of March 7: Promoting the Advance Notices. One week after finalizing the advertising team via the state's administrative and contractual processes, the CCC Campaign placed 10-second in-language television vignettes on KSCI (Southern California) and KTSF (the Bay Area) and on Univision and Telemundo affiliates statewide. These Advance Notice spots, written by Imada Wong for the API market and La Agencia for the Latino market were produced free by the stations using on air talent and alerting their audiences to the arrival of the Advance Notices and the chance to request forms in-language.
- The Week of March 13: Complete and Mail It Today—Benefits for Your Family or Neighborhood. Within two weeks of forming the advertising team, in-language advertising promoting the importance of mailing the form today was aired. These broadcast spots in later weeks ran in rotation with QAC and Census Day advertising.
- March 17 to April 14: "Assistance is Free, Accessible and in Your Language at Your Neighborhood QAC." Print and/or broadcast ads ran with an "800" number during this time period (and in the case of the Latino market in May within the enumerator print ad). The Asian/Pacific Islander Census 2000 Network and the U.S. Census advertised their respective toll-free help lines in CCC advertising.



(API/Imada Wong Radio Ads in Laotian and Chinese Mandarin called, "QAC" and African American Carol Williams Print Ad, "Don't Count Yourself Out Yet. You Still Have More Time.")

- March 26 to April 1: Promoting Census Day. The advertising strategy for April 1 Census Day was multifaceted. The actual date was promoted in African American directed advertising, highlighted in Spanish language 10-second vignettes produced by select stations; and announced in public service announcements featuring the Governor and the Secretary. In addition, the Campaign took advantage of value-added media opportunities that week, drawing greater attention to Census Day events in key counties.



(Carol Williams Radio Ads, "It's No Joke" and "Super Census Sunday" and API/Imada Wong TV Ads, "Sunday" in Korean and Hmong.)

- April 11 and Beyond: "Open Your Doors to the Neighborhood Census Enumerators." Within the week following Census Day, advertising messages turned to the arrival of the door-to-door enumerators. Enumerator messages were delivered in: Spanish language print, broadcast and out-of-home advertising; African American radio spots; Asian/Pacific Islander directed broadcast and print ads; and in Russian and Armenian television commercials or print ads. These ads ran the sec

ond and third weeks of April and then again during the first two weeks of June.



(Spanish Language/ La Agencia Radio Ad, “Friends” and API/Imada Wong “Enumerator” Radio Ad in Vietnamese.)

The Team

By late February, the CCC Campaign had assembled an advertising team of outside consultants with expertise and client background exceptionally suited to quickly producing and placing an \$8.7 million statewide, ethnic-driven and in-language advertising campaign within four weeks. \$1.7 million of the advertising budget was earmarked for the creative partners whose respective budgets were: African American (\$520,000); Asian/Pacific Islander (\$520,000); Latino (\$520,000); American Indian (\$90,000); Emerging Markets (\$70,000).

Creative partners were retained through the state’s sole source process. Their charge was to create radio/television commercials, print/out-of-home advertising and special promotional items tailored to their respective markets. They were:

- Carol H. Williams Advertising Agency executed radio, television, out-of-home and transit advertising directed especially at African American males 18 to 28. In total, they produced four television ads, seven radio commercials and four print ads as well as the creative work for out-of-home and transit advertising.



(African American Carol Williams TV Ad, “Thanks, California!”.)

Based in Oakland, the Carol H. Williams Advertising Agency has a proven record of producing effective public information campaigns with an urgent public affairs message. Her clients have included the California Department of Health Services “No Smoking Campaign,” its Black Infant Health Campaign, the City of Oakland’s Healthy Start program and the California Lottery.

- La Agencia de Orci & Asociados’ directed Spanish language advertising for out-of-home, radio, television and community newspaper placements. Their efforts produced one television commercial that ran with four different 10-second vignettes written by La Agencia and produced by Univision and Telemundo affiliates, two radio spots and two radio vignettes produced by radio networks, an

out-of-home billboard, store display, an advertising insert and five print ads.



Spanish Language/La Agencia Television Ad, “Don’t Throw It Away”)

Long familiar with the challenges and opportunities associated with the Census, prior to joining the “California, You Count!” Team, La Agencia had produced several Spanish language national ads about the Census for the Mexican American Legal Defense Educational Fund (MALDEF). Their community service clients and campaigns have included the National Association of Latino Elected and Appointed Officials (NALEO), United Way, the Los Angeles Unified School District and LA’s Children’s Bureau.

- Imada Wong Communications Group spearheaded extensive advertising efforts directed at the various Asian/Pacific Islander communities. Their work resulted in reaching the Hmong, Laotian, Samoan, Chinese, Korean, Japanese, Cambodian, Vietnamese and Thai communities through radio, television, print and out-of-home advertising statewide.



(API/Imada Wong Television Ad, “Reminder” in Vietnamese and Cantonese.)

Among the public affairs clients for whom Imada Wong has implemented public awareness campaigns are the State’s Department of Health Services, the Department of Consumer Affairs’ Tobacco Control Section, and the Office of Traffic Safety. In support of Census 2000, Imada Wong offered community and media relations services to the Asian/Pacific Islander Census 2000 Network, providing media training to a number of community based organizations and securing client support for the Network’s outreach activities.

- The California Indian Manpower Consortium was retained to oversee broadcast advertising and non-traditional promotional activities for the state’s American Indian population. They collaborated with a production company expert in working with this population and initiated promotional outreach activities at Pow Wow’s statewide. A strong advocate for the state’s urban American Indian population as well as American Indians residing on reservations, the Consortium has produced job training and recruitment public service announcements and promotional and advocacy videos.



(California Indian Manpower Television Ad, “California Census 2000.”)

- Krikorian Marketing Group (KMG) specializes in reaching the diverse Armenian community and the Iranian, Russian and Arabic populations whose numbers have increased tremendously in California since the 1990 Census. As a result, they were selected to implement our broadcast and print advertising directed at the Armenian and Russian communities in Los Angeles, Fresno and Sacramento.



(Krikorian/Armenian Television Ad, “Participate.”)

KMG regularly produces broadcast and print ads, implements community outreach programs and offers translations services for the languages and dialects of these communities. Their clients have included the Cities of Glendale and Pasadena as well as Wells Fargo and the Queen of Angels Medical Center.

For this project, each creative team member agreed to a discounted state rate and made an account team available for the entire advertising campaign. All had an impressive record of producing creative material directed at their respective markets and in different media. In addition, all had successful histories of implementing advertising campaigns within a public affairs context.

- Initiative Media (formerly Western International Media) was retained to place media and secure valued-added opportunities. With a budget of \$7 million and a deeply discounted commission rate of 3.5%, Initiative Media placed cable, general market and in-language television, print, radio, transit and out-of-home advertising for all target audiences. Selected because of their leverage power, they were able to secure inventory within a week’s time for the launch of the advertising campaign, beginning with 10-second spots bought on Univision, Telemundo, KTSF and KSCI for the pre-advance notice and produced by the talent of each station.

Campaign Results

The results of the advertising campaign were far-reaching. The CCC Campaign’s advertising blanketed the state in 14 languages with messages about Census milestones in March and April, and targeted high priority census tract areas with “It’s Not Too Late” enu-

meration messages in May and June. With the exception of the African American and American Indian markets, our media was placed exclusively with ethnic owned and driven media.

The CCC Campaign collaborated with community partners to reach diverse segments of the target audiences, in particularly those who were not reached by the U.S. Census. For the Latino market, for example, the CCC Campaign bought time with Radio Campesino and Radio Bilingue as well as with commercial stations to communicate with farm and field workers. Within the Asian/Pacific Islander market, Samoan, Thai, Hmong, Cambodian and Laotian communities were made a priority where space and time were available. In all, more than 250 million Californians were reached through radio, print and television ads and countless more through targeted census tract placement of in-language billboards, outside store displays and targeted advertising inserts. Numerous others were reached via the everyday sharing of community newspapers among family members, business colleagues and friends.

Ads were placed strategically in media with the greatest reach within each community. The CCC Campaign message was taken into neighborhoods through community newspapers, billboards and transit boards. 1990 Census data was used to lay the framework for initial media plan and again at the end of the campaign to place enumerator ads within targeted neighborhoods and counties.



(Media Flow Charts for Specific Media Placements.)

Recap of Campaign Results

Grassroots Advertising Campaign on Target

The Campaign’s grassroots ethnic-driven and in-language advertising campaign met the challenge to produce ads within four weeks:

- Television commercials in 10 languages.
- Radio spots in 14 languages
- Print ads in 11 languages.
- Over 1200 billboards and store displays in eight languages.
- 1600 bus interior and exterior ads directed at the African American Market in the Bay Area.



(African American Carol Williams' Transit Exterior Ad, "The Census Is All Good, 'Cause It's Money for the Neighborhood," and their Interior Ad, "Your Name Counts for Something, Census 2000., This Time Make It Count.")

- Nontraditional outreach such as church circulars, special event sponsorships and "Tommy the Clown" reached thousands of individuals with "Mail Your Form Today" messages.
- Nontraditional outreach was the mainstay of creating face-to-face contact with American Indian target audience in tribal and urban settings. California Indian Manpower Consortium staffed Pow Wows and Mobile Questionnaire Centers, relating Census messages through tailored promotional items such as t-shirts, button, balloons, tote bags and notepads.



(American Indian Promotional Items.)

- Additional nontraditional outreach included the distribution of eight million grocery bags imprinted with a Spanish language Census message. The bags were distributed through grocery stores in targeted counties.

Campaign Reaches Target Audiences Statewide

As the Campaign's creative efforts were completed, the CCC Campaign purchased and placed print and broadcast ads from Imperial County to north of Sacramento. Media buys included:

- Television ads placed on 66 networks and stations including cable carriers.
- Radio spots bought on 98 stations.
- Print ads inserted in 94 publications.
- Over 5400 in-language billboards, store displays and transit ads in 15 counties.



(Media Flow Charts for Specific Media Placements.)

Print and Broadcast Campaign Reaches More Than 300 Million Californians

The Campaign through multiple buys statewide reached its target audience of Latino, African American, American Indian, Asian/Pacific Islanders and Emerging Markets.

- 9,620 television spots yielding at least 185 million impressions.
- 15,731 radio spots with at least 37 million impressions.
- 827 print insertions yielding more than 28 million impressions.

In addition, countless other audience impressions were made through at least 1300 billboards, 1600 bus interiors, and 2400 exterior store displays in eight languages and in 15 counties.



(OOH/exterior store displays [Este Mes...](#) and African American OOH "If Everyone's Not...")

Campaign Delivers Core Message

Within culturally appropriate contexts, tones and styles, the Campaign's primary messages were delivered to all our audiences. Those messages were:

- The Census process and deadlines.
- Confidentiality and privacy.
- Empowerment.
- Citizenship not required.
- Benefits to the family and community through neighborhood services such as schools, parks, and emergency assistance.
- Free assistance at the Campaign's Questionnaire Assistance Centers.
- Mail it "today."
- Open your door to the census enumerator.

Campaign Messages Tailored to Target Audiences

The Campaign's primary creative messages were consistent yet tailored in tone and style for its different target audiences:

- Latino advertising emphasized confidentiality, key dates of the Census, benefits to family and community and citizenship.



(Spanish Language/La Agencia Radio Ad, "Time Is Running Out.")

- African American advertising focused on privacy, empowerment, money and benefits for the community.



(African American Carol Williams Television Ad, "A Simple School.")

- Asian/Pacific Islander advertising featured a sense of duty and the census as the “right thing to do” as well as community empowerment and benefits.



(API/Imada Wong TV Ad, “[Sunday in Mandarin.](#)”)

- An American Indian television commercial highlighted the significance of community benefits, self-identification and inclusion.



([California Indian Manpower Television Ad, California Census 2000.](#))

- Emerging Markets advertisements spotlighted family, confidentiality, citizenship, “The American Way” and self-identification.



(Armenian/Krikorian Print Ad, “[Our Children Are Counting on You.](#)”)

Media Buys Strategically Reached Targeted Audiences

With a media buy budget of \$7 million dollars, Initiative Media was directed to buy with an emphasis on network buys for cost savings, include spot buys in priority markets for each target audience and deliver the Campaign the best value for its dollars. Below are the respective media buy budgets for each market segment and the approach that was used to complement the U.S. Census buys:

- Latino (\$3,714,562)—Emphasis on Spanish-language media that included buys with Univision and Telemundo affiliates, the local L.A. market, commercial and public radio, and community newspapers statewide. A priority was to reach urban and rural Latinos.



([Hispanic Market Media Flow Chart.](#))

- African American (\$2,168,250) —A focus on radio and community newspapers, television buys with WB and UPN affiliates, local cable carriers of BET programming, radio outlets with high number of male, 18-28 listeners, and bought spots during Fox sporting events.



([African American Market Media Flow Chart.](#))

- Asian/Pacific Islander (\$907,125)—Media buys included the state’s two main TV networks, local Korean television and radio, and media serving

the varied communities including but not limited to Laos, Hmong, Filipino, Samoan, Japanese, Korean and Chinese. Since newspapers are read widely and saved by this community. CCC Campaign placed full-page ads with community papers statewide.



([Asian/Pacific Islander Market Media Flow Chart.](#))

- American Indian (\$140,594)—Media buys were with cable television reaching rural and urban populations in Northern, Central and Southern California. Nontraditional outreach such as Pow Wows was a priority.



([American Indian Market Media Flow Chart.](#))

- Emerging Markets (\$69,469)—Print and cable television reaching Armenian and Russian neighborhoods in Los Angeles, Sacramento and Fresno were bought during the first month of the Campaign.



([Emerging Market Media Flow Chart.](#))

Media Buys Delivered Value-Added Opportunities

The Campaign’s media buys gave the media relations staff new opportunities to pursue statewide editorial coverage of the Campaign’s Census 2000 messages. For example:

- KSCI-TV in Southern California matched our buys with additional spots and produced 30-second vignettes about local QAC’s and enumerator visits.
- KFOX-FM (Korean) and KAZN (Chinese) in Los Angeles gave interview time to Campaign spokespersons.
- Wave Newspaper in South Los Angeles provided editorial space and used the Campaign’s media backgrounders to write Census articles.
- KISV in Bakersfield used a Campaign script for “read overs” on the Census.
- Soulbeat in Oakland offered one-hour interviews during its public affairs show.
- Spanish language radio in Los Angeles offered drive time interview slots to the Campaign spokesperson and other representatives.
- Radio Korea used Campaign material to air news updates on the Census.

Key Activities and Highlights

The Campaign Launched with Pre-Advance Notice, Highlighted Census Weekend and Ended with Enumerator and “It’s Not Too Late” Ads

The CCC Campaign launched its TV Campaign beginning March 5 with 10-second pre-advance notice vignettes scripted by Imada Wong and La Agencia and produced featuring on-air talent by KSCI and KTSF for the Asian/Pacific Islander communities and by Univision and Telemundo for the Latino market.

Print ads followed alerting people to the arrival of the census forms and with an appeal to complete and mail them today.



(Spanish/language La Agencia Print Ad, “[Gratis](#)” and Krikorian/Russian Print Ad, “[Our Children Count! Generations Are Counting on This!](#)”)

Other print ads informed people that help was available at over 1,000 CCC QACs.



(Spanish/language La Agencia Print Ad, “[Cuento Contigo](#)” and African American Carol Williams Print Ad, “[Your Census 2000 Form. Get It Right. No Oversights](#)” and Imada Wong TV Ad, “[QAC](#)” in Korean.)

Print advertising alerted people to enumerator visits and the importance of cooperation.



(Emerging Markets/Krikorian Armenian Print Ad, “[Forgot to Mail in Your Census Form?](#)” and API/Imada Wong “[Enumerator](#)” Print Ad in Thai.)

Radio spots ran throughout the campaign for the African American, Latino and Asian/Pacific Islander communities and focused on benefits, census deadlines and enumerator visits.



(African American Carol Williams Radio Ads, “[It’s Not Too Late](#),” and “[The Delinquents](#)” and La Agencia Spanish Language Radio Ad “[5..4..3](#)”)

Television spots ran for four consecutive weeks often during primetime and always at times most likely to reach males 18-28 and caregivers of young children.



(African American Carol Williams Television Ad “[The Poet](#)” and Krikorian/Russian TV Ad, “[The Enumerator](#).”)

Print and broadcast spots were complemented by in-language 6X10’ billboards and store displays outside of convenience and grocery stores with priority given to areas where the Census 2000 response rates was lower than 56%.



(Spanish Language La Agencia, OOH, “[Este Mes, el futuro tocara...](#)” African American Carol Williams OOH, “[Make Sure They Count You This Time](#).”)

An English language public service announcement with the Governor and a Spanish language PSA with Secretary Contreras-Sweet thanked people for participating and reminded others it was not too late to mail their forms. Both commercials ran Census Weekend.



(Secretary Maria Contreras Sweet’s PSA)

Radio and print ads and inserts with enumerator messages ran in select markets and outlets at the end of May and during the first two weeks of June. Census response rates, demographic breakdowns and zip codes were used to strategically place these last ads.



(Spanish Language La Agencia Print Ad, “[Cuando las oportunidades tocan a tu puerta, abreles](#)” and API/Imada Wong “[Enumerator](#)” Print Ad in Cambodian.)

Valued-Added Opportunities Brought Visibility to Census Weekend

- L.A.’s #1 Radio station, KSCA promoted Van Nuys’ Census Day with on-air announcements prior to April 1. Channel 22 provided event coverage and produced a news segment the following Monday.
- Z-Spanish Radio promoted Sacramento Census Day the previous week and provided an onsite radio remote.
- KISS-98.1 included Census Day and the Campaign in its sponsorship of the opening day (April 1) of Oakland’s Art Festival.
- The local Univision affiliate included the CCC Campaign in its already scheduled Census Day event in Fresno.

- The BEAT Van attended Census Day activities at the Great Western Forum in Inglewood.
- KVEA in Los Angeles included the Campaign in its sponsorship of a Census Weekend special event at Olvera Street.

Media Buys Delivered the Campaign Message at Key Air Times for Reaching our Audiences

- Broadcast spots ran during prime time for all groups.
- Spanish language TV commercial/vignettes aired during local news.
- African American TV buys included a spot tied to a Sunday NBA game aired on NBC in Sacramento as well as a spot during the showing of “Don Quixote” on TNT.
- Asian/Pacific Islander television spots were tied to popular programming.

Process Development

Team Coordination

Rarely is media time purchased, produced and placed almost simultaneously for a statewide advertising campaign in 14 languages. Given the challenge, team coordination, and near immediate script approvals—daily communication with and between the creative agencies and the media buyer was critical to executing the advertising campaign within short four weeks.

Three aspects of process development were important to expediting coordination among team members:

1. The Secretary Approved Creative Concepts and Entrusted Script Approvals to Campaign Director and Assistant Director of Marketing. Quick approvals were essential to meeting production and media buy deadlines. Without them, the risk was high that there would be blank airtime. Given the urgency, a checks and balance approach to broadcast and print approvals was instituted with the Campaign Director and Assistant Director of Marketing both reviewing and signing off on nearly all advertising.
2. Initial Team Meeting Set the Tone and Created Team Connection. The quick turnarounds precluded lengthy and formal team meetings. Instead, the team met once prior to media being purchased. This enabled the campaign’s Sacramento office to review invoicing procedures with team members and for team members to establish a connection. It also gave each account team a chance to meet with the Assistant Director of

Marketing and the Campaign Director to review strategies and implementation plans. For the remainder of the campaign, most communication was via email, fax and phone.

3. A Team Approach to Billing and Administrative Matters. Given the amount of detail required to implement all aspects of the advertising campaign, a team approach was particularly important to managing the administration of each contract, for example:

- Review of each invoice by at least three individuals for a proper check and balance. Each invoice was reviewed initially by the Los Angeles Office Manager and then by the Assistant Director of Marketing prior to its approval by the Campaign Director or Deputy Director Campaign. In addition, campaign staff who were expert in State policies and procedures reviewed each invoice and were available for consultation.
- Records kept of approvals, creative, budgets and invoicing. Particularly, because of the quickness with which the project progressed, it was important to set up a means to retrieve copies of past approvals and consultant.

Critical Success Factors

Many factors contributed to the overall success of the advertising campaign. Below are five components without the campaign’s momentum would have waned.

Team Commitment

Without the team’s commitment to the census and to their respective communities, it would have been nearly impossible to launch the campaign within such a short timeline. For nearly three weeks, the Campaign became each account team member’s top priority and, at times, only project. In the first week, it was not unusual for team members to complete production and editing at night and on the weekends. Most, if not all team members, demonstrated some level of pro-bono commitment to the campaign.

Team Expertise

The creative consultants’ expertise about their respective communities and the Census, made for a smoother approval process and enhanced the ability to place advertising with ethnic driven and in language media statewide. The Campaign staff’s prior work with media agencies was helpful in facilitating daily communication.

Culturally-Sensitive and Appropriate Strategy

A foundation of the advertising campaign was to assure advertising that was culturally sensitive and appropriate to each target community including but not limited to language, tone, design, and cultural factors that could serve as incentives or disincentives to census participation.

Commitment to Strategy

From the beginning, Campaign staff was committed to setting the strategic tone for the outside consultants including, but not limited to, message development and the media plan. Given late approvals of consultant contracts, this commitment was particularly important. Much advance work on the advertising strategy, the messages and the media plan was undertaken prior to the final approval of the entire advertising team and completion of their contracts.

Realistic Viewpoint

Early on in the Campaign a strategic decision was made that messages would focus on the process. This realistic viewpoint was key to executing the advertising in rapid time.

Flexibility

Where there was room for flexibility, it was important to the progress of the Campaign. A clear example was setting up an expedited payment process for the agencies. The quick timeframe of the Campaign meant that most agencies incurred a sizeable outlay of cash for television production. State law prevents advance payment, which is the industry standard for advertising agencies. An expedited payment process by the State enabled the campaign to proceed.

Checks and Balance Approach

As described in the section, “Process Development,” a checks and balance approach to script approval and invoicing was important because of the speed with which the Campaign and the advertising team had to operate.

Barriers To Success

Time Constraints

The biggest barrier to success was the inadequate time available to accomplish advertising goals. This impacted the campaign most notably by:

- insufficient time to test messages through focus groups.

- having to solicit consultants through sole source.
- limiting ability to purchase media at preferred times and rates.
- value-added advertising opportunities could not be ascertained until all the buys were completed which left a very short window of opportunity for pursuing these offers.

Process

The state’s process and administrative requirements was at odds with how media/advertising agencies operate. It created stumbling blocks to Campaign progress. Two examples: 1) Invoices were required to be produced in a format that was outside agency standard operating procedures. The agencies at first had difficulty submitting completely correct invoices. 2) Required vendor invoices proved a challenge for the agencies given the short timeline of the Campaign.

In addition, existing state processes did not offer easy solutions to quick and temporary staffing needs.

Audience Predisposition

It is unusual to run an advertising campaign targeting the audience least likely to buy the designated product. In this campaign the target audience was exactly those people least likely to participate in the Census.

Budget

Because of the number of languages targeted and the number of dubs and mechanicals the creative agencies had to produce for each broadcast spot, print ad or out-of-home billboard, out-of-pocket expenses were considerable, leaving little money available for production past April 1. The opportunity to receive exceptionally low rates for media time was precluded by the insufficient lead-time.

Finally, budget could have been a barrier if the campaign had continued for a longer time. The optimum choice would have been saturating the market rather than the less costly option of airing with less frequency at less desirable times.

Best Practices

Creative consultants were selected because they could produce an advertising campaign tailored to each individual market in tone, style and design. As a result, each creative consultant can be viewed as implementing a ‘best practice’ for his or her market.

Lessons Learned

The Time Available to Execute a Statewide Multilingual and Multicultural Advertising Campaign Will Have a Direct Impact on What Media You Can Use and at What Cost. For example, billboard and transit contracts are ordinarily drawn up for a month and are booked far in advance. The shorter the advertising campaign the greater likelihood that nothing will be available. The result strategically is that choices of how to take the campaign into the neighborhood are narrowed. In addition, costs can be greater for buying media time.

A Condensed Timeline Will Impact How Advertising Agencies React to State Policies and Procedures. The condensed timeline placed a greater focus on the differences between how the state and the media consultants run their operations fiscally. Production costs for advertising agencies can be high and the shorter timeframe did not give the agencies time to spread out their costs. The result was a considerable outlay of cash without advance payment or immediate reimbursement.

Contractual Agreements and Budgets Need to Take into Account How Outside Consultants' Specifically View Their Time and Expertise. For example, on the media buy side, commissions only cover the purchase, and not the media plan, changes in the plan and the transmission and accounting for the material. On the creative side, the more media placed with different format requirements, the greater the out-of-pocket costs for dubbing and creating mechanicals. The result is less money for creative changes in message and design.

When Making Media Buy Decisions, Only Part of the Cost Equation Is Addressed. Quite clearly with every buy there must be creative efforts undertaken. But since media buys are reconciled against what is bought vs. what is actually aired there can be cost savings for future buys. This can create a

dilemma if your creative budgets are disproportionate to your media buy budget and/or your existing advertisements have a short shelf life.

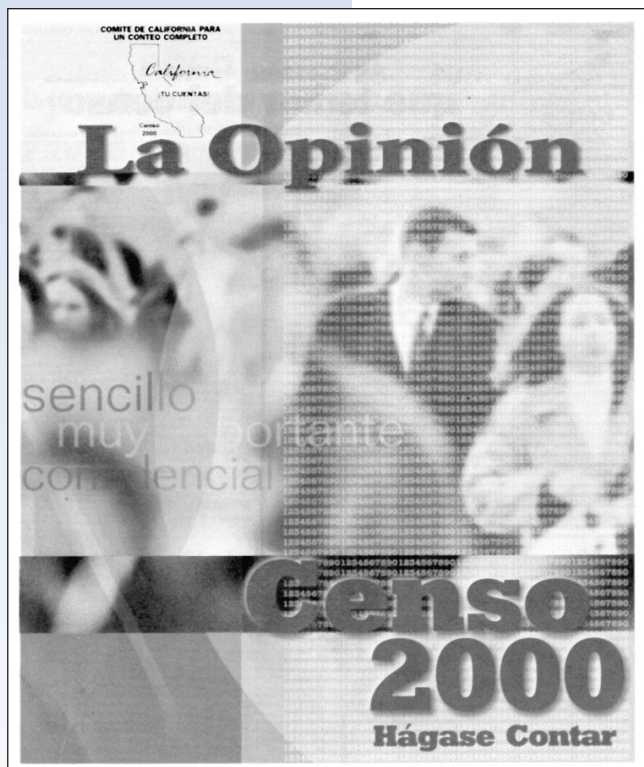
Knowledge of One's Own Community is As Valuable as the Technical and Creative Side of the Advertising Campaign. The creative consultants' knowledge of their communities better enabled the campaign to create a synergy between how the buys were made and the actual advertisements were executed.

