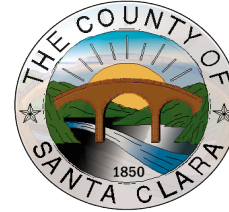


County of Santa Clara
Office of the County Executive

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November 5, 2019

TO: Honorable Members, Board of Supervisors

CC: Jeffrey V. Smith, County Executive
Miguel Márquez, Chief Operating Officer
James Williams, County Counsel
Megan Doyle, Clerk of the Board of Supervisors

FROM: David Campos, Deputy County Executive *DC DS*
Nicholas Kuwada, Census Program Manager *NK*

RE: Budget Planning Update for State Funded 2020 Census Project

INTRODUCTION

On January 29, 2019, the Board of Supervisors approved a resolution to opt-in to the California Complete Count (CCC Office) statewide program contingent upon receipt of an off-agenda report describing Administration's plans for the state funding it would receive. By opting in, Santa Clara County will receive \$963,854 from the state to conduct outreach and education to hard-to-count (HTC) communities on the 2020 census. This memorandum provides specifics on how the Administration proposes to spend those state funds.

MILESTONES FOR STATE FUNDING

As described in the "County-Optional Outreach Agreement" issued by the CCC Office, the County will receive funds according to the following schedule:

Fiscal Year 18-19		
Milestone	Payment Amount	Timeline
Board Resolution (Upon contract execution)	\$86,746.86 (10% of Total Contract Amount, less 10% withhold)	Upon Receipt by the State
Strategic Plan	\$303,614.01 (35% of Total Contract Amount, less 10% withhold)	Upon State Approval
First Quarterly Report	\$86,746.86 (10% of Total Contract Amount, less 10% withhold)	April 1, 2019
Fiscal Year 19-20		

Board of Supervisors: Mike Wasserman, Cindy Chavez, Dave Cortese, Susan Ellenberg, S. Joseph Simitian
County Executive: Jeffrey V. Smith

Milestone	Payment Amount	Timeline
Second Quarterly Report	\$86,746.86 (10% of Total Contract Amount, less 10% withhold)	July 1, 2019
Third Quarterly Report / Implementation Plan (January 2020 – July 2020)	\$216,867.15 (25% of Total Contract Amount, less 10% withhold)	October 30, 2019
Completion / Results of Outreach (Final plans for Census week of outreach events)	\$86,746.86 (Release of Withhold)	February 15, 2020
Non-Response Follow Up Plan	\$48,192.70 (5% Non-Response Follow Up Plan)	April 15, 2020
Fiscal Year 20-21		
Milestone	Payment Amount	Timeline
Final Report	\$48,192.70 (5% of Total Contract Amount)	September 30, 2020

Currently, the County's Office of the Census is waiting to receive funding from the CCC Office for submission of our Strategic Plan. The state accepted our Strategic Plan on July 30, 2019.

STATE-FUNDED PROGRAM PLAN

Unlike most other counties, Santa Clara County has provided a substantial investment into making the census a top priority. Due to this investment, the state funding will be utilized to augment the project and meet state requirements. The two main uses of state funding that the Administration proposes are: (1) supporting the creation of questionnaire assistance centers (QACs) and (2) producing outreach materials in the languages identified in the state Language and Communications Access Plan.

Questionnaire Assistance Centers

Although the State has not yet issued any formal requirements for QACs, testimony from the California Complete Count Office's Director, Ditas Katague, supplemented by conversations with Santa Clara County's Regional Project Manager, David Tucker, have given the County Office of the Census some sense of what they are expecting. QACs should be evenly distributed throughout the county to engage and educate residents about the census. Ideally, these QACs would host a computer terminal or other device that would allow residents to complete the census questionnaire. These terminals would also be staffed by either County or community-based organization (CBO) employees to help answer residents' questions about the census in selected, non-English languages.

To meet these requirements, the County has contracted \$1.35 million of County funds to the Silicon Valley Community Foundation to issue subgrants to CBOs to provide language and other technical support for QACs. The County has also begun the process to rent at least 120 tablets along with enclosures to provide these terminals for residents' use. State funding would be allocated to this effort by assisting with the

procurement of these devices, providing in-language materials, and covering costs for the implementation of this network.

Language and Communications Access

In addition to implementing a QAC network, the State has also required the County to provide language support activities that are “linguistically and culturally appropriate... [to] provide equal and meaningful access to California’s vulnerable populations.” The language identified for Santa Clara were based off a methodology aggregating language data for census geographies via Public Use Microdata Areas (PUMAs). The County must provide support in a specified language when either three percent of the total LEP population utilize it or if less than three percent of the population, at least 3,000 LEP people utilize it. For Santa Clara, the following languages are required for assistance:

- Spanish
- Vietnamese
- Chinese (Mandarin and Cantonese)
- Tagalog
- Korean
- Japanese
- Hindi
- Russian
- Farsi
- Punjabi
- Telugu
- Filipino

The State has suggested that, “phone banking, canvassing, mailers, town halls, and other locally culturally and linguistically relevant and appropriate activities” all qualify as language support. Many of the suggested activities will be funded through grants issued through the Silicon Valley Community Foundation using County funds, but additional support will be provided through a paid and earned media plan.

