Minneapolis
City of Lakes

IT'S IN OUR HANDS

Final Report on City of Minneapolis 2010 Census Preparation and Outreach

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EVERY 1 COUNTS IN MINNESOTA
CENSUS 2010

BE COUNTED! !Hazte Contar!
Koj Tseem Ceeb Heev!
Kii Tirsan Ahow! HIRMAADU!!
ການໃຫ້ຄຳຕອບຂອງທ່ານນັ້ນມັນເປັນຄວາມສຳຄັນ!
April 1, 2010

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Executive Summary

The purpose of this report is threefold:

- To report back to the Mayor and Council as well as to local community partners about our 2010 Census preparation and promotion work;
- To provide some evaluative comments about that effort and suggestions on how to improve it for the next decennial Census;
- To provide a complete record of the City's 2010 Census efforts as an archive and starting point for those who will work on the next Census.

This report summarizes key city and community efforts to prepare for and promote the 2010 Census in Minneapolis. These activities began in 2006 and culminated in the spring of 2010, when the City's outreach efforts ended, and federal Census staff's follow up door-knocking work began. The city's role included both technical tasks and promotional work and was done in conjunction with a broad range of local community and governmental partners.

Appendix B - 2 includes a timeline of major activities for the four years of work leading up to last spring. The first few years consisted of various technical steps that are a part of the decennial Census process: verifying city boundaries, checking the Census address files for accuracy, and requesting several minor modifications to Census tract / block group boundaries in order to have Census information better align with neighborhood boundaries.

Beginning in 2009, city's work focused on Census promotion and outreach. An internal staff team was formed including staff from several city departments; see Appendix E for list. City Communications staff created a city web page to help publicize and report on this work. Connections were formed with other jurisdictions such as Hennepin County, St Paul, the state of Minnesota, and especially the regional and local offices of the Census Bureau.

In the spring of 2009, the Mayor and City Council appointed a 2010 Census "Complete Count Committee" [CCC], a group of residents who gave countless hours of time over the ensuing twelve months to help promote the importance of the Census in communities throughout the city. Using one time funding approved as part of the 2009 budget, the City also engaged the Center for Urban and Regional Affairs to staff the CCC and manage our overall Census outreach effort. The CCC, co-chaired by Sarah Hernandez of the McKnight Foundation and Saeed Fahia of the Confederation of Somali Communities of Minnesota, began meeting monthly in May of 2009. [See Appendix F for a list of CCC participants.] In order to better connect with

various communities and neighborhoods, their meetings were held in different community locations across the city each month. Summary highlights of their meetings were posted on the City's Census web site.

The primarily goal of Census outreach and education locally and nationally was to get people to mail back the Census questionnaire form when received. Not only are these less expensive than sending out Census takers to collect questionnaires, the Bureau believes they are more accurate, and that higher voluntary participation rates tend to result in more accurate overall final Census reporting.

For these reasons, the Census Bureau uses "participation rates" as a key metric in tracking its progress on voluntary responses, and provided daily updates for all cities and census tracts throughout the peak promotion period of March/April. In October, the Bureau announced "final mail participation rates" nationwide: Minneapolis was tied for the 5th highest participation rate for cities over 100,000, and was the highest for cities over 300,000:

Census Participation Rates: 2000 and 2010 Final Rates as of October 2010				
	2000	**2010**	**Change**	**National Ranking**
Minneapolis	**73%**	**78%**	**+5%**	Tied for 5th for cities over 100,000 1st for cities over 300,000
St Paul	**78%**	**79%**	**+1%**	4th for cities over 100,000
Minnesota	**81%**	**81%**	**NC**	2nd
U.S.	**74%**	**74%**	**NC**	-

The key to our success in achieving a five point improvement compared to Census 2000 and the 5th highest rate nationally was our community-based approach led by an energetic group of community leaders, using culturally and linguistically appropriate outreach methods, staffed by a skilled team of community organizers based at CURA.

This success would not have been possible without the partnerships with over 40 trusted community groups who utilized their local knowledge, expertise, and leadership to both design and implement a long-term awareness campaign that targeted and engaged their organizations and communities.

On the front end, there was a significant focus on working with as many key community groups as possible to build relationships around their *interests* and goals and find creative ways for the Census work to connect to and further the missions of their organizations, their personal passions, and changes they wanted to see in their community. This was important because if the Census had not been connected to *self-interest,* organizations and leaders would not have made as strong of a commitment to Census outreach. Developing this relationship and interest based strategy was the foundation for the work and essential to creating responsible and collaborative action teams as well as developing many successful community lead campaigns throughout the city's hardest to count communities.

Another reason this approach was successful was because the coordinators and organizers devoted much of their energy to encouraging and supporting community lead plans often independent of many federal Census Bureau plans, opinions, and pressures. Although the Minneapolis Complete Count Committee still worked to coordinate their efforts with government agencies as much as possible, the most effective approach was to do what made the most sense for individual communities according to their community leaders and organizations. For this reason, the City of Minneapolis and other government agencies intentionally took a supportive rather than leadership role in the outreach efforts and allowed for community to truly utilize their expertise and build an active community-lead movement around the Census in Minneapolis.

Over the course of a year, members of the Minneapolis Complete Count Committee and other community partners promoted the Census continuously at community events, through community media, held countless community meetings, trainings, forums, and many outreach and action days including over 14 canvass events covering 13 of the hardest to count communities. The amount of work the committee was able to accomplish was only possible because such a large number of leaders and organizations from multiple undercounted communities took leadership in *owning* a Census campaign within their communities.

Some of the key observations about the work follow; they are discussed in more detail in the main body of the report.

- Starting the campaign a year ahead of Census day was about the right timing. Establishing relationships with key community and governmental contacts early on was important to lay the foundation for working together throughout the year.

- Identifying a broad based group of community leaders to serve on the Complete Count Committee was important.

- The community organizing approach was essential to achieving a successful Census participation rate in Minneapolis.

- A strong recommendation for the future is that leaders consistently connect the Census to important issues in their community through outreach in places and media that are trusted and frequented by the people of their community so that they hear often about the benefits of the Census.

- Although it was helpful to have the support of local Census partnership staff as well as substantial national media coverage and promotional materials, the ongoing changes in staff assignments and the Bureau's approach of managing all outreach from their regional Kansas City office created difficulties in carrying out a coordinated local campaign. Working independently of, yet parallel with the Census Bureau was a major lesson learned early on in 2010 and helped staff and leaders to avoid problems and be more efficient and targeted with their work.

Some more specific comments follow:

For government entities and political officials:

- Commit dedicated resources, both staff time and funding
- Recruit credible community leaders who are committed to the cause as members of the Complete Count Committee; provide adequate staff support to the committee
- Partner with community groups
- Coordinate with other local governmental units
- Focus resources on areas that have historically low Census response rates, the so-called "hard to count" areas

For community organizations:

- Connect the Census with your organization and community early
- Make your outreach targeted and meaningful
- Be consistent in the work and membership to a CCC
- Financial resources are helpful but may not be necessary

For Census community organizers/coordinators:

- Build relationships around mutual interests and leadership
- Direct outreach activities work best
- Build a community owned campaign and make it known

The balance of the report contains a much more detailed chronology of local Census preparation activities, further comments about the outreach campaign, and some recommendations for the next decennial Census.

PART 1 – Overview of Outreach Campaign

Approach and Strategy

This project from the beginning was intentionally set up by the City of Minneapolis to be designed and implemented by the strongest non-profit, media, business, education, and community leaders in the least represented neighborhoods and communities. Because the goal of a Census outreach campaign is to reach the people in a given community, it only makes sense that the organizations, community groups, and leaders most interacting with that community's families on a day to day basis be the leads of this campaign, as they are also the experts on the values, interests, media and outreach strategies in their neighborhoods. Additionally, because there is always a finite amount of resources and time that can be invested into any project, organizing staff had to strategically decide where in the city outreach would have the most impact. After looking at past Census results, it was clear there were trends in low participation rates that reflected which communities are consistently undercounted. Barriers such as language and mistrust as well as a lack of communication, publicity, and outreach around the safety and importance of the Census for these communities contributed to low participation rates. Knowing that there were also many areas that were very likely to participate in the Census because of a history of participation and engagement, we chose to work with the leaders and communities that were least likely to participate.

After working with local government officials and city staff, CURA organizers worked to develop an initial list of the city's key community leaders and organizations that would be invited to participate in and lead the Minneapolis Complete Committee (CCC). This group would be tasked with developing and implementing a campaign to increase Census participation in each of Minneapolis' hard to count communities. In May of 2009 nearly 40 leaders from across the city were invited to the first Minneapolis CCC meeting to begin what would be the vehicle for Census outreach in Minneapolis. During these first few months, it was critical to solidify this committee and build long term commitment in its leaders through relationship building and connecting mutual interests with the Census. The project director and organizer spent weeks meeting face to face with each leader as well as other key leaders the initial leaders identified, in order to get to know them better. Through these one to ones, organizers discovered each leader and organization's interests, values, passions, goals, assets, talents, and strategies they utilized as well as what the issues and priorities were in their

communities. Through these one to ones, organizers were better positioned to build stronger partnerships that respected each of the leaders' interests and roles in the community, which also helped organizers understand how to best work with each committee member while supporting their goals and missions and utilizing their assets and expertise. Without these connections, the committee, staff, and organizers would not have been as successful in developing the committed leadership necessary for building a 2010 Census *movement*. This knowledge was also helpful in determining messaging, media and outreach strategies and even how to coordinate complete count committee meetings and agenda topics so that they were connected to the priorities and interests of the communities' leaders. Throughout the course of this campaign organizers also had one-to-one check-ins regularly with CCC members to clarify commitments, develop accountability, and create greater ownership of a campaign in their communities. We also worked to constantly build the committee's resources, training, and strategies around the interests and needs of each of our leaders and focus areas, further supporting and respecting a community lead committee.

Outreach Activities

As organizers worked to develop the CCC team and share expertise with one another, many key messages and outreach strategies emerged that would be used throughout the campaign. Although many neighborhoods shared similar challenges, interests, and lessons, it was effective for each community to develop target messages that tapped into their specific interests and utilize outreach strategies that were culturally relevant and connected to their community centers and every day activities. Each month we worked with the committee to develop a calendar of events and activities where we could promote the Census and we put a great deal of energy into cultural events that drew a big turnout such as Ramadan celebrations in the Somali community, Hmong New Year events, and other large community and neighborhood events such as Project Homeless Connect, National Night Out, and block parties and parades. We also worked to promote the Census during ongoing community activities such as mass and prayer, into social services programs, and during school family events. Where we had some of the most impact was through direct outreach in trusted and frequently visited community places, meeting people where they already are face to face. We held meetings, outreach events, and just distributed Census forms and materials at churches and mosques, marketplaces, businesses and restaurants, on street corners, bus stops, schools, campuses, and parks. We also led a number of successful door-knocking campaigns in areas where we

were seeing the lowest Census response rates after the forms were sent out in March. Each month during complete count committee meetings, members met to discuss and evaluate these activities and learned that these were often the most effective way to reach the people in the community. As Census day approached, these activities became the bulk of each member's work and included large on the ground actions such as door-knocking and business canvasses, which took place nearly every weekend in March and April.

Media and Publicity

Community media became a strong piece of our outreach, particularly towards the end of the campaign as organizers and city staff found there were many community and language gaps in the national Census Bureau's media campaign. Before this media campaign began in March of 2010, the CCC worked during the summer to develop target messages that connected to the communities' issues and interests through messaging activities. The messages that developed were then used to create fact sheets, fliers, posters, and email blasts in multiple languages. Additionally, organizers worked with local government staff and CCC members to identify the most important media outlets and connect the Census with local shows that some CCC members hosted themselves. These included "Problemas de Todos" on La Invasora Radio, faith radio talk shows on KMOJ, and "Street Talk," a TV show lead by MAD DADS on MTN. Organizers also worked to recruit media to attend outreach events and designated key CCC members as interview contacts for the Census. During a CCC meeting workshop, members also worked to write personal articles about how the Census was connected to issues in the Latino, Somali, and Disability communities, which were included in a number of organizational newsletters. As March approached, it was clear that many local media outlets had not been contacted by the Census Bureau, so it became a priority in the spring for the CCC to arrange interviews and announcements with key local radio and TV such as La Invasora, KMOJ, Arab TV, Somali Voices, and multiple Somali TV Shows. With KMOJ and two Somali TV shows, organizers also leveraged some of CURA's financial resources to do media buys and run ongoing PSA's about the Census. These initiated a lot of good on-air conversations about the Census from listeners and those watching and also brought in a high volume of phone calls to organizers and partners about how to fill out the Census form and where to find assistance.

Resources and Support

Throughout the one-to-one conversations and monthly Complete Count Committee meetings, many gaps were indentified in the materials, information, and outreach tools. Throughout the campaign organizers spent a significant amount of time, often times too much, working with members to apply to the Partner Support Program, which was often a very complicated process. However by the end of the campaign, CCC members and partners together were funded for over $65,000 worth of promotional Census materials including hats, t-shirts, posters, bumper stickers, coffee mugs, pens, banners, and other materials which were distributed through our outreach activities and used to bring more visibility to the Census in our communities. Beyond physical materials, organizers also worked to do a number of messaging, resource, planning, and leadership trainings with members during CCC meetings which included drafting outreach plans, writing articles, planning for volunteer recruitment, and developing targeted personal messages about the Census. The CCC also worked to research outreach tools and resources that seemed to be effective in other parts of the country and state of Minnesota and found that the Leadership Council on Civil Rights along with CCC member Mainstreet Project, were using leadership conferences as a way to prepare and connect leaders to promoting the Census. In January of 2010, CURA contracted with Mainstreet Project to organize a Census Leadership Training and Conference which was the largest gathering of community leaders around the Census in the entire Midwest, with nearly 100 participants from over 40 organizations in the metro area representing the area's "hardest to count" communities. Following the conference, organizers continued to also work with this larger group of community partners outside the CCC to support their outreach efforts with materials, organizing support, and volunteers.