The Upfront Strategic Decisions and Analysis Were Key to Implementing Five Distinct Yet Consistent Advertising Campaigns. This work allowed us to have a strong focus for the consultants, freeing their time for tailoring the message and producing the advertisements.

Recommendations

Below are a series of recommendations that should be considered when planning and implementing the Census 2010 advertising campaign:

- This type of advertising campaign—multicultural, multi language and statewide—can and should be repeated in 2010.
- A future campaign should have as a cornerstone the most recent immigrant shifts, current demographic makeup of the state and income patterns for each market. Reviewing 1990 Census Tract data, there appears to be a pattern (with the exception of the Latino community) between income and census participation, as income decreases so does census participation. As a result, the Census 2010 Campaign should include income as a priority and extend the target to reach all California residents at the poverty level.
- A two-tier campaign strategy that further defines the hard-to-reach should be explored. In this way, a campaign reaching those predisposed to the Census and those truly hard to reach might be created. The end result, for example, would be a bilingual campaign directed at Latinos and a campaign that relies earlier on grassroots marketing.
- Any future campaign should have a larger advertising budget for an extended campaign time through the summer, with greater out-of-home purchases and costs associated with general market media placement.
- A separate budget should be created for a market research firm to measure public awareness about the Census before and after the Campaign. The research should target specific census tracts



statewide with linguistic and ethnic representation in mind.

- A future campaign should be extended to include enumerator messages within specific census tracts and for a longer period of time using nontraditional means such as theatre promos, catering truck messages, and local advertising circulars.
- A longer lead-time should be implemented to allow for focus groups, purchasing out-of-home inventory and enhanced coordination among the different components of the campaign.
- The advantages of using a larger media buyer for leveraged buying should be weighed with the efficiencies created by having the same agencies produce the advertising and place it.
- Legal and contract administration staff well-versed in state procedures should be on board from day one to support campaign managers at all offices.
- Sole source was important to expediting the campaign's progress and should be considered again.

Publicity and Press Relations Efforts

In addition to the "California, You Count!" paid advertising efforts, the CCC Campaign also embarked on a media relations component that complemented campaign outreach activities and the paid advertising campaign.

The main focus of the California Complete Count Committee's media relations campaign was to educate the state's residents regarding the necessity of the census to California, to update them about the process for meeting key deadlines and to encourage the return of complete questionnaires in a timely fashion.

Members of designated undercounted populations were asked to either mail in their questionnaires or to visit state-funded questionnaire assistance centers (QACs). As a last resort, residents were asked to submit "Be Counted" forms indicating their addresses.

Over 40 million impressions about the census were made on Californians through coverage generated in print, television, radio and online media outlets. Undercounted communities statewide including Asian/Pacific Islanders, African Americans and Latinos were specifically targeted by media relations efforts. Press materials including information kits, media releases' and public service announcements were trans-

lated, as needed, into Spanish, Tagalog, Vietnamese, Chinese, Korean and Russian with the assistance of the state's Department of Social Services language translation unit.

Generating Free Press

In line with the campaign's overall outreach strategy, the media relations team generated news coverage that complemented campaign goals of educating, motivating and involving Californians to complete and return census questionnaires on time.

Through opinion editorials (op-eds), press releases and press conferences, the campaign provided platforms for elected officials and community leaders to promote the benefits of being counted. The campaign also targeted and involved ethnic media across California by hosting roundtable discussions and breakfasts aimed at informing ethnic media representatives who would then encourage the public to participate in Census 2000.

In support of campaign outreach activities, the media relations team obtained media coverage at special events to promote census participation statewide. A compilation of media clippings has been created to document coverage of the campaign.

Results

- Generated statewide free publicity through public affairs shows, ethnic outlets and the Internet website.
- Participated in press events including roundtable discussions, press conferences, cultural festivals targeting ethnic and emerging markets including African American, Latino, Asian Pacific Islander, American Indian, Armenian and Russian.
- Hosted a campaign kickoff rally in Sacramento to officially launch campaign.

Total Media Impressions

The California Complete Count Committee made over 8,000,000 media impressions through print, radio and television outlets with statewide and national reach

from January through April 2000. The campaign's website generated over 10,000 hits.

Media Highlights

Print
<p><i>Wall Street Journal/California Edition</i></p> <p><i>Los Angeles Times</i></p> <p><i>Gannett Wire Service</i></p> <p><i>La Opinion</i></p> <p><i>Wave Publications</i></p> <p><i>Friday Express</i></p> <p><i>Manila-USA Times</i></p> <p><i>Impacto Zeta Newsmagazine</i></p>
Television
<p><i>"Pacesetters"/KTLA-TV-Los Angeles</i></p> <p><i>"Soul Beat International" Television/Oakland</i></p> <p><i>"Midday Sunday"/KTTV-TV Los Angeles</i></p> <p><i>"Arriba El Valle Central"/Univision Fresno</i></p> <p><i>"Teatime"/KSCI-TV-Los Angeles</i></p>
Radio
<p><i>"Linea Abierta"/Radio Bilingue-Fresno</i></p> <p><i>"Street Science"/92.3 The Beat-FM Los Angeles</i></p> <p><i>FM Seoul/Los Angeles</i></p> <p><i>"The Stephanie Edwards Show"/KIEV-AM-Los Angeles</i></p> <p><i>KDYA-AM/Oakland</i></p> <p><i>KBMB-FM/Sacramento</i></p> <p><i>Z-Spanish Media</i></p>

Key Activities and Highlights

The Media Relations team hosted a series of ethnic media breakfasts that educated the press about the importance of the Census to their ethnic audience. In addition, several breakfasts targeting faith based leaders in Northern and Southern California were held which complemented the CCC Campaign's grassroots outreach efforts. The CCC Campaign also had a bilingual (Spanish speaking) spokesperson who appeared on public affairs programs statewide and in national

publications. The Campaign Director and Deputy Director Campaign also were interviewed by local news networks and state political journals. To provide basic information about the CCC Campaign's efforts and the importance of the Census, the media relations team distributed media kits to all elected officials and across the state. Finally, the media relations team coordinated public service announcements in-language together with community leader

Results and Outcomes

"Experts are convinced that the California outreach effort made the difference. Nationally, only 17% of counties and cities met targets set by the Census Bureau based on 1990 mail response rates for each community. But in California, the results were twice as good, with 35% meeting or beating the targets."

- L.A. Times May 23, 2000 "State Census Strategy Was on the Money"

The California Complete Count (CCC) Campaign was successful in helping maximize the number of Californians counted and reducing the undercount by focusing their efforts specifically on undercounted population groups. California's Mail Back Response Rate outpaced the entire country. While the nation's Final Mail Back Response Rate was 67%, two percentage points higher than the 1990 national average, California's Final Mail Back Response Rate was 70%.

Nearly 1.2 million more Californians responded than the U.S. Census Bureau had projected. The U.S. Census Bureau had budgeted for California based on a projected 58% Mail Back Response Rate. With 70% of California households responding, the U.S. Census Bureau Non-Response Follow-Up (NRFU) team was relieved from the necessity to reach those 1.2 million additional individuals. The U.S. Census Bureau's NRFU phase in California was completed nearly three weeks earlier than planned. The CCC Campaign takes credit

for unifying communities across the state to encourage individuals to mail in their census questionnaire as well as "Open Your Doors" to the census takers.

The CCC Campaign grassroots advertising and Community Based Organization (CBO) Outreach approach was extremely effective in reaching hard-to-count populations that would not be affected by the U.S. Census Bureau's broad and general advertising campaign. All of the CCC Campaign's advertising spots/ads were in-language, ethnically based and reached deep into the undercounted communities.

CCC Campaign Makes Deep Impressions on California's Diverse Communities

The CCC Campaign followed a strategy of identifying, informing, and educating the various target undercount groups.

In This Section:

CCC Campaign Makes Deep Impressions on California's Diverse Communities

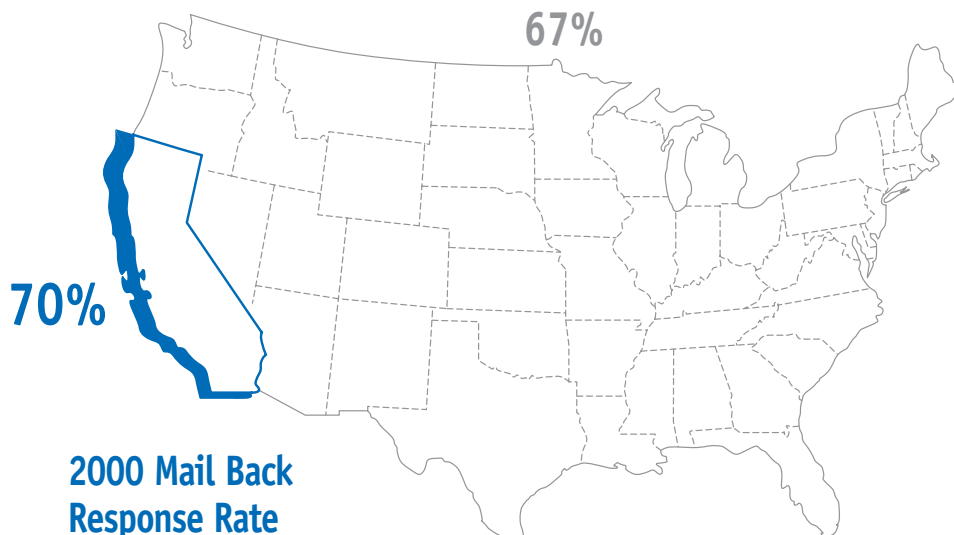
Measurements of Success

Department of Finance
Independent Finding

California's Final Mail Back Response Rate of 70% greatly exceeded the U.S. Census Bureau's expectations for the Projected California Census 2000 Mail Back Response Rate of 58% and far exceeded the state's 1990 Census Response Rate of 65%.

"While the Census Bureau encouraged participation nationwide, the state's campaign 'was better targeted to California's diverse communities, including those in the past where the participation effort was not as successful,' said Tim Ransdell, executive director of the California Institute, a think tank and advisory group for the state's congressional delegation."

— May 23, 2000, Los Angeles Times



The target undercount groups based on the results of the 1990 Census data were:

Children (infant to 17 years)

Males age 18 to 28

African Americans

Latinos

American Indians

Asians/Pacific Islanders

Homeless

Migrant/seasonal farm workers

These groups were identified as those segments of the population that were least likely to participate fully in the census.

Operating under the premise that each impression on a target undercount individual increased the likelihood of that person voluntarily participating in the Census, the CCC Campaign required its funded partners to document the number of impressions they made using the CCC Campaign funding. The goal of all outreach activities was to touch, as many times as possible, members of the various undercount groups through this extensive statewide outreach program. The partners, included local governments, schools, community based organizations, faith based organizations and state agencies. The CCC Campaign's "California, You Count!" paid advertising campaign

differed from the U.S. Census Bureau's broad educational media campaign and was focused at the grassroots, ethnically driven level of media. The "California, You Count!" Campaign had a deeper reach and directly touched each and every target undercount group in California.

A "touch" or "impression" was defined as the direct, or indirect, contact that occurred between the "California, You Count!" outreach efforts and a potential census participant. This outreach program emphasized the collaboration with various entities: County Offices of Education (COEs), County Complete Count Committees, state agencies, community based organizations (CBOs), creative media contractors and a media-buy contractor. Through these partnerships the CCC Campaign was in a position to have greater, direct access to the undercount groups. For example, through the use of TV, radio, print, and promotional events, the CCC Campaign was able to link with individuals or groups that the undercount community trusted—an essential determinant to the success of the campaign.

Measurements of Success

Standards of measurement determine the level of success or failure of a program. The CCC Campaign's overwhelming success ratio can be measured in two very different ways.

First, the campaign's success is evident in the many positive articles written nationwide by various print media.

Second, and most significant, the campaign's level of success is directly correlated to the increase in the number of Mail Back Response Rates in California. In fact, the campaign's success allowed the U.S. Census Bureau enumerators to complete their task as much as

THE WASHINGTON CONNECTION / ROBERT ROSENBLATT

State Census Strategy Was on the Money

Invest \$25 million this year and get \$5 billion in return over the next 10 years.

Sounds like a pitch for a hot Internet stock. Or the profit potential of a patent on some new wonder drug.

Instead, it is a measure of the extra riches California could reap in federal aid from a successful census, one that comes close to counting every state resident.

The 1990 census missed 800,000 Californians, according to Census Bureau estimates—enough to cost the state one additional seat in the U.S. House of Representatives and an estimated \$2 billion in federal funds for everything from schools to hospitals over the past decade.

Gov. Gray Davis and the Legislature, determined to avoid another undercount, agreed to do something the state never tried before: Use Californians' tax money to increase their chances of being tallied by the federal census. Stakes are huge: If the undercount is as large this time as it was in 1990, the state will forfeit \$5 billion in its share of federal dollars for the next 10 years.

Reinforcing the Census Bureau's \$170-million, nationwide publicity effort, the state approved a \$25-million campaign in California to encourage people to be counted. The state money was spent helping community groups run 1,600

outreach centers where people could get help with their forms, preparing television and radio commercials in half a dozen languages, and sending speakers to piggyback on community events and sell the census. A mariachi festival in Fresno, an Asian community gathering in Sacramento, hip-hop jams in Los Angeles, all had plugs for the census as part of the day's entertainment. The results so far are encouraging: While the national tally showed 65% of people mailed back their census forms, the same figure as in 1990, California's tally jumped from 65% to 68%. Only one other state—Massachusetts—showed a greater improvement.

Experts are convinced the California outreach effort made the difference. Nationally, only 17% of counties and cities met targets set by the Census Bureau based on 1990 mail response rates for each community. But in California, the results were twice as good, with 35% meeting or beating the targets.¹ While the Census Bureau encouraged

participation nationwide, the state's campaign "was better targeted to California's diverse communities, including those in the past where the participation effort was not as successful," said Tim Ransdell, executive director of the California Institute, a think tank and advisory group for the state's congressional delegation. The program "contributed significantly to California outperforming other states," he said.

Traditionally, the biggest undercounts came in minority neighborhoods and communities with lots of immigrants. How do you persuade people from countries with corrupt and threatening bureaucracies that the census is indeed private, that nobody from the Immigration and Naturalization Service will get a whiff of their personal information? Or win the confidence of folks in poor neighborhoods, where federal services such as school lunch programs, Head Start and medical clinics are vital, but the residents are deeply suspicious of anybody who says, "I'm from the government, and I'm here to help."

You do the selling job with high school rallies, street fairs, storefront bulletins in many languages, and the backing of preachers, teachers and community activists.

"We had authentic community leaders running the down-on-the-street program and working cooperatively with the government," said Maria Contreras-Sweet, secretary of the state's Business, Transportation and Housing Agency. "When you have reputable and authentic grass roots," said Contreras-Sweet, who headed the state effort that brought together government agencies with community groups.

The relentless advertising message worked, with rates improving everywhere. Not just in poor inner-city neighborhoods, traditionally the scene of the lowest response rates, but also in middle-class communities and affluent suburbs.

The message seems to be still working, even after the census forms were returned

in the mail. The current task is to knock on doors and get responses from the 42 million households that didn't return forms in the mail.

The census enumerators—the workers who knock on the doors—have completed an impressive 61% of their tally in Southern California, compared with 50% nationally.

The advertising campaign and the backing of community leaders are vital to ensure a friendly and truthful reception when census enumerators knock on the doors. People have to believe that nobody will drop a dime, telling the IRS that Mrs. Jones has some extra tenants, college students who are paying cash. Or tipping off the INS that Mrs. Smith has two restaurant workers, illegal immigrants, sharing a bedroom in her house.

"We're concerned about the 'in-law apartments' that may have been missed," said Ditas Katague, a special consultant for the state's program. In Southern California, with its high rents, there are lots of people living in basements, or garage apartments, or houses designed for a single family. To tally these hard-to-reach people, the slogan is, "It's not too late and don't be missed," said Katague. "Community-based organizations know who these people are and where they live."

three weeks early. Although the success cannot be solely attributed to the “California, You Count!” Campaign, the CCC Campaign draws a strong correlation between the number of impressions made on the target audience groups and their improved Mail Back Response Rates.

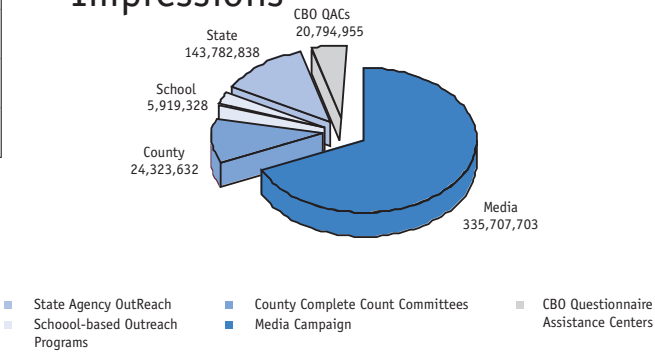
Throughout the campaign more than 530 million impressions have been reported by the five funded outreach areas: State Agency, County Complete Count Committee, County Office of Education (COE), Medi and Nonprofit Questionnaire Assistance Center (QAC). Reported impressions are as follows;

State Agency	143,782,838
County Complete Count Committee	24,323,632
County Office of Education (COE)	5,919,328
CBO Nonprofit Questionnaire Assistance Center	20,794,955
Media	335,707,703

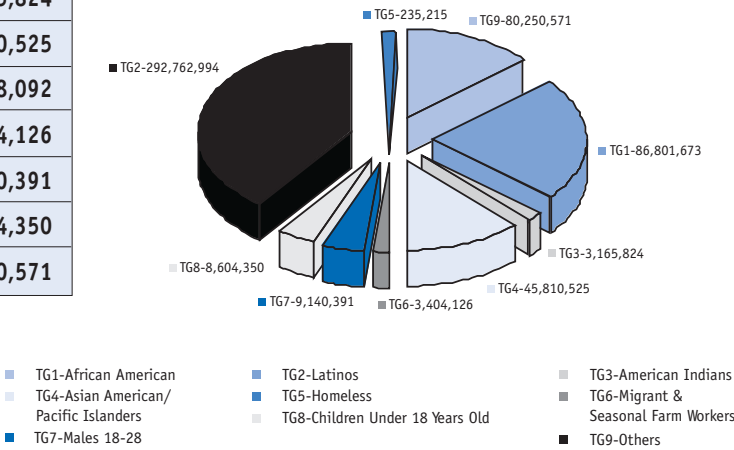
The impressions, above and left, can be further divided into the specific targeted groups. Specific ethnic target groups are selected based upon 1990 highest undercounted population. Target groups and impressions for Census 2000 are as follows;

TG-1	African American	86,801,673
TG-2	Latinos	292,762,994
TG-3	American Indians	3,165,824
TG-4	Asian/Pacific Islanders	45,810,525
TG-5	Homeless	238,092
TG-6	Migrant and Seasonal Farmworkers	3,404,126
TG-7	Males 18 - 28	9,140,391
TG-8	Children Under 18 Years Old	8,604,350
TG-9	Other	80,250,571

530,528,456 Total Impressions



Impressions By Target Group



Department of Finance Independent Finding

Introduction

Many people in California were not counted in the 1990 Census. California had an undercount of 838,000 persons, or about 20 percent of the national undercount of four million persons.¹ California’s undercount rate of 2.7 percent, which is the ratio of its undercount to its own population size, was much higher than the national undercount rate of 1.6 percent. Estimates show that this undercount cost California one seat in Congress and federal funding valued at \$2.2 billion during the decade.² Within the state, the undercount was unevenly distributed across counties and population groups. Some groups, such as children and minorities, were missed at higher rates than others. This disparity is referred to as the differential undercount.

¹ The undercount figures referred to in this report are the net undercount, which represent the gross undercount (people missed) minus the overcount (people counted more than once). The U.S. Census Bureau estimated the 1990 undercount using the results of a sample survey after the actual enumeration.

² U.S. General Accounting Office, February 1999.

In an effort to avoid another large and differential undercount (more persons in minority populations were missed) in Census 2000, Governor Davis authorized an extensive census outreach program and established the California Complete Count Committee. The Legislature appropriated approximately \$25 million in funds, making California the only state in the nation to approve a census outreach program of this magnitude. In addition to increasing overall awareness of Census 2000 statewide, the campaign addressed the differential undercount problem by targeting groups with high 1990 undercount rates: African Americans, Latinos, American Indians, Asian Americans and Pacific Islanders, children, males age 18 to 28, the homeless, and migrant and seasonal workers.

The Complete Count Campaign contracted with community organizations to target these local populations. Like the U.S. Census Bureau's paid advertisements, the campaign's main focus was to encourage people to send in their form by mail. However, the campaign targeted undercounted groups in specific local areas in California. For people who needed help filling out the form, the campaign funded questionnaire assistance centers and publicized their locations. These state-funded centers were resources available to people in addition to the questionnaire assistance centers operated by the U.S. Census Bureau. During the period of non-response follow-up, the campaign message was to encourage people to cooperate and "open your door" to U.S. Census Bureau enumerators.

Extensive evaluation of the success of outreach efforts such as the Complete Count Campaign and the U.S. Census Bureau's advertisements in reducing the undercount in Census 2000 will be undertaken when redistricting data are released in March 2001.³ In the meantime, since the main focus of the outreach was to encourage people to mail in their census form, one way to measure the campaign's effectiveness is to analyze the improvement in mail response between 1990 and 2000. While an improvement in an area's mail response does not always result in a decrease in the undercount, changes in mail response can be used as a general indicator of the level of participation in Census 2000 and of the likely direction of change in the undercount between 1990 and 2000.⁴

Census 2000 Mail Response in California

In the State of California, the mail response rate rose from 65 percent in the 1990 Census to 70 percent in Census 2000.⁵ These impressive results were obtained despite widespread expectations of a decline in census participation: the U.S. Census Bureau had projected a Census 2000 mail response rate of only 58 percent in

California. California's response rate improved not only in relation to its own response in 1990 but also in relation to the national response. In 1990, California's mail response rate was the same as the national rate of 65 percent; in 2000, its rate of 70 percent was three percentage points higher than the national rate of 67 percent. California's 70 percent response was also significantly higher than the rates obtained in other large states: Texas's Census 2000 response rate was 64 percent; Florida and New York's rates were both 63 percent. Moreover, the amount of improvement between 1990 and 2000 in these other large states was 3 percentage points or less. California is one of only five states that met the U.S. Census Bureau's '90 Plus Five challenge to better their 1990 rate by five percentage points or more.⁶ The other four states meeting their target were Massachusetts, Rhode Island, Wyoming and Nevada. Mail response rates for the nation and the 50 states are displayed in Table 1.

To compare mail response between the two decennial censuses, mail response rates for the cities, counties, and census tracts enumerated by mail in 1990 and 2000 are analyzed. Jurisdictions enumerated by mail in both years are referred to as "comparison jurisdictions." In which of these jurisdictions did Census 2000 mail response rates improve? In how many of these jurisdictions did Census 2000 mail response rates meet their '90 Plus Five target? What are the demographic characteristics of these jurisdictions and where are they located? (Table 1)

Compared with the 1990 census, Census 2000 mail response rates improved or remained the same in areas enumerated by mail in both years for:

- 87 percent of the counties
- 90 percent of the cities
- 84 percent of the census tracts in California

About half of these jurisdictions met or exceeded their '90 Plus Five target rates (Table 2).

To illustrate where jurisdictions with improvements are located, mail response data are displayed in tables and maps. In Table 3, county mail response rates for 1990 and 2000 are sorted first alphabetically by county name, then by the percentage point improvement between censuses, by the 2000 rate, and finally by the 1990 rate. The sort by percentage point improvement (sort #2) shows the 40 counties with Census 2000 response rates at least as high as their 1990 level and highlights in bold the 20 counties that met or exceeded their '90 Plus Five target rates. The seven counties with the largest percentage point improvements were Stanislaus, Imperial, Madera, Alameda, Orange, Tulare and Yolo. Only six counties had lower response rates in 2000 than in 1990.

Where did Census 2000 mail response rates improve? In

⁴ An improvement in mail response does not necessarily mean a lower undercount. An increase in the mail response rate can mean a change in the timing of when people respond to the census or it can mean that individuals mailed in their form who wouldn't have otherwise participated at all. If the latter were the case and as a result more people were counted, then the improvement in mail response would result in a smaller undercount. If the effect of the campaign were to encourage mail response among people who would have eventually cooperated anyway with door-to-door enumerators during non-response follow-up, then census outreach saved the federal government money by reducing the non-response follow-up case load but it would not reduce the undercount. In general, improvement in mail response in an area usually does result in a lower undercount.

⁵ Data source: U.S. Census Bureau, Census 2000 final mail response rates. State, city, and county data were posted on the Bureau's website <http://www.census.gov/> on September 19, 2000. These data include census forms received through the mail, internet or over the phone as of 9/7/00. The mail response rate is defined as the number of mail returns divided by the mail out universe, which includes occupied plus vacant units. The mail return rate, which includes only occupied units in the denominator, is a better indicator of census participation, but will not be available until 2001.

⁶ A jurisdiction's '90 Plus Five target rate is 5 percentage points higher than its 1990 mail response rate.

many cases, large improvements occurred in areas with low levels of mail response in 1990. Imperial County is a good example of a jurisdiction with a large improvement in mail response (9 percentage points), but a relatively low level of response in 1990 (51 percent) and 2000 (60 percent). Ventura County, on the other hand, had the highest level of mail response in the state in both years, 76 percent, but its mail response rate did not improve in Census 2000.