The foundation for the media plan originated from an HTC, community survey conducted by EMC Research this last summer and later refined by Storefront Political Media (Storefront). From August 26, 2019 to September 11, 2019 Storefront conducted an in-market digital banner ad test in English and Spanish that validated EMC Research’s results, but also suggested that micro-targeted messaging would be highly effective at encouraging census participation. Storefront found up to four times higher engagement rates from the targeted messaging (in-language Spanish messaging) as opposed to the more generic county-wide messaging. The dramatically higher response rates in the Spanish-language creative suggest targeting of geographic, ethnic, or interest-group cohorts will be more effective when compared to a general “broadcast” approach. Moreover, the test suggested that diversifying media channels, including deploying social media sites such as Facebook and Twitter, will drive participation.

Based on these results, the County will utilize a paid media plan that prioritizes a hyper-localized and tactical approach. This will support organizing volunteers, driving residents to events in their communities, and advertising tools to strengthen the all-important peer-to-peer campaigns. Although this approach will create the imperative to generate many different types and versions of advertising efforts and increase cost, it has the benefit of being much more relevant to each audience and much more nimble in driving desired behaviors—such as attending events, texting friends, sharing information on social media, and ultimately,

participating in the 2020 Census. A portion of this budget will aid in efforts to recruit linguistically and culturally appropriate residents to apply as census enumerators.

The Administration proposes that the County use state funding to supplement the proposed paid media budget which the Office of the Census will be bringing to the Board for review and approval November 19. A brief breakdown of that budget is reproduced below. The proposed budget is based on the research of our consultants, which supports a paid media plan that emphasizes micro-targeting and a hyper-localized approach. The cost of each action is based on the estimated number of census impressions. A census impression is defined as a “unit of measurement in digital media that counts when an advertisement renders on a user’s screen or device.” Impressions are forecasted based on the digital budget and the cost per one thousand impressions (CPM) associated with the media channel.

Item	Cost	Estimated Impressions
Facebook & Instagram - Media Placement in English, Spanish and Vietnamese	\$350,000	11,666,667
Targeted Digital Banners - Media Placement in English, Spanish and Vietnamese	\$310,000	28,181,818
Video Pre-Roll - Media Placement in English, Spanish and Vietnamese	\$250,000	8,333,333
OTT - Media Placement in English, Spanish and Vietnamese	\$145,000	3,085,106
Emerging Digital Platforms (ex: Nextdoor, Snapchat, TikTok) - Media Placement	\$130,000	Depending on finalized publisher partners
In-language Digital and Newspaper - Media Placement	\$125,000	Depending on finalized publisher partners
Direct Mail-English, Spanish and Vietnamese	\$125,000	Depending on size of mailer and addresses made available via PDI
Online Radio - Media Placement	\$60,000	4,918,033
Rewarded Video - Media Placement	\$60,000	3,750,000
Email Program	\$45,000	Depending on audience size and list segmentation
Twitter- Media Placement	\$25,000	2,272,727

Texting Program	\$25,000	Depending on audience size and list segmentation
Video Production Fee	\$50,000	n/a
Strategy & Consulting Fee	\$25,000	n/a
PDI Data Cost	\$15,000	n/a
Landing Page Design & Maintenance	\$15,000	n/a
Banner and Social Media Production Fee	\$10,000	n/a

While the proposed paid media budget will be primarily funded using County funds, state funding will be used to help provide materials in the languages identified by the State along the same lines as those provided in English. We will attempt to use state funds to cover the activities that will produce the highest number of census impressions for HTC communities.

Along with the paid media plan, State funds will also support an earned media plan promoting the County's work around the census. Funding will help cover costs of securing venues, producing materials and operations of public, census awareness events.

Operational Costs for Census Education and Outreach

Lastly, depending on the remaining funds available after addressing the needs of the paid and earned media plan, State funding could be utilized to help produce additional, in-language collateral for the County effort. Continued support for the creation, printing and distribution of tested messages through collateral and promotional items will be necessary as interest in the census grows and the number of outreach activities reaches its peak. These materials will be culturally competent and provided in various languages.

CONCLUSION

The Office of the Census will go to the Board of Supervisors on November 19, 2019 seeking approval for a renewed budget integrating activities for a paid and earned media strategy, additional research to increase effectiveness and programmatic efficiency and supplementation of CBO field work. The Office of the Census will also issue its Implementation Plan to the State reflecting its plans as discussed in this memorandum. Once approved, the Office of the Census will inform the Board of Supervisors as it begins its rollout.