Results and Impacts

By May 2010, the City of Minneapolis had achieved a 76% "preliminary participation rate", up substantially from the City's Census 2000 preliminary rate of 68%. When final rates were announced in October, the rate went up slightly to 78%. This was highest participation rate in the country for cities over 300,000 population, and tied for 5th for all large cities. Improvements occurred citywide, with notable progress in some of the city's lowest response neighborhoods. In Harrison neighborhood for example, the response rate increased from 38% to 71%. These results were no doubt a

testament to the hard work of the Minneapolis Complete Count Committee and numerous other community outreach efforts.

Census Participation Rates: 2000 and 2010 *(Preliminary Rates as of April 2010)* **Final Rates as of October 2010**				
	2000	**2010**	**Change**	**National Ranking**
Minneapolis	*(68%)* **73%**	*(76%)* **78%**	*(+8%)* **+5%**	Tied for 5th for cities over 100,000 1st for cities over 300,000
St Paul	*(75%)* **78%**	*(77%)* **79%**	*(+2%)* **+1%**	4th for cities over 100,000
Minnesota	*(78%)* **81%**	*(80%)* **81%**	*(+2%)* **NC**	2nd
U.S.	*(72%)* **74%**	*(72%)* **74%**	*(NC)* **NC**	-

See Appendix C for maps showing 2000 and 2010 participation rates by Census tract and Appendix D for list of final participation rates for large cities.

In following-up with leaders and partners regarding the impacts they had seen as a result of this campaign, many felt that the personal connection of the messages and strategies dramatically changed the communities' sentiments about the Census and even local government itself. Civic engagement generally seemed more meaningful as it was now more tied to communities' interests in a way that it had never been communicated before. This is something that many non-immigrant communities might take for granted with a long history of the Census in their educational and personal experience, always communicated in English. Many leaders in the Latino and Somali communities felt that after this Census campaign, people felt that they were actually a part of this society and had a role in determining the future of and creating changes in their communities. Additionally, many CCC members felt that they had proved the Census Bureau wrong, because communities that were considered "unlikely to participate," actually supported the Census strongly and also helped spread the message. In the end, many leaders felt that it was they not that their communities were uninterested or against the Census, but just were not previously engaged in an effective way, having the Census connected to

their interests in the way high participating communities have been communicated to and engaged throughout history.

Through the work itself, partners felt that a campaign like the 2010 Census helped open more doors within their community and build more relationships/clientele, allowing for new projects and strategies to make their work as an organization more effective in the community, while even improving their reputation and credibility in the community. For example, CCC member Pedro Ochoa felt that Ascension church was considered even more of a community center for the North Minneapolis Latino community than before because of their high community engagement through the Census.

This work also helped place some communities on the map by making other groups more aware of one another's social issues and helping organizations learn more generally about the city's communities and leaders. This lead to many strong long-term relationships that otherwise would not have been established if it had not been for the Minneapolis CCC. Members really learned how to connect with the other organizations at the table as well as with local government to be more effective in tackling the issues we had in common, which as a result can fuel and strengthen future projects and campaigns both with the city and other community organizations. As a result of the stronger connection made between the city of Minneapolis and community leaders, partner organizations felt more aware of city departments and resources, less intimidated to work with the city in the future, and felt that having a relationship with the city is important for their work. This is important because many community organizations can be an important bridge between the city's services and the community's needs/interests. This kind of connection that from the beginning valued and trusted a community-lead campaign built mutual respect between entities and was critical to having an effective and independent Minneapolis Complete Count Committee.

PART 2 – PROJECT REPORT AND EVALUATIONS

City of Minneapolis

As noted earlier, the City's initial preparations for the 2010 Census consisted of several procedural and technical items:

Boundary and Annexation Survey

This is the process in which Census Bureau checks with local units of government about whether there were any boundary changes since the last decennial Census prior to reporting out results. There were some minor boundary changes on the City's border with the airport that occurred since 2000 that were provided to the Census.

Local Update of Census Addresses/round one

This is the process in which the Census Bureau gave cities an opportunity to review their master residential address file prior to mailing out questionnaires. The City's initial review found approximately 2600 missing addresses from the Census file and submitted a request to add these missing addresses in March of 2008.

Local Update of Census Addresses/round two

The Bureau gave the city a second opportunity to review and comment on a revised address file. In December 2009, the City petitioned to retain just over 1300 addresses that were scheduled to be deleted from the revised file. Shortly after sending in these addresses City staff learned that the Census Bureau's mailing labels had already been printed, but that there would be a supplemental mailing of questionnaires which would include the disputed addresses.

Participant Statistical Areas Program

This program gave local units of government an opportunity to request changes in Census tract and block group boundaries, if those requests were consistent with established Census parameters for minimum/maximum size. In 2000, the City had used this process to request several minor changes to better align Census geography with existing city neighborhood boundaries. However, a review in the summer of 2006 revealed that there were still a number of cases where Census geography did not align with neighborhood boundaries. In 2009, CPED staff submitted a request for several additional minor boundary changes in tract and block groups to address the major remaining inconsistencies; those requests were approved by the Bureau

during 2010. See Appendix I for a map of the forthcoming 2010 Census tracts and block groups, overlaid with neighborhood boundaries.

The City's role in the 2010 promotion campaign

In May of 2007, Mayor Rybak met with Census Regional Director Dennis Johnson from Kansas City, and agreed to establish a local "complete count committee", as had been done in 1990 and 2000. Complete count committees are locally appointed residents and community leaders who agree to help promote the importance of responding to the Census. In December of 2008, the City Council approved the Mayor's recommendation for $100,000 in one time funding to assist with Census promotion activities during 2009 and 2010. The bulk of these funds [$80,000] was used to contract with the Center for Urban and Regional Affairs [CURA] to help manage the City's community outreach campaign, including staffing the Complete Count Committee [CCC]. The activities of the Complete Count committee are documented elsewhere in this report. The balance of the funds were using for related promotional efforts such as paying for a utility bill insert in March of 2010, a direct mail postcard targeted to low-response Census tracts in April of 2010, and printing costs for various flyers throughout the campaign.

City staff team

CPED was charged with coordinating the City's Census preparations because it was the successor to the planning department, which had coordinated previous decennial Census outreach efforts.[1] Several departments [Assessor, Regulatory Services, and BIS] assisted CPED in the initial technical work, notably the review of the Census' address file. As the promotional campaign got underway in the spring of 2009, CPED recruited an ongoing interdepartmental staff team to assist with the outreach campaign. Participating departments included CPED, Communications, outreach staff from Civil Rights who were later transferred to Neighborhood and Community Relations, Health and Family Support, representatives from the Mayor's Office and Council Member Lilligren's Office. Staff from CURA, Hennepin County, the Park Board, and the Census Bureau often attended the City staff team meeting. See Appendix E for a complete list of team members. The team met monthly for from May 2009 through April 2010, and worked to help promote the campaign using various City resources: a special City Census web site was established, with a local Census listserv email distribution list. Outreach staff from Civil Rights and Health distributed Census literature as part of their ongoing community work. Translation assistance was provided for selected events and printed material.

[1] There was some discussion about having the Neighborhood and Community Relations Department take on this role, but as of mid-2008 when a lead department needed to be identified, NCR was still being organized. NCR outreach staff were involved later.

The Mayor's representative promoted the Census at various Latino community events and on local Spanish language radio stations.

Local promotion efforts

The Census Bureau's national media campaign commenced in January of 2010 and continued through May. Several local promotion efforts also occurred during this period. These included:

- Weekly messages to a listserv group located on the city's Census web site
- Interviews with Census volunteers on local community radio stations
- Utility bill insert
- Electronic billboard ad on Block E [courtesy of Clear Channel]
- Targeted postcard mailing to low response Census tracts
- Targeted door-knocking / flyer campaigns to selected neighborhoods
- Banner on City Hall clock tower

Coordinating with the Census Bureau

Throughout the campaign, CPED staff communicated regularly with federal Census staff, on a variety of topics:

- In February of 2009, CPED staff met with Census managers from the Regional Office and requested that the Census Bureau add Somali to its planned list of 59 multi-language materials, and that it consider hiring local Somalis as outreach staff for the Twin Cities.
- In March 2009, CPED invited local representatives of Weber-Shandwick, the Census Bureau's national public relations vendor, to meet with City Communications staff to preview their planned national media campaign.
- In April 2009, CPED met with the first local Census manager and offered assistance with hiring local community staff via the existing network of METP job training vendors.
- In July of 2009, CPED staff met with Census and Hennepin County staff to review their plans for counting the local homeless population.
- In August of 2009 CPED invited the Census Bureau's national public information director to come to Minneapolis to meet with local government communications staff and representatives of local ethnic media to discuss their planned $300 million media campaign.
- In December of 2009, CPED hosted a first meeting of key regional and local Census outreach staff together with the City/CURA and Hennepin County staff team to establish a plan for coordinating efforts during

the peak promotion period from January – April 2010. A schedule for bi-weekly conference calls was set up for the next few months.

- Key local Census partnership staff regularly attended the monthly meetings of the City's Complete Count Committee and the City's interdepartmental staff team.

Coordinating with CURA and the Complete Count Committee

In the spring of 2009, CPED engaged CURA to manage the local Census community outreach campaign and to staff the Complete Count Committee. This was done in lieu of bringing on temporary city staff as had been done for Census 2000. CURA was selected because of its established relationships with neighborhood and community groups, its access to student workers, its expertise in Census process and in community organizing.[2] CPED and CURA staff was in frequent communication during the entire year, coordinating on CCC meeting agendas, community outreach plans, local media efforts, the bi-weekly conference call with Census staff, and the weekly local listserv message being distributed by City Communications staff.

Center for Urban and Regional Affairs (CURA)

Background

In the spring of 2009 CURA was approached by CPED as a possible partner in outreach and engagement for the 2010 Census. CURA, with a 40-year history of working with community and as a past collaborator with the city of Minneapolis, was uniquely positioned to coordinate engagement efforts. The task was significant – to work with community based organizations to increase the census participation rate from the 2000 level of 68%. While a project that happens every 10 years creates challenges because lessons of the past can easily get lost in the memories of the people and organizations involved, it was clear from previous evaluations that one of the lessons of Census 2000 was that trusted community voices and trusted community based organizations were the key to reaching hard to count communities. CURA, as an organization with an underlying philosophy that the people most affected by issues should be the ones at the table when decisions were

[2] Assistant CURA director Will Craig is a national expert on Census geography and had chaired the City's Complete Count Committee in 2000. More recently, CPED had hired CURA to establish the "Bridging Communities" program, which piloted ways to bring immigrants together with neighborhood groups. This program evolved into the Neighborhood Partnership Initiative, funded principally by the McKnight Foundation.

made, was in a strong position to take on this task. Throughout the process, CURA was able to use its strengths and expertise in community based work, its relationships with community-based organizations, and its presence at the University to craft a successful approach to the Census project.

The bulk of the Census project was funded through a contract with the City of Minneapolis to facilitate outreach and engagement, coordinate the complete count committee, provide a coordinating role with various levels of government and other organizations engaged in Census outreach, provide small amounts of financial support to community based organizations, and support community based efforts to create awareness and involvement in the 2010 Census. Additional support was available for leadership development around Census issues through the Main Street Project and the Leadership Council on Civil Rights. CURA also used general operating funds to provide additional staff time for the Census project.

Primary staffing of this effort was Hannah Garcia, Project Lead, and Margaret Kaplan, the Project Supervisor and the Associate Director of the Minnesota Center for Neighborhood Organizing, with additional support from Yia Yang, a community organizer with the Minnesota Center for Neighborhood Organizing. Additionally we hired three work study students to support the project, with a focus on outreach to the Somali community, using social media for outreach, and reaching out to students at the University of Minnesota. This effort also involved staff from CURA for specialized support including GIS mapping, engagement with national organizations working on neighborhood indicators, specialized Census technical expertise from CURA associate director Will Craig, and administrative support for publicizing activities and events. Additionally, as a community-focused organization, it was the relationships of trust that CURA had across programs that created an environment where the work was possible.

Strategies

While much of the work of CURA will be discussed in relation to the CCC, there were some activities that were CURA specific. These activities and strategies include:

Resources and Support

- Creating a census toolkit specifically focused on neighborhood based organizations including information about custom mapping, multilingual flyers, and drop in articles for community newspapers.
- Distribution of information to neighborhood based organizations through the CURA neighborhoods email list. While this meant that messages were often received from multiple sources (city email list, NRP office list, and CURA list) the opportunity to distribute in multiple

ways increased the likelihood that neighborhood organizations would open the emails
- Small grant funds to student organizations. The most successful efforts were with the La Raza student organizations that did outreach at several events including a successful census day outside of Coffman Union where over 100 census forms were filled out. other organizations that did census outreach were the Hmong Minnesota Student Association and Voices Merging, who used hip hop as a tool for outreach

Outreach

- Presentations at organization meeting both on and off campus including student organizations, neighborhood based organizations, and community nonprofits
- Hiring work-study students with specialized skills who were able to fill some of the gaps including working with social media, translations or materials into Somali, and connections with a wide array of organizations within the University
- The Census Training and Leadership Conference in January 2010, done in cooperation with the Main Street Project bringing together 100 community leaders for a training run simultaneously in English, Spanish, and Somali, to develop work plans, strategies, and messages about the importance of the Census. This training was the catalyst for involvement of organizations and individuals who had not previously been part of Census outreach, a leadership opportunity for CCC members who led some of the discussions and trainings, and a networking opportunity for organizations to develop connections for deepening their census work.
- CURA was also able to provide financial support to a coalition of West Bank organizations though the Neighborhood Partnership Initiative program.
- CURA did specific outreach in north Minneapolis with Hmong youth by incorporating the census into already existing programs, outreach to Hmong focused school and businesses, and direct outreach with Hmong families. Additionally, CURA was able to utilize 40 hours of graduate student time through the Krussell Fellowship to do specific outreach to the Hmong community including working with families in public housing and coordinating with organizations providing language training to new arrival families.

Impacts and Results

In addition to the assets that CURA brought to the table, CURA also benefited from engagement in the Census project in multiple ways. It was an opportunity for us to be engaged in an important civic engagement issue. It allowed us to strengthen current relationships with community-based

organizations, but also to develop new relationships with organizations that we had not previously worked with. It also allowed up to work more closely with units of government including CPED, Hennepin County, the Census Bureau, and the State Demographers office. Some of these working relationships were strengthened and some are new, but all are opportunities for future collaboration.