Maps showing mail response rates are included at both the county level (Map 1) and the tract level (Maps 2 and 3). Areas enumerated by census takers instead of by mail are shown in white and are labeled “Missing Data” in the legend. In Census 2000, more areas in California were enumerated by mail than in the 1990 Census. Areas enumerated by mail for the first time in 2000 tend to have relatively low levels of mail response. Areas shaded in blue had mail response rates of 65 percent or higher while areas with rates less than 65 percent are shaded in gold. It is interesting to compare the maps at the county and the tract level for the same year. The Census 2000 county map, for example, gives the impression that most of the low response is in Northern California (Map 1). The Census 2000 tract map shows a more detailed, complicated picture with low response tracts spread throughout all counties (Map 3). In general, lower response rates are located in rural areas. While all counties were at least partially enumerated by mail in 2000, some areas of the state were still enumerated only by census takers.

Maps 4 and 5 display the difference in mail response rates between 1990 and 2000, by county and tract respectively. The difference in rates was calculated for jurisdictions enumerated by mail in both years. The blue shading shows counties or tracts with Census 2000 response rates at least as high as the 1990 rates. In the dark blue areas, Census 2000 response rates met or exceeded their ‘90 Plus Five target rates. A quick glance at these difference maps at either the county or the tract level shows a lot of blue – in other words, improvement in mail response between the 1990 Census and Census 2000 was spread widely across the state. (Table 3)

Characteristics of Census Tracts Showing Improvement in Mail Back Response Rates

What are the demographic characteristics of tracts showing improvement in mail response? Table 4 shows average characteristics for the following groups of census tracts:

- 1. All tracts with a non-zero population in 1990
- 2. Comparison tracts (tracts with response rates in 1990 and 2000)
- 3. Tracts with a Census 2000 response rate that maintains or improves its 1990 rate

- 4. Tracts with a Census 2000 response rate that meets its ‘90 Plus Five target
- 5. Tracts with a Questionnaire Assistance Center (QAC) funded by the California Complete Count Committee (CCC).⁷

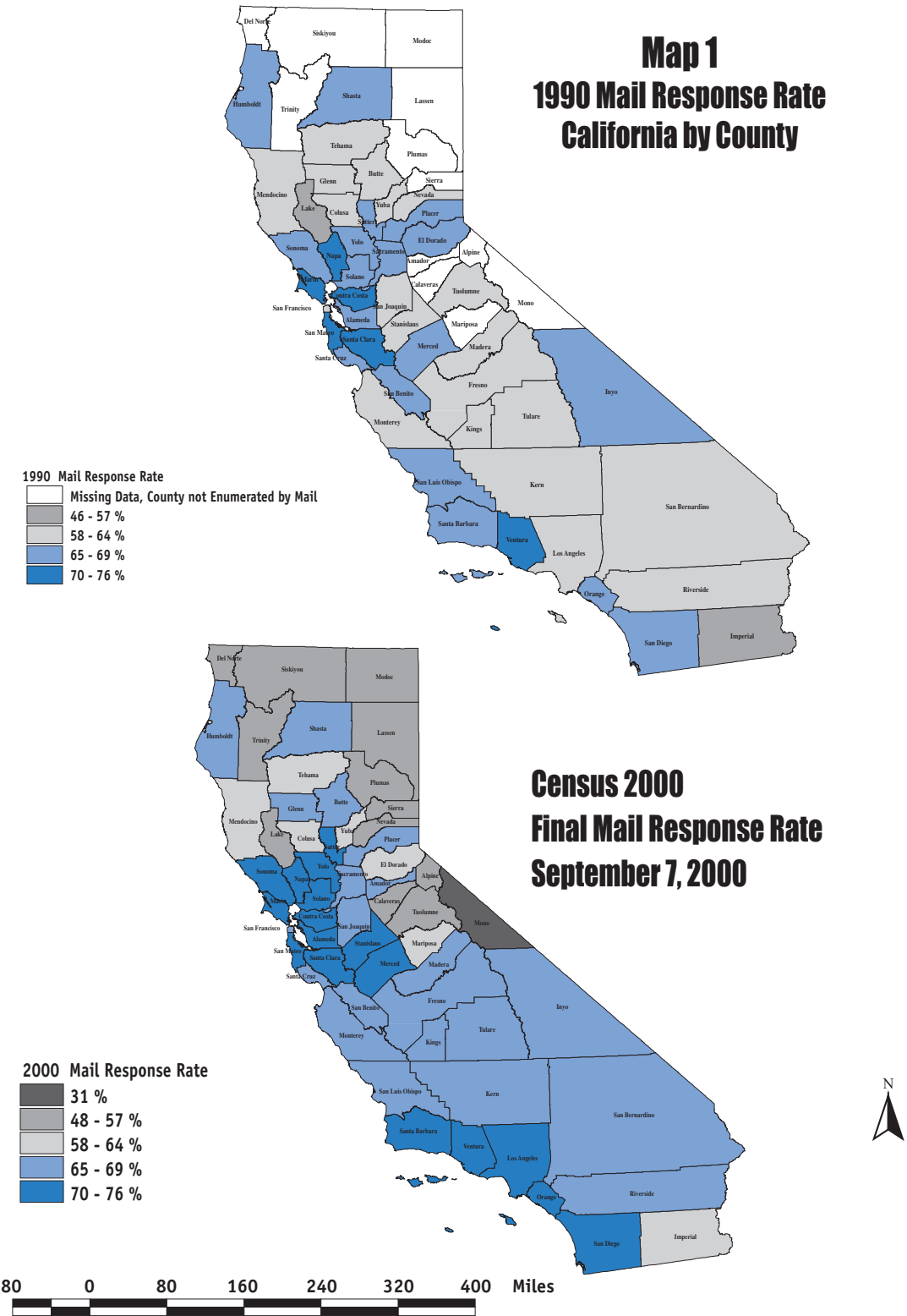
Improvements in mail response occurred, on average, in tracts with larger populations, fewer rural residents, more minority residents, and higher 1990 undercounts. From 1990 to 2000, mail response rates in comparison tracts increased an average of 5 percentage points, from 66 percent in 1990 to 71 percent in 2000. Large improvements in mail response, such as the average 10 percentage point improvement made by tracts that met their ‘90 Plus Five target, occurred in tracts with lower levels of response in 1990. The average 1990 mail response rate for these ‘90 Plus Five tracts was only 61 percent.

The 458 tracts with a Questionnaire Assistance Center (QAC) funded by the state’s Complete Count Committee (CCC) had a low average 1990 response rate of 56 percent and increased their response rate in Census 2000 by 8 percentage points. These tracts had high percentages of African Americans, Hispanics, renters, persons living below poverty level and linguistically-isolated households. The tracts with QACs funded by the CCC also had large numbers of persons undercounted in 1990, high undercount rates and were generally hard to count. To quantify this notion of “hard-to-count” and summarize the attributes of census tracts in terms of their enumeration difficulty, the U.S. Census Bureau devised a composite index called the hard-to-count score (HTC), which ranges from 0 to 132. In general, the higher the HTC score, the higher the expected undercount and the lower the expected mail response rate. The HTC scores of tracts with state-funded QACs averaged 67, which is 26 percentage points higher than the average HTC score of 41 across all tracts. Despite their hard-to-count populations, these tracts targeted by the CCC made large improvements in Census 2000 mail response. Map 6 shows the number of state-funded QACs by zip code. Insets provide enlargements for the Los Angeles, San Diego and San Francisco Bay areas.

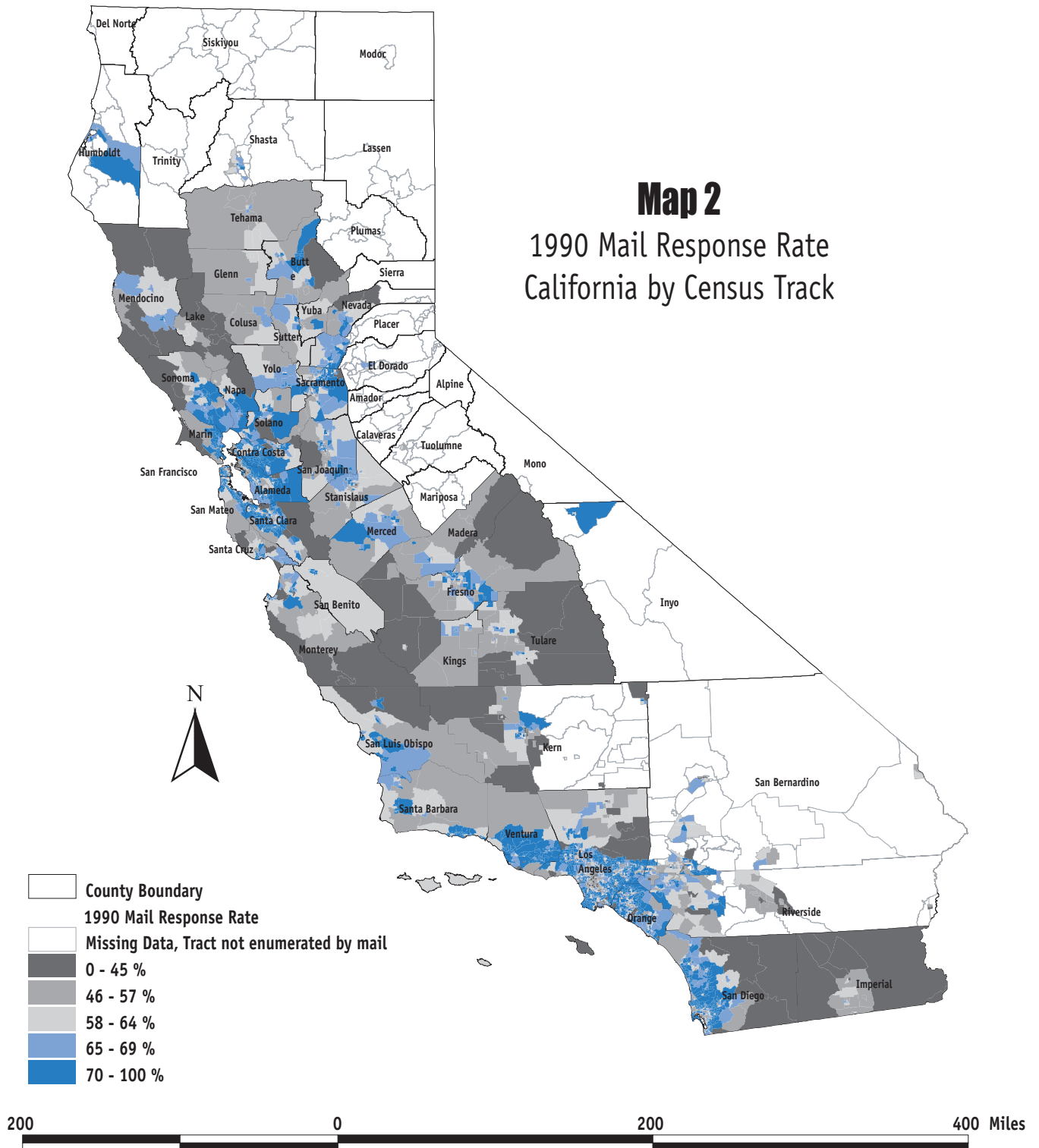
In the following sections, large improvements in mail response, measured by the number of tracts that met their ‘90 Plus Five target, will be examined with respect to these four variables:

- 1990 Net Undercount
- Race/Ethnicity
- Hard-to-Count Score
- Urban/Rural Population

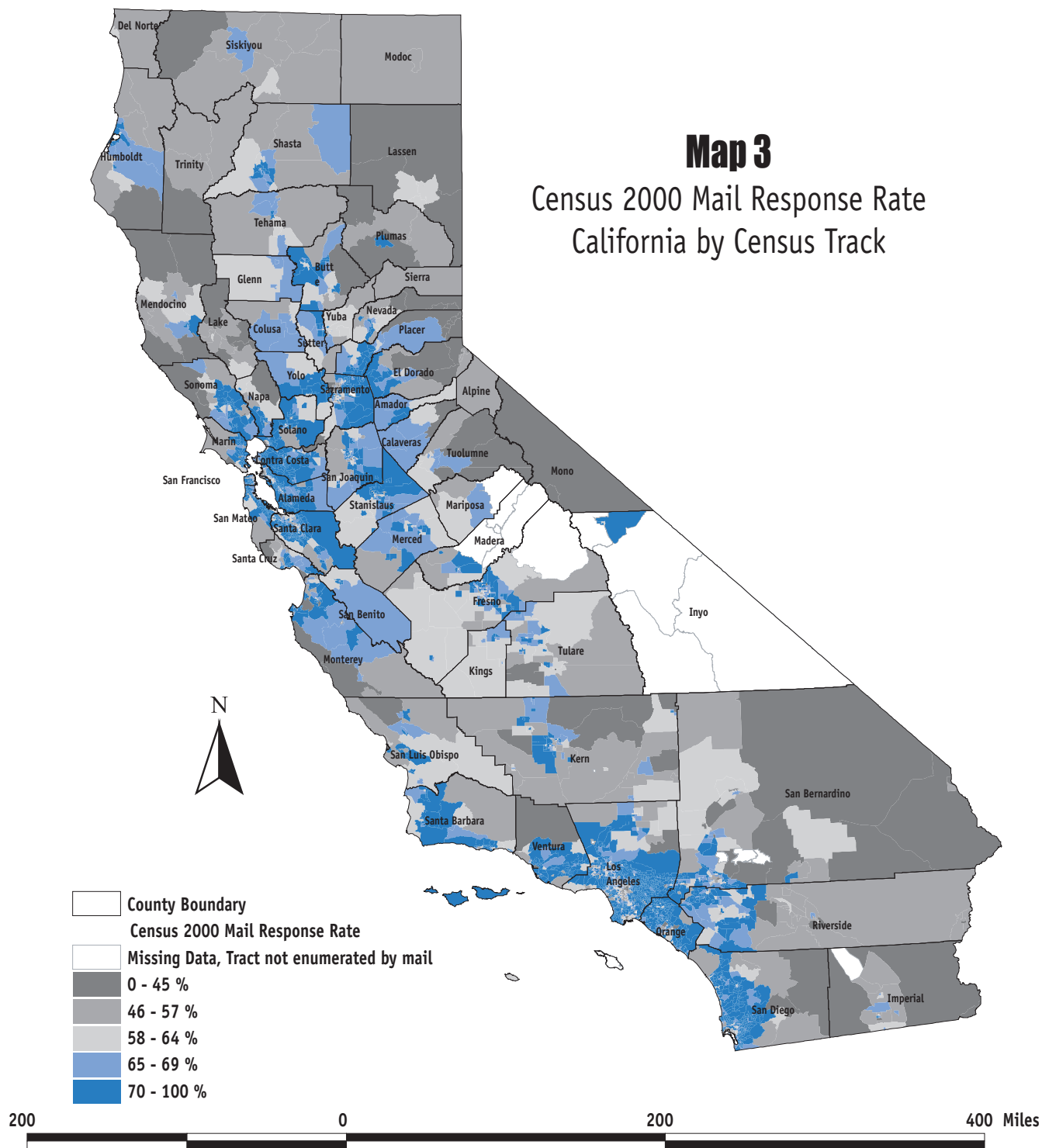
⁷ There were 458 tracts with a stationary QAC funded by the California CCC. Most tracts had only one or two QACs, but some had more, up to a maximum of nine per tract. Mobile QACs were not included in the analysis due to incomplete addresses in the master file. QACs administered by the U.S. Census Bureau were not included either.



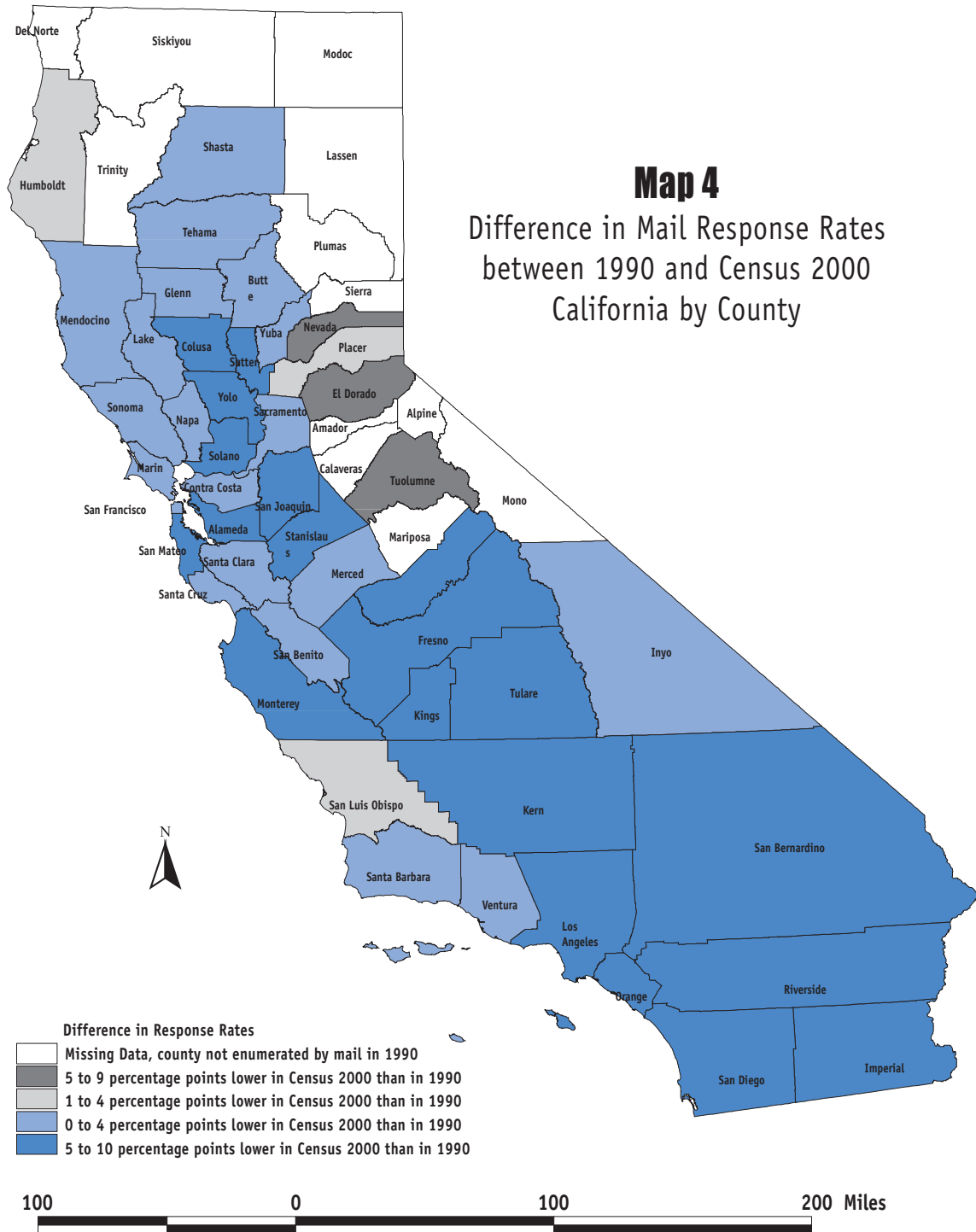
Source: 1990 US Census; Census 2000 final response rates for forms collected as of September 7, 2000.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000.



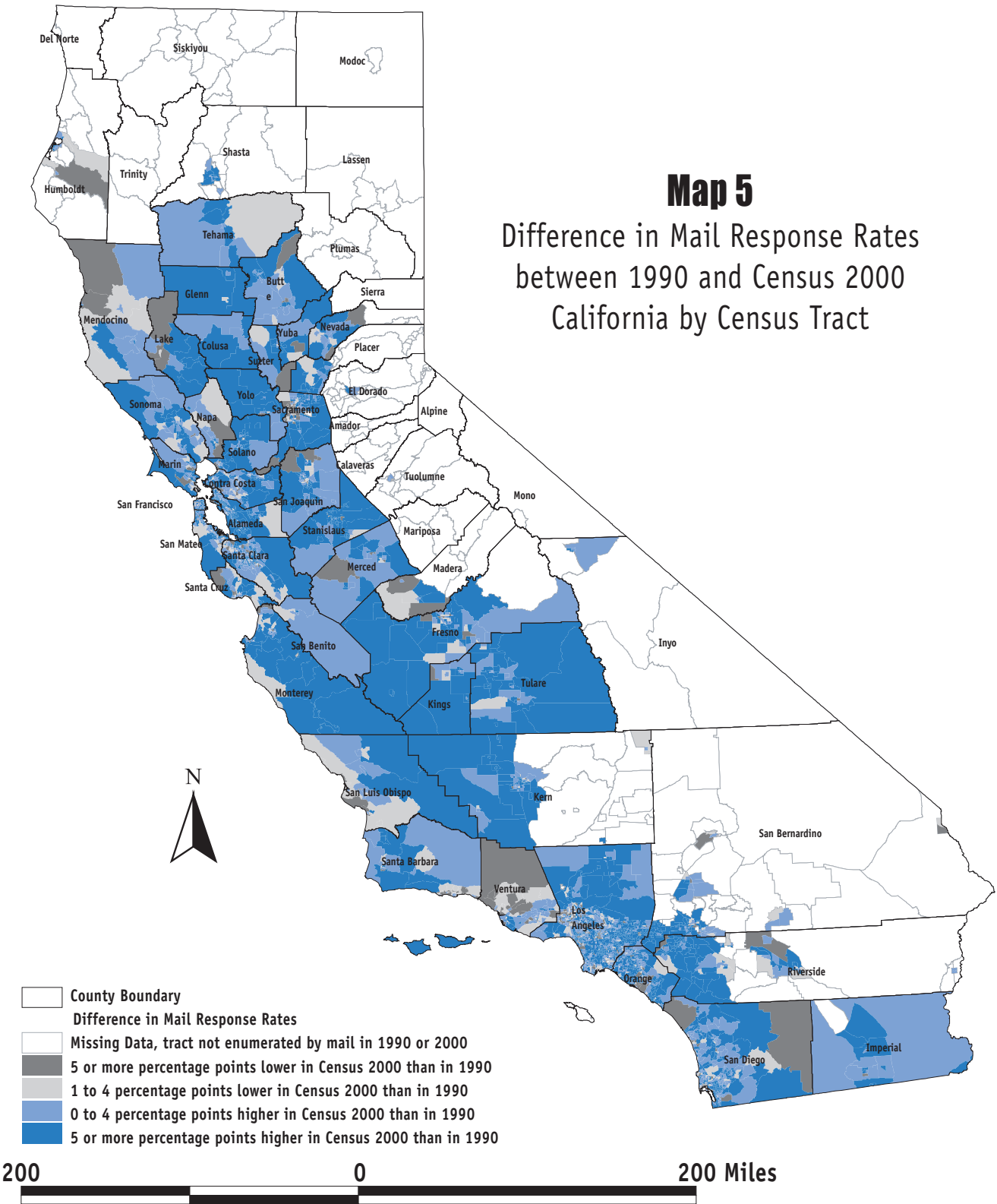
Source: 1990 US Census, Planning Database File, November 18, 1999.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000.



Source: Census 2000 - final response rates for interim census tracts, for responses received as of September 7, 2000.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000.



Source: 1990 Census; Census 2000 final mail response rates, responses received as of September 7, 2000.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000



Source: 1990 Census; Census 2000 final response rates for interim census tracts, responses received as of September 7, 2000. Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000

1990 Net Undercount and Large Improvements in Mail Back Response Rates

What is the improvement in mail response for counties and cities with a high 1990 net undercount? In 1990, areas with a high undercount often had low mail response rates. Among the counties and cities with the highest numbers of persons undercounted in the 1990 census (Table 5), only the City of Sacramento did not improve its mail response rate in Census 2000. The largest improvement at the county level, 7 percentage points, was attained in Alameda and Orange counties. Improvements of 11 percentage points or more were realized by the cities of Santa Ana, Inglewood, Anaheim, Compton, El Monte, Hawthorne, and Lynwood. Seven of the ten counties with the highest undercount and 28 of the 35 cities with the highest undercount met or exceeded their '90 Plus Five target rates (Table 5).

At the census tract level, how does improvement in mail response vary with respect to the 1990 net undercount? In Census 2000, 53 percent of California's comparison tracts met their '90 Plus Five target rates (Table 6). If comparison tracts are sorted by the number of persons undercounted in 1990 and then divided into quartiles (4 equal groups of 1,346 tracts each), the following percentages of tracts met their target in Census 2000:

- 4th quartile: 74 percent (of the 1,346 tracts with the highest undercount in 1990)
- 3rd quartile: 9 percent
- 2nd quartile: 47 percent
- 1st quartile: 32 percent (of the 1,346 tracts with the lowest undercount in 1990)

A higher percentage of tracts in each quartile met their target in Census 2000 mail response as the number of undercounted persons per tract increases. In general, the higher the undercount in 1990, the greater the improvement in Census 2000 mail response rates.

Although the largest percentage of tracts meeting their target is among tracts with the highest undercount in 1990 (74 percent), these tracts generally had significantly lower mail response than tracts with a low 1990 undercount. For tracts with the highest undercount, the improvement runs more than 7 percentage points, raising the average mail response rate from 58 percent in 1990 to 65 percent in 2000 (Table 6). This is a large improvement, but 65 percent is still 12 percentage points lower than the 77 percent average rate in Census 2000 for the tracts with the lowest undercount. Graph 1 clearly illustrates the pattern for

Table 6: As the number of undercounted persons per tract increases from the 1st to the 4th quartile, there is more improvement, but lower average levels of mail response.

Maps 7 to 12 show the spatial relationship between 1990 undercount data and improvement in mail response. An overview of the location of undercounted persons in 1990 across California is provided in Map 7. The location of comparison tracts in each undercount quartile is shown in Map 8. To isolate the difference in mail response rates for comparison tracts with the highest undercount, maps 9 to 12 shade only the 4th quartile tracts. Map 9 shows the difference in mail response rates for all 4th quartile tracts in the state. Maps 10 to 12 give a more detailed view of Southern California and the San Francisco Bay Area. The striking feature in all these difference maps for the 4th undercount quartile is the large number of blue census tracts, indicating widespread improvement in mail response between the 1990 Census and Census 2000. By and large, most tracts with high numbers of undercounted persons in 1990 show large improvements in mail response between 1990 and 2000.