The census project did present some challenges for CURA. The CURA staffing of this effort was constrained by financial considerations and as such there was more that we could have done in every area of this project. Two particular areas that could have used more staffing support were media outreach and social media utilization. While there was good media coverage, particularly in Somali television, KMOJ, and TC Daily planet affiliated newspapers, the coverage could have been much broader and begun much earlier with additional staffing support. The use of social media likewise could have been broader. Instead it focused primarily on college students, so while it was somewhat effective it could have had broader reach. Organizers also used more MCNO general operating funding to support staffing time than they had initially realized they would need; however, as a project that furthered their goal of engagement and involvement of underrepresented constituencies in the life and leadership of communities, it was an acceptable and ultimately beneficial use of funding and consistent with MCNO's mission and vision.

Another challenge that faces every organization involved in creating a census outreach and engagement plan is that there was a lack of information and resources about how to create such a work plan. Every community has unique challenges, every decade brings with it a different social and political landscape, and every organization has its own set of ideas about what works best. At the outset there was very little information about how to create a viable work plan, while several months into the project there was a massive amount of information available. However, ultimately what was created in Minneapolis was unique, community owned, and successful beyond what other communities were able to accomplish.

An additional challenge was that commitments were made by the Census Bureau without subsequent follow through, creating tension for organizers in their community relationships. Although they do not think that it caused any real harm, there were times when their credibility was put at risk in the community because the census bureau did not do what they had said they would do. Additionally, interaction with the bureau was a significant time commitment when time was at a premium. In retrospect, some of that time would have been better spent doing outreach with community members and community based organizations. There were times when the administrative roles of the project were under-resourced due to the demands of the engagement roles. Meeting notes and reports tended to lag, particularly

during the times where there was a lot of community activity occurring. A balance of planning and resource development could eliminate this issue.

Ultimately, the 2010 Census campaign was very successful. Feedback from community partners indicated some specific strengths of the process:

- CURA's understanding and expertise in community organizing and leadership development was key to building this campaign.
- Technical support and trainings were effective in building leadership and commitment.
- CURA's role in leading the CCC helped create a strong community space to share, learn, develop, and both be connected and held accountable for work plans.

Minneapolis Complete Count Committee and Community Partners

A collaborative group or action team dedicated to building participation in the Census is most effective when facilitated by those with a strong understanding of community organizing and lead by those who are leaders and experts in their communities. This was the model for the Minneapolis CCC and what helped build a city-wide campaign in Minneapolis. The committee was an important place to share information and create accountability but also critical in building stronger leadership on the Census and ownership over community outreach plans. This committee became the vehicle and "movement-builder" for outreach efforts in Minneapolis, yet even those who were not regularly attending members such as KMOJ radio, Somali TV shows, and university student associations, were active in leading the Census campaign and were connected through trainings and collaboration with CCC members and CURA organizers. Although there was a final number of 63 CCC member organizations and leaders from nearly every "hard to count" community across the city, representation from some critical organizations and communities were missing. It's important to note that although not everyone was included in the work of the CCC, because of the strategies and resources utilized by the City of Minneapolis, many more connections were built with community partners and organizations than were possible in 2000, largely contributing to the higher 2010 participation rate in Minneapolis. The more financial resources and work time invested, the more capacity there is to do partnership building. With an infinite number of resources and time, the CCC would have been able to reach everyone. However as these are finite, those who are involved build as many

connections as possible. A strong recommendation for 2020 is to utilize the city's same strategy for 2010 by investing a significant amount of money and staff time into this project as early as possible.

Groups and Leaders Involved

From the beginning of this project, many key leaders and organizations were identified and invited to join the Complete Count Committee by Minneapolis elected officials and city staff. It was expected that by choosing a few key leaders with large networks in their communities the committee would be well positioned via its members to share information and encourage action in organizations and leaders who were not involved in the CCC. The initial list included about 40 key leaders in every hard to count community in Minneapolis, however as the project developed, many new organizations joined becoming lead members and other members who chose to either not be involved in Census outreach or create or join another complete count committee. Although, there was some inconsistency in the leadership during the beginning of the CCC, by the end, there was a strong team of committed and responsible leaders who were successful and saw dramatic increases in the participation rates of their communities compared to 2000.

The people at the table who were most committed and successful in promoting the Census were people who felt passionately about the Census and had a personal interest and commitment to their community. One strategy that was extremely effective in building this kind of leadership in the committee was simply relationship building around mutual self-interests. Early on, organizers met one-to-one with every complete count committee member to have a conversation about their personal interests, passions, skills, and goals as well as their organizations, missions, assets, daily activities, and key community issues. Not only did these conversations help organizers better understand the city's communities, but revealed people's motivations and helped build an understanding for how to best connect the Census to their interests and set respectful expectations. It was critical to focus the committee's energies and messaging around these leaders' and communities' values throughout the project and process and helped ensure that the time people invested in the Census was time that they felt personally benefited them. As a result, CCC and community leaders invested significant personal energy and utilized their expertise to build commitment with both their organizations and communities, rooted in their constituencies' interests and values as well.

Overall, Minneapolis CCC members felt that the right organizations and leaders were involved and that there was a good representation of the city's hard to count communities, particularly in the Somali and Latino communities. Although there was a lack of participation, representation, and consistent CCC attendance from some key groups, for many of them it was sometimes more effective to occasionally attend CCC meetings for resources and support, but invest more of their time in outreach and coordination with their organizations or community specific complete count committees – especially for organizations with little to no paid staff. Many of these organizations also stayed in communication with CURA staff to coordinate their efforts with the CCC. However, it is important to recognize there were some missing voices and some Census efforts that the projects organizers and leaders were not able to connect with. The following is a list of these communities and other hard to count communities important to the Census campaign with some evaluations and recommendations for their involvement in the future.

Latino Community –

Throughout the Census campaign, leadership within the Latino community was strong and included leaders from many sectors – faith, education, youth, media, business, and government. Although many more leaders and organizations could have participated in leading outreach efforts, many of the people involved took on a great deal of consistent leadership with events, door-knocking campaigns, radio announcements, community forums, questionnaire assistance, and much more. What was most effective in the Latino community was first connecting the Census to the issues and interests of the community and creating places to have meaningful conversations about the Census such as after mass, during a family night at school, after a dance night, on popular radio stations, and at someone's front door. Following the project, the leaders involved in these activities felt proud of their work and believed that as a result, the Latino community throughout the twin cities would see a much better representation in the Census.

Native American / American Indian Community –

One of the major challenges to building partnerships early on, was pushback and assurance from the Census Bureau and county government. CCC leaders and organizers were told that the American Indian community was "covered" by Census partnership staff and that because this community was uninterested in outsider involvement, it would be better if they were left to

take on Census activities locally and on their own and would not be interested in partnering with any large scale complete count committees such as the Minneapolis CCC. Unfortunately, as the project progressed it became clear that American Indian community leaders, particularly Little Earth leaders were not consistently connected to Census resources or contacts. In one instance, Little Earth leaders had organized a Census jobs and information session with a large number of women residents, but unfortunately the Census partnership staff person who had committed to present, never called or showed up. Despite these challenges, project organizers did work to connect to some of the Little Earth resident and staff leaders they had relationships with to find out how they could work together to build participation in the Little Earth community. In mid April, they worked with city and resident volunteers from the American Indian community to door-knock each home in the community. People's responses to the Census were generally positive and although many people had initially lost their Census forms, many were visiting the local Questionnaire Assistance Center located at their community center and nearby church to pick up additional forms. Although final Census response rates did not reflect a high response rate in the Little Earth community, leaders and organizers believe that with so many people choosing to fill out "be counted" forms at QAC's, the 2010 response rate for their neighborhood is really much higher.

North Minneapolis Black / African-American Community – Here there was also a case of Census Bureau staff "covering" this community, which unfortunately was lost after a Partnership Specialist with ties to this community left the Census Bureau. The long process of hiring and training a new partnership specialist cut much of the energy that was initially built and left many gaps. There were many people from the Northside African-American community who were connected to the state Black and African CCC or the Minneapolis CCC such as Mount Vernon, Zion Baptist, and Shiloh Temple churches as well as Harrison and Hawthorne Neighborhood Associations, Dunwoody High school, MAD DADS, and KMOJ Community Radio. Yet, there were also many missing voices, particularly from large historically trusted faith institutions. This presented another challenge because there were many political factions within the Northside non-profit and faith communities that have historically been in competition and opposition, preventing many groups from working together on community issues. With the CCC, it seemed that having one institution involved prevented others from becoming interested in participating and it

was difficult to overcome this without having established relationships early on. However, with the committed leadership of groups such as Shiloh Temple, KMOJ, Dunwoody, and MAD DADS, a great deal of energy and participation was created on the Northside through door-knocking, business canvasses, street and grocery store outreach, and heavy local media promotion. On the Northside alone, there were dramatic improvements in Census participation rates, which many people in the community feel is a testament to the hard work North Minneapolis leaders invested in Census outreach.

Southeast Asian Community –

Initially there were a few key leaders from the Vietnamese, Korean, Lao and Hmong communities who were invited to participate in the CCC, all of which attended the first CCC meeting, but many of which did not continue their involvement. Many of these organizations were interested in joining committees that would provide funding and since the Minneapolis CCC did not offer this upfront it was not a priority resource for organizations that had funding opportunities elsewhere in their community. Some groups did continue to promote the Census either through the statewide Asian CCC, which was very active or with coordination within their own organization, these included SEARCH and Lao Assistance Center. Despite some missing voices, the CCC had regular participation from key organizations such as Asian Media Access and Hmong Mutual Assistance Association (HAMAA). Additionally, the University of Minnesota's Hmong Minnesota Student Association worked with Yia Yang, one of the project's organizers with the Minnesota Center for Neighborhood Organizing to do outreach with Hmong college students and youth groups, as well as coordinate outreach at key community locations such as schools, Hmong marketplaces, and with community councils to build awareness and participation within the Hmong community.

Neighborhood Associations –

Despite a lack of representation in the Minneapolis CCC, many neighborhood associations were active in promoting the Census in their neighborhoods. As organizations with limited or no paid staff and a very specific geographical focus, it was not always useful for them to participate in a citywide CCC, but rather coordinate with CURA or MCNO and invest time in doing some basic Census outreach in their particular neighborhoods. With more funding and volunteer resources, more neighborhood associations may have been able to be more involved. However, even without resources, many neighborhood

groups did still participate to a limited extent in promoting the Census such as Harrison, Hawthorne, Webber-Camden, Holland, Bryant, Bottineau, Bancroft, Windom Park, and several others. Their outreach focused on either distributing fliers at an event, sending an email blast, including the Census in a meeting, or hanging up posters. All of these groups were contacted about receiving resources from CURA and ultimately two outreach plans, one with Lyndale Neighborhood Association and the other with West Bank Community Coalition who partnered with CHANCE/Humphrey students, did receive small grants to do Census outreach.

Minneapolis Schools –

Many more Minneapolis schools should have been more connected to the Census and promoting participation in the classrooms. Unfortunately this was another sector of Minneapolis that organizers and city staff thought would be covered by the Census Bureau through the "Census in the Schools" program. However, program materials were sent too early and often did not reach teachers and little accountability was built within the schools to insert these programs and activities into the curriculum. However, Emily Lowther from Minneapolis Public Schools administration was very involved in the CCC, regularly attended meetings, and helped facilitate communications and outreach with public schools. Presentations and meetings were held with classroom assistance / paraprofessional staff, notices were sent out to parents, articles were included in bulletins and newsletters, posters and fliers were put up, and a "Census in the Schools" week was held, where teachers were encouraged to include Census in curriculum, and "family night" coordinating staff worked with community leaders to speak to families about the Census. However, more relationship-building and accountability work could have been done earlier on with administrative and coordinating staff to make sure the Census was more present in the classroom. Beyond internal public school activities, organizers did work with CCC members to reach out and do outreach activities and presentations with Hmong Academy and Al-Amal Muslim charter schools, as well as Henry High and Dunwoody high schools in North Minneapolis.

Youth –

One of the strongest evaluations from the CCC was that there should have been more youth involved in leading outreach efforts, as youth are well positioned to do outreach with their classmates and student groups. Youth can also be strong language and cultural bridges for their families in many immigrant communities. Because young people will be the leaders in

participating in and promoting the next Census, CCC members believe leaders and volunteers would be investing in the future representation of the city by involving more youth in leading the campaign, making the work easier in the next ten years. It would have been better to build more relationships early on with active youth groups in churches, mosques, park and community centers, and high schools, as well as university student groups. However, organizers did connect with youth groups at a few high schools in North Minneapolis such as Henry High and Dunwoody Academy. They also worked with many organizations with youth leadership such as La Asamblea de Derechos Civiles, Santo Rosario Church, and Dar Al-Hijrah Islamic Civic Center, as well as with student groups at Youth Thrive, Waite House, and HOPE Community through connections to HOPE community organizers. With these groups organizers and leaders held youth conversations, made presentations, handed out and hung fliers and posters, door knocked, created street art, murals, volunteered at questionnaire assistance events, and promoted during large youth events such as Peace Jam.

Universities and College Students –

This was another case where there had been some initial coordination with Census Bureau staff and key departments or offices at the University of Minnesota, Augsburg, and MCTC were considered "covered." Unfortunately when some staff were relocated or left the Census Bureau, these connections were lost. When this happened, although it was late in the game, organizers did connect with the Office of Student Affairs and other key departments at the University of Minnesota, MCTC, and the College of St Catherine's as well as connect with student groups at Metro State and Augsburg College. There were more challenges to getting college students involved because of their busy schedules and drop off in availability during mid-terms, finals, and semester breaks. Many groups were also difficult to reach and did not respond to emails, phone calls, and instead required a visit during meeting times, class, or earlier on when classes first started for the year. Although many University of Minnesota student organizations were contacted by CURA about funding opportunities, meetings, trainings, and outreach tools, there was little response. Plus, the majority of this outreach did not occur until the winter/spring before Census forms were mailed out. By this time, many groups and leaders had already chosen their priorities for the year or had too many other projects and commitments they had begun in the fall semester. Because faculty and students spend most of their time on campus, with little time to venture away, it would not be as useful for

them to regularly attend CCC meetings and events, but focus their time and work within their environment. It was helpful to meet with groups and key community engaged department professors or faculty to plan outreach ahead of time, and particularly for student groups, during their meeting times and in classrooms; however, it would've been more effective to meet with these groups earlier in the fall semester to build stronger commitment to the Census. Despite these gaps and challenges, organizers did involve a significant amount of students and faculty in the outreach and hosted many successful outreach events. It was extremely helpful to hire work-study students who were either involved in networks at the University or in their community and could leverage these relationships. With both the students' and personal connections to university staff and student groups, organizers helped lead multiple outreach activities at every campus which included: door-knocking, fliering, holding large "be counted" questionnaire assistance events, discussion meetings, group presentations, street art, postering, fliering and media blasts through email, Facebook, and twitter.