Table 7 examines mail response in the 250 comparison tracts with the highest numbers of people in various groups, such as the number of persons undercounted in 1990, race/ethnic categories, and rural tracts. Among the 250 tracts with the highest undercount in 1990, 84 percent have 2000 mail response rates that met or exceeded their '90 Plus Five target rates. The average improvement in response rates is about 10 percentage points, from 54 percent in 1990 to 64 percent in 2000.

Race/Ethnicity and Large Improvements in Mail Response

Tracts with large numbers of minority residents registered substantial improvements in mail response in Census 2000, and most met their '90 Plus Five target rates. After sorting comparison tracts by the number of persons in each race/ethnic group, the 250 tracts with the largest number of people in each group were selected (Table 7). Out of the top 250 tracts in each group, the percentage that met their '90 Plus Five target ranged from 50 percent to 85 percent. These percentages are quite high considering only about half of all tracts across the state met their target (Table 1 and Table 5).

The percentage of tracts meeting their '90 Plus Five target varied across race/ethnic groups:

- High percentages of tracts with predominantly Hispanic or African American populations met

their target rates. Among the 250 tracts with the largest African American populations in 1990, 85 percent met their target. Similarly, 82 percent of the 250 tracts with the largest Hispanic populations met their target.

- For the 250 tracts with large Asian or Pacific Islander populations, the percentage that met their '90 Plus Five target was 66 percent, lower than the percentages for Hispanics and for African Americans but still higher than the statewide percentage of 50 percent.
- The two groups showing the least improvement were Whites⁸ and American Indians. Sixty-two percent of the 250 tracts with the largest White populations met their target rate while only 58 percent of the 250 tracts with the largest American Indian, Eskimo or Aleut populations met their target rate.

In addition to meeting their target, predominantly African American or Hispanic tracts also had high percentage point gains in mail response between the two censuses. In the top 250 tracts for each group, African Americans and Hispanics both increased their mail response rates by about 10 percentage points between 1990 and 2000. African Americans, however, started from a lower level of 1990 average response (53 percent) than Hispanics (59 percent). The tracts with large Asian and Pacific Islander populations improved their mail response rates by an average of seven percentage points.

In terms of the average level of mail response in Census 2000, tracts with large numbers of Whites or Asians have noticeably higher average mail response rates, at almost 75 percent, than tracts with large number of American Indians (65 percent) or especially African Americans (62 percent). For tracts with large numbers of Hispanics, the average level of mail response improved to almost 70 percent in Census 2000.

The Hard-to-Count Score and Large Improvements in Mail Response

The hard-to-count score (HTC) summarizes attributes of each tract in terms of enumeration difficulty. Variables correlated with mail non-response and undercounting are used to derive the HTC.⁹ Tract-level data show success in raising Census 2000 response rates in hard-to-count tracts (Table 8). When tracts are grouped by their 1990 hard-to-count score, the percentage meeting their '90 Plus Five target increases as their hard-to-count score increases.

This general pattern of large mail response improvements in hard-to-count tracts is also found when individual counties are examined. In the county of Los Angeles, for example, an overwhelming 79 percent of hard-to-count tracts met their '90 Plus Five target (Table 8).

As in the case of the undercount quartiles, the average improvement in mail response between HTC groups increases as tracts become harder to count. Mail response rates in easier-to-count tracts improved only 3 percentage points but increased 8 percentage points in hard-to-count tracts. In terms of response level, easier-to-count tracts have an average Census 2000 mail response of 77 percent, about 16 percentage points higher than the average 61 percent response for hard-to-count tracts in Census 2000.

Urban/Rural Population and Large Improvements in Mail Response

Rural tracts show less improvement and low average levels of mail response compared with the other groups considered (Table 7). Fifty percent of the 250 comparison tracts with the largest numbers of rural residents met their '90 Plus Five target rate in Census 2000, just below the 53 percent overall percentage improvement among the state's comparison tracts. The average level of mail response in rural tracts is low, 62 percent in Census 2000, and rural tracts registered the smallest improvement, only 4 percentage points, of all the groups in Table 7. Results for rural tracts should be interpreted with caution, however, as many rural tracts were not enumerated by mail in either 1990 or 2000 and were omitted from the analysis. Most tracts enumerated by mail for the first time in Census 2000 are rural. Thus, the average levels for Census 2000 mail response reported here may not accurately reflect the mail response of all rural tracts. Maps 1 and 3, which display Census 2000 mail response rates by county and by tract, show that response rates in rural areas were often lower than 65 percent (yellow) and in many cases lower than 58 percent (gold).

Summary

Despite expectations of decline in census participation, California's mail response rate showed significant improvement in Census 2000. The final response rate was 70 percent, an increase of five percentage points since 1990. These gains were spread widely across the state. In nearly 90 percent of the counties, cities and tracts with mail response data in both years, mail response rates were at least as high in Census 2000 as they were in 1990. Large improvements in response were also realized: about half of these jurisdictions

⁸ Not of Hispanic Origin.

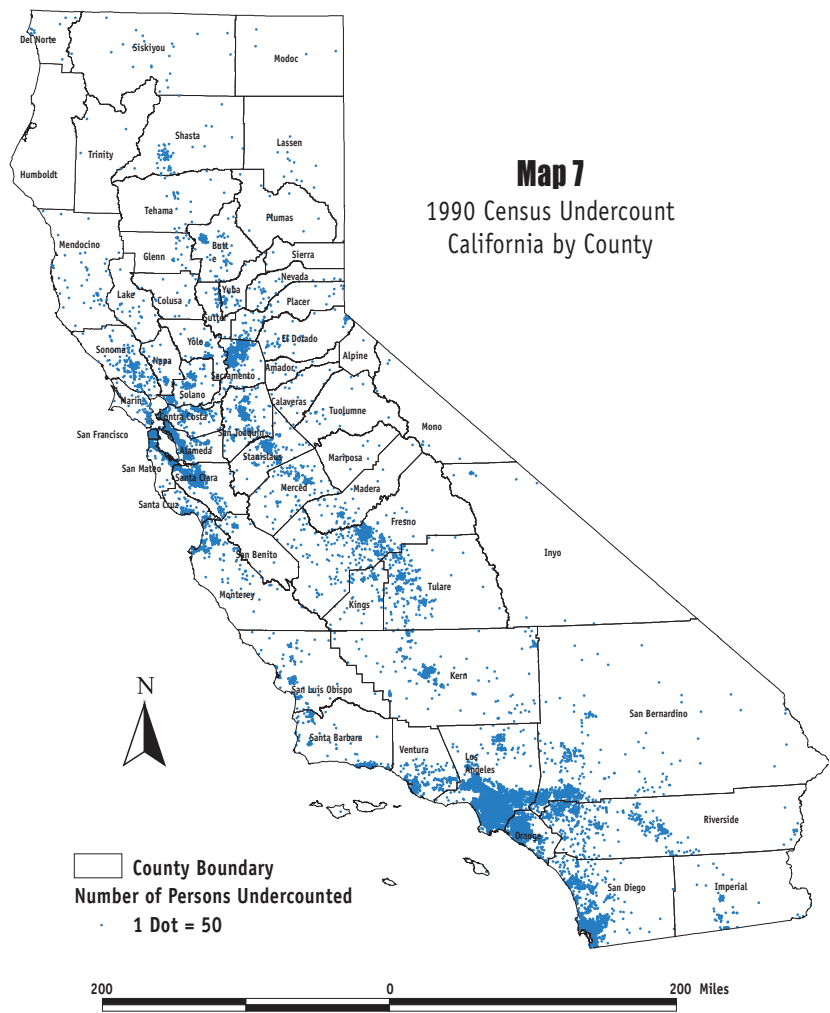
⁹ The HTC is a composite of 12 variables: housing indicators, such as percent renter, multi-units, crowded housing, lack of telephones, vacancy, and population characteristics, such as poverty, high school dropout, unemployment, complex household, mobility, linguistic isolation. The HTC score ranges from 0 to 132.

met their '90 Plus Five target for mail response. Improvements in mail response occurred, on average, in census tracts with urban populations, more minority residents, and higher 1990 undercounts. Large improvements in mail response tended to occur in tracts with relatively low levels of response in 1990.

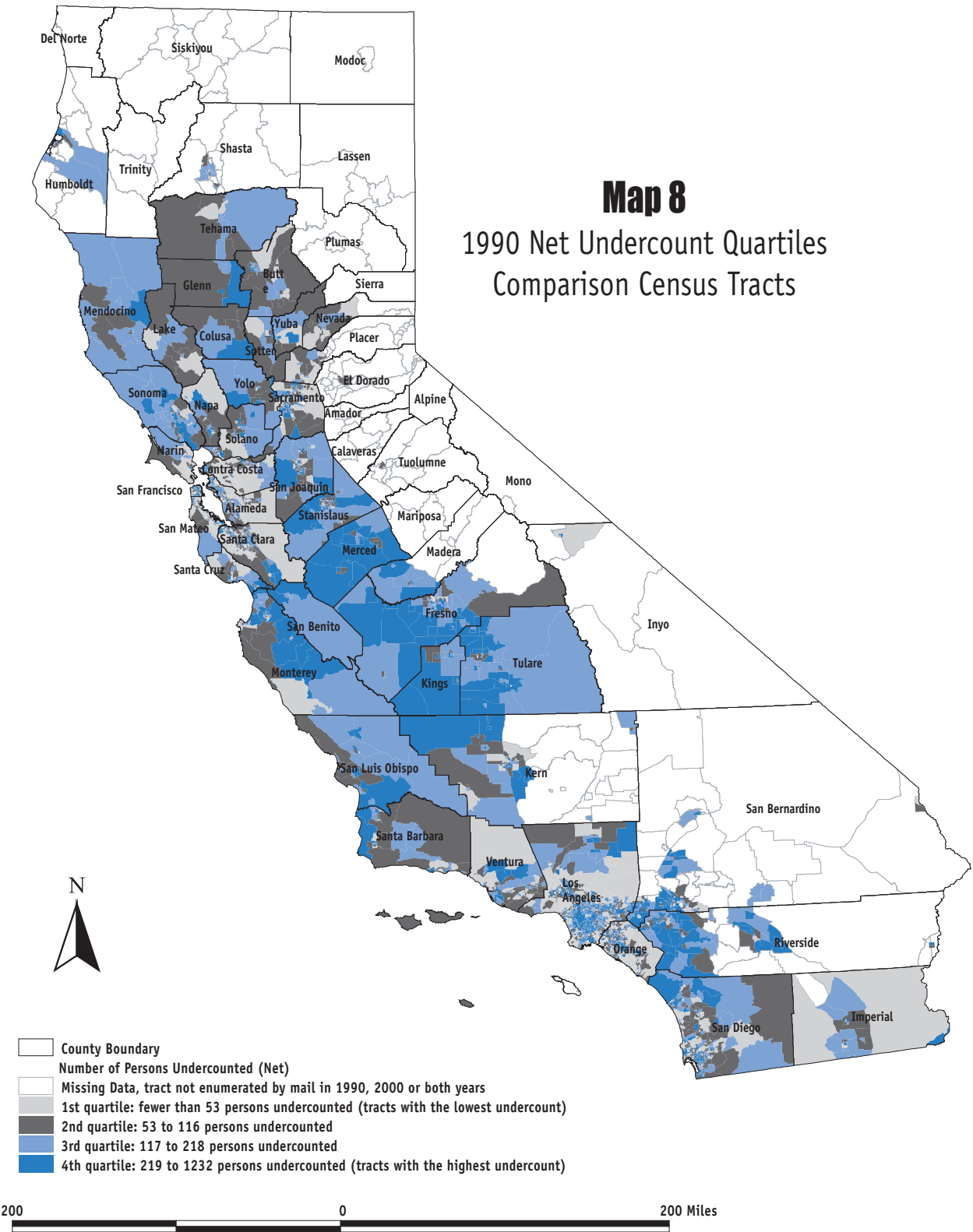
This analysis looked in detail at Census 2000 mail response in tracts with high concentrations of the following groups in 1990: undercounted persons, major race and ethnic groups, hard-to-count tracts, and rural residents. The categories showing the most success in improving mail response were tracts with high 1990 undercounts, large African American or Hispanic populations, and high hard-to-count scores. These groups showed large improvements in mail response between censuses, but had relatively low average rates compared with other groups. The percentages of tracts with high concentrations of Asians or Whites (not of

Hispanic Origin) that improved mail response was also considerable, but perhaps more striking was their high average levels of response. Tracts with large numbers of rural residents, on the other hand, showed less improvement as well as low average levels of response compared with other groups.

Census 2000 mail response rates provide preliminary evidence of a successful outreach effort by the California Complete Count Committee. Tracts with questionnaire assistance centers funded by the Complete Count Committee had populations that were hard to count in 1990, including high proportions of African Americans, Hispanics, renters, persons below poverty level and linguistically isolated households. These tracts improved their mail response rate by an impressive 8 percentage points in Census 2000, which hopefully will mean a lower undercount in Census 2000 than they had in the 1990 Census.



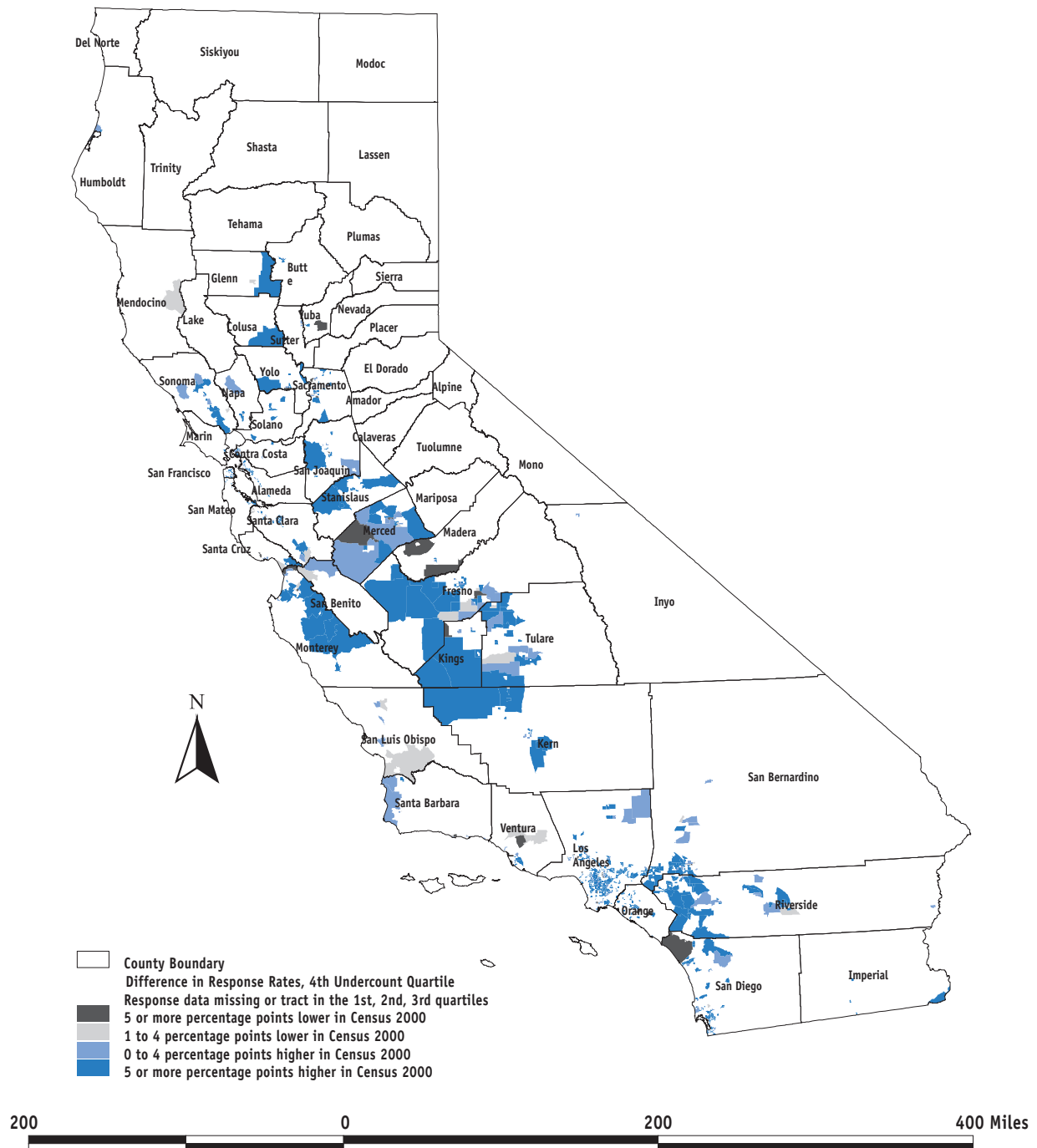
Data Source: 1990 Census of Population and Housing, Public Law 94-171 Data.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000.



Source: 1990 US Census of Population and Housing, Public Law 94-171 Data.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000

Map 9

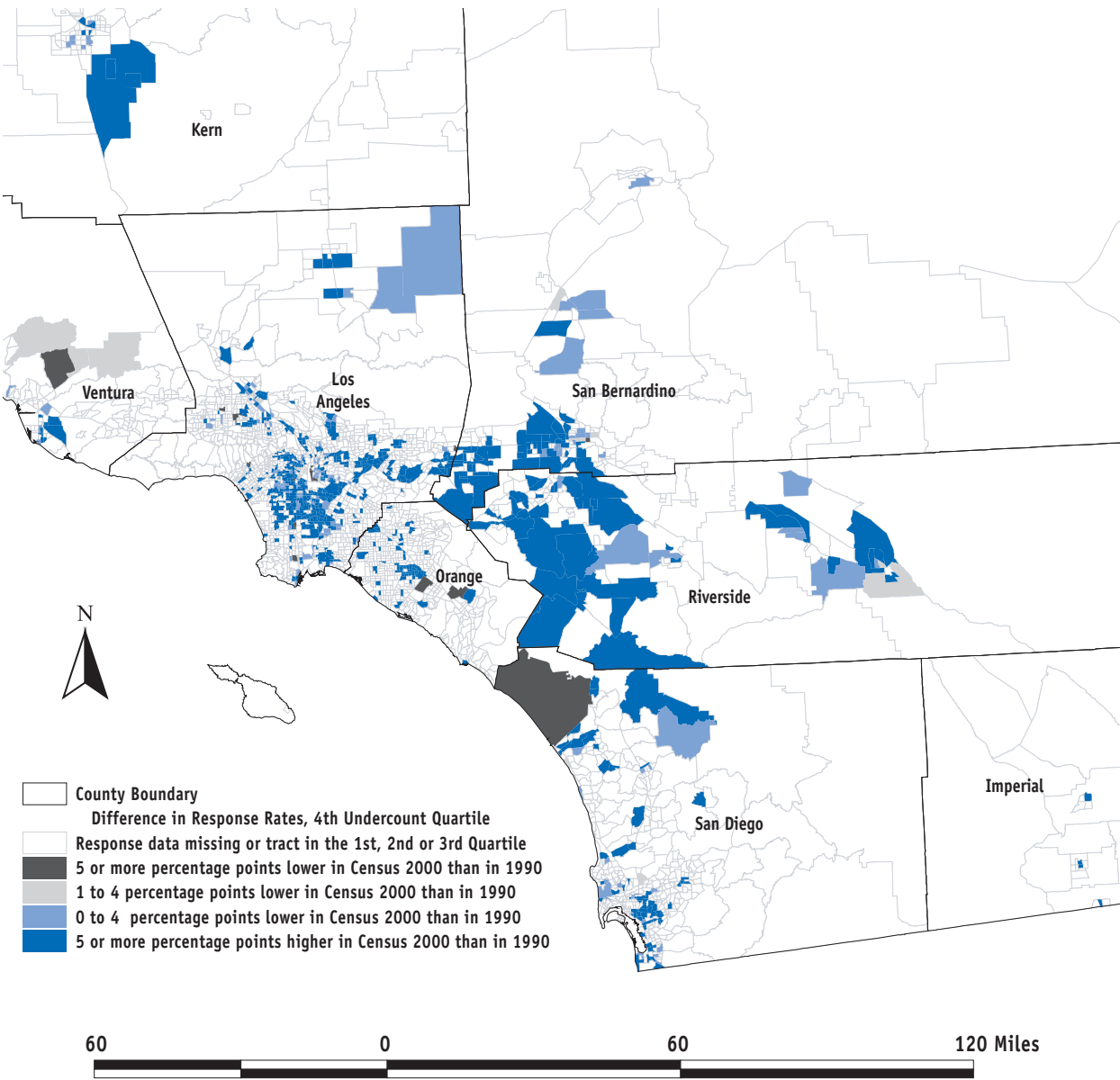
Difference in Mail Response Rates between the 1990 Census and Census 2000
for Tracts with a High Net Undercount in 1990
4th Undercount Quartile for comparison Census Tracts in California



Source: 1990 US Census; Census 2000 final mail response rates for interim census tracts, September 7, 2000.
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000

Map 10

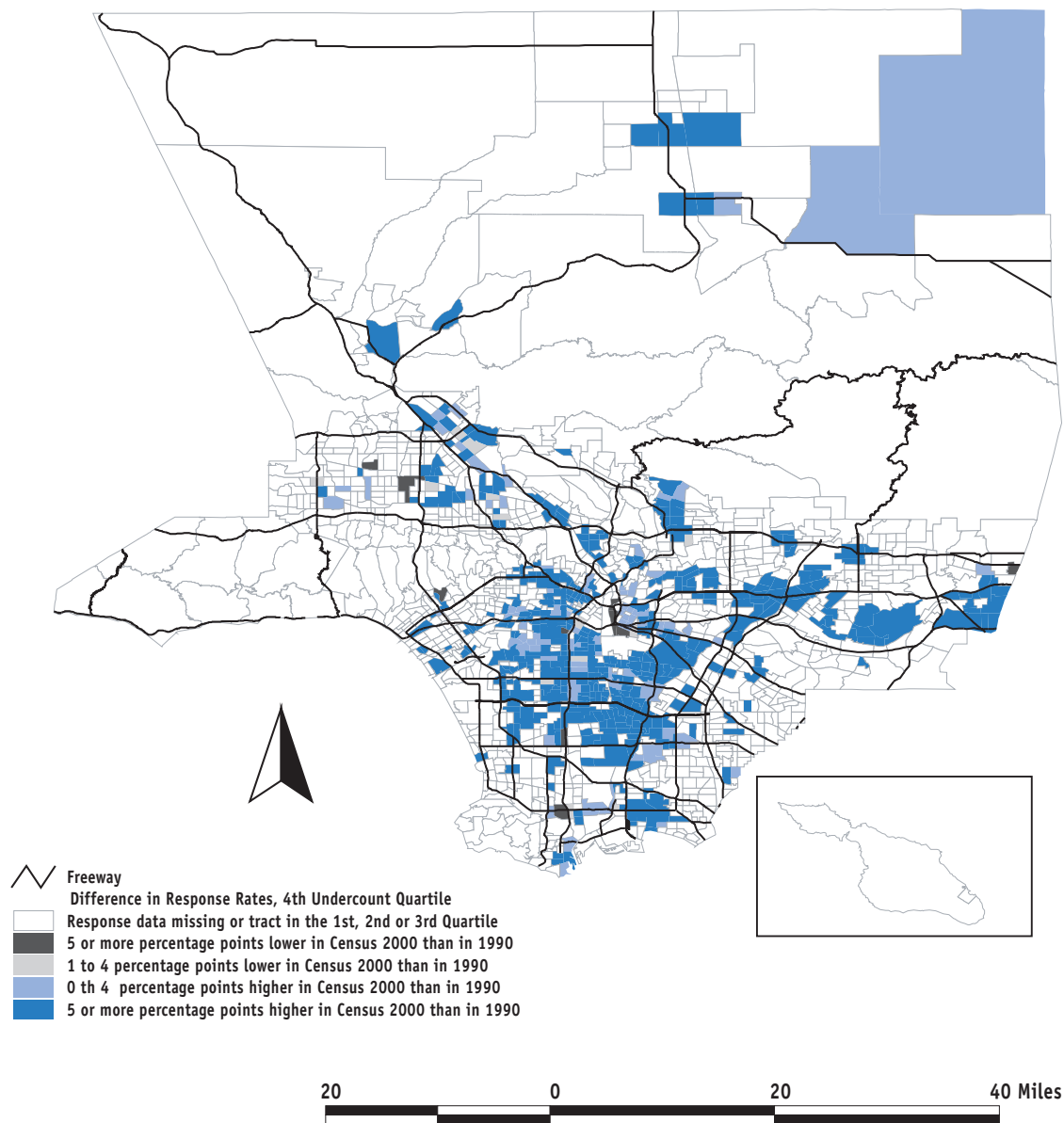
Difference in Mail Response Rates between the 1990 Census and Census 2000
for Tracts with a High Net Undercount in 1990 (4th Undercount Quartile)
Selected Southern California Counties by Census Tract



Data Source: 1990 Census; Census 2000 final mail response rates for interim census tracts, September 7, 2000
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000