Homeless Community –

St Stephens was the first Homeless community organization recruited to participate in the Minneapolis CCC and offered to serve as the information and outreach contact for Census activity in the Homeless community. Later Twin Cities Community Voicemail also took on a major leadership role in outreach and promotion. Initially, because Homeless communities are transient and St Stephens outreach staff believed the population of the Twin Cities' homeless community during Census taking would be very different compared to the homeless community early on in the Summer/Fall of 2009, a decision was made to hold off on outreach work until late winter when the Census was closer and forms were available. In the meantime many organizations applied for Census promotional gear through the Partnership Support Program, attended Census Bureau presentations, and met with Project Homeless Connect to discuss outreach and homeless count logistics. Unfortunately, the Census Bureau did not follow through on funding resources or working with staff to achieve a respectful and accurate count which resulted in a drop off of participation and promotion. Additionally, there was some debate over the usefulness of a Minneapolis CCC in engaging the Homeless Community. St Stephens felt that their participation in a citywide CCC although helpful for information, was not as action focused and relevant as needed since many of the outreach plans and information did not apply to their work or community. However, Twin Cities Community Voicemail did feel that the CCC was useful in terms of ideas, partnerships,

general information, outreach resources, and messages. Both suggested that in the future, because the Homeless community does require a lot of attention, a separate complete count committee may be more helpful in building more participation from organizations and leaders. That way, the committee would be better positioned to develop more targeted resources, messages, and outreach plans while coordinating with a citywide committee.

Social Service Agencies –

Although many social service agencies were involved in multiple Complete Count Committees, many were not consistent in their attendance and involvement and were not particularly committed to outreach efforts, with some exceptions. It was expected that because social service agencies stand to benefit significantly through federal funding from an accurate Census count, they would take on more leadership. However, many were surprised to find that staff (whose job was likely not at risk) assigned to work on the Census maybe did not feel passionately about the Census, the community, or feel that they had much at stake personally. For a few organizations, the main reason they attended was because their organization had assigned them as a Census contact, yet there may not necessarily have been any expectation within their organizations regularly attend meetings and bring promote in their community. Ultimately, the people at the table do need to feel urgency about the Census and have a commitment to building participation in their communities and maybe more front-end work could have been done to further discuss what was at stake. Nearly all of the social service organizations involved in the Minneapolis CCC did promote with materials and information in the offices. Some including Project for Pride in Living (PPL) even began their own complete count committee, others such as East Side Neighborhood Services (ESNS) assigned more than one contact to stay connected to the CCC.

Businesses –

Many large businesses such as Target and Super Valu were expected to be contacted by the Census Bureau directly or via their public relations vendors who initially planned to ask them to include Census logos and messages in their stores, media, and products. This was an area staff and organizers believed would be covered by the Census Bureau so they chose to focus their energies instead on local business councils. Since businesses themselves are limited in the amount of outreach they can do, it made more sense to work with councils who have large networks of business with which they could share information and materials to build awareness in the

community. There were many that organizers did not have the opportunity to connect with, however they worked with Lake Street Council to apply for a PSP grant as a CCC member and with the West Broadway Business coalition to share materials and information with their communities. What was most effective as far as reaching businesses, was actually the large business canvasses around Lake street, Cedar-Riverside, and West Broadway areas with community leaders from the area distributing posters, fliers, promotional gear, and having conversations with managers and staff about the importance of the Census and asking them to also promote the Census within their business.

Other Census Outreach Efforts –

In addition to the work of the CCC and community partners, there were also many other large non-profits, community and faith organizations, labor unions and local and state complete count committees that dedicated time and resources into 2010 Census promotion. Minneapolis CCC organizers and leaders worked especially in the beginning to connect with these groups and occasionally supported one another with materials, volunteers, and speakers. Some of these groups included the Minnesota Council of Nonprofits, League of Women Voters, the Asian CCC, Black/African CCC, Latino CCC, and others. There were also many other groups who the CCC did not have the opportunity to connect with such as SEIU, Take Action MN, Common Cause, and many others that were on the ground leading similar efforts. Although it may have been helpful to build more connections with these groups, for the most part it seemed to work well for organizations to choose their own focus areas to dedicate their energies, creating a reliable "cover" for that constituency and allowing for others to identify gaps and areas that needed more attention.

Conclusion

One strategy that may have been effective for covering some of the gaps would have been to do more relationship building with leaders of various organizations before the CCC was created and include "bridge builders" or non-affiliated trusted leaders such as Congressman Keith Ellison or others in politically divided communities, to bring these groups to the table for shared meetings and actions. Additionally, it was recommended that despite any claims to having a community "covered" from any level of government, its important to recognize that government, even with good relationships, does not specialize in *organizing* underrepresented communities. For any community, it's important to work to build relationships with leadership and

find a way to work together around their plans and interests. Additionally its important to understand that regularly attending city-wide CCC meetings may not be the best use for some organizations' time. Although a CCC was helpful in coordinating efforts, organizers learned to support and work effectively with multiple organizations and communities who did not regularly attend CCC meetings through regular communication, creative trainings, and participation in tailored workshop focused meetings. Additionally, because many groups have limited staff and/or resources, it would be good to do strong fundraising ahead of time to support the plans and ideas that organizations develop during the campaign.

Expectations

Committee Chairs

From the beginning it was critical to have two co-chairs for the CCC since this was a large role that needed to be shared. The first co-chairs invited to lead the CCC were Sarah Hernandez of the McKnight Foundation and Hussein Samatar with African Development Center. The time that chairs invested in the project was more than they had anticipated. For Hussein, within the first few months, the role of being CCC chair unfortunately did fit well with other work and community responsibilities, however he still supported Census promotion within his organization. Fortunately, organizers identified other potential leaders with large networks and relationships in community and decided to invite CCC member Saeed Fahia of the Confederation for Somali Communities in MN. Because of their strong understanding of grassroots work, large community networks, and respected leadership, both Sarah and Saeed fit their roles as CCC co-chair very well. Saeed as the executive director of a key Somali community organization was well positioned to lead outreach actions, create messaging, promote with media, and build organizing partnerships in his community. Saeed was not as involved in drafting agendas and assisting with administration, which made perfect sense since his time and talents were better spent in his community. Sarah, as a grants officer of a foundation, also had many relationships she could leverage and with her organizational interest and expertise, was a key leader in the project's strategic planning, agenda setting, and navigating the political dynamics of the project. Throughout the year each led roles; but, both brought different skills, perspectives, and relationships to the table, which was helpful for dividing responsibilities and covering more ground.

In evaluating their roles, both Saeed and Sarah felt that more time was required for the project than they had time to give and had initially expected. Sarah herself felt she did not have the opportunity to meet the personal expectations she had set because of other job commitments and Saeed also felt he was not able to dedicate as much time as he would have liked to. However, throughout the project, both Saeed and Sarah committed a great deal of leadership, time, and energy to the committee and were very successful in building partnerships, developing plans, supporting outreach, creating media, and leading actions in various communities and were critical to facilitating a well organized complete count committee.

Although expectations were articulated early on before the CCC was initiated, it was difficult to foresee the level of leadership needs for the project, especially during peak months, in addition to how each co-chair would shape and determine their own role. Its important for 2020 organizers and staff to work with co-chairs to shape their role according to their talents, interests, and constituencies, which will ultimately support them being the most effective. The following is a list of reasonable duties for CCC chairs leading the 2010 CCC that may be helpful for 2020 organizers in thinking about in how to set, divide and/or share responsibilities:

- Participate in strategic planning and decision-making
- Invite and encourage other community organizations and members to join the CCC, attend events, utilize resources, and participate in actions to promote awareness.
- Assist in creating and approving meeting agendas
- Facilitate meetings/agenda items
- Support and/or lead outreach activities/presentations
- Serve as an informational and media contact

Members

The roles for CCC members were perhaps less clearly articulated and understood partly because each member had different outside commitments and interests and therefore had the freedom to decide what their level of engagement could be. However, at times there was limited and inconsistent participation from some organizations and leaders. Some of these groups would have liked to be more involved, but had a limited amount of time to commit and did not have other co-workers or community members who could take their place if they could not attend a CCC meeting or action. From the beginning, it would have been helpful to set and regularly articulate member expectations with both leaders and participating

organizations, encouraging them to commit to the Census by designating at least two representatives from their organization. This way, partners could maintain their presence, share their role as CCC member, and ensure that their organization or community would not miss out on meetings, information, and resources. Additionally, because consistent follow-up and accountability was critical for regularly attending members, it would have been helpful to spend more time on this with missing groups to keep them engaged.

One expectation that the committee was successful in establishing was that members were expected to do outreach outside of the committee in their communities and were responsible for being the contact, lead, and network builder in their community with as much support as they needed from CCC organizing staff to make that possible. The time spent outside of the meetings was of course much more critical and ultimately what contributed to a higher participation rate, so it was not critical that members be at every CCC meeting if they had solid outreach plans and stayed in communication. Organizers focused on facilitating this role and through the CCC there were many independently lead campaigns in each "hard to count" community, creating a real sense of *movement* around the Census in Minneapolis. Overall, regular 2010 CCC members felt that their role was clear, the workload was reasonable, and that they had really exceeded their expectations as a Census partner. Many explained that their responsibility as point person for their organization and community kept them more committed to the committee and connected to information and resources and helped connect other leaders and organizations in their community to the Census through their role as a Census contact.

Communication

Naturally, a project of this size requires a great deal of consistent communication to keep people informed, connected and involved. Members felt that the CCC was a critical place to share information and coordinate efforts and within the group it was fairly easy for organizers to maintain communication. However for people who did not participate regularly or were not connected to the CCC, it was difficult. Communication and follow-up with CCC members alone required a great deal of time from organizers, along with the time invested in support and outreach activities. There was little time to spend on additional communication tools that would have been very effective such as short fun email blasts or messages that

members could send to their networks about important Census dates and resources. Given this challenge, it would be well worth it have an additional staff person included in the budget to cover communication and media activities and ensure that there were no gaps in communication and sufficient media tools were created to share information. This would have also freed up more time for the lead organizer(s) to focus on outreach and be more effective in connecting missing community groups to the Census.

Despite these challenges and gaps, the following communication strategies were very effective for keeping CCC members connected to information, outreach, and resources:

- Monthly CCC meetings
- Frequent organizer visits to member organizations
- Follow-up phone calls
- Nearly weekly email blasts from CCC organizers with reminders, meeting summaries, information, resources, key contacts, etc.
- Regular sample email messages to forward to community networks
- City of Minneapolis Census list-serve
- City of Minneapolis Census/CCC website

CCC Meetings and Work Plans

CCC Meetings began a year in advance, which was important for preparing sufficient leadership to run the CCC and organize multiple outreach campaigns during the critical months of February to April. These meetings were hosted in various locations throughout the city's hard to count communities, which CCC members felt was helpful in building a better understanding of the city's communities. Monthly meetings became critical places to learn from one another, share, collaborate, plan actions, and create accountability which motivated members to invest a great deal of time in between meetings in their communities promoting the Census. Of course, the time spent outside of the meetings was much more critical, so it was important that meetings focused on preparing for and facilitating effective outreach in CCC members' communities.

In the beginning, the first few CCC meetings organizers facilitated were rushed, overwhelming, and often started late. It would have been helpful for organizers to more often delegate meeting preparation duties to chairs and members so that meetings were not as rushed. Additionally, It seemed meetings were often information heavy with too much on the agenda and

too many options offered for next steps lacking the guidance necessary to keep members targeted in their plans. Work plans in the beginning also seemed loose, abstract, and needed more structure and a locally focused context. Early on organizers should have worked with CCC members during meetings to build solid targeted outreach plans for their communities. Members felt that CCC meetings were best spent "getting work done" by developing action steps, setting dates/timelines, assigning roles and tasks, and creating resources for the work such as articles, talking points, translated materials, toolkits, funding applications (partner support program), etc. With action and work-oriented agendas, meetings were more productive and a better use of our time. One additional recommendation from members was during meetings, it would have been helpful to have large reference visuals up during meetings such as a map of the city's hard to count communities and a large calendar reflecting planned activities.

Outreach Strategies

The effectiveness of the activities and strategies that were used in these campaigns was due to the fact that they were lead by the city's most trusted community groups. In any given community, no one else is better positioned to communicate the importance of the Census than someone from that community who understands the interests and concerns of the people and can tie the Census to what is important to them and the neighborhood. In many communities, people were often concerned about the historical lack of resources in their neighborhood's schools and parks. Although initially they had little trust in the Census, they were motivated to "be counted" because they had *conversations* with trusted leaders in trusted places, at their door, church, or at an event about how the undercount in their neighborhood had contributed to a lack of resources and that their participation in the Census would be a critical step to creating changes in their community such as improving schools and parks for their children. Organizing around a community's issues and a community partner's skills and knowledge, the committee and its members were better able to create targeted messaging and outreach activities that were relevant to people's lives and interests.

An important lesson learned by CCC organizers and members was throughout this work, leaders must do what is best for their communities and organizations regardless of government pressures. This may create conflict with Census Bureau or other government plans, expectations, and pressures, but it's important to recognize that government agencies will not likely know what is most effective for the each of the city's communities. Plus, the process, timelines, and activities of the Census Bureau may not even be relevant for local communities. Additionally, without heavy government influence, community members have a greater sense of

ownership in the campaign. In 2020, although the demographics and political landscape of Minneapolis may be very different, utilizing a similar community organizing model will harness the power, skills, and expertise of the hardest to count communities and facilitate a collaborative effort around the Census. This approach was effective for spreading the message widely and creating a real sense of a local movement in Minneapolis communities.

Generally, the outreach strategies in 2010 that were most effective focused on underrepresented communities with culturally targeted activities, media, face-to-face conversations, and outreach with youth.

The following activities were particularly effective for building awareness and participation in the 2010 Census:

- Door-knocking in HTC and low response neighborhoods (with Census forms in late March and April)
- Business canvasses along key corridors
- Targeted outreach events such as tabling on Coffman Plaza for students or a rally at Cub Foods parking lots for North Minneapolis families.
- Recruiting fellow community members and volunteers through organization's networks to do outreach with them and help spread the message to people on their building floor or block.
- Announcements, informational forums, giveaways, and questionnaire assistance during/after mass or prayer at key trusted faith institutions
- Direct outreach/distribution at key busy community sites such as grocery stores, street corners, and bus stops
- Outreach events to promote participation at "QAC" sites
- Media promotion with key HTC community radio and television
- Local media promoting outreach events and activities
- Census promotional wear worn by volunteers during outreach events

Media and Messaging

Messaging

The local messaging around the 2010 Census had a competitive nature to it, focusing on achieving higher participation rates in each neighborhood (census tract) than 2000, which helped build a lot of energy. As mentioned earlier the messaging that was most effective really focused on the interests and values of a given community at a personal level and utilized specific examples of how people would be affected by an undercount in their daily lives, creating a sense of urgency and responsibility to their families to participate.

This worked much better than using abstract or unfamiliar terms about the Census such as federal allocations and the number of congressional seats affected by the Census for example. Although this is important for our communities, it's not as relate-able for everyday people, nor is it a daily concern. Messages must always be communicated within a person's or community's experiences and interests.

Developing these targeted messages required feedback from community members and constituents on the most effective messages as well as one-to-one and large group conversations with leaders around community issues and the local racial and social justice impacts of the Census. These conversations for many members were particularly powerful and motivating and helped them better communicate the importance of the Census.

Media and Publicity

More multi-lingual local media promotion was needed during the campaign, especially early on. Initially, CCC publicity focused on creating fliers, posters, and social media and utilizing promotional gear to create visibility around the Census. These methods were effective for outreach, however interviews on local radio and television made a big difference in building awareness especially in the Latino, Somali and Black/African-American communities. These local interviews with community leaders and youth created a lot of buzz in the community and helped initiate public conversations around the Census, provide community contacts for questions, identify assistance resources, as well as promote local outreach events.

Most of the key media outlets we worked with did not receive media buys from the Census Bureau, so were not well positioned to do Census promotion early on. Once the Census Bureau announced their list of media buys, it was clear there were some large gaps particularly in the Somali community and with local radio generally, so CURA organizers and city staff worked to identify extra funds in the budget to do small media buys which included regular interviews and daily public service announcements with KMOJ Radio and Somali television. This strategy was very effective and it is highly recommended for 2020, the local Census project, have funds available to do media buys with key media in underrepresented communities.

Despite these challenges, organizers and CCC members built partnerships with many local media outlets, which regularly promoted the Census:

Radio:
- The Morning Show on KMOJ
- La Invasora
- KFAI – multiple shows
- La Picosa

Television:
- Somali TV
- Somali Show
- MTN "Street Talk" with MAD DADS
- TPT Arab TV Show

Support and Resources

The CCC created an important place for city, county, and local community to share resources and support one another in their work. Many of the participating leaders had a great deal of community expertise and helped build targeted outreach resources such as toolkits, fliers, posters, articles, etc in the city's top six languages. Many of the resources members used for their outreach were designed by the CCC and were more effective than materials created by the Census Bureau because of their local contexts. Plus they were some of the only materials that existed in Somali and Oromo.

In addition to these resources, organizations felt that financial resources were important for supporting their outreach plans. Although many member organizations did not use financial resources and instead found ways for the Census to connect to the work that they already did, this was an important strategy to support and invest in the work of CCC members. Its important to recognize that funding should not initially be what brings organizations to the table, but it should be available especially later on in the campaign to boost participation, support the work that is already taking place and allow organizations to essentially "step up their game" especially during the peak months of February to April.

The following is a list of specific resources and support from CURA, the city of Minneapolis, and the Census Bureau that were particularly helpful in supporting outreach efforts.

CURA

- Staff support with expertise in community organizing and strategy development
- Technical support
- Large community networks
- Stipend money
- Community trainings to cover resource and skill needs

City of Minneapolis

- Partnerships with city staff
- Clear information and resources: maps, response rates, demographic information by neighborhood, etc.
- Technical support
- City Census website with outreach materials available to download
- Census list-serve with weekly information

Census Bureau

- Partnership Support Program (although problematic and complicated)
- Questionnaire Assistance Centers
- Online and real-time Census participation rate maps
- Visible promotional gear: banners, hats, tshirts, canvass bags, etc.

Other Government Partnerships

Throughout the campaign, the City and CURA kept in touch with other local and state jurisdictions involved in Census promotion:

- The City participated in the **Hennepin County "Alliance**" of municipal Census promotion efforts, and coordinated with county staff on numerous promotional events and targeted outreach to specific communities, especially Latinos and homeless populations; the County's efforts were staffed by their Research, Planning and Development department.
- Staff also participated in the **State Demography Office's** regular "**Census Roundtable**" which brought together many metro area local units of government to share information; because of its ongoing role as one of the national state Census Data Centers, this office was able to build on its existing relationship with regional and national Census personnel to be a liaison between the Census bureaucracy and local governments;
- Staff from the **Minneapolis Public Schools and Minneapolis Park Board** attended meetings of the Minneapolis Complete Count Committee as well as various staff work team meetings throughout the campaign. MPS participated in the Census Bureau's "Census in the

Schools" national campaign. The Park Board was active in organizing several youth events in the campaign.

- A representative from **Congressman Keith Ellison's office** was a regular participant at the CCC and many staff work team meetings. In February 2010, Rep. Ellison hosted a Census town hall meeting with U.S. Census Director Robert Groves and Mayor Rybak at the Midtown Global Market. City staff and CCC members assisted in planning and promoting this event.

The City participated in several joint government/Census meetings, on topics including local Census hiring, local media ad buys, the Partnership Support program, Questionnaire Assistance Centers and others.

U.S. Census Bureau

The Census Bureau's decennial 2010 Census campaign was a massive, complex and expensive undertaking. During its peak promotion period of January–April of 2010, the Census Bureau was the largest advertiser and the biggest hirer in the country, with over one million temporary employees. The Census intentionally expanded its budget for upfront promotion (paid advertising, public relations, and promotional materials) as well as local outreach staff, called 'Partnership Specialists.' Unlike Census 2000, the Bureau hired paid employees rather than volunteers to staff its Questionnaire Assistance Centers. It also expanded its web presence, and the volume of material provided in languages other than English (59 in total). The goal of an expanded promotion effort was to increase the upfront voluntary response rate so that they could spend less money sending Census takers to follow up on non-response households. For every one percent increase in voluntary response, the Bureau estimated a savings of $85 million in non-response follow-up costs. As of October, the final national "participation rate" of 74% remained the same as Census 2000, but Census Director Robert Groves has expressed satisfaction with achieving this same level of response given the national decline in overall survey response rates in the last decade.

The first local Census staff arrived in Minnesota in the spring of 2009, about one year ahead of Census Day, April 1st 2010. By the end of 2009, there were about 25 full time Census employees in Minnesota, about half of which were assigned to parts of the metro area, or ethnic communities that included the metro area. Regional Census staff from Kansas City were also

regularly visiting the state. Census promotions/outreach and Census operations were both managed out of the Kansas City regional office, which proved challenging at times.

Despite this significant increase in promotional budget, materials, and staff, the relationship with the Census Bureau was often difficult. The CCC regularly had to either wait for long periods of time or move very quickly when it came to outreach resources and actions. Information and timelines around outreach, partner support, Census employment questionnaire assistance centers, and other key information was often not communicated in a timely manner and the information the CCC did receive was sometimes not reliable. Partnership staff, although committed to local outreach efforts, were periodically sent out of the region or restricted from outreach activities so were regularly not available or able to follow through on commitments. Generally, it seemed that the process for sharing information and resources was very slow, complicated, and unreliable and that there were too many layers to go through to access decision-makers and correct information. Key information centers did not exist locally and decisions about Minneapolis were often made in Washington DC and Kansas city without any local consideration, making decisions ineffective and sometimes damaging to CCC outreach efforts. A greater level of local power would have made a partnership with the Census Bureau more effective and less difficult.

Census Bureau Job Hiring

Initially the promise of job employment with the Census Bureau focused in underrepresented communities brought a great deal of energy to local Census outreach efforts. Many CCC members lead job test trainings and distributed jobs information to prepare their constituencies and expected that members of their community with critical language skills would be hired, both improving unemployment in their neighborhood and contributing to a higher participation rate during non-response follow-up. A lot of buzz was created and many people took the test and received high scores, yet they were not hired and never received any word from the Census Bureau. This not only created a lot of anger in the community, but it damaged the reputation and credibility of community organizations promoting the Census. This also created a good deal of mistrust in the Census and prevented people from wanting to participate, explaining that “if the Census Bureau is lying about hiring in our community than maybe they are also lying about privacy and our representation in the Census.” These feelings were

expressed over various local radio shows and during many outreach events. Once June hit and non-response follow-up was in motion, organizers had the opportunity to do evaluations with partnership assistant staff who had continued their work through Census operations. Unfortunately, it was clear that the majority of people hired was not from underrepresented communities and lacked the language and cultural skills necessary to communicate with and assist many families who had not mailed back their Census form.

Partnership Staff Activities

Partnership specialists and assistants were often helpful in sharing information and outreach resources and supporting outreach efforts when available. It was helpful that the Census Bureau had hired many bi-lingual staff assistants to assist in leading presentations for community groups. In Minneapolis, many Somali-speaking assistants were hired which the CCC worked closely with to support local outreach efforts.

Despite the fact that these employees were from the community and connected to large community networks, they were often not able to lead important outreach activities either because they were sent out of the region, in a months-long training period and could not yet engage community, or generally not allowed to promote through media. This was a particular issue in the Somali community because unlike other underrepresented communities, there was no Partnership Specialist hired early on to connect with and represent the community. Local city staff and community members frequently requested that a Somali Partnership Specialist be hired and recommended many qualified leaders for the position, yet no one was hired until February 2010 and it was over a month before Aman Absir was “released” for community outreach, preventing him from working with the community when it was most critical. Fortunately, local partnership assistant staff had more freedom in their role and was often available for door-knocking campaigns and outreach events. In the Hmong, Latino, and African-American communities, staff was often sent out of the region at a moments notice to assist with job recruitment elsewhere, often duplicating efforts. Our metro-wide contact, Larry Weiss was sent out of the region for over a month from late February to early April, leaving the CCC without critical resources and information until organizers could find out what other staff were available in the metro area.

With so many limitations and so little influence over decisions, it was unclear what the role and purpose was of partnership staff in local outreach efforts. It was very difficult even for partnership staff at times to find out who the leadership was locally, where to influence decisions, and why and how decisions were made about Minneapolis. The entire process was very unclear it seemed to everyone involved. Census staff generally seemed uncoordinated in their outreach and communication efforts at both a local and regional level and it seemed that for decision-makers there was a greater value put on quantity over quality. Somali staff was frequently sent out of the metro area and at times required to attend up to 10 events in one day. Many of these events did not have a specific role for Census staff, were not located within their community, nor utilized their language or relationship skills.

Outreach Resources

Partner Support Program

This program was very important for creating targeted promotional materials to support and add visual to community outreach activities. However, the process was extremely slow and complicated and many organizations spent hours sending application materials back and forth and communicating the same information to constantly changing “contact people” or Census staff in Kansas city. On several occasions, organizations had received approval on their applications and then were contacted a month or two later that they were missing materials and would still not receive their products. Many also waited several months before they received approval to produce their materials which was often too late for the outreach events and activities they and planned. For over 20 organizations working in the Homeless community, they did not receive materials until May when mail back response and the overnight homeless count was finished, wasting a great deal of time and money. Communication about PSP deadlines often came at the last minute as well and forced CCC organizers and members to drop outreach plans for days to focus on submitting applications. Many organizations in immigrant communities never applied because the application excluded businesses who were not able to pay for materials upfront and receive reimbursement from the Bureau, this naturally excluded many small and locally owned businesses. If this program still exists in 2020, it may be helpful for the CCC to decide on four to five items they would like to order in bulk and send PSP proposals in as early as possible in

order to avoid delays and have this completed before heavy outreach activity.

Promotional Materials

There were a great deal of free promotional items distributed to CCCs and community partners which was very helpful for supporting outreach and creating more visibility around the Census. Materials such as canvass bags, t-shirts, hats, and banners were particularly useful and popular and were supplied to the CCC in bulk for key outreach activities and events. These materials were often critical for creating energy around the Census and gave community partners the ability to use activities such as raffles, giveaways, and prizes to draw attention to the Census and make events more fun and attractive. Additionally, because so many of these materials were distributed along with materials purchased through the PSP, it was easy to spot people on the street wearing Census promotional gear and became a media strategy on its own. Census clothing, especially with key and local messages even sparked conversation on the streets and buses about the Census and people were curious about where they could pick up their own Census gear.

In 2020, it would be very helpful to have similar materials available, with a focus on visible items rather than some of the smaller less useful materials created in 2010 such as stress balls, luggage tags, make-up bags, etc. Although some people may have used these items, they were not as effective in promoting *participation* in the Census.