Map 11

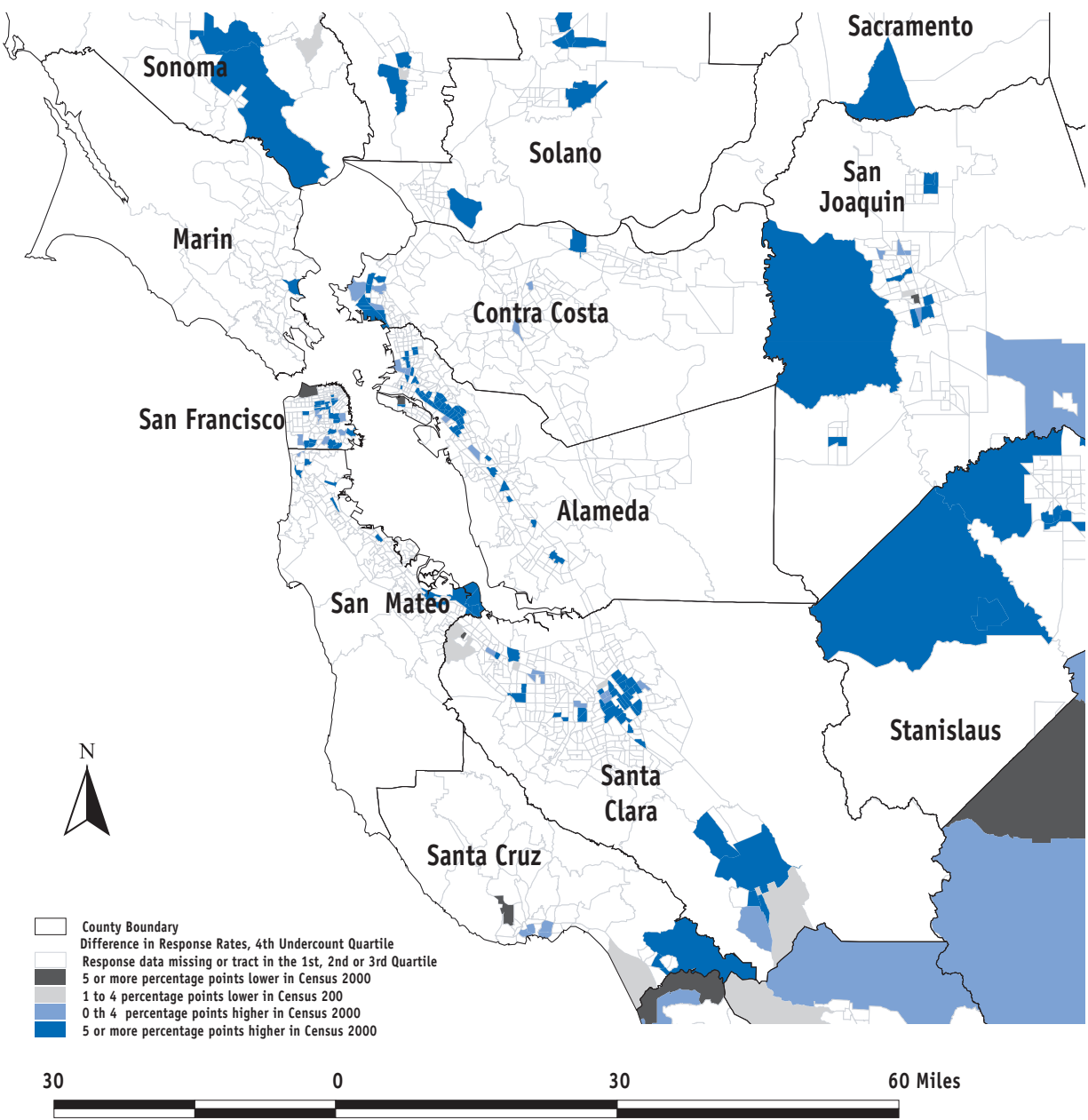
Difference in Mail Response Rates between the 1990 Census and Census 2000
for Tracts with a High Net Undercount in 1990 (4th Undercount Quartile)
Los Angeles County by Census by Census Tract



Data Source: 1990 Census; Census 2000 final mail response rates for interim census tracts, September 7, 2000
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000

Map 12

Difference in Mail Response Rates between the 1990 Census and Census 2000
for Tracts with a High Net Undercount in 1990 (4th Undercount Quartile)
San Francisco Bay Area Counties by Census Tract



Source: 1990 Census; Census 2000 final mail response rates for interim census tracts, September 7, 2000
Map prepared by the California DEPARTMENT OF FINANCE, Demographic Research Unit, October 1, 2000

Final Mail Response Rates for States
Sorted by Improvement between 1990 and 2000

	Census 2000 Final Mail Response Rate (percent)	'90 Plus Five Target Rate (percent)	1990 Final Mail Response Rate (percent)	Improvement between 1990 and 2000 (percentage points)	Rank
National	67	70	65	2	
-- California	70	70	65	5	1
-- Massachusetts	69	69	64	5	2
-- Rhode Island	67	67	62	5	3
-- Wyoming	66	66	61	5	4
-- Nevada	66	66	61	5	5
-- Connecticut	70	71	66	4	6
-- New Hampshire	67	68	63	4	7
-- Alaska	56	57	52	4	8
-- Colorado	70	72	67	3	9
-- New Jersey	68	70	65	3	10
-- Texas	64	66	61	3	11
-- Maine	61	63	58	3	12
-- Virginia	72	75	70	2	13
-- Georgia	65	68	63	2	14
-- Florida	63	66	61	2	15
-- Louisiana	60	63	58	2	16
-- Nebraska	75	79	74	1	17
-- Illinois	69	73	68	1	18
-- Montana	68	72	67	1	19
-- Utah	68	72	67	1	20
-- Oregon	68	72	67	1	21
-- Oklahoma	64	68	63	1	22
-- North Carolina	64	68	63	1	23
-- New York	63	67	62	1	24
-- Arizona	63	67	62	1	25
-- Mississippi	63	67	62	1	26
-- South Carolina	59	63	58	1	27
-- Iowa	76	81	76	0	28
-- South Dakota	74	79	74	0	29
-- North Dakota	72	77	72	0	30
-- Missouri	69	74	69	0	31
-- Tennessee	65	70	65	0	32
-- New Mexico	62	67	62	0	33
-- Minnesota	75	81	76	-1	34
-- Michigan	71	77	72	-1	35
-- Kansas	71	77	72	-1	36
-- Maryland	69	75	70	-1	37
-- Washington	66	72	67	-1	38
-- Arkansas	64	70	65	-1	39
-- West Virginia	64	70	65	-1	40
-- Alabama	61	67	62	-1	41
-- Wisconsin	75	82	77	-2	42
-- Hawaii	60	67	62	-2	43
-- Ohio	72	80	75	-3	44
-- Pennsylvania	70	78	73	-3	45
-- Indiana	69	77	72	-3	46
-- Idaho	67	75	70	-3	47
-- Kentucky	66	74	69	-3	48
-- Vermont	61	69	64	-3	49
-- Delaware	63	73	68	-5	50

States in bold maintained or improved their 1990 mail response rate in Census 2000.

DATA SOURCE: Census 2000 Final Mail Response Rates for Interim Census Tracts, updated September 19, 2000 on the internet: <http://www.census.gov/>. Census 2000 data include responses received as of September 7, 2000. 1990 response rates are from 1990 Data for Census 2000 Planning ("Planning Database"), US Census Bureau, November 18, 1999.

Improvement in Mail Response Across California Jurisdictions between 1990 and Census 2000

JURISDICTIONS THAT MAINTAIN OR IMPROVE THEIR 1990 MAIL RESPONSE RATE IN CENSUS 2000

	all jurisdictions	comparison jurisdictions**	Jurisdictions with a Census 2000 mail response rate that maintains or improves the 1990 rate	Jurisdictions that "maintain or improve" as a percentage of all jurisdictions	Jurisdictions that "maintain or improve" as a percentage of comparison jurisdictions
county	58	46	40	69%	87%
city	471	423	379	80%	90%
census tract*	5,642	5,384	4,536	80%	84%

JURISDICTIONS THAT MEET THEIR '90 PLUS FIVE TARGET IN CENSUS 2000

	all jurisdictions	comparison jurisdictions**	Jurisdictions that meet their '90 Plus Five target	Jurisdictions that meet their target as a percentage of all jurisdictions	Jurisdictions that meet their target as a percentage of comparison jurisdictions
county	58	46	20	34%	43%
city	471	423	239	51%	57%
census tract*	5,642	5,384	2,850	51%	53%

* Census tracts with zero population in 1990 are omitted. Of the 5,858 tracts in California, 5,642 tracts had at least 1 resident in 1990.

** Comparison jurisdictions are those that had a mail response rate in both 1990 and 2000. Jurisdictions with a mail response rate in only one year, or in neither year, are omitted from the analysis. In California, 45 tracts had a rate in 1990 but none in 2000; 164 tracts had a rate in 2000 but none in 1990; 265 tracts did not have a rate in either year. In total, 474 tracts are omitted, leaving 5384 comparison tracts, or 95 percent (=5384/5642) of populated tracts.

DATA SOURCE: 1990 Data for Census 2000 Planning (the "Planning Database"), US Census Bureau, November 18, 1999;
Census 2000 Final Mail Response Rates for Interim Census Tracts, updated September 19, 2000 on the internet: <http://www.census.gov/>
Census 2000 data include responses received as of September 7, 2000.

California Department of Finance, Demographic Research Unit

Improvement in Mail Response for California Counties

Sorted by County, by Improvement, by Census 2000 Rate and by 1990 Rate

sort #1 Sort by County Name				sort #2 Sort by Improvement from 1990 to 2000					sort #3 Sort by Census 2000 rate				sort #4 Sort by 1990 rate			
County	1990	2000	Improvement 1990 to 2000	County	1990	2000	Improvement 1990 to 2000	rank	County	1990	2000	Improvement 1990 to 2000	County	1990	2000	Improvement 1990 to 2000
California	65	70	5	California	65	70	5		California	65	70	5	California	65	70	5
Alameda	65	72	7	Stanislaus	64	74	10	1	Orange	69	76	7	Ventura	76	76	0
Alpine	NA	54	NA	Imperial	51	60	9	2	Ventura	76	76	0	Contra Costa	71	75	4
Amador	NA	66	NA	Madera	60	68	8	3	Contra Costa	71	75	4	Marin	71	73	2
Butte	63	66	3	Alameda	65	72	7	4	San Mateo	70	75	5	Santa Clara	71	75	4
Calaveras	NA	56	NA	Orange	69	76	7	5	Santa Clara	71	75	4	Napa	70	72	2
Colusa	58	64	6	Tulare	60	67	7	6	Stanislaus	64	74	10	San Mateo	70	75	5
Contra Costa	71	75	4	Yolo	67	74	7	7	Yolo	67	74	7	Orange	69	76	7
Del Norte	NA	57	NA	Colusa	58	64	6	8	Marin	71	73	2	Santa Barbara	69	71	2
El Dorado	66	61	-5	Fresno	63	69	6	9	San Diego	68	73	5	Placer	68	67	-1
Fresno	63	69	6	Kern	60	66	6	10	Alameda	65	72	7	San Diego	68	73	5
Glenn	62	65	3	Los Angeles	64	70	6	11	Napa	70	72	2	San Luis Obispo	68	66	-2
Humboldt	66	65	-1	Monterey	62	68	6	12	Solano	67	72	5	San Benito	67	69	2
Imperial	51	60	9	Riverside	59	65	6	13	Santa Barbara	69	71	2	Solano	67	72	5
Inyo	66	66	0	Kings	62	67	5	14	Sonoma	67	71	4	Sonoma	67	71	4
Kern	60	66	6	San Bernardino	63	68	5	15	Los Angeles	64	70	6	Yolo	67	74	7
Kings	62	67	5	San Diego	68	73	5	16	Merced	66	70	4	El Dorado	66	61	-5
Lake	46	50	4	San Joaquin	64	69	5	17	Sutter	65	70	5	Humboldt	66	65	-1
Lassen	NA	53	NA	San Mateo	70	75	5	18	Fresno	63	69	6	Inyo	66	66	0
Los Angeles	64	70	6	Solano	67	72	5	19	San Benito	67	69	2	Merced	66	70	4
Madera	60	68	8	Sutter	65	70	5	20	San Joaquin	64	69	5	Sacramento	66	67	1
Marin	71	73	2	Contra Costa	71	75	4	21	Shasta	65	69	4	Alameda	65	72	7
Mariposa	NA	60	NA	Lake	46	50	4	22	Madera	60	68	8	Santa Cruz	65	67	2
Mendocino	59	59	0	Merced	66	70	4	23	Monterey	62	68	6	Shasta	65	69	4
Merced	66	70	4	San Francisco	64	68	4	24	San Bernardino	63	68	5	Sutter	65	70	5
Modoc	NA	54	NA	Santa Clara	71	75	4	25	San Francisco	64	68	4	Los Angeles	64	70	6
Mono	NA	31	NA	Shasta	65	69	4	26	Kings	62	67	5	Nevada	64	55	-9
Monterey	62	68	6	Sonoma	67	71	4	27	Placer	68	67	-1	San Francisco	64	68	4
Napa	70	72	2	Tehama	60	64	4	28	Sacramento	66	67	1	San Joaquin	64	69	5
Nevada	64	55	-9	Yuba	58	62	4	29	Santa Cruz	65	67	2	Stanislaus	64	74	10
Orange	69	76	7	Butte	63	66	3	30	Tulare	60	67	7	Butte	63	66	3
Placer	68	67	-1	Glenn	62	65	3	31	Amador	NA	66	NA	Fresno	63	69	6
Plumas	NA	48	NA	Marin	71	73	2	32	Butte	63	66	3	San Bernardino	63	68	5
Riverside	59	65	6	Napa	70	72	2	33	Inyo	66	66	0	Glenn	62	65	3
Sacramento	66	67	1	San Benito	67	69	2	34	Kern	60	66	6	Kings	62	67	5
San Benito	67	69	2	Santa Barbara	69	71	2	35	San Luis Obispo	68	66	-2	Monterey	62	68	6
San Bernardino	63	68	5	Santa Cruz	65	67	2	36	Glenn	62	65	3	Kern	60	66	6
San Diego	68	73	5	Sacramento	66	67	1	37	Humboldt	66	65	-1	Madera	60	68	8
San Francisco	64	68	4	Inyo	66	66	0	38	Riverside	59	65	6	Tehama	60	64	4
San Joaquin	64	69	5	Mendocino	59	59	0	39	Colusa	58	64	6	Tulare	60	67	7
San Luis Obispo	68	66	-2	Ventura	76	76	0	40	Tehama	60	64	4	Mendocino	59	59	0
San Mateo	70	75	5	Humboldt	66	65	-1	41	Yuba	58	62	4	Riverside	59	65	6
Santa Barbara	69	71	2	Placer	68	67	-1	42	El Dorado	66	61	-5	Tuolumne	59	53	-6
Santa Clara	71	75	4	San Luis Obispo	68	66	-2	43	Imperial	51	60	9	Colusa	58	64	6
Santa Cruz	65	67	2	El Dorado	66	61	-5	44	Mariposa	NA	60	NA	Yuba	58	62	4
Shasta	65	69	4	Tuolumne	59	53	-6	45	Mendocino	59	59	0	Imperial	51	60	9
Sierra	NA	50	NA	Nevada	64	55	-9	46	Del Norte	NA	57	NA	Lake	46	50	4
Siskiyou	NA	56	NA	Alpine	NA	54	NA	47	Calaveras	NA	56	NA	Alpine	NA	54	NA
Solano	67	72	5	Amador	NA	66	NA	48	Siskiyou	NA	56	NA	Amador	NA	66	NA
Sonoma	67	71	4	Calaveras	NA	56	NA	49	Nevada	64	55	-9	Calaveras	NA	56	NA
Stanislaus	64	74	10	Del Norte	NA	57	NA	50	Alpine	NA	54	NA	Del Norte	NA	57	NA
Sutter	65	70	5	Lassen	NA	53	NA	51	Modoc	NA	54	NA	Lassen	NA	53	NA
Tehama	60	64	4	Mariposa	NA	60	NA	52	Trinity	NA	54	NA	Mariposa	NA	60	NA
Trinity	NA	54	NA	Modoc	NA	54	NA	53	Lassen	NA	53	NA	Modoc	NA	54	NA
Tulare	60	67	7	Mono	NA	31	NA	54	Tuolumne	59	53	-6	Mono	NA	31	NA
Tuolumne	59	53	-6	Plumas	NA	48	NA	55	Lake	46	50	4	Plumas	NA	48	NA
Ventura	76	76	0	Sierra	NA	50	NA	56	Sierra	NA	50	NA	Sierra	NA	50	NA
Yolo	67	74	7	Siskiyou	NA	56	NA	57	Plumas	NA	48	NA	Siskiyou	NA	56	NA
Yuba	58	62	4	Trinity	NA	54	NA	58	Mono	NA	31	NA	Trinity	NA	54	NA

Counties in bold met their '90 Plus Five mail response rate target.

DATA SOURCE: Census 2000 Final Mail Response Rates for Interim Census Tracts, updated September 19, 2000 on the internet: <http://www.census.gov/>. Census 2000 data include responses received as of September 7, 2000. 1990 Mail Response Rates are from 1990 Data for Census 2000 Planning (the "Planning Database"), US Census Bureau, November 18, 1999.

Average Characteristics of Selected Census Tracts

Average Characteristics for Total Population, Rural and Mail Response	Number of Tracts	Average Number of Persons per Tract	Percent Rural	Mail Response Rate 1990 (Percent)	Final Mail Response Rate 9-7-2000 (Percent)	Improvement 1990 to 2000 (percentage points)	
(1) All Tracts*	5,642	5,275	9	NA	NA	NA	
(2) Comparison Tracts	5,384	5,348	7	66	71	5	
(3) Tracts that Maintain or Improve their 1990 Response Rate in 2000	4,536	5,510	6	65	72	7	
(4) Tracts that Meet their '90 Plus Five Target	2,850	5,774	6	61	71	10	
(5) Tracts with a Questionnaire Assistance Center funded by the California Complete Count Committee	458	6,099	6	56	64	8	
Average Race/Ethnic Composition		Percent African American**	Percent American Indian**	Percent Asian or Pacific Islander**	Percent Hispanic	Percent White*	
(1) All Tracts*	5,642	7	1	9	24	59	
(2) Comparison Tracts	5,384	7	1	9	25	58	
(3) Tracts that Maintain or Improve their 1990 Response Rate in 2000	4,536	8	1	10	26	56	
(4) Tracts that Meet their '90 Plus Five Target	2,850	10	1	10	29	51	
(5) Tracts with a Questionnaire Assistance Center funded by the California Complete Count Committee	458	16	1	10	41	32	
Average Characteristics for the Hard-to-Count Score, Renters, Poverty, Linguistic Isolation and the Undercount		Hard-to-Count Score	Percent Renter	Percent Persons Below Poverty Level	Percent Linguistically Isolated Households	Number of Persons Undercounted in 1990	1990 Undercount Rate (Percent)
(1) All Tracts*	5,642	41	43	12	8	148	2.6
(2) Comparison Tracts	5,384	41	44	12	9	152	2.7
(3) Tracts that Maintain or Improve their 1990 Response Rate in 2000	4,536	42	45	13	9	161	2.8
(4) Tracts that Meet their '90 Plus Five Target	2,850	48	49	14	11	190	3.2
(5) Tracts with a Questionnaire Assistance Center funded by the California Complete Count Committee	458	67	60	22	17	263	4.2

NA: Not Available

* Census tracts with zero population in 1990 are excluded. Of the 5,858 tracts in California, 5,642 had at least 1 resident in 1990.

The Planning Database excluded data for some tracts. The total number of tracts analyzed for the following variables is:

HTC (5,597), Rural (5,624), Poverty (5,474), Linguistic Isolation (5,474).

** Not of Hispanic Origin

DATA SOURCE: Census 2000 Final Mail Response Rates were posted at <http://www.census.gov/> on September 19, 2000 and include responses as of September 7, 2000.

Race and ethnicity data are from the 1990 Census of Population and Housing, Public Law 94-171, Summary Tape File 1A.

All other variables are from 1990 Data for Census 2000 Planning (the "Planning Database" File), US Census Bureau, November 18, 1999.

Improvement in Mail Response for California Counties and Cities with a High 1990 Net Undercount

	1990 Mail Response Rate (percent)	Final Mail Response Rate 9/7/2000 (percent)	Improvement 1990 to 2000 (percentage point)	1990 Undercount Rate (percent)	1990 Net Undercount
Counties with a 1990 Net Undercount of more than 20,000 Persons					
1 -- Los Angeles County	64	70	6	3.3	305,772
2 -- San Diego County	68	73	5	2.4	62,536
3 -- Orange County	69	76	7	2.1	50,841
4 -- Alameda County	65	72	7	2.9	38,080
5 -- San Bernardino County	63	68	5	2.6	37,270
6 -- Santa Clara County	71	75	4	2.2	33,824
7 -- Riverside County	59	65	6	2.4	28,763
8 -- Fresno County	63	69	6	3.6	24,692
9 -- Sacramento County	66	67	1	2.3	24,027
10 -- San Francisco County	64	68	4	2.9	21,621
Cities with a 1990 Net Undercount of more than 3,000 Persons					
1 -- Los Angeles city	60	64	4	3.8	138,821
2 -- San Diego city	67	73	6	2.8	32,513
3 -- San Francisco city	64	68	4	2.9	21,621
4 -- Oakland city	57	65	8	4.9	19,316
5 -- San Jose city	69	74	5	2.4	19,077
6 -- Long Beach city	63	69	6	3.7	16,510
7 -- Fresno city	63	68	5	3.4	12,317
8 -- Santa Ana city	61	75	14	3.9	12,076
9 -- Sacramento city	64	55	-9	3.0	11,393
10 -- Stockton city	62	66	4	3.4	7,428
11 -- Inglewood city	53	66	13	6.3	7,386
12 -- Anaheim city	64	75	11	2.7	7,323
13 -- Riverside city	64	72	8	2.6	6,121
14 -- San Bernardino city	59	62	3	3.6	6,088
15 -- Compton city	49	65	16	6.2	6,023
16 -- Pomona city	62	72	10	3.9	5,396
17 -- Oxnard city	69	74	5	3.4	4,956
18 -- Pasadena city	68	73	5	3.5	4,831
19 -- Bakersfield city	62	68	6	2.6	4,582
20 -- El Monte city	61	75	14	4.1	4,581
21 -- Glendale city	70	76	6	2.4	4,472
22 -- Ontario city	61	71	10	3.1	4,290
23 -- Modesto city	65	75	10	2.4	4,122
24 -- Richmond city	59	67	8	4.5	4,104
25 -- Salinas city	69	71	2	3.5	3,946
26 -- Berkeley city	65	70	5	3.7	3,912
27 -- Hawthorne city	55	67	12	5.2	3,901
28 -- South Gate city	69	75	6	4.1	3,671
29 -- Chula Vista city	71	75	4	2.6	3,554
30 -- Lynwood city	59	71	12	5.3	3,469
31 -- Garden Grove city	70	78	8	2.3	3,363
32 -- Oceanside city	66	72	6	2.5	3,313
33 -- Hayward city	64	72	8	2.8	3,221
34 -- Moreno Valley city	60	70	10	2.6	3,143
35 -- Huntington Beach city	70	77	7	1.7	3,119
California	65	70	5	2.7	837,557

Jurisdictions that met their '90 Plus Five target rate are highlighted in bold.

DATA SOURCE: Census 2000 Final Mail Response Rates for Interim Census Tracts, updated September 19, 2000 on the internet: <http://www.census.gov/>. Census 2000 data include responses received as of September 7, 2000.

1990 Response Rates are from 1990 Data for Census 2000 Planning ("Planning Database"), US Census Bureau, November 18, 1999.

Mail Response Rates by 1990 Net Undercount Quartiles

	Number of Comparison Tracts	Number of tracts with a Census 2000 mail response rate that meets its '90 Plus Five Target	Tracts meeting their target as a percentage of comparison tracts	Average level of mail response for tracts in each quartile		Improvement 1990 to 2000 (percentage point)
				1990	2000	
4th quartile (tracts with the highest 1990 undercount)	1,346	991	74%	58%	65%	7
3rd quartile	1,346	795	59%	63%	69%	6
2nd quartile	1,346	635	47%	68%	73%	5
1st quartile (tracts with the lowest 1990 undercount)	1,346	429	32%	74%	76%	2
California	5,384	2,850	53%	65.7%	70.7%	5

DATA SOURCE: Census 2000 Final Mail Response Rates for Interim Census Tracts,
 updated September 19, 2000 on the internet: <http://www.census.gov/>. Census 2000 data include responses received as of September 7, 2000.
 1990 mail response rates and undercount data are from 1990 Data for Census 2000 Planning (the "Planning Database"), US Census Bureau, November 18, 1999.

California Department of Finance, Demographic Research Unit

Improvement in Mail Response in the 250 Tracts with the Highest Concentrations of Selected Groups: 1990 Undercount, Race/Ethnic Groups and Rural Population

Consider the 250 comparison census tracts with the largest number of persons in each of the following groups of people:	Tracts with Census 2000 mail response rates that meet their '90 Plus Five Target		Average level of mail response for tracts in each group of 250 tracts		Improvement 1990 to 2000 (percentage point)
	Number of tracts meeting their target out of the top 250 tracts in each group	Number of tracts meeting their target as a percentage of the top 250 tracts in each group	1990	2000	
1990 Net Undercount	211	84%	54%	64%	10
African American	212	85%	53%	62%	9
Hispanic	204	82%	59%	69%	10
Asian or Pacific Islander	165	66%	67%	74%	7
American Indian, Eskimo or Aleut	146	58%	60%	65%	5
White, not of Hispanic Origin	154	62%	67%	73%	6
1990 Rural Population	124	50%	58%	62%	4

DATA SOURCE: Census 2000 Final Mail Response Rates for Interim Census Tracts, updated September 19, 2000 on the internet: <http://www.census.gov/>
Census 2000 data include responses received as of September 7, 2000.

Race and ethnicity data are from the 1990 Census of Population and Housing, Public Law 94-171, Summary Tape File 1A.

All other 1990 data (mail response rates, undercount, and rural) are from 1990 Data for Census 2000 Planning, US Census Bureau November 18, 1999.