Questionnaire Assistance Centers

- Many pieces on the application were difficult. For example, just counting the people on April 1st? A lot of people needed help in the Somali community, so it was overwhelming for us. - Saeed
- Since many people threw the forms away and a lot of people came to Brian Coyle for help, it was an important place to have a working QAC, but we didn't have the support we needed for an effective QAC in the Somali community. Hours were unclear; staff wasn't present during "operating hours," etc. It was the Census Bureau's responsibility to prepare, train staff, and run this center – not ours to be trained, yet we spent hours acting as QAC staff trying to make sure people were helped with their forms. With some advance notice, training, and funding, we could've been prepared for this. – Saeed

- Earlier identification of QAC's and better publicity of their existence and location – Barb
- There were not enough Census forms supplied to some QACs and definitely not enough in Spanish…
- We used these forms for our outreach and assistance events held at QACs and there were hardly enough for our outreach and in enough languages. (Somali, Oromo) – if you can do assistance guides in those languages and be counted forms in 5 why not do more forms in more languages?
- Be Counted sites were not utilized as promised
- Timelines off
- Better staffing needed

Communications

- There were too many "layers" of people to work with. Regional office people want to deal directly with local orgs but follow-up was not consistent and the ball was often dropped
- Information not shared in a timely manner, we could've accomplished more and moved faster if we wouldn't have been waiting on info and resources. – David

Public Relations and Advertising

- Earlier and more frequent publicity on tv and radio (6 mo in advance) would've helped with minimizing all of the mis-information and scare tactics used to dissuade people from participating (immigration can see your info) and would've saved us the time spent playing defense to these messages. – David Kang
- Publicity around when to send the form back would've been helpful – Counting people just on "april 1st" was confusing – how many people to count, people then thought they missed the "deadline" - Saeed
- Too much information about assistance (phone, qac) was online, which excluded a lot of our people who do not have access to the internet. – Pedro
- Many materials were not translated into relevant languages and/or were poorly translated even with offensive language (Oromo)
- Timelines were way off

Homeless Community Overnight Count

- Plans for the homeless community were already laid out before we began this work. We needed a different approach which included local

community leaders and organizations in developing effective plans. – Monica These plans were obviously made on a federal level only

- The landscape and culture of the homeless community in New York or California is not the same as in Minnesota. You cannot apply a nation-wide blanket approach to the homeless community, especially without taking into account the skills and recommendations of local homeless outreach leaders
- Local outreach staff already conducts counts of homeless community so are very well positioned to assist with count and outreach, but were not at all utilized by the Census Bureau
- Overnight count was not effective or respectful. Logistically these are not good hours. This strategy is really like “a needle in the haystack” because in Minnesota we do not have large camps they way they do in CA. They are smaller and not consistent locations.
- It would be helpful to have an understanding of what the response numbers were in homeless communities as that was taking place so that outreach staff could do work to encourage people to visit QAC’s so that we could get more of our people counted.
- The way this was set up was bound to miss a significant amount of people, putting our political power at risk.
- People were outraged and had to react in the media
- Although a meeting was held w/ Robert Groves in March (after Ellison event), and Monica felt her voice was heard, no changes were ever made.

PART 3: RECOMMENDATIONS FOR THE FUTURE

General Recommendations

Community organizing/grassroots strategy

- This will harness the power, skills, and expertise of leaders and organizations in the city's hardest to count communities and facilitate a collaborative effort around the Census.
- The Census requires the participation of *people* and not bureaucrats, so grassroots effort with community people is the most effective.

Staffed City-wide Complete Count Committee

- This will create a space where everyone can be involved in planning, sharing ideas, and working together in the implementation of the campaign.
- Creates a place for consistent communication and coordination.
- Staff with a strong understanding and experience in community organizing.
- Continue monthly meetings throughout the city hosted by different CCC members and including food for attendees.

Begin this work as early as possible

- The success of the Census in Minneapolis will largely depend on the level of consistent leadership and how early community begins the work.
- Nine months to a year in advance will help ensure that sufficient leadership, resources, and plans are in place in order to run a successful campaign particularly during the peak months of February-April.

Begin local media publicity early

- More media coverage and earlier to educate earlier and minimize need to later react to misinformation and scare tactics.
- Focus on media funding, message development, multilingual media creation, and relationship building with key community media.
- For the CCC, keep focus on getting the message out through community groups and local/alternative media outlets

- Be a featured guest on local targeted radio shows and take plenty of time to have a dialogue about Census impacts on that particular community, accept question phone calls, etc.
- Local media promote attendance to outreach events w/ census forms and assistance at popular marketplaces for example

Target messaging and activities

- Think strategically about your audience, what the message is, and who is delivering it.
- Keep in mind that Americans generally understand the Census and why it's important, but for new communities there might not be a history there, so more time and education should be invested with these communities.
- Messaging should be personally connected to people's daily lives and targeted to important issues and interests in each community rather than using abstract and un-relate-able messages about the Census.
- To make the Census as relevant as possible, research/find out how the Census connects to your communities' daily lives, priorities and interests and utilize that in your messaging.

<u>Outreach</u>

- Having people in places where your target population frequents (grocery stores, soccer games, community events, mass)
- Face to face on the ground outreach is most effective – door-knocking, business canvasses, etc.
- Focus work with young people and underrepresented communities

<u>Partnerships</u>

- Provide funding/stipends for community leaders/groups who come up with good outreach plans.
- Recruit more local government officials to help promote the Census
- Networking and building partnerships with other organizations was critical to the 2010 CCC's success. Utilize and build commitment with the people and networks you are already have relationships with.
- Organize and build leadership with youth.

Create targeted resources

- Having good access to promotional materials, helpful for outreach and creating interest, visibility
- Apply for funding early on to help support your work if you believe you will need resources to do this.

- Some funding should be secured ahead of time to support consistent leadership from community organizations.

For Census community organizers/coordinators:

Build relationships around mutual interests

- Invest time on the front end in connecting interests, building relationships, and setting clear expectations before setting up the CCC.
- Find out what the greatest issues are in the community and think critically about how the Census is connected to those issues. This should inform how to best connect relationships, create messaging and plan outreach.

Develop supported and committed leadership through the CCC

- Continually meet with members of the CCC to emphasize the importance of their work and leadership and clarify expectations and commitments.
- CCC Meetings should first serve as educational trainings then be action oriented, focusing on resource creation and action planning for outreach.
- Create an atmosphere where everyone chips in. Think about what can be done to recognize and lift people up in their work so they are encouraged to continue, which helps build accountability.
- Establish more deadlines for outreach activities and plans.
- Invest by passing leadership onto organizations and leaders and prepare and train leaders to be most aggressive in February, March, and April.
- Create a large calendar of Census activity and make widely available.
- Create resources lists with contact information early on so organizations always have people and places to go to for materials and support.

Direct and face-to-face outreach activities work best

- These were the most effective activities in 2010 and focused on conversational outreach such as door-knocking, discussions events, etc.
- Find a way to obtain non-mailed, extra Census forms if applicable. In 2010, this helped build participation because so many households had not received a form, lost it, or threw it away. It was very effective to

have Census forms available during outreach activities for people to fill out.

Build a community owned campaign and make it known

- Allow for community organizations and leaders to take the lead and be firm that government agencies are there to be supportive and that this will be community-led effort.
- It will be critical to support this committee with community organizing staff that can facilitate, build communication, collaboration, and share resources, information, and strategies.
- Having the leadership of the organizations personally committed and feeling passionate about how the Census ties to equity and social justice issues in the community will be very helpful in building commitment and developing effective messaging and activities.

For community organizations:

Connect the Census with your organization and community

- The sooner you begin your work, the more awareness and commitment you will build in your organization/community. However, during 2010 many organizations started later on and were also very effective. The key is to be active during Feb-April (if forms arrive in March)
- Think about how the Census ties to the long-term vision and mission of your organization and incorporate Census awareness into the activities and issues of your organization.
- It is important that the leadership of your organization is interested in the Census and works to build commitment and ignite motivate in staff to be active in the work.
- This should be a shared organizational commitment. Choose at least two people from your community or organization to share the role of Census contact and "Complete Count Committee" member. This way you can divide responsibilities and make the work more achievable.

Make your outreach targeted and meaningful

- Connect Census messages to issues that are important to people in your community. Having the Census connect to other people's interests and daily lives will motivate them to participate.

- Do outreach in places where the people of your target community already go and trust to maximize the impact of the work.

Be consistent in the work and membership to a CCC

- Designate at least two people from each organization to be members of the complete count committee to share the role and build commitment within their organization and ensure that someone from the organization is always present and connected to the work.
- This helps build greater collaboration and connection to resources, supporting the work and making it more effective.

Financial resources will be helpful but may not be necessary

- Don't let a lack of financial resources prevent you from doing good outreach in your community. In 2010, CCC members found ways to access resources and creatively incorporate the Census into their work without needing to spend money. If your plans are ambitious, connect with support staff and apply for funding.

For government entities and political officials:

- This is a huge and time intensive effort, so building as much financial support as possible for staff and community organizations in the beginning will help ensure this is a successful and community lead campaign.
- Support local efforts and community organizations by promoting the Census with your networks and constituencies.
- Resources from the Census Bureau were sporadic and sometimes difficult to access during peak months. This prevented many groups from having any Census visibility in their outreach, so it would be helpful to create a central location at the city where community groups can access promotional materials for their outreach efforts.

Cautions and Expected Challenges

Work independently of the Census Bureau

- Although it is helpful to have the support of Census Bureau staff; the geographies, demographics, and ideologies between these staff and those doing outreach in Minneapolis are very different. Working independently of, yet parallel with the Census Bureau was a major lesson learned early on in 2010 and helped staff and leaders to avoid problems and be more efficient and targeted with their work.

- Not depending on the Census Bureau for leadership and resources, but designing specific resources and outreach plans that fit the target organizations/communities needs will help an organizer or leader be more effective with their time and energy.
- Do not wait for the Census Bureau before you do anything, this will only waste time and energy.
- Do not allow the Census Bureau or other government agencies to pressure community groups into doing what does not make sense for their communities.
- Be careful using materials translated by the Census Bureau. Messages may not be well translated, targeted, or relate-able.

Do not get too involved in Census Bureau processes

- Do not get too involved in long drawn out Census Bureau processes such as the Partner Support Program or the Questionnaire Assistance Centers. It will be highly unorganized and will likely waste time and energy spent on trying to influence decision-making, which is already set.
- Be cautious about doing outreach around Census jobs and make sure these are accessible by community before you begin promoting so you do not waste time and damage your reputation with your constituency.
- The PSP program was slow, frustrating, and unreliable. If you're interested in applying, make sure to meet every requirement, and apply as early as possible so you receive your materials on time. Otherwise, to save hassle and time, its recommended that the CCC a few proposals for agreed upon materials to order in bulk and share.

Outreach Proposal for 2020

This is a proposal based on a timeline of what worked and could've worked better for our outreach. Although the landscape, leadership, and culture in 10 years will change significantly, this should be a helpful guide to understanding some beneficial actions and timing for outreach. Ultimately, outreach actions and timelines must be determined and lead by member organizations and groups. At the end of the day, when the Census is finished, it is the neighborhoods families who will live with the impacts of an under-count. So it is up to their neighborhood to decide *how* to achieve a complete count and its important that leaders take responsibility for what

they have at stake and make a personal commitment to leading Census activities within their organizations and communities.

2018 budget request for 2019

- Decide on lead City department for the 2020 outreach campaign and included one-time funding for the 2019 budget to begin the work in 2019

March 2019

- Hire an organization based in Minneapolis with a history of successful community organizing, deep relationships and wide network of community organizations and multi-lingual skills w/in the org
- If possible, designate one lead full-time organizer, a part-time support staff supervisor w/ organizing experience, and a part-time communications/media person. (w/the expectation that all other community organizers there will play a role in promoting the Census)
- Census staff read through Census report and promotional literature and think about how messages/information connects to key issues you and your organization care about
- Lead organizer: if not previously familiar with one to ones and running effective meetings, read through supportive materials
- Begin one-to-ones/relationship building w/ key community groups

April 2019

- One to ones with key groups and leaders
- Think about how the Census connects to the information you found out through conversations w/ groups and leaders
- Follow-up w/ people, and share what you learned, connect interest to CCC and ask how it should be structured and what the first meeting topics should be

May 2019

- Hold first CCC meeting (3rd or 4th week?): Census 101 from a CB staff (safety, process, timeline etc), and organizers to cover identified topics in one-to-ones, facilitate a conversation about how the Census impacts each community and organization in the room, how the Census connects to the issues in our communities, Set and agree on clear expectations, Id most important topics for next mtg.
- One to ones with key groups and leaders

June 2019

- CCC Meeting: watch Census video/read executive summary and outreach proposal during mtg, have follow-up conversation on summer priorities, review/publicize expectations, Each group develop their outreach plans (create a worksheet) for summer/fall, group identify topics for next meeting
- Outreach at summer events – The Census is coming, share promo materials
- Build relationships with (one to one's) with other key groups and leaders and follow-up w/ an invite to the CCC
- Sample outreach sheet. What activities does your organization do where you could insert Census messages? What are some upcoming events where you could share Census info and messages? What are the main ways your community receives information? What can you do to connect these outlets to the Census? … Place activities/priorities in a monthly timeline. What resources/support will you need to complete these plans?

July 2019

- CCC Meeting: Messaging Training, Partner Support Program by group (fill out app, ea. Person assigned to a role: contact, talk to a vendor, fill out app, etc?) Media - , Business - , Faith – palm cards & hats?, Homeless – etc. next steps- divide responsibilities on upcoming outreach opportunities and events
- Outreach at summer events – The Census is coming, share promo materials
- Build relationships with (one to one's) with other key groups and leaders and follow-up w/ an invite to the CCC
- Follow-up w/ each org to check-in and hold accountable on plans and provide any needed support, training, outreach tools, etc.

August 2019

- Create a talking points sheet on most relevant messages
- CCC Meeting: Hold speakers training w/ messaging pieces, have follow-up conversation about the messages, what might be missing, and who we need to share these w/ (i.e. our communities, organizations, allies, and media), designate speakers and media contacts for each org and community, remind of expectations
- Translate talking points sheet and create shorter half fliers in multiple languages and make widely available to community groups and media

- Build relationships with (one to one's) with other key groups and leaders and follow-up w/ an invite to the CCC

September 2019

- CCC Meeting: recognize the good work and accomplishments people did, have an evaluation conversation on what has been most effective, design outreach actions/priorities and calendar for fall (after looking at this proposal – a conference to pull people together), training on filling out the Census form and what each question is for, Id topics for next meeting
- Begin planning for conference, if that was identified as a priority
- Hire fall semester student workers w/ languages skills to assist w/ outreach in key HTC areas
- Ongoing outreach at key events, activities, etc.
- Ongoing accountability and follow-up

October 2019

- CCC Meeting: Prepare for conference – decide on what workshops/topics would be most important, designate people to assist w/ and lead each workshop, recruitment planning - develop lists from each org of key contacts and allies that need to be present. Each member will walk away w/ commitment to recruit x number of people/orgs to the conference. Set a pre-meeting date and time for conference leads.
- Meet with key local/alternative media – discuss timeline of promotion, what they could do with and without resources to promote the Census and promote a leadership conference (hold interviews with key leaders)
- Conference planning, community and media recruitment
- Ongoing outreach, accountability, and follow-up

November 2019

- No CCC meeting as all are expected to be at the conference, hold a small CCC meeting in its place for only members leading and participating in the conference (use as a prep-meeting on roles, conference agenda, logistics, etc.)
- End of the month: Census Leadership Training/Conference. (suggested workshops/agenda: Census 101 and filling out the Census form, how to get media coverage, creating a census event, creating an on the ground/door-knocking campaign, etc)
- Begin funding some key leading groups on the Census to support the work they are *already* doing and their plans

- Continue targeted outreach and recruitment for conference

December 2019

- CCC Meeting: follow-up eval of the conference, recognize everyone's success w/ photos and highlights, share notes and resources, share each org's outreach plans and have a conversation about what support, resources, and training will be needed
- Make media buys for Jan-Feb some info, and March-April peak promotion
- Ongoing outreach, support, follow-up, etc.

January 2020

- CCC Meeting - workshops: Split up into workshops by group to create tangible tools again – Bring in expert organizations to help run workshops, i.e. Mainstreet Project with media trainings:
    - Radio – write and record PSA's, (also use for draft email blast)
    - TV – record quick commercial/PSA's in other languages
    - Faith – write up sermon announcements and newsletter articles
- Fund key leading outreach plans
- Interviews and promotion with local media
- Ongoing outreach, support, follow-up, etc.

February 2020

- CCC Meeting: check-in on outreach plans and plan support, share best practices and lessons, have CCC read 2010 evaluation on QACs, develop plans for promoting and utilizing QAC's (events), set shared outreach priorities, plan business canvasses and market outreach
- Interviews and promotion with local media
- Ongoing outreach, support, follow-up, etc.
- Hire interns/spring semester student workers with language skills to assist with outreach in key HTC areas
- Business canvasses and marketplace outreach

March 2020

- CCC Meeting: Prepare for heavy door-knocking, assistance events, marketplace outreach, street outreach, etc.
- Stronger promotion and near weekly interviews w/ local media
- Outreach should focus on direct outreach - fliering, door-knocking, marketplace outreach and business canvass campaigns

April 2020

- CCC Meeting: Prepare for door-knocking events and marketplace outreach, record non-response follow-up PSA's, plan non-response follow-up activities
- Heavy focus on direct outreach - fliering, door-knocking, marketplace outreach and business canvass campaigns with additional Census forms if possible (under cover)
- Direct outreach
- Work with local media to air PSA's

May 2020

- CCC Meeting: Celebrate the success of the work, recognize people with thank-you's from city officials, photos, stories, plaques, and personal cards. Also have an evaluation conversation with the committee and have evaluation forms filled out.
- Non-response follow-up outreach
- Interview key players around their specific experiences, challenges, impacts, evaluations, and recommendations
- Begin writing an evaluation report

June 2020

- Write a final report, evaluation, and outreach proposal for 2030

Appendix A
2010 Census Questionnaire

This is an informational copy only:
Your official form will arrive by mail to your home in March 2010

United States Census 2010

This is the official form for all the people at this address.
It is quick and easy, and your answers are protected by law.

U.S. DEPARTMENT OF COMMERCE
Economics and Statistics Administration
U.S. CENSUS BUREAU

Use a blue or black pen.

Start here

The Census must count every person living in the United States on April 1, 2010.

Before you answer Question 1, count the people living in this house, apartment, or mobile home using our guidelines.

- Count all people, including babies, who live and sleep here most of the time.

The Census Bureau also conducts counts in institutions and other places, so:

- Do not count anyone living away either at college or in the Armed Forces.
- Do not count anyone in a nursing home, jail, prison, detention facility, etc., on April 1, 2010.
- Leave these people off your form, even if they will return to live here after they leave college, the nursing home, the military, jail, etc. Otherwise, they may be counted twice.

The Census must also include people without a permanent place to stay, so:

- If someone who has no permanent place to stay is staying here on April 1, 2010, count that person. Otherwise, he or she may be missed in the census.

1. How many people were living or staying in this house, apartment, or mobile home on April 1, 2010?

Number of people = ☐

2. Were there any additional people staying here April 1, 2010 that you did not include in Question 1? *Mark ☒ all that apply.*

- ☐ Children, such as newborn babies or foster children
- ☐ Relatives, such as adult children, cousins, or in-laws
- ☐ Nonrelatives, such as roommates or live-in baby sitters
- ☐ People staying here temporarily
- ☐ No additional people

3. Is this house, apartment, or mobile home — *Mark ☒ ONE box.*

- ☐ Owned by you or someone in this household with a mortgage or loan? *Include home equity loans.*
- ☐ Owned by you or someone in this household free and clear (without a mortgage or loan)?
- ☐ Rented?
- ☐ Occupied without payment of rent?

4. What is your telephone number? *We may call if we don't understand an answer.*

Area Code + Number

☐☐☐ – ☐☐☐☐☐☐☐ – ☐☐☐☐

OMB No. 0607-0919-C: Approval Expires 12/31/2011.

Form **D-61** (1-15-2009)

U S C E N S U S B U R E A U

5. Please provide information for each person living here. Start with a person living here who owns or rents this house, apartment, or mobile home. If the owner or renter lives somewhere else, start with any adult living here. This will be Person 1.

What is Person 1's name? *Print name below.*

Last Name ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐

First Name ☐☐☐☐☐☐☐☐☐☐☐☐☐☐ MI ☐

6. What is Person 1's sex? *Mark ☒ ONE box.*

☐ Male ☐ Female

7. What is Person 1's age and what is Person 1's date of birth?
Please report babies as age 0 when the child is less than 1 year old.
Print numbers in boxes.

Age on April 1, 2010	Month	Day	Year of birth
☐☐☐	☐☐☐	☐☐	☐☐☐☐

➜ **NOTE: Please answer BOTH Question 8 about Hispanic origin and Question 9 about race. For this census, Hispanic origins are not races.**

8. Is Person 1 of Hispanic, Latino, or Spanish origin?

- ☐ No, not of Hispanic, Latino, or Spanish origin
- ☐ Yes, Mexican, Mexican Am., Chicano
- ☐ Yes, Puerto Rican
- ☐ Yes, Cuban
- ☐ Yes, another Hispanic, Latino, or Spanish origin — *Print origin, for example, Argentinean, Colombian, Dominican, Nicaraguan, Salvadoran, Spaniard, and so on.*

9. What is Person 1's race? *Mark ☒ one or more boxes.*

- ☐ White
- ☐ Black, African Am., or Negro
- ☐ American Indian or Alaska Native — *Print name of enrolled or principal tribe.*
- ☐ Asian Indian
- ☐ Japanese
- ☐ Native Hawaiian
- ☐ Chinese
- ☐ Korean
- ☐ Guamanian or Chamorro
- ☐ Filipino
- ☐ Vietnamese
- ☐ Samoan
- ☐ Other Asian — *Print race, for example, Hmong, Laotian, Thai, Pakistani, Cambodian, and so on.*
- ☐ Other Pacific Islander — *Print race, for example, Fijian, Tongan, and so on.*
- ☐ Some other race — *Print race.*

10. Does Person 1 sometimes live or stay somewhere else?

☐ No ☐ Yes — *Mark ☒ all that apply.*

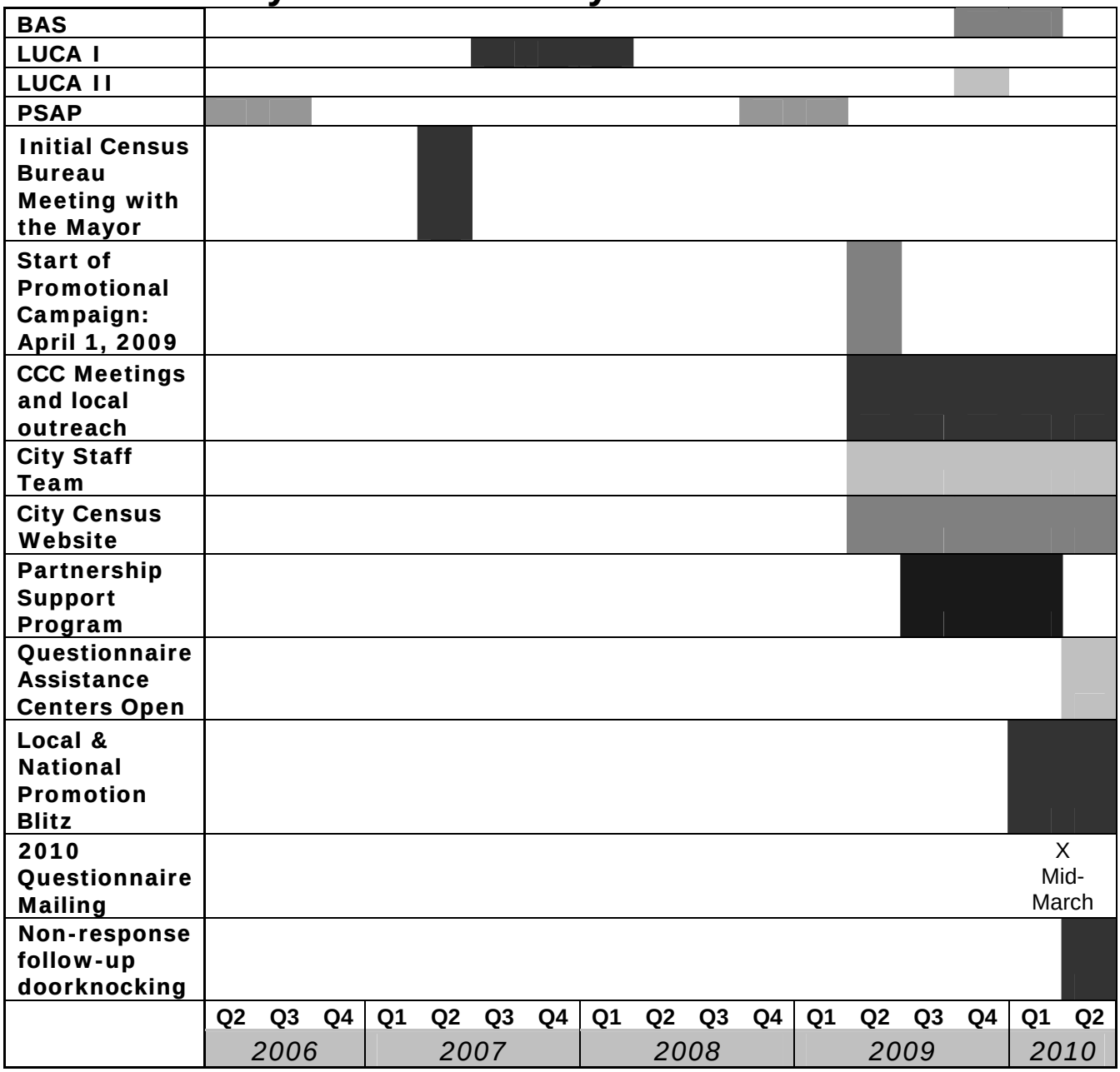
- ☐ In college housing
- ☐ In the military
- ☐ At a seasonal or second residence
- ☐ For child custody
- ☐ In jail or prison
- ☐ In a nursing home
- ☐ For another reason

➜ **If more people were counted in Question 1, continue with Person 2.**

INFORMATIONAL COPY

Make sure to answer these questions for each person in your home. If we miss counting anyone, our communities will miss out!

Appendix B – 1
Summary Timeline of Key 2010 Census Efforts



BAS – Boundary and Annexation Survey

This is the process in which Census Bureau checked with local units of government about whether there were any boundary changes since the last decennial Census prior to reporting out results. There were some minor boundary changes on the City's border with the airport that occurred since 2000 that were provided to the Census.

LUCA I – Local Update of Census Addresses / round one

This is the process in which the Census Bureau gave cities an opportunity to review their master residential address file prior to mailing out questionnaires. The City's initial review found approximately 2600 missing addresses from the Census file and submitted a request to add these missing addresses in March of 2008.

LUCA II – Local Update of Census Addresses / round two

The Bureau gave the city an opportunity to review and comment on an updated master address file. The City appealed the deletion of approximately 1,346 addresses.

PSAP – Participant Statistical Areas Program

This optional program gave local units of government an opportunity to request minor changes in Census tract and block group boundaries. In order to better align Census boundaries with city neighborhood boundaries, City staff submitted a request for several changes in tract and block groups boundaries, which were approved in 2010.

CCC – Complete Count Committee meetings

The CCC met monthly from May 2009 through May 2010. Outreach activities were conducted throughout this 13 month period.

City staff team

The interdepartmental City staff team meeting had regular meetings during the same one year time period as the Complete Count Committee.

Partnership Support Program

This was a small grant program [maximum $3,000] offered by the Census Bureau to assist local partners with providing promotional materials, such as coffee cups, t-shirts, balloons, etc. with both national and local Census messaging. About two dozen Minneapolis community groups received various kinds of assistance through this program.

Questionnaire Assistance Centers

During the peak Census collection period of mid-March to mid-April, the Census staffed part-time help desks in approximately 60 existing public and non-profit agencies throughout the City.

Local & national promotion

The Census Bureau's national media campaign commenced in January of 2010 and continued through May. Several local promotion efforts also occurred during this period. These included:

- Weekly messages to a listserv group located on the city's Census web site
- Interviews with Census volunteers on local community radio stations
- Utility bill insert
- Electronic billboard ad on Block E [courtesy of Clear Channel]
- Targeted postcard mailing to low response Census tracts
- Targeted door-knocking campaigns to selected neighborhoods

Non-response follow-up

From May 1st through early July, Census Takers door-knocked the approximately 45,000 households which did not return a questionnaire through the mail. At its peak, there were nearly 1,000 Census takers working in the 5th Congressional district.