Mail Response Rates and the 1990 Hard-to-Count Score*

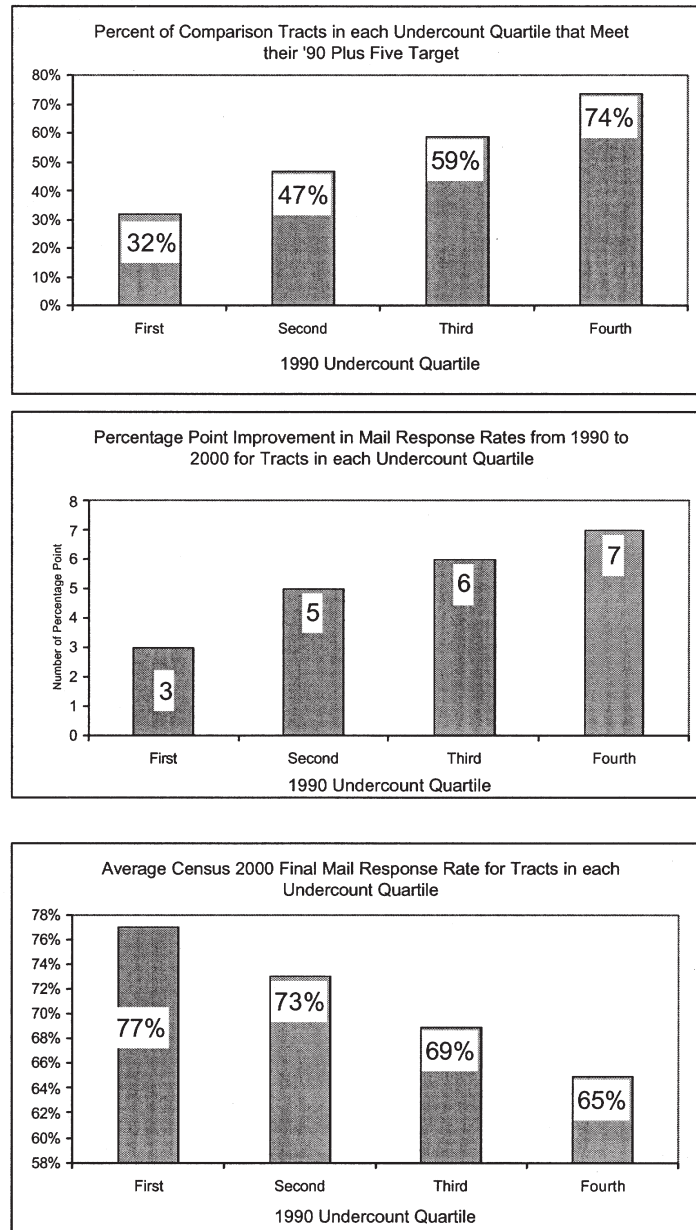
	Hard-To-Count Score (HTC)*	Number of Comparison Tracts	Number of tracts with a 2000 mail response rate meets the '90 Plus Five Target	Tracts that "maintain or improve" as a percentage of comparison tracts	Average level of mail response for comparison tracts in each HTC group		Improvement 1990 to 2000 (percentage point)*
					1990	2000	
California							
hard to count	HTC >= 70	948	680	72%	53%	61%	8
moderately difficult to count	30 <= HTC < 70	2268	1359	60%	63%	69%	6
easier to count	HTC < 30	<u>2168</u> 5384	<u>811</u> 2850	<u>37%</u> 53%	74%	77%	3
Los Angeles County							
hard to count	HTC >= 70	432	341	79%	53%	62%	9
moderately difficult to count	30 <= HTC < 70	684	433	63%	64%	70%	6
easier to count	HTC < 30	<u>515</u> 1631	<u>173</u> 947	<u>34%</u> 58%	75%	78%	3

*The Hard-To-Count score (HTC) summarizes attributes of each tract in terms of enumeration difficulty. The HTC is a composite of 12 variables: housing indicators, such as percent renter, multi-units, crowded housing, lack of telephones, vacancy rates, as well as population characteristics such as poverty, high school dropout, unemployment, complex household, mobility, linguistic isolation. The HTC scores ranges from 0 to 132.

DATA SOURCE: Census 2000 Final Mail Response Rates for Interim Census Tracts, updated September 19, 2000 on the internet: <http://www.census.gov/>.
Census 2000 data include responses received as of September 7, 2000.

1990 Mail Response Rates and Hard-to-Count Data are from 1990 Data for Census 2000 Planning (the "Planning Database"), US Census Bureau, November 18, 1999.

Mail Response by 1990 Net Undercount Quartiles



Note: the first undercount quartile is comprised of the 1346 comparison tracts with the lowest undercount in 1990; the fourth undercount quartile has the 1346 tracts with the highest number of persons undercounted.

Data Source: Census 2000 Final Mail Response Rates, updated at <http://www.census.gov/> on September 19, 2000. These data include responses as of September 7, 2000. 1990 mail response and undercount data are from the Planning Database, November 18, 1999. California Department of Finance, Demographic Research Unit, October 1, 2000.

In This Section:

*Key Recommendations and
Critical Success Factors*

Conclusion

Do It Again, in 2010! Get Ahead, Allocate in 2008

It is highly recommended that an outreach program similar to the "California, You Count!" campaign for Census 2000 be funded at the state level for the 2010 Census.

This section outlines key recommendations and presents the "California, You Count!" Statewide Outreach Model. It is hoped that this document will assist the leaders of California in preparing for the 2010 Census.

One caveat to mention: Due to the success of the "California, You Count!" outreach campaign, we urge leaders to ensure that the U.S. Census Bureau does not short change California in their outreach budget for 2010. The State's outreach efforts were never meant to replace the U.S. Census Bureau's media and outreach efforts. They complemented and supplemented the federal efforts, assuring the coverage of many more Californians than either of the programs alone.

Key Recommendations and Critical Success Factors

The Community Based Organizations (CBOs) who partnered with the California Complete Count (CCC) Campaign and the U.S. Census Bureau were enormously successful at operating Questionnaire Assistance Centers (QACs) and conducting outreach. The role of the CCC Campaign's CBO Outreach Program in 2000 was to create processes for implementation, while facilitating communication and supporting the Administrative CBOs (ACBOs). We recommend that the role of future State CBO programs should be similar to the role the CCC Campaign's CBO program played in 2000. However, the main difference would be to strategize further in advance, so as to have ample time to facilitate and support all levels of the State CBO program without challenging time constraints. Essentially, resources could be spent even more efficiently and effectively with extensive planning.

Future CBO outreach campaigns would benefit from considering the following recommendations:

Planning

Budget allocation should be by June 2008, and Senior Staff of the "California, You Count!" Campaign 2010 should be hired by September 2008. It is essential that there be adequate time to create an effective, data driven outreach strategy.

Together with local governments, schools and non-profit organizations, the CCC Campaign 2010 should plan to hold regional summits in order to create coordinated regional outreach strategies that avoid duplicated activities. The CCC Campaign is in a unique position to coordinate efforts amongst these different entities because it supports and encourages all of them to participate.

The CCC Campaign CBO Coordinators must focus on the goals to Educate, Motivate and Involve the target communities. The education component should begin at least six months prior to Census Day, while the motivating and involving components should begin at least three months prior to Census Day. All components should plan to continue through the end of the Non-Response Follow-Up Phase of the Census.

Begin to build partnerships and the necessary campaign infrastructure at an earlier date to encourage coordination between local entities, the Census Bureau and the State. Funding availability should be announced as early as possible and contract language should give explicit guidance and how the funds can be expended. Department of Finance (DOF) statistical data should be provided as early as possible to facilitate the development of outreach strategies.

Increase the timeline to initiate census education and outreach. County Offices of Education (COEs) suggest that school outreach efforts begin earlier, that is one year prior to Census Day, or, at the very latest, October 2009. On the other hand, if census education is built into the middle and high school civics curriculum, the lead time may not need to begin a year in advance. However, adequate time would be needed to

locally coordinate census outreach efforts with the various community and government partners.

Inform state agencies/departments of CCC Campaign funding early enough in the process to provide them lead time to communicate and establish a comprehensive and coordinated effort. Some of the state agencies/departments were not aware of the efforts being conducted by the CCC Campaign or their local County Complete Count Committees. The availability of this information earlier in the process would have allowed them to play a bigger role in the statewide census efforts.

Partnering

U.S. Census Bureau

A working relationship with the U.S. Census Bureau should be established early to allow the state a better understanding of the Bureau's strategy, requirements and timelines. It will also provide the Bureau with a better understanding of the resources available from the state.

Faith Based Leaders and Organizations

Expand partnerships with faith based leaders and organizations. Faith based breakfasts proved valuable in educating clergy about the census so that they, in turn, could educate their congregations.

Labor Unions

Establish a strong network of labor partners. Their large membership base could be used to help canvass neighborhoods.

Regional and National Businesses

Take advantage of national and regional businesses and public agencies to maximize advertising and partnership. For example, the national public transit association could facilitate census ads (interior and exterior) on public transportation. This would be much more effective than each county or city having to convince the local agency to display census ads and then create the artwork. This concept would also apply to large businesses. Some counties spent much time on "marketing issues" that could have been dealt with at the State or national level much earlier.

School Based Organizations

Increase the visibility of support from the Superintendent of Schools to communicate the census message to the COEs and through the school districts to the teachers, school staff and students.

Legislature

Involve state legislators in the distribution of information regarding the census and availability of funds to their district contacts. This would be most useful to community based organizations and to encourage other community entities to participate in the census process.

Coordinating

Work with Counties to establish a database of local census partners, which includes cities, schools, community and faith based organizations, private sector and the U.S. Census. This database will help to establish a network of partners to coordinate outreach efforts and maximize the limited resources.

Work with field offices to establish a state agency/department database of local census partners to provide census materials to establish a network of partners to coordinate outreach efforts and maximize the limited resources.

Build and annually teach a census component into the middle and high school civics curriculum. A spot for census provides teaching the importance of participating in the decennial census although it is not a decennial year. On decennial years, the census curriculum could be expanded to include the current local events.

Work with Scholastic to develop a timeline and methodology to directly deliver the teaching materials in a timely manner.

Develop and provide clear guidance on reporting requirements. Develop checklist of records and procedures needed for reporting such as number of posters, number of sites/field offices, traffic at each site/field office, duration of posters and location of sites.

Develop a list of recommended activities agencies/departments could do so that they do not have to "figure out" what would work (i.e. fact sheets, FAQ's, what's in it for me, changing their outgoing messages, printing articles in their newsletters etc.)

Increase the visibility of support from all Cabinet Secretaries to communicate the census message to all department, office and division staff and clients within state government. Have Cabinet Secretaries send census-related memos or record PSA's. Department directors can reiterate the secretaries' messages on a departmental basis.

Provide technical assistance on downloading information from the U.S. Census Bureau. Some of the documents located in the U.S. Census Bureau were not compatible with state agency/department software.

Ensure state agency/departments partners are informed about the different phases of the census and outreach efforts of the CCC Campaign. Keeping the state agencies/departments in the loop of the different activities and outreach events will keep them involved in the outreach campaign process. Further, it will remind them of the stake they have as individuals and service providers to have all Californians participate in the census.

Conduct research and attend training regarding California's role in Census 2000. Create and maintain close ties with Local U.S. Census Bureau Offices, Partnership Specialists, Media Specialists and Regional Census Offices.

Create and train administrative staff regarding CBO program (i.e. maintaining files, tracking correspondence, processing contracts, invoices and checks etc.). Create extensive and comprehensive data base of all California CBOs.

Develop Comprehensive Operations Manual for all Subcontractors that should include:

timeline, contractual requirements, standardized contracts, report forms and requirements, sample outreach materials by target group, guidance on conducting outreach and outreach strategies. Create application guidelines and development of forms. Field test application and reporting forms to ensure consistent data will be collected.

CBO/QAC program could be improved upon in the following ways:

- Focus group discussions with CBOs, statewide, to discuss outreach strategies.
- Determine selection of ACBOs at least six months prior to Census Day.
- Determine selection of subcontractor CBOs at least four months prior to Census Day.
- Ensure that the contract for ACBOs and subcontractors allows them both to utilize a portion of their funding to cover administrative costs.
- Announce Application (via major and local newspapers, fax, cold calls and seminars).
- Hold information sessions for applicants.
- Hold training seminars for all ACBOs and subcontractors.
- Funding should not be contingent upon CBOs operating stationary QACs, instead funding could be contingent upon CBOs operating stationary and/or mobile QACs, depending upon collaboration with U.S.Census Bureau.

- A dollar amount cap should be placed upon each QAC, with the option to apply to operate more than one QAC.
- Any subcontractor operating three QACs or more should be contractually obligated to have a full-time supervisor to manage QAC activities.
- Strategic planning of stationary and mobile QAC sites should take place in collaboration with U.S. Census Bureau & DOF at least three months prior to QAC opening date.
- Advertise locations of all QACs using ethnic media partners.
- State created QAC and outreach materials should be developed and shipped to partners in advance.
- With assistance from CCC Campaign staff, CBOs should create in-language materials, with a Census message that is consistent with the U.S.Census Bureau.
- In collaboration with the U.S. Census Bureau, CBOs should utilize the "Be Counted" forms to assist individuals who never received a form by the middle of March 2010.
- U.S. Census Bureau QAC training for State QACs should be scheduled in advance, and be provided in languages other than English.
- U.S. Census Bureau QAC training should include an outreach component; both Local U.S. Census Bureau Offices Operations Staff and Partnership Specialists should participate in the training.

Funding / Budget

Allocate over 3 fiscal years. Make funds available from July 2008 through July 2011, to allow proper time for planning and evaluating results.

Keep it Grassroots

The key element of the CCC Campaign's success was the grassroots nature of the outreach activities and scope of the partners engaged. The outreach effort would not have been as successful if we had kept it only at the high levels.

The number of outreach staff should be increased for more comprehensive coverage throughout the state. Assign at least one staff outreach person to each major city in the state to facilitate coordination between the state, local government and community organizations.

Small counties should either receive a higher minimum threshold or have the ability to group with larger counties. It was not cost-effective for nine counties to accept State funds. If the smaller

counties could have received more money or merged with a larger county they would have been more inclined to participate.

Provide a minimum funding of \$25,000 for all COEs to conduct a census outreach campaign and graduate the funding level based on projected undercounts for children. The long term benefits for the children will extend into their adult years as responsible participating citizens. Based on the 2000 campaign, this level of funding would adequately support census outreach and activities.

Conclusion

A guiding principle for outreach to the eight target groups through CBOs was that a “people to people” grassroots level approach would be the most effective method of reaching hard-to-count communities. Organizations serving communities on a regular basis had a unique ability to reach the target groups, as their communities trust them. The Campaign utilized CBOs to overcome mistrust of the government, to educate communities about the importance of returning census forms, to motivate people to complete their forms and to involve community members in the Census process. In the future the success of a State CBO/QAC program would be optimized if its main focus were to facilitate mobile outreach.

The California Mail Back Response Rate of 70% and the rapid completion of the U.S. Census Bureau’s Non-Response Follow-Up phase are indicators of the effectiveness of this grassroots outreach strategy.

The advertising campaign—multicultural, multi-language and statewide—can and should be repeated in 2010.

- A future campaign should have as a cornerstone the most recent immigrant shifts, current demographic makeup of the state and income patterns for each market.
- A future campaign should have a larger advertising budget for an extended campaign time through the summer, greater out-of-home purchases and creative, costs associated with general market media placement and creative.
- A separate budget should be created for a market research firm that can measure public awareness about the Census before and after the Campaign. The research should target specific census tracts statewide with linguistic and ethnic balance in mind.
- A future campaign should be extended to include enumerator messages within specific census tracts

and for a longer period of time using nontraditional means such as theatre promos, catering truck messages and pennysavers.

- A longer lead-time at the beginning of the campaign should be implemented to allow for focus groups, purchasing out-of-home inventory and enhanced coordination among the different components of the campaign.
- The advantages of using a larger media buyer for leveraged buying should be weighed with the efficiencies created by having the same agencies produce the creative and place it.
- Legal and contract administration staff well versed in state procedures should be on board from day one to support campaign managers at all offices

The final
conclusion is...

**Do it again,
in 2010!**



EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA



EXECUTIVE ORDER D-11-99
by the
Governor of the State of California

WHEREAS, the Constitution of the United States requires an enumeration of the population every ten years to apportion congressional representation among the states; and

WHEREAS, pursuant to Section 141 of Title 13 of the United States Code the next federal decennial census of the population will be taken on the first day of April, 2000; and

WHEREAS, a complete and accurate count of our population is critical to the State with respect to its effects on congressional representation, state redistricting, and federal formula grant allocations and the distribution of state subvention funds for an entire decade until the next decennial census is taken; and

WHEREAS, in the 1990 Census, there was a national undercount of four million people, 1.6% of the nation's population; and

WHEREAS, California had the largest population undercount in the nation pursuant to the 1990 Census, whereby 838,000 people, 2.7% of the State's population, were missed; and

WHEREAS, as a result of the 1990 Census undercount, California did not gain an additional congressional seat to which it was entitled and lost at least \$2.2 billion in federal funds for education, health, and human services programs; and

WHEREAS, minority race and ethnic populations are most likely to be missed or undercounted, yet comprise the fastest growing groups in California between 1990 and 2000, totaling over 50 percent of the State's population in 2000; and

WHEREAS, the undercount in the 2000 Census potentially could be worse due to lower response rates to census surveys, a more mobile and diverse population, more varied housing and living arrangements, and difficulties in hiring and retaining the large, temporary census work force needed to follow-up on households that do not complete and return the census form; and

WHEREAS, if the 1990 Census undercount rates are not improved, the 2000 Census will miss more than 1,000,000 Californians, significantly and adversely affecting California with respect to congressional representation, state redistricting, the allocation of federal funds, and the distribution of state subvention funds; and

WHEREAS, the United States Census Bureau will endeavor to count every person in the nation, and many states will be initiating programs to promote the census; and

WHEREAS, the Legislature has expressed interest in increasing participation in the federal census by allocating funds for an intensive, short-term outreach program, which was initially placed in the Department of Consumer Affairs and will be transferred to the Business, Transportation & Housing Agency, to those groups that have been undercounted in the past; and

WHEREAS, by legislative action, SB711 (Burton) [Stats. 1999, ch. 86, sec. 8] the Governor is requested to appoint a task force to make recommendations on how to maximize the number of Californian's counted in the 2000 Census and to implement a census outreach program;

NOW, THEREFORE, I, GRAY DAVIS, Governor of the State of California, by virtue of the power and authority vested in me by the Constitution and statutes of the State of California, do hereby issue this order to become effective immediately:

- The California Complete Count Committee ("Committee") is hereby established and is directed to, as expeditiously as possible, develop, recommend and assist in the administration of an outreach strategy to encourage full participation in the 2000 federal decennial census of population required by Section 141 of Title 13 of the United States Code;
- Secretary Maria Contreras-Sweet of the California Business, Transportation and Housing Agency shall serve as Chair of the Committee, and additional members shall be appointed by and serve at the pleasure of the Governor;
- The census outreach strategy shall to the extent reasonably practicable include, but not be limited to, State agency initiatives to encourage participation in the 2000 Census, the establishment and support of county complete count committees as well as school-based outreach programs, the creation and operation of non-profit Questionnaire Assistance Centers, and a media campaign designed to ensure an accurate and complete count of California's population;
- In carrying out its duties, the committee may appoint working groups as it deems appropriate, and shall solicit participation from a broad base of relevant experts and practitioners involved in census issues;
- The Committee shall submit an interim report to the Governor by January 31, 2000, containing its recommended outreach strategy to encourage full participation and avoid an undercount in the 2000 Census. Thereafter, the Committee shall report periodically to the Governor, and shall submit its final report no later than June 30, 2001, specifying actual outreach efforts which were implemented for the 2000 Census, and
- Pursuant to Section 11019.6(a) of the Government Code, I hereby designate the California Business, Transportation and Housing Agency as the principal state agency for coordination of the Committee (transferred from the Department of Consumer Affairs via an interagency agreement and a section 28.5 budget letter), and direct all State agencies and departments to cooperate fully as time is of the essence in this effort.
- No part of this Order shall be construed to limit the authority of any agency to hold public hearings on any matter within its jurisdiction, and no part of this Order shall be construed to authorize any state agency to adopt or implement procedures, forms or deadlines in conflict with those exactly specified in statute or in conflict with the Administrative Procedures Act; and

- Nothing in this Order shall be construed to confer upon any state agency decision-making authority over substantive matters within another agency's jurisdiction, including any informational and public hearing requirements needed to make regulatory and permitting decisions; and
- This Order does not apply to any court or office of the judicial branch of government.

IN WITNESS WHEREOF I have
hereunto set my hand and caused the
Great Seal of the State of California to
be affixed this 4th day of November 1999.



Gray Davis

Governor of California

ATTEST:

Bill Jones

Secretary of State

California Complete Count Committee**Maria Contreras-Sweet, Chair**

Secretary for Business,
Transportation and Housing Agency
State of California

Cruz M. Bustamante

Lieutenant Governor
State of California

Kevin Murray

Senator (D-Los Angeles)
State of California

Elmy Bermejo

Commission on the Status of Women
San Francisco

Presiding Bishop E. Lynn Brown

9th District Christian Methodist Episcopal Church
Los Angeles

Christina DiFrancesco

Department of Housing and Community
Development/Division of Community
Affairs, Homeless Programs
Sacramento

Bill E. Dombrowski

President and CEO
California Retailers Association
Sacramento

Leobardo Estrada

Associate Professor of Urban Planning
University of California at Los Angeles
Los Angeles

Senior Rabbi Harvey J. Fields

Wilshire Boulevard Temple
Los Angeles

Jack Fujimoto

President Emeritus, Los Angeles Community College
District Evaluation and Planning for the Buddhist
Churches of America
Los Angeles

Sister Sally Furay, RSCJ

Higher Educational Consultant
San Diego

Antonia Hernandez

President and General Counsel
Mexican American Legal Defense and Educational Fund
(MALDEF), National Headquarters
Los Angeles

Stewart Kwoh

President and Executive Director
Asian Pacific American Legal Center
Los Angeles

Reverend Jim Lawson

Pastor Emeritus
Holman United Methodist Church
Los Angeles

Richard Masur

Former President
Screen Actors Guild
Los Angeles

Christopher McKenzie

Executive Director
League of California Cities
Sacramento

Constance L. Rice

English, Munger & Rice
Los Angeles

Arturo S. Rodriguez

President
United Farm Workers of America, AFL-CIO
Keene

California’s Mail Back Response Rate

MRR = Mail Back Response Rate
Initial MRR: April 4, 2000
Final MRR: September 7, 2000

	USA	California
1990 MRR	65%	65%
Projected MRR	61%	58%
Initial MRR	65%	67%
Final MRR	67%	70%

Los Angeles Times Article

Areas With Large Minority Numbers Exceed Census Goals

By ROBERT A. ROSENBLATT
TIMES STAFF WRITER

WASHINGTON—Many Americans greeted the census this year with either a shrug of indifference or outrage over an intrusion into their privacy.

But an analysis of the latest tabulations released Tuesday shows that California communities with large minority populations are bucking the national trend.

Anaheim, Compton, Modesto and Santa Ana all have surpassed the performance targets set by the census for getting people to mail back census forms.

A minority undercount in the 1990 tally cost Califor-

nia more than \$2 billion in federal funds during the decade and may have prevented the state from adding another seat to its 52-member delegation in Congress. A determined effort to improve the count this time—including high school rallies, parades and storefront posters in Spanish, Cambodian and Vietnamese—has promoted an unexpected wave of cooperation.

Nationally, the mail-in rate for the census has declined sharply since 1970, when 85% of households returned their forms. It slumped to 65% a decade ago. The Census Bureau's ambitious goal this year was the 1990 rate plus 5 percentage points. So far, no state has met the 70% target. California has a response rate of 64%, compared with a national figure of 62%.

As for the cities, by Tuesday only 9% of them had met their targets. But in California—where 13% of the state's 470 cities either met or exceeded their targets, the response was "very impressive," said Tim Ransdell, executive director of the California Institute, a research organization that advises members of the state's congressional delegation.

One of the key selling points for census officials, as well as politicians who have plied their constituents with information, was to convince wary immigrants

Please see CENSUS, A22

A22

WEDNESDAY, APRIL 12, 2000

CENSUS: Campaign

Continued from A3

that census data was confidential and would not be shared with any other federal agency. In fact, the census publishes reports with aggregate data gathered from its surveys and does not make reports on individuals available for 72 years.

Political leaders were jubilant at the news of California's response.

Rep. Juanita Millender-McDonald (D-Carson), whose highly diverse district includes Compton, participated in high school rallies with "it's cool to be counted" banners. She invited Census Director Kenneth Prewitt to the district to answer questions from residents who were worried about privacy and immigration issues. She also organized a campaign, in cooperation with ambassadors from African and Caribbean nations, to persuade immigrants from their countries to mail back census forms.

It was "successful far beyond any predictions," she said.

Rep. Loretta Sanchez (D-Garden Grove) promoted

the census at dozens of local events, including a Latino leadership breakfast, a black history parade, a Cambodian dance and a rally of Vietnamese high school and college students. "I'm thrilled that Santa Ana and Anaheim have exceeded expectations," she said.

California contributed significantly to the drive for a better tally through its "complete count" program. Funded by a \$24-million legislative appropriation, the program encouraged cooperation with the census.

Not surprisingly, state officials also hailed the outcome. "Terrific news for California," said Maria Contreras-Sweet, secretary of the state's Business, Transportation and Housing Agency.

The success of the mail-in effort is vital because it is the primary and the easiest way to gather the information about the American population. The mail-in campaign closed Tuesday and census officials will now prepare lists of those who failed to return the form. Enumerators hired by the census will go into the field later this month to try to persuade those who have not responded to fill out the forms.

The Census Bureau calculated that it had a national net undercount of 4 million people a decade ago, or 1.6% of the total population. But the undercount was 4.4% for blacks and 5% for Latinos. For California, it

became particularly important to get an accurate count of minorities because they compose an increasing share of the population. It also is important because the census helps determine the dispersal nationally of \$185 billion in federal funds each year.

Among the California localities matching or beating the census target were areas with large minority populations. Anaheim met its target of 69%. Modesto reached its goal of 70%, and Santa Ana—at 67%—beat its target of 66%.

Compton fell below the state average, but still showed major gains, with a performance rate of 57%, higher than its goal of 54%. Other localities beating their targets included Baldwin Park, 69%; Bell Gardens, 67%; Calabasas, 72%; Chino Hills, 70%; Delano, 64%; East Palo Alto, 50%; El Monte, 62%; Inglewood, 59%; Irwindale, 69%; La Puente, 70%; and Laguna Hills, 70%.

None of the state's biggest cities reached the Census Bureau's goal for the mail-in program. The response rates for the major cities: Los Angeles, 58%; Long Beach, 63%; Fresno, 62%; Oakland, 56%; Riverside, 67%; Sacramento, 50%; San Bernardino, 56%; San Diego, 67%; San Francisco, 60%; and San Jose, 66%.

OFFICE OF THE GOVERNOR

PR00: 154

FOR IMMEDIATE RELEASE

June 20, 2000

**CALIFORNIA CENSUS RESULTS ARE ABOVE
NATIONAL AVERAGE***\$24.7 Million Investment to Reach Traditionally Undercounted Communities Pays Off*

SACRAMENTO – Governor Gray Davis announced today that California's \$24.7 million investment to increase the Census 2000 count has been highly successful. At 68 percent, the census mail-in response rate is 10 percentage points higher than had been projected by the United States Census Bureau and three percentage points higher than the national average.

"Our goal was to reduce the number of undercounted people and I am pleased to announce that we have already exceeded the 1990 rate," Governor Davis said. "Census 2000 will continue until the end of June, and so I want to ensure that every Californian stands up to be counted by turning in their forms and cooperating with the census workers who are going door to door."

Nearly one-third of the California's municipalities (164 cities) have met or exceeded their goals to get people to complete and return the Census forms. Due to this increased response rate, California could receive an increase of \$5 billion in federal funding over the next 10 years. With 1 million additional households responding, California could also gain an additional seat in the U.S. House of Representatives.

In his 1999-00 Budget, Governor Davis provided \$24.7 million to fund a Census outreach campaign in communities that have traditionally been undercounted, including many minority communities.

In 1990, census returns show Californians were undercounted by nearly 2.7 percent, or almost 840,000 people. This resulted in a loss of an estimated \$2.2 billion in federal funds and one congressional seat.

The California Complete Count Committee teamed with local governments, non-profit organizations, and schools to host special events promoting the Census. Community outreach was conducted at local holiday parades, festivals, and multicultural events.

Success of California's Census 2000 is also attributed to the California Complete Count Committee's network of 1,100 state-funded questionnaire assistance centers in communities throughout the State and their efforts to implement a multi-language advertising campaign, and extend outreach to communities via school programs.

Californians are urged to cooperate with census counters, also known as enumerators, who are going to the homes of people that are as yet, still uncounted. The census count of California's population will be announced in December 2000.

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Number of People Not Counted in the 1990 Census

County	Total	White	Black	American Indians	Asians & Pacific Islanders	Hispanic origin
Alameda	38,080	6,357	19,376	124	3,801	8,422
Alpine	35	19	0	9	0	7
Amador	443	354	5	10	-2	76
Butte	4,723	3,474	62	80	302	805
Calaveras	608	449	9	17	2	131
Colusa	717	192	1	12	0	512
Contra Costa	14,254	4,333	5,603	52	435	3,831
Del Norte	575	345	4	65	19	142
El Dorado	2,459	1,814	22	36	43	544
Fresno	24,692	3,802	2,817	126	2,786	15,161
Glenn	888	351	6	21	54	456
Humboldt	3,323	2,482	24	415	111	291
Imperial	3,968	534	63	149	17	3,205
Inyo	595	276	2	187	2	128
Kern	15,447	4,574	2,217	75	279	8,302
Kings	3,726	1,254	152	52	106	2,162
Lake	1,143	735	24	55	1	328
Lassen	564	382	15	39	5	123
Los Angeles	305,772	35,178	78,891	430	19,812	171,461
Madera	3,177	860	62	26	12	2,217
Marin	2,873	1,339	475	5	168	886
Mariposa	371	267	1	19	5	79
Mendocino	2,443	1,362	19	207	14	841
Merced	7,066	2,112	263	22	778	3,891
Modoc	243	143	0	24	0	76
Mono	372	227	2	23	6	114
Monterey	12,160	3,895	660	52	542	7,011
Napa	2,556	1,432	40	15	66	1,003
Nevada	1,316	1,118	3	14	3	178
Orange	50,841	13,067	3,864	114	4,633	29,163
Placer	2,494	1,774	46	28	1	645
Plumas	456	330	7	19	0	100
Riverside	28,763	8,277	4,124	312	602	15,448
Sacramento	24,027	7,306	8,552	145	2,324	5,700
San Benito	1,495	336	6	6	4	1,143
San Bernardino	37,270	9,955	9,104	187	938	17,086
San Diego	62,536	18,362	13,642	488	4,456	25,588
San Francisco	21,621	6,262	6,171	63	4,399	4,726
San Joaquin	14,649	4,099	1,993	72	2,222	6,263
San Luis Obispo	5,708	3,803	92	48	286	1,479
San Mateo	12,094	2,439	2,795	42	1,182	5,636
Santa Barbara	11,491	5,445	295	82	540	5,129
Santa Clara	33,824	8,516	5,054	89	4,856	15,309
Santa Cruz	6,281	3,509	67	37	164	2,504
Shasta	3,110	2,485	39	118	157	311
Sierra	83	67	0	0	0	16
Siskiyou	1,047	733	22	61	15	216
Solano	8,127	3,241	2,716	46	249	1,875
Sonoma	9,286	6,031	185	105	224	2,741
Stanislaus	10,297	5,242	206	76	712	4,061
Sutter	1,748	885	46	14	79	724
Tehama	1,198	731	6	24	3	434
Trinity	254	215	0	14	1	24
Tulare	11,851	3,203	148	179	454	7,867
Tuolumne	934	696	1	45	3	189
Ventura	14,727	4,580	1,128	64	262	8,693
Yolo	4,882	2,295	108	47	785	1,647
Yuba	1,874	1,062	79	54	271	408
State	837,557	204,606	171,314	4,940	59,189	397,508

Number of People Not Counted
in the 1990 Census

18 years and over

County	Total	White	Black	American Indians	Asians & Pacific Islanders	Hispanic origin
Alameda	22,202	4,303	10,330	110	2,194	5,265
Alpine	15	10	0	2	0	3
Amador	176	124	2	1	-2	51
Butte	3,149	2,393	23	55	170	508
Calaveras	210	115	6	10	0	79
Colusa	402	91	0	8	-1	304
Contra Costa	7,310	2,033	2,769	34	46	2,428
Del Norte	239	130	0	29	4	76
El Dorado	1,102	666	11	22	25	378
Fresno	13,114	1,985	1,209	84	1,018	8,818
Glenn	456	158	1	7	18	272
Humboldt	1,992	1,522	8	224	58	180
Imperial	2,282	282	22	73	4	1,901
Inyo	331	158	0	101	1	71
Kern	8,056	2,360	885	46	127	4,638
Kings	2,021	686	37	25	46	1,227
Lake	519	296	9	25	-3	192
Lassen	238	128	6	19	4	81
Los Angeles	183,411	24,564	42,123	334	11,695	104,695
Madera	1,703	357	17	12	1	1,316
Marin	1,637	687	262	2	97	589
Mariposa	187	125	1	6	3	52
Mendocino	1,215	605	5	104	7	494
Merced	3,800	1,185	85	12	261	2,257
Modoc	110	56	0	11	0	43
Mono	242	146	1	8	4	83
Monterey	7,494	2,543	256	32	245	4,418
Napa	1,632	874	17	10	49	682
Nevada	529	400	2	3	2	122
Orange	31,607	8,178	2,222	88	2,513	18,606
Placer	1,105	664	18	16	-11	418
Plumas	207	143	3	4	0	57
Riverside	15,947	4,065	1,895	185	305	9,497
Sacramento	12,938	4,609	4,036	105	879	3,309
San Benito	865	158	2	4	0	701
San Bernardino	19,510	5,011	4,132	111	415	9,841
San Diego	37,697	12,721	7,061	329	2,473	15,113
San Francisco	15,234	5,863	3,486	59	2,559	3,267
San Joaquin	7,834	2,348	894	50	780	3,762
San Luis Obispo	3,985	2,651	37	34	258	1,005
San Mateo	7,071	1,367	1,528	36	553	3,587
Santa Barbara	8,259	4,151	119	56	412	3,521
Santa Clara	21,271	5,766	2,979	63	2,857	9,606
Santa Cruz	4,350	2,472	38	29	132	1,679
Shasta	1,511	1,203	14	56	60	178
Sierra	37	29	0	0	0	8
Siskiyou	453	303	5	15	9	121
Solano	4,400	1,930	1,246	22	7	1,195
Sonoma	5,688	3,604	72	59	108	1,845
Stanislaus	5,974	3,119	74	55	240	2,486
Sutter	979	486	17	9	26	441
Tehama	529	273	1	10	2	243
Trinity	113	93	0	6	0	14
Tulare	6,398	1,641	42	97	137	4,481
Tuolumne	408	262	1	29	2	114
Ventura	8,606	2,565	582	43	90	5,326
Yolo	3,534	1,755	48	35	665	1,031
Yuba	983	605	24	24	86	244
State	493,267	127,017	88,663	3,038	31,630	242,919

Number of People Not Counted
in the 1990 Census

Under 18 years

County	Total	White	Black	American Indians	Asians & Pacific Islanders	Hispanic origin
Alameda	15,878	2,054	9,046	14	1,607	3,157
Alpine	20	9	0	7	0	4
Amador	267	230	3	9	0	25
Butte	1,574	1,081	39	25	132	297
Calaveras	398	334	3	7	2	52
Colusa	315	101	1	4	1	208
Contra Costa	6,944	2,300	2,834	18	389	1,403
Del Norte	336	215	4	36	15	66
El Dorado	1,357	1,148	11	14	18	166
Fresno	11,578	1,817	1,608	42	1,768	6,343
Glenn	432	193	5	14	36	184
Humboldt	1,331	960	16	191	53	111
Imperial	1,686	252	41	76	13	1,304
Inyo	264	118	2	86	1	57
Kern	7,391	2,214	1,332	29	152	3,664
Kings	1,705	568	115	27	60	935
Lake	624	439	15	30	4	136
Lassen	326	254	9	20	1	42
Los Angeles	122,361	10,614	36,768	96	8,117	66,766
Madera	1,474	503	45	14	11	901
Marin	1,236	652	213	3	71	297
Mariposa	184	142	0	13	2	27
Mendocino	1,228	757	14	103	7	347
Merced	3,266	927	178	10	517	1,634
Modoc	133	87	0	13	0	33
Mono	130	81	1	15	2	31
Monterey	4,666	1,352	404	20	297	2,593
Napa	924	558	23	5	17	321
Nevada	787	718	1	11	1	56
Orange	19,234	4,889	1,642	26	2,120	10,557
Placer	1,389	1,110	28	12	12	227
Plumas	249	187	4	15	0	43
Riverside	12,816	4,212	2,229	127	297	5,951
Sacramento	11,089	2,697	4,516	40	1,445	2,391
San Benito	630	178	4	2	4	442
San Bernardino	17,760	4,944	4,972	76	523	7,245
San Diego	24,839	5,641	6,581	159	1,983	10,475
San Francisco	6,387	399	2,685	4	1,840	1,459
San Joaquin	6,815	1,751	1,099	22	1,442	2,501
San Luis Obispo	1,723	1,152	55	14	28	474
San Mateo	5,023	1,072	1,267	6	629	2,049
Santa Barbara	3,232	1,294	176	26	128	1,608
Santa Clara	12,553	2,750	2,075	26	1,999	5,703
Santa Cruz	1,931	1,037	29	8	32	825
Shasta	1,599	1,282	25	62	97	133
Sierra	46	38	0	0	0	8
Siskiyou	594	430	17	46	6	95
Solano	3,727	1,311	1,470	24	242	680
Sonoma	3,598	2,427	113	46	116	896
Stanislaus	4,323	2,123	132	21	472	1,575
Sutter	769	399	29	5	53	283
Tehama	669	458	5	14	1	191
Trinity	141	122	0	8	1	10
Tulare	5,453	1,562	106	82	317	3,386
Tuolumne	526	434	0	16	1	75
Ventura	6,121	2,015	546	21	172	3,367
Yolo	1,348	540	60	12	120	616
Yuba	891	457	55	30	185	164
State	344,290	77,589	82,651	1,902	27,559	154,589

Projected 2000 Undercount for California Counties by Race and Ethnicity

County	Total	percent SHARES:					percent SHARES:				
		White	African American	Native American	Asian or Pacific Islander	Hispanic Origin (of any race)	White	African American	Native American	Asian or Pacific Islander	Hispanic Origin (of any race)
Alameda County	46,974	6,105	22,077	125	6,151	12,516	13.00%	47.00%	0.27%	13.09%	26.64%
Alpine County	33	17	0	9	0	7	51.52%	0.00%	27.27%	0.00%	21.21%
Amador County	512	398	8	8	-2	100	77.73%	1.56%	1.56%	-0.39%	19.53%
Butte County	5,620	3,816	78	90	538	1,098	67.90%	1.39%	1.60%	9.57%	19.54%
Calaveras County	795	541	11	22	3	218	68.05%	1.38%	2.77%	0.38%	27.42%
Colusa County	1,070	200	1	13	0	856	18.69%	0.09%	1.21%	0.00%	80.00%
Contra Costa County	17,337	4,564	6,657	57	642	5,417	26.33%	38.40%	0.33%	3.70%	31.25%
Del Norte County	743	416	4	76	33	214	55.99%	0.54%	10.23%	4.44%	28.80%
El Dorado County	3,171	2,193	27	46	71	834	69.16%	0.85%	1.45%	2.24%	26.30%
Fresno County	32,450	4,014	3,565	180	4,263	20,428	12.37%	10.99%	0.55%	13.14%	62.95%
Glenn County	1,186	359	4	21	98	704	30.27%	0.34%	1.77%	8.26%	59.36%
Humboldt County	3,647	2,554	27	486	175	405	70.03%	0.74%	13.33%	4.80%	11.11%
Imperial County	5,765	546	108	128	24	4,959	9.47%	1.87%	2.22%	0.42%	86.02%
Inyo County	641	259	2	200	2	178	40.41%	0.31%	31.20%	0.31%	27.77%
Kern County	20,822	5,040	3,015	92	432	12,243	24.21%	14.48%	0.44%	2.07%	58.80%
Kings County	4,855	1,409	197	59	152	3,038	29.02%	4.06%	1.22%	3.13%	62.57%
Lake County	1,397	841	37	64	0	455	60.20%	2.65%	4.58%	0.00%	32.57%
Lassen County	717	419	18	42	6	232	58.44%	2.51%	5.86%	0.84%	32.36%
Los Angeles County	367,373	30,782	78,591	412	26,927	230,661	8.38%	21.39%	0.11%	7.33%	62.79%
Madera County	4,705	1,056	116	27	18	3,488	22.44%	2.47%	0.57%	0.38%	74.13%
Marin County	3,668	1,363	531	4	243	1,527	37.16%	14.48%	0.11%	6.62%	41.63%
Mariposa County	433	308	1	14	6	104	71.13%	0.23%	3.23%	1.39%	24.02%
Mendocino County	2,975	1,359	18	268	20	1,310	45.68%	0.61%	9.01%	0.67%	44.03%
Merced County	9,030	2,230	281	23	1,245	5,251	24.70%	3.11%	0.25%	13.79%	58.15%
Modoc County	279	135	0	25	0	119	48.39%	0.00%	8.96%	0.00%	42.65%
Mono County	433	233	2	21	6	171	53.81%	0.46%	4.85%	1.39%	39.49%
Monterey County	14,824	3,820	673	55	605	9,671	25.77%	4.54%	0.37%	4.08%	65.24%
Napa County	3,172	1,498	54	17	104	1,499	47.23%	1.70%	0.54%	3.28%	47.26%
Nevada County	1,560	1,278	4	14	4	260	81.92%	0.26%	0.90%	0.26%	16.67%
Orange County	69,085	13,284	4,449	115	7,204	44,033	19.23%	6.44%	0.17%	10.43%	63.74%
Placer County	3,536	2,458	71	33	2	972	69.51%	2.01%	0.93%	0.06%	27.49%
Plumas County	471	310	8	17	0	136	65.82%	1.70%	3.61%	0.00%	28.87%
Riverside County	41,273	10,158	5,856	453	1,095	23,711	24.61%	14.19%	1.10%	2.65%	57.45%
Sacramento County	30,477	7,859	11,172	189	3,645	7,612	25.79%	36.66%	0.62%	11.96%	24.98%
San Benito County	2,014	488	8	7	8	1,503	24.23%	0.40%	0.35%	0.40%	74.63%
San Bernardino County	50,363	10,422	12,694	206	1,522	25,519	20.69%	25.21%	0.41%	3.02%	50.67%
San Diego County	80,605	19,801	16,501	524	6,432	37,347	24.57%	20.47%	0.65%	7.98%	46.33%
San Francisco County	24,056	5,785	6,453	66	5,689	6,063	24.05%	26.82%	0.27%	23.65%	25.20%
San Joaquin County	18,609	4,468	2,487	77	3,255	8,322	24.01%	13.36%	0.41%	17.49%	44.72%
San Luis Obispo County	6,801	4,378	104	49	369	1,901	64.37%	1.53%	0.72%	5.43%	27.95%
San Mateo County	15,512	2,420	2,692	59	1,806	8,535	15.60%	17.35%	0.38%	11.64%	55.02%
Santa Barbara County	13,568	5,441	310	99	725	6,993	40.10%	2.28%	0.73%	5.34%	51.54%
Santa Clara County	43,435	8,270	5,948	67	8,343	20,807	19.04%	13.69%	0.15%	19.21%	47.90%
Santa Cruz County	7,433	3,703	80	40	227	3,383	49.82%	1.08%	0.54%	3.05%	45.51%
Shasta County	3,735	2,847	45	138	262	443	76.22%	1.20%	3.69%	7.01%	11.86%
Sierra County	79	62	0	0	0	17	78.48%	0.00%	0.00%	0.00%	21.52%
Siskiyou County	1,071	684	20	63	19	285	63.87%	1.87%	5.88%	1.77%	26.61%
Solano County	9,719	3,458	3,380	47	336	2,498	35.58%	34.78%	0.48%	3.46%	25.70%
Sonoma County	11,487	6,731	238	119	356	4,043	58.60%	2.07%	1.04%	3.10%	35.20%
Stanislaus County	13,304	5,946	293	95	1,124	5,846	44.69%	2.20%	0.71%	8.45%	43.94%
Sutter County	2,297	1,046	63	16	127	1,045	45.54%	2.74%	0.70%	5.53%	45.49%
Tehama County	1,452	754	6	25	4	663	51.93%	0.41%	1.72%	0.28%	45.66%
Trinity County	247	204	0	15	1	27	82.59%	0.00%	6.07%	0.40%	10.93%
Tulare County	15,396	3,341	178	182	643	11,052	21.70%	1.16%	1.18%	4.18%	71.78%
Tuolumne County	1,019	753	1	41	4	220	73.90%	0.10%	4.02%	0.39%	21.59%
Ventura County	17,817	4,657	1,252	66	373	11,469	26.14%	7.03%	0.37%	2.09%	64.37%
Yolo County	5,975	2,472	134	69	1,131	2,169	41.37%	2.24%	1.15%	18.93%	36.30%
Yuba County	2,194	1,099	81	42	440	532	50.09%	3.69%	1.91%	20.05%	24.25%
State	1,049,217	211,052	190,631	5,517	86,908	555,109	20.12%	18.17%	0.53%	8.28%	52.91%

Projected 2000 Undercount
for California Counties

	Total	White	Black	Amer Ind and Alaska Native	API	Hispanic origin (of any race)
Alameda	26,490	4,012	11,533	111	3,431	7,403
Alpine	19	11	0	3	0	5
Amador	206	147	2	1	-2	58
Butte	3,706	2,615	28	67	294	702
Calaveras	318	153	8	14	0	143
Colusa	643	103	0	10	-1	531
Contra Costa	8,957	2,168	3,342	41	74	3,332
Del Norte	344	179	0	38	8	119
El Dorado	1,516	872	16	33	41	554
Fresno	17,216	2,116	1,490	125	1,695	11,790
Glenn	649	172	1	9	41	426
Humboldt	2,283	1,627	11	284	102	259
Imperial	3,553	305	65	87	7	3,089
Inyo	366	154	0	120	1	91
Kern	10,898	2,695	1,283	63	200	6,657
Kings	2,648	769	51	34	69	1,725
Lake	659	347	15	30	-4	271
Lassen	362	158	12	25	5	162
Los Angeles	211,983	21,125	41,582	332	16,017	132,927
Madera	2,625	492	51	14	2	2,066
Marin	2,012	688	300	2	140	882
Mariposa	231	149	1	7	4	70
Mendocino	1,600	673	7	140	11	769
Merced	4,936	1,288	95	14	469	3,070
Modoc	146	62	0	14	0	70
Mono	284	156	1	10	4	113
Monterey	8,829	2,425	295	38	294	5,777
Napa	2,031	950	26	12	79	964
Nevada	704	510	3	4	3	184
Orange	39,322	8,054	2,371	92	3,897	24,908
Placer	1,580	928	31	21	-20	620
Plumas	252	159	4	5	0	84
Riverside	22,514	5,029	2,691	266	550	13,978
Sacramento	15,926	4,857	5,257	142	1,345	4,325
San Benito	1,189	241	3	5	0	940
San Bernardino	26,015	5,301	5,784	134	670	14,126
San Diego	45,516	13,272	8,133	364	3,555	20,192
San Francisco	16,178	5,223	3,569	62	3,280	4,044
San Joaquin	9,926	2,577	1,105	55	1,283	4,906
San Luis Obispo	4,722	3,059	46	38	333	1,246
San Mateo	8,913	1,281	1,565	52	840	5,175
Santa Barbara	9,374	4,113	136	75	541	4,509
Santa Clara	26,558	5,527	3,642	52	4,728	12,609
Santa Cruz	5,009	2,632	50	34	182	2,111
Shasta	1,932	1,449	18	70	126	269
Sierra	43	33	0	0	0	10
Siskiyou	532	323	6	21	13	169
Solano	5,311	2,064	1,613	26	11	1,597
Sonoma	7,062	4,142	100	71	176	2,573
Stanislaus	7,791	3,600	112	68	447	3,564
Sutter	1,316	590	27	11	41	647
Tehama	693	311	1	11	3	367
Trinity	128	101	0	8	0	19
Tulare	8,477	1,778	53	121	251	6,274
Tuolumne	490	316	1	31	3	139
Ventura	10,380	2,650	708	48	137	6,837
Yolo	4,228	1,873	59	52	921	1,323
Yuba	1,131	602	25	26	147	331
State	598,722	129,206	97,328	3,643	46,444	322,101

Projected 2000 Undercount
for California Counties

County	Total	White	Black	Under 18 years		Hispanic origin (of any race)
				Amer Ind and Alaska Native	API	
Alameda	20,484	2,093	10,544	14	2,720	5,113
Alpine	14	6	0	6	0	2
Amador	306	251	6	7	0	42
Butte	1,914	1,201	50	23	244	396
Calaveras	477	388	3	8	3	75
Colusa	427	97	1	3	1	325
Contra Costa	8,380	2,396	3,315	16	568	2,085
Del Norte	399	237	4	38	25	95
El Dorado	1,655	1,321	11	13	30	280
Fresno	15,234	1,898	2,075	55	2,568	8,638
Glenn	537	187	3	12	57	278
Humboldt	1,364	927	16	202	73	146
Imperial	2,212	241	43	41	17	1,870
Inyo	275	105	2	80	1	87
Kern	9,924	2,345	1,732	29	232	5,586
Kings	2,207	640	146	25	83	1,313
Lake	738	494	22	34	4	184
Lassen	355	261	6	17	1	70
Los Angeles	155,390	9,657	37,009	80	10,910	97,734
Madera	2,080	564	65	13	16	1,422
Marin	1,656	675	231	2	103	645
Mariposa	202	159	0	7	2	34
Mendocino	1,375	686	11	128	9	541
Merced	4,094	942	186	9	776	2,181
Modoc	133	73	0	11	0	49
Mono	149	77	1	11	2	58
Monterey	5,995	1,395	378	17	311	3,894
Napa	1,141	548	28	5	25	535
Nevada	856	768	1	10	1	76
Orange	29,763	5,230	2,078	23	3,307	19,125
Placer	1,956	1,530	40	12	22	352
Plumas	219	151	4	12	0	52
Riverside	18,759	5,129	3,165	187	545	9,733
Sacramento	14,551	3,002	5,915	47	2,300	3,287
San Benito	825	247	5	2	8	563
San Bernardino	24,348	5,121	6,910	72	852	11,393
San Diego	35,089	6,529	8,368	160	2,877	17,155
San Francisco	7,878	562	2,884	4	2,409	2,019
San Joaquin	8,683	1,891	1,382	22	1,972	3,416
San Luis Obispo	2,079	1,319	58	11	36	655
San Mateo	6,599	1,139	1,127	7	966	3,360
Santa Barbara	4,194	1,328	174	24	184	2,484
Santa Clara	16,877	2,743	2,306	15	3,615	8,198
Santa Cruz	2,424	1,071	30	6	45	1,272
Shasta	1,803	1,398	27	68	136	174
Sierra	36	29	0	0	0	7
Siskiyou	539	361	14	42	6	116
Solano	4,408	1,394	1,767	21	325	901
Sonoma	4,425	2,589	138	48	180	1,470
Stanislaus	5,513	2,346	181	27	677	2,282
Sutter	981	456	36	5	86	398
Tehama	759	443	5	14	1	296
Trinity	119	103	0	7	1	8
Tulare	6,919	1,563	125	61	392	4,778
Tuolumne	529	437	0	10	1	81
Ventura	7,437	2,007	544	18	236	4,632
Yolo	1,747	599	75	17	210	846
Yuba	1,063	497	56	16	293	201
State	450,495	81,846	93,303	1,874	40,464	233,008

DEPARTMENT OF FINANCE, Demographic Research Unit, 12/31/99

* Nine counties decided to use their own resources for County outreach efforts and did not use State funds (\$26,035).

** Only select CBOs participated in Phase II of the campaign (via ACBOs: Chicano Federation San Diego County, Inc., California Indian Manpower Consortium, Inc., San Francisco Foundation, Los Angeles Consortium, and La Cooperativa Campesina de California).

Note: 2000 Response Rates reflect census form processing through April 23, 2000; Dollar amounts inclusive of administrative expenses as distributed evenly amongst participating counties.

Phase I & II: Allocation of CCC Campaign Outreach Funds to California Counties by Source of Funding

County	Total Funding	County Funding*	CBO Funding**	School Funding
Alameda	\$500,065	\$223,480	\$214,878	\$61,707
Alpine	\$2,119	\$1,000	\$1,119	
Amador	\$4,119	\$3,000	\$1,119	
Butte	\$37,300	\$26,737	\$10,563	
Calaveras*	\$1,216		\$1,216	
Colusa	\$6,242	\$5,091	\$1,151	
Contra Costa	\$186,893	\$82,481	\$79,168	\$25,244
Del Norte	\$9,886	\$3,535	\$6,351	
El Dorado	\$20,115	\$15,086	\$5,029	
Fresno	\$333,383	\$154,382	\$133,109	\$45,892
Glenn	\$6,858	\$5,642	\$1,216	
Humboldt	\$38,180	\$17,351	\$20,829	
Imperial	\$78,108	\$27,427	\$50,681	
Inyo*	\$5,374		\$5,374	
Kern	\$242,004	\$99,061	\$113,047	\$29,896
Kings	\$41,495	\$23,098	\$18,397	
Lake	\$8,445	\$6,646	\$1,799	
Lassen*	\$1,378		\$1,378	
Los Angeles	\$4,165,946	\$1,747,788	\$1,950,053	\$468,105
Madera	\$50,152	\$22,384	\$27,768	
Marin	\$28,989	\$17,451	\$11,538	
Mariposa	\$4,313	\$3,000	\$1,313	
Mendocino	\$22,080	\$14,154	\$7,926	
Merced	\$91,171	\$42,960	\$35,878	\$12,333
Modoc*	\$1,248		\$1,248	
Mono	\$4,400	\$3,000	\$1,400	
Monterey	\$157,324	\$70,526	\$68,738	\$18,060
Napa	\$28,965	\$15,091	\$13,874	
Nevada	\$8,573	\$7,422	\$1,151	
Orange	\$740,333	\$328,674	\$321,999	\$89,660
Placer	\$23,408	\$16,823	\$6,585	
Plumas*				
Riverside	\$396,102	\$196,357	\$143,234	\$56,511
Sacramento	\$347,907	\$169,995	\$134,078	\$43,834
San Benito	\$16,122	\$9,582	\$6,540	
San Bernardino	\$451,634	\$239,603	\$138,684	\$73,347
San Diego	\$844,509	\$383,481	\$355,324	\$105,704
San Francisco	\$438,724	\$188,447	\$226,545	\$23,732
San Joaquin	\$190,174	\$88,533	\$75,484	\$26,157
San Luis Obispo	\$43,040	\$32,356	\$10,684	
San Mateo	\$168,463	\$73,799	\$74,785	\$19,879
Santa Barbara	\$120,206	\$64,550	\$43,022	\$12,634
Santa Clara	\$467,144	\$206,643	\$209,660	\$50,841
Santa Cruz	\$62,870	\$35,363	\$27,507	
Shasta*	\$5,431		\$5,431	
Sierra*	\$1,054		\$1,054	
Siskiyou*	\$4,202		\$4,202	
Solano	\$95,848	\$46,238	\$36,331	\$13,279
Sonoma	\$106,034	\$54,650	\$38,054	\$13,330
Stanislaus	\$126,048	\$63,294	\$46,146	\$16,608
Sutter*	\$1,151		\$1,151	
Tehama	\$8,156	\$6,908	\$1,248	
Trinity	\$7,494	\$3,000	\$4,494	
Tulare	\$187,705	\$73,247	\$93,615	\$20,843
Tuolumne	\$6,745	\$5,000	\$1,745	
Ventura	\$186,733	\$84,765	\$79,564	\$22,404
Yolo	\$57,346	\$28,426	\$28,920	
Yuba	\$11,816	\$10,438	\$1,378	
Total	\$11,202,740	\$5,047,965	\$4,904,775	\$1,250,000

- **County Outreach**

- County Guidelines
- County Contact Matrix

- **School-based Outreach**

- General Plan Format
- Implementation Plan Format
- Standard Contract
- School Information Kit
- University Outreach Information Kit
- Sample Scholastic Materials

- **State Agency Outreach**

- State Agency Outreach Plan Matrix
- List of State Agency Partners
- State Agency Timeline
- WIC flyers
- Secretary of State stickers
- Lottery tickets
- FTB samples
- Newsletters
- Letters from Directors

- **Community based Organization/QAC Outreach**

- List of ACBOs
- List of Subcontractor CBOs
- List of all QAC locations
- Administrative CBO Briefing Book
- Subcontractor CBO Guidelines and Application
- ACBO General Plan Forms and Review Checklist
- ACBO/CBO Report Formats
- Guidance on Role of QACs
- Guidance of Impressions
- It's Not Too Late Guidance
- CBO Monitoring Process and Checklists
- Sample CBO Outreach Materials
- Department of Finance Demographic Handbooks (by county)

Campaign Key Outreach Activities and Highlights

The CCC Campaign outreach team participated in over 500 community events throughout California between January and May 2000. The following sample events convey the wide range of activities and partnerships developed for outreach efforts.

Statewide Kick-Off Sacramento State Capitol

On March 14, 2000, the CCC Campaign roared to life in a public show of solidarity between community leaders, elected and appointed officials, the U.S. Census Bureau and community based organizations. A rainbow of undercount groups converged on the East Steps of the Capitol to participate in Census 2000.

Young Community Developers Census 2000 Fair (San Francisco)

This event was a collaboration of various community based organizations and the U.S. Census Bureau Partnership Specialists. It was a rally followed by a neighborhood walk targeting high undercount areas. The rally included local community leaders, faith-based leaders, elected officials, U.S. Census Bureau representatives and CCC Campaign staff. Dance and poetry with census messages were also showcased. After the rally volunteers canvassed targeted neighborhoods throughout San Francisco wearing CCC Campaign t-shirts and carrying doorhangers designed by the coalition of sponsors.

Chinese, Vietnamese, Khmer New Year Celebrations (San Francisco, Sacramento, Fresno, Los Angeles)

January, February and March provided unique opportunities to spread the census message to Asian American communities throughout California as celebrations of Vietnamese, Chinese and Khmer New Years occurred during this time. The CCC Campaign participated in parades and festivals celebrating these events. A red CCC Campaign banner (red is significant in Chinese culture) with the message, "California You Count! Counting the Lions and Dragons—Census Day April 1" was carried by CCC Campaign staff for the Chinese New Year Festival and Parade in San Francisco. Also, a variety of promotional items were handed out to spectators. An estimated 1 million spectators were present at this event.

Labor Meeting (Sacramento)

CCC Campaign staff attended a union meeting of the Central Labor Council to present the census message to its membership. This message was well received and those present committed to sharing the census message with their families and friends.

Davis Pow Wow (Sacramento)

CCC Campaign staff attended this annual gathering in Davis of various California American Indian tribes. CCC Campaign staff distributed promotional items and answered questions about the census. Announcements were made in between dances regarding the importance of a complete and accurate count for the American Indian communities and about the availability of a Questionnaire Assistance Center at the pow wow to assist with the completion of census forms. Also, the U.S. Census Bureau's traveling Census van made a stop at the Pow Wow, providing additional promotional items, information and assistance.

Viva el Mariachi Festival (Fresno)

The CCC Campaign was the main sponsor of this annual event. The CCC Committee Chair was honored and presented a census message to the audience. In addition, the Census Bear made an appearance and concertgoers received little census bears and informational materials about the census. Approximately 10,000 people attended this event.

Swap Meets (Tulare County)

CCC Campaign staff attended swap meets in Visalia, Porterville, Terra Bella, Woodville, Poplar, Farmsville and Cutler-Orosi where they set up census informational tables. These events attracted large numbers of low income Latinos.

Youth Soccer Opening Ceremony (Los Angeles—San Fernando Valley)

This children's soccer season kick-off attracted 6,000 predominantly Latino children and their parents. A representative from the CCC Campaign joined the soccer celebrities on stage and spoke of the importance of the census and how a complete count benefits the communities. Little census bears were made available for those who brought their parents to the census table. The U.S. Census Bureau had a table adjacent to the CCC Campaign table. This event was highly successful because of the large number of people reached.

Martin Luther King, Jr., Kingdom Day Parade/Black History Month Parades and Celebrations (South Central Los Angeles, Riverside, Orange County, West Sacramento)

The Martin Luther King, Jr. holiday in January and the celebration of Black History Month in February provided unique opportunities to spread the census message to African Americans. In each of these parades the CCC Campaign purchased an entry into the parade and drove a car with the census banner prominently displayed. The Census Bear also walked and rode in the parade route. CCC Campaign staff also participated in the Black History Month Celebration of the California Highway Patrol Academy in West Sacramento.

High School Census Tour (Los Angeles)

Elected officials invited representatives of the U.S. Census Bureau and the CCC Campaign to address high school, middle and elementary students about the importance of participating in the census. Tommy the Clown and the Census Bear performed at these events.

Census Street Theatre, Census 2000 "We Count" Jam – Open Mic and Shock Theatre (Chula Vista; San Francisco)

Census Street Theater by a Chula Vista bilingual theater troupe, performed a play about the census. This event also featured presentations by local elected officials.

In San Francisco, Census 2000 "We Count" jam presented a forum for youth to voice their concerns and questions regarding the census process.

A local San Francisco theater troupe presented a play about the kind of future that would result from an incomplete and inaccurate census count. This play was presented at community centers in Bay View Hunter's Point and Western Addition.

March 18, 2000, "California, You Count!" Day (Statewide)

The CCC Campaign designated March 18, 2000, as "California, You Count!" Day. The CCC Campaign promoted this day as an opportunity for organizations to hold a census-related event with the assistance of the CCC Campaign. Those organizations interested in sponsoring a census event on March 18 received promotional materials from the CCC Campaign such as balloons, signs, t-shirts for volunteers, door hangers for neighborhood canvassing and the opportunity for a visit from the Census Bear.

"California, You Count!" Day was promoted by sending flyers to CCC Campaign sponsored Questionnaire Assistance Center subcontractors statewide. Over 30 organizations statewide, from community based organizations to local governments, participated in the "California, You Count!" Day.

- The Asian/Pacific Islander community in Sacramento sponsored a census rally on the Capitol steps featuring elected officials, the CCC Campaign and a large number of volunteers who canvassed neighborhoods with high undercount populations.
- Community based organizations in the Bay Area (San Francisco/Oakland) sponsored numerous neighborhood walks and census rallies.
- Organizations in the Central Valley region (i.e. Merced, Fresno, Selma, Madera, Tulare) sponsored 18 neighborhood walks promoting the census in high undercount areas. The CCC Campaign provided some funding and promotional items for these events. The Hmong community in Fresno held a successful event featuring the highest ranking official of the Hmong communities in the United States. Approximately 500 attendees were present. Likewise, the Khmer communities in Fresno organized a neighborhood walk among 12 different clusters within its communities in the Central Valley.
- "California, You Count!" events were also held in neighborhoods throughout Southern California. The cities of Pasadena, Monterey Park, Lynwood, Compton, Paramount, Lawndale, Baldwin Park and numerous community organizations in the region participated in "You Count!" Day.
- Over five hundred people participated in the City of Monterey Park's event. A Questionnaire Assistance Center was available to provide assistance in the Chinese and Spanish languages. Temporary mailboxes were also available for people to mail their completed census forms. Local organizations sponsored a free breakfast for volunteers and anyone mailing their census form that day. 500 student volunteers canvassed neighborhoods with high undercount potential. An Asian chorus and Mexican folkloric dancers entertained the crowd as they prepared to hit the streets.

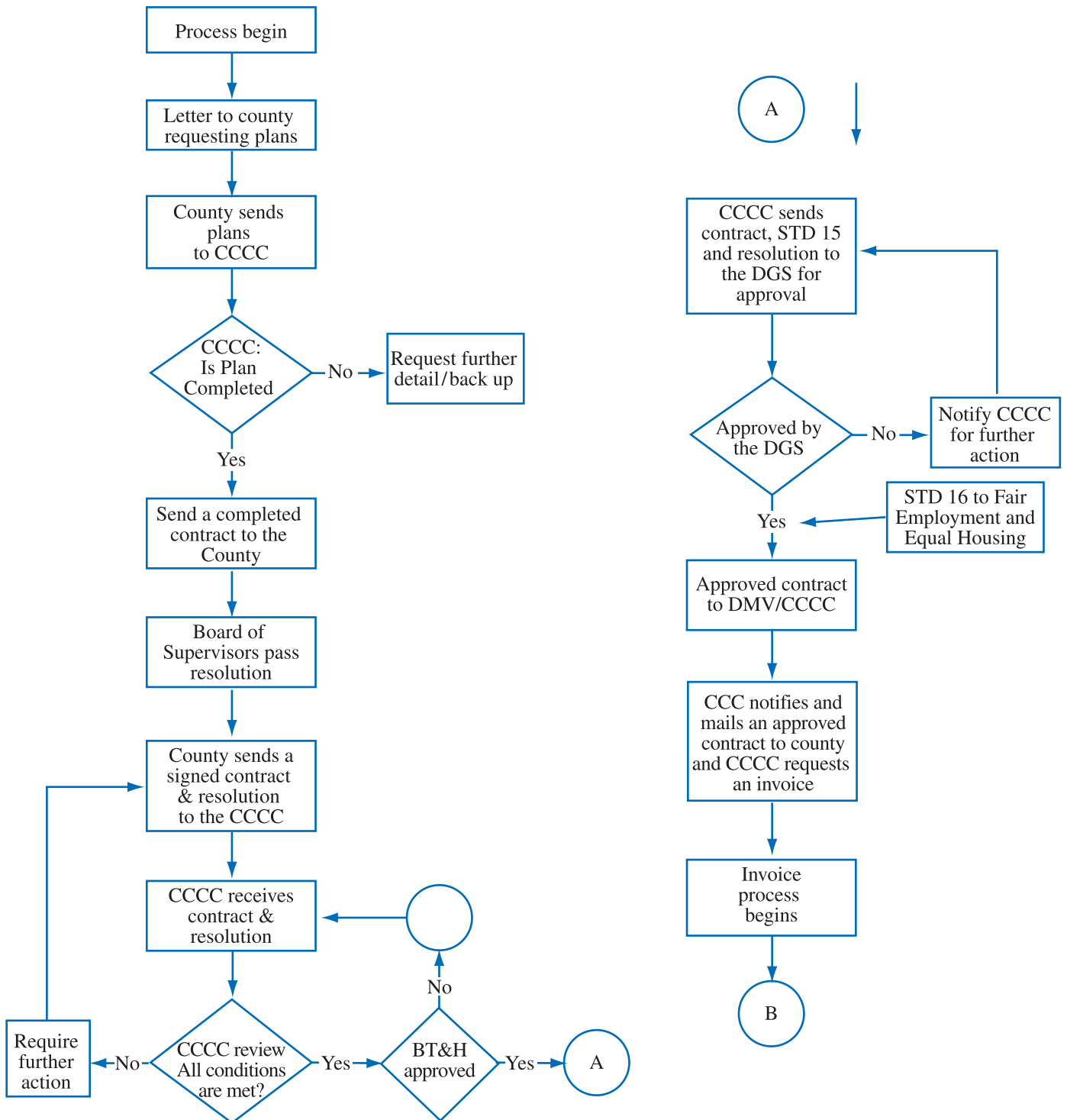
April 1, 2000, Census Day (Statewide)

The U.S. Census Bureau designated April 1, 2000, as a national census day. Using the March 18 "California,

You Count!” Day as a model, the CCC Campaign promoted participation in Census Day events by providing assistance in organizing April 1 events. CCC Campaign assistance in the form of balloons, t-shirts, promotional items, signs etc. was advertised through flyers sent to all Questionnaire Assistance Center subcontractors. Over 20 organizations statewide participated in CCC sponsored census events on April 1. Value added media helped to promote Census Day events in Sacramento, San Francisco, Oakland, San Jose, Fresno, Los Angeles and Inglewood over the radio and on television.

- The CCC Campaign organized and sponsored a multi-cultural celebration at the CalExpo in Sacramento on Census Day. The event celebrated Asian American/Pacific Islander, African American, Latino, American Indian and Slavic cultures. Over 10,000 people participated in this successful event. The event featured ethnic dances, foods, arts and crafts as well as the census message. The local newspaper covered this event and extended the census message reach to its circulation of 350,000.
- In Fresno, the CCC Campaign sponsored Census 2000 Day: Celebrating Diversity in the Central Valley. Approximately 1,500 people attended this event. Elected officials participated together with prominent community leaders. Six Questionnaire Assistance Centers were available to help in completing census forms and the U.S. Postal Service provided a truck to collect completed forms.
- In San Francisco, the CCC Campaign sponsored a Census 2000 Rally at the Civic Center Plaza. Elected officials and U.S. Census Bureau representatives participated together with other community leaders. The Census Bear was a big hit with the children and the U.S. Census traveling van provided information and assistance to participants.
- In Oakland, the CCC Campaign, the City of Oakland, the U.S. Census Bureau and the Alameda County Economic Development Agency sponsored Culturefest 2000. This event included dances and music from different ethnic groups and a mini pow wow. City, county, and state representatives, along with community leaders of the East Bay area, made presentations about the importance of the census. The U.S. Post Office was present to receive completed census forms. Those who completed and mailed their forms at the festival were eligible to participate in a raffle. An Oakland based community organization provided free barbecued ribs and drinks.
- In Southern California, the City of Inglewood sponsored a two-day Census Day Carnival. This carnival featured live performances including one by Tommy the Clown. It also featured carnival rides and food booths. The CCC Campaign had an information table where census brochures and promotional items were distributed. Several thousand people participated in this event.
- A Los Angeles Korean community organization sponsored a Census Day celebration that featured a variety of ethnic dances and foods. CCC Campaign staff made a presentation about the census before a crowd of several hundred.
- In the San Fernando Valley, the CCC Campaign together with select elected officials sponsored the “Rally in the Valley.” This San Fernando Valley event featured live Mexican bands, food, and a Questionnaire Assistance Center. Temporary mailboxes were available for completed questionnaires, and coupons for a free soft drink were made available for those who completed their questionnaires at the event. Approximately five thousand people attended this event.
- A prominent Los Angeles elected official sponsored a Health/Census Fair that was held at six area hospitals serving large Asian and Latino populations. These fairs featured healthcare information, a census table, food and entertainment. Tommy the Clown and the Census Bear entertained the crowd. Questionnaire Assistance Centers were available at all six fairs. In addition to bringing Tommy the Clown and the Census Bear, the CCC Campaign staff provided promotional items for distribution.
- In San Diego a press conference was held to bring attention to Census Day. Present were elected officials, representatives from the CCC Campaign, the U.S. Census Bureau and the San Diego Association of Governments.
- The San Diego African American Complete Count Committee held a census fair on Census Day. The CCC Campaign purchased a booth and participated in this event.

County Contracts Flow Chart



Administrative CBO Index

California Indian Manpower Consortium, Inc.

Lorenda T. Sanchez,
Executive Director
4153 Nortgate Blvd.
Sacramento, CA 95834
Phone: (916) 920-0285
Fax: (916) 641-6338

Chicano Federation San Diego County, Inc.

Raymond Uzeta, Executive Director
610 22nd Street
San Diego, CA 92102
Phone: (619) 236-1228
Fax: (619) 236-8964

Orange County Human Relations Council

Russell Kennedy, Executive Director
1300 S. Grand Ave., Bldg B
Santa Ana, CA 92705
Phone: (714) 834-7126
Fax: (714) 567-7474

San Francisco Foundation

Dr. Sandra Hernandez,
Executive Director
225 Bush Street, Suite 500
San Francisco, CA 94104
Phone: (415) 733-8500
Fax: (415) 477-2783

La Cooperativa Campesina de California

Raul Meyreles, Executive Director
3031 F Street, Suite 101
Sacramento, CA 95816
Phone: (916) 264-0200
Fax: (916) 264-0224

Technical assistance provided
to La Cooperativa by:
The California Institute
for Rural Studies,
David Lighthall, Executive Director
221 G Street, Suite 204
Davis, CA 95616
Phone: (530) 756-6555
Fax: (530) 756-7429

LA Consortium Asian Pacific Community Fund

Judy M. Asazawa, President
300 W. Cesar Chavez Ave.,
Suite. B
Los Angeles, CA 90012
Phone: (213) 680-2797
Fax: (213) 680-2796

Los Angeles Urban League

John W. Mack, President
110 S. La Brea Ave., 3rd Floor
Inglewood, CA 90301
Phone: (310) 419-8745
Fax: (310) 419-8755

National Association of Latino Elected and Appointed Officials (NALEO)

Arturo Vargas, Executive Director
5800 S. Eastern Ave., Suite 365
Los Angeles, CA 90040
Phone: (323) 720-1932
Fax: (323) 720-9519

Subcontractor CBO Index

All Peoples Christian Center

Saundra Bryant
822 E. 20th Street
Los Angeles, CA 90011
Phone: (213) 747-6357
Fax: (213) 747-0541

American Indian Alliance

Sharon Tom
2114 Senter Rd., Suite 8
San Jose, CA 95112
Phone: (408) 350-3531
Fax: (408) 277-0291

American Indian Training Institute

David M. Vallo
4221 Northgate Blvd., Suite 2
Sacramento, CA 95834
Phone: (916) 920-0731
Fax: (916) 920-8930

American Red Cross-Inland Empire Chapter

Judy Ritter
202 W. Rialto Av.
San Bernardino, CA 92408
Phone: (909) 888-1481
Fax: (909) 888-1485

Amos Memorial CME Church

Reverend William Johnson
2445 Washington Blvd.
Los Angeles, CA 90018
Phone: (323) 732-8195

Arab American Congress of Silicon Valley

Fadi Saba
416 Park Ave.
San Jose, CA 95110
Phone: (408) 279-3879
Fax: (408) 279-3879

Armenian Relief Society

Sona Zinzalian
517 W. Glenoaks Blvd.
Glendale, CA 91202
Phone: (818) 241-7533

Asian American Senior Citizens Service Center

Nelson Fong
301 Civic Center
Santa Ana, CA 92701
Phone: (714) 560-8877
Fax: (714) 836-8188

Asian American Women's Advancement Coalition

Paul Chao
808 N Court Street
Visalia, CA 93291
Phone: (559) 738-3203
Fax: (559) 738-3586

Asian Pacific Health Care Venture, Inc.

Kazue Shibata
1530 Hillhurst Ave., #200
Los Angeles, CA 90027
Phone: (323) 644-3880

Asian Resources, Inc.

Anna Ching
5709 Stockton Blvd.
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Dec. 6	CCC Committee increased Nonprofit QAC Budget from \$1.3 million to \$3.9 million.	Mar. 8-Apr. 14	Phase II: QACs are open and fully operational. QAC staff will be answering questions and providing assistance in filling out the questionnaire.
Dec. 6	Sole Source Methodology for distributing funds through Administrative Community Based Organizations (ACBOs) approved by CCC Committee.	Mar. 10-Apr. 8	Phase III: "Mail the Questionnaire Back" Outreach that involves publicizing the arrival of the questionnaires, the importance of mailing it back right away and the opportunity to receive assistance in filling out the form at a QAC.
Dec. 13	CCC Campaign sent out requests for organizations to submit qualifications to become an ACBO.		
Dec. 24	Qualifications to become an ACBO due to CCC Campaign.	Mar. 16	ACBO Progress Report #3 due to CCC Campaign. ACBOs to be sent 30% of the total contract amount.
Dec. 29	CCC Campaign recommendations due to Secretary Maria Contreras-Sweet.	Apr. 1	CENSUS DAY! ACBO Progress Report #4 due to CCC Campaign.
Jan.13	Selection of ACBOs announced.	Apr. 3	Phase IV: Educate hard-to-enumerate communities about the enumeration process, by informing them that U.S. Census Bureau enumerators may come to their door and reminding them about the confidentiality by which the enumerators are bound.
Jan. 28	The subcontractor application process announced to the public.		
Jan. 28-Feb. 17	Subcontractor Application Period.		
Feb. 4-18	ACBOs reviewed subcontractor applications.		
Feb. 10-18	ACBO signed contracts returned to CCC Campaign, and requests for invoices to the ACBOs go out immediately following approval by DGS.	Apr. 14	QACs close.
Feb. 17	Subcontractor Application submission deadline, 12 p.m.	Apr. 15	CBOs with remaining funds continue outreach
Feb. 18	ACBO General Plans due to CCC Campaign by 5 p.m.	Apr. 16	ACBO Progress Report #5 due to CCC Campaign.
Feb. 18	List of potential subcontractor CBOs submitted to Chair of CCC Committee for approval.	Apr. 30	ACBOs must submit a Final Report, verifying the Projected Undercount goals were met, as well as information regarding project activities, problems identified, expenditures made and funds received. The 10% retention will be returned upon approval of the Final Report.
Feb. 22	Official announcement of selected subcontractor CBOs. List of subcontractors, including amount and location of QAC sites, provided to the U.S. Census Bureau.	May 12	Phase V: "It's Not Too Late" to be counted
Feb. 22-24	Subcontractor CBOs sign contracts with ACBOs.	May 12	Addendum to the Final Report is due, consisting of another Progress Report with Activity Tables reflecting outreach activities that occurred after April 14.
Feb. 25	ACBOs Progress Report #1 due to CCC Campaign. ACBOs to be sent 30% of the total contract amount.	May 18	"It's Not Too Late" General Plan due.
Feb. 28-Mar. 1	U.S. Census Bureau Training: All individuals will take an oath of confidentiality and become sworn census takers. Training session is an 8-hour all-day session held at local Census Bureau Offices.	Jun. 7	"It's Not Too Late" Final Report due.
Mar. 1	Phase I: QAC outreach activities begin, including publicizing the advance letter that is mailed out the week of March 5th, and the importance of sending back the letter in order to request a questionnaire in one of the five available languages. Additionally, outreach activities will include advertising job opportunities with U.S. Census Bureau and the locations of QACs sites.		
Mar. 1	ACBO Progress Report #2 due to CCC Campaign. ACBO will be sent 30% of the total contract amount.		

State Agency Outreach Timeline

01/10/00	State Agency Outreach Coordinator starts in Sacramento
01/11/00	Work with Department of Health Services (DHS) WIC program to provide WIC staff training, client education and assistance services in targeted undercount cities
01/12/00	Health and Human Services Agency Secretary hosts a Department Directors meeting to identify Agency outreach efforts and designate Department liaisons to the CCC
01/18/00	Work with Secretary of State and Department of Finance on proposal to distribute "I Vote, I Count" stickers which would include census logo during statewide March 7th primary election
01/21/00	Provide US Census with additional QAC's at WIC sites
01/24/00	State Agency Outreach plan submitted for approval
02/01/00	State Agency liaison summit held at Department of Finance
02/28/00	Work with California State Lottery on development of Census message on weekly lottery tickets and monitors statewide
02/01/00	Work with EDD, DHS, DMH and DSS to develop 03/01/00 statewide mass mailings to targeted populations
02/01/00	Provide support to State Agencies during outreach
04/15/00	Phases



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