Appendix B - 2
Timeline of Major Activities

Summer of 2006:
Initial review by CPED of 2000 Census tract geography compared to Minneapolis neighborhood boundaries, in consultation with NRP and CURA. Background: as part of the 2000 Census, Minneapolis had requested some modifications of Census boundaries to better align with neighborhood boundaries, but there were still a small numbers of cases where Census boundaries didn't align. This meant that the detailed tract and block group Census information could not be aggregated to align with Minneapolis neighborhood boundaries, which required the City to purchase a "special tabulation" of detailed Census data sorted by Minneapolis neighborhood boundaries. This special tabulation was the basis of the "Neighborhood Profiles" which were published in 2005 on the Minneapolis Census web site. It was our hope to better align Census and neighborhood geography to avoid this cost in 2010.

May 2007:
Initial visit of Census Regional Director Dennis Johnson to Mayor Rybak; Director Johnson asks Mayor to assist with 2010 Census by forming a local "Complete Count Committee" as was done in 2000; Mayor agreed to do so.

June 2007:
Initial training by Census with metro area local government staff on "**Local Update of Census Address" (LUCA) program**. This is a relatively new effort by the Census Bureau to give local governments an opportunity to review their master address file before mailing Census forms

November 2007 – March 2008:
First round of LUCA review: city staff team from CPED, Assessor, Regulatory Services, and BIS review Census address file and submit list of 2612 missing addresses

December 2008:
City Council approved the Mayor's recommendation for a $100,000 one time appropriation in 2009 to support Census outreach efforts.

Staff received and responded to 2009 **Boundary and Annexation Survey (BAS)**.

Oct. 2008 to Jan. 2009:
City participation in "**Participant Statistical Areas Program**, " the Census Bureau program which allows local units of government to request minor modifications of Census geography to enable more useful reporting of local Census data. This round of PSAP review was focused on these remaining

cases. CPED staff consulted with Will Craig at CURA [a national expert in Census geography], NRP staff, Bob Cooper of DFD, and Metropolitan Council GIS staff. In April, the City submitted request for X minor changes in selected Census tract/block group boundaries; although final 2010 Census geographies are yet to be announced, Census and Metro Council staff have indicated that the City's requests are likely to be approved.

March 2009:

- Initial staff report to Committee of the Whole (COW) summarizing the City's overall 2010 Census work plan

April 1st, 2009:

- One Year countdown media event held at Summit Academy; Mayor, Council Member Samuels, and Census Regional Director Dennis Johnson attend
- First of Seven Hennepin County inter-jurisdictional "Hennepin County Census Alliance" meetings held, CPED staff represented Minneapolis

April 2009:

- Mayor, Council selection of Complete Count Committee members
- Council authorization of contract with U of M/CURA to manage City's 2010 outreach and public education

Recurring activities throughout the outreach campaign:
May 2009 to May 2010

The following activities occurred regularly from May 2009 through May 2010, and are not all repeated individually within each month below:

- Bi-monthly inter-jurisdictional "Census Roundtables" hosted by the State Demographers Office
- Bi-monthly Latino Complete Count Committee meetings
- Monthly Minneapolis Complete Count Committee Meetings
- Monthly meeting of City/County/CURA/Census staff working in Minneapolis
- Bi-weekly staff conference calls with City, County, local and regional Census staff
- Weekly City/CURA phone calls to plan listserv messages
- Weekly CURA Census staff & student worker meetings
- Regularly picked up, printed, and delivered Census fliers & materials to our CCC members and partners
- Regularly answered phone calls about the Census, Census jobs, how to obtain a questionnaire, and how to fill it out.

- Regular correspondence with CCC members, nonprofit organizations, agencies, and journalists about the Census and our CCC activities.

May 2009:

First meeting of Minneapolis Complete Count Committee - City Hall

Outreach/Events:

- Minneapolis Representative High-Rise Council Volunteer Recognition Picnic
- MHRC Community and Board meeting

Relationship Building:

- Initiated monthly Minneapolis Complete Count Committee Meetings;
- Joined the Latino Complete Count Committee

Government Coordination:

- Joined the Hennepin County Alliance
- Joined the State Demographer's Census Roundtable

Technical Support:

- Reviewed final 2000 Census promotion report and other documents from 2000 Census.

June 2009

CCC meeting – at Shiloh Temple, 1201 W. Broadway

Outreach/Events:

- Juneteenth Festival
- Twin Cities Pride Parade & Outfront Census Table at Festival
- Minneapolis Representative Highrise Council Volunteer Recognition Picnic
- MHRC Community and Board meeting
- Announcements and interviews on La Invasora's "Problemas de todos"

Relationship Building:

- One to one meetings with community and nonprofit organization leaders
- Presented at the Project Homeless Connect Meeting

Resources:

- Created a one page informational flier in English

- Created a flier about the Minneapolis CCC
- Created a year-long “suggested activities “ outreach and resource booklet split by focus groups

Technical Support:

- retrieved 2000 Census response rates for Minneapolis and Metro area map, as well as the projected 2010 “hard to count” areas provided by the Census Bureau

July 2009

CCC Meeting - at Dar Al-Hijrah Islamic Civic Center, 504 Cedar Ave. S.

Outreach/Events:

- North Minneapolis Senior Resource Fair
- The Avenue Block Party on West Broadway Ave
- Tabled at the Fourth of July at Stone Arch Bridge
- Mailed 10 Census info fliers to each National Night Out Block Club leader
- Announcements and interviews on La Invasora’s “Problemas de todos”

Relationship Building:

- 18 one to one meetings with community and nonprofit organization leaders

Government Coordination:

- St Paul, Ramsey, Minneapolis, Hennepin, and Census Bureau meeting
- Met with the Census Bureau to discuss Questionnaire Assistance Centers
- Meeting to discuss jobs hiring in the metro area
- Initiated monthly Minneapolis Census staff meetings

Resources:

- Created a bilingual English-Spanish informational flier

Technical Support:

- 2000 response rate map and 2009 Minneapolis School population map

August 2009

CCC meeting – at Minneapolis Urban League, 2100 Plymouth Ave. N.

Outreach/Events:

- 8 National Night Out Events in Cedar-Riverside, Central, Loring Park, Stevens Square, Jordan, Hawthorne, and Folwell
- Announcements and interviews on La Invasora's "Problemas de todos"
- Census promoted on VJ Smith's "Street Talk" TV Show

Relationship Building

- Continued one to one meetings
- Presentation to the Asian Advisory Council at CAPI
- Presentation to the Minneapolis public schools English second language paraprofessionals

Government Coordination:

- First report to the Minneapolis city of a whole
- National and Ethnic Census media meetings

Resources

- Began developing a community talking points page for CCC members
- Translated the Minneapolis 2010 Census website into six languages
- Created proposal for Questionnaire Assistance Centers and Be Counted Sites

Technical Support:

- 2000 population, race and ethnicity map and other documents on description of QAC and BC sites

September 2009

CCC meeting – at Midtown Global Market

Outreach/Events:

- Outreach and information dispensing during three EID Celebrations w/ Dar Al-Hijrah Islamic Civic Center and Confederation of Somali Communities of MN

Relationship Building

- Continued one to one meetings:

Saeed Fahia of Confederation of Somali Communities of MN, Zion Baptist, Asian Media Access, Dar Al-Hijrah Islamic Civic Center, and Articulture

Government Coordination

- Strategic planning meeting with CCC chairs, CURA, city staff, and Census Bureau partnership - identified gaps and priorities
- Attended the State Demographer's Roundtable meeting

Media

- Painted a few panels on the UofM East Bank-West Bank foot bridge with Census messages and information.
- VJ Smith promoted the Census on his TV show "Street Talk" on MTN
- Lupita Humildad promoted the Census her radio show, "Problemas de Todos" on La Invasora
- Census article written by Lupita Humildad included in La Prensa newspaper

Resources

- Created the one page Minneapolis Community talking points
- Created new Census fliers with these key messages
- Hired a student worker to work with the Somali community and Somali youth
- Partner Support Program applications submitted and approved for MAD DADS, Minneapolis Park Board, Dar Al-Hijrah, La Asamblea de Derechos Civiles, Minneapolis Representative Highrise Council, and Shiloh Temple.

Technical Support:

- Assembly list and location of QAC and BC sites. Call locations' owner for permission.

OCTOBER 2009

CCC meeting – at East Side Neighborhood Services

Outreach/Events:

- Census discussion during La Asamblea's monthly membership meeting
- Presentation during a Hawthorn Huddle meeting
- Shiloh Temple outreach meeting to faith based organizations in north Minneapolis

- Presented during a Somali Student Association meeting at the University of MN
- Outreach meeting with women in the Cedar-Riverside neighborhood at Brian Coyle
- Tabled at Taste of Lake Street
- Fliered at an event with the President of Somalia in Cedar-Riverside

Partnership Building

- Continued one to one meetings
- Joined the Somali Complete Count Committee
- Attended a Census "Train the Trainer" Conference in Moorhead, MN

Government Coordination

- Strategic planning meeting with CCC chairs, CURA, city staff, and Census Bureau partnership – set measurable objectives and planned

Resources

- Developed the CCC's key objectives for next six months and began activity planning for each organization
- Created a Somali Census fact sheet
- Census facebook site created
- Worked with Steven to write a sample article in Spanish

Technical Support:

- Establish the list and map for Questionnaire Assistance Centers and Be Counted

- Second round of LUCA review: city staff reviewed second address file from Census Bureau and submitted list of 1,346 missing addresses

NOVEMBER 2009

CCC meeting – at Brian Coyle Community Center on the West Bank

Outreach/Events:

- Hennepin County Informational Census meeting in Spanish at Sumner Glenwood Library
- Census Neighborhood Brown Bag meeting
- Wrote and distributed a "Six months to Census Day" Press Release to key media outlets

Partnership Building

- Continued one to one meetings
- Outreach planning meeting with Norma Garces, Hennepin Co.
- Outreach planning meeting with leadership of the Somali Complete Count Committee

Government Coordination

- Second work report to the Minneapolis City of the whole

Resources

- Created CCC plan and objectives for November-December
- Held workshops during CCC meeting: Volunteer Recruitment, Writing a Census article, Creating a toolkit, and applying to the Partner Support Program
- Submitted 23 PSP applications by various organizations connected to the Minneapolis CCC, totaling over $60,000 worth of promotional materials.
- Wrote sample articles in English and Somali

Technical Support:

- Updated maps and lists of QAC and BC sites

DECEMBER 2009

CCC meeting – at Project for Pride in Living, 1035 East Franklin Ave.

Outreach/Events:

- Held a Census Jobs Practice Test training at Central Library
- Blasted Census Jobs and practice test information to employment agencies and community organizations
- Answered many phone calls related to Census Jobs
- Participated in a Hennepin Count Alliance meeting with Metro Area Homeless community providers and advocates
- Minneapolis Hmong New Year
- Mexican Consulate Labor Rights Informational session at Lake Plaza
- La Posada at Lyndale School with Lyndale Neighborhood Association
- La Posada at Incarnation Catholic Church with La Asamblea de Derechos Civiles (ADDC)
- ADDC Immigration/Census Forum at Incarnation Catholic Church

Partnership Building

- Continued one-to-one meetings
- Met with Senator Patricia Torres Ray
- Conference call to discuss strategy for Census job trainings
- Contract and planning set up with Mainstreet to organize a Census Leadership Training and Conference
- Met with various UofM student associations to encourage them to apply to the grant program

Government Coordination

- Met with St Paul Census Staff to discuss outreach plans
- Met with Kansas City Staff to discuss plans and roles
- Met with local Partnership staff to discuss outreach timeline
- Regular bi-monthly conference call set with regional Census Bureau staff (Kansas City)

Resources

- Created CCC plan and objectives for January-February
- Created a Census Job Prep test trainings flier
- Designed content for Somali and Spanish Census posters w/ CSCM and La Asamblea
- Created a Census Outreach Grant Program for UofM Student Associations

Technical Support:

- List and map of Census jobs testing locations

JANUARY 2010

CCC meeting – at Incarnation Catholic Church – Auditorium, 3817 Pleasant Ave. S.

Outreach/Events:

- 2010 Census Leadership Training and Conference
- Census Media Event: Interviews with KARE 11 and The Spokesman Recorder
- Attended Census Action Session with leaders from the African-American community
- Presentation with the Minneapolis Housing Committee
- Distributed Somali and Spanish posters and fliers with CCC members
- Soccer outreach at Green Central Gym
- Jobs Prep Training at New Millenium Hmong Charter school

- Census materials distributed at the YouthThrive Youth Conference at MCTC

Partnership Building

- Continued one-to-one meetings
    - St Kates, MAD DADS, TCCVM, MCN, HOPE Community, African Development Center
- Meeting with University of Minnesota Student Affairs to discuss outreach to University students

Government Coordination

- Strategic planning meeting with Minneapolis area Census staff
- Third work report to the Minneapolis City of the whole

Media

- Interviews with KARE 11 and The Spokesman Recorder at the Census Media Event
- Margot from Disability Committee wrote a Census Article for Access News

Resources

- Spanish and Somali poster orders finalized and printed
- Ordered blown up census form poster boards from League of Women Voters
- Created sample Census announcements for any community meetings and events
- Created and printed the “2010 Neighborhood Census Toolkit” including sample articles, press releases, talking points, outreach tools, resources, etc.
- Hired two new student workers to focus on UofM students and the Cedar-Riverside/Somali community.
- Contracted with Hmong MN Student Association, La Raza, and Voices Merging at the University of MN to do outreach with their communities.

Technical Support:

- Updated list and map of Census jobs testing locations

FEBRUARY 2010

CCC meeting – Ascension Catholic School – Community Room

Outreach/Events:

- Lake Street Business Canvass and table at Midtown Global Market
- Presented at the Census Event with Congressman Keith Ellison at Midtown Global Market
- Multilingual Presentation (Oromo, Somali, Vietnamese, English) to social service recipients at Brian Coyle Community Center
- Presentation to English-language learners at the East African Women's Center
- Outreach meetings with students at St Kate's Minneapolis campus
- Census Presentation with Councilmember Elizabeth Glidden at Turtle Bread
- Workshop with the University of Minnesota's Hmong American Student Association
- Asian Media Access outreach at their Lunar New Year Event
- Sagrado Corazon de Jesus/Incarnation Catholic Church Census Forum with La Asamblea and Hennepin County
- Santo Rosario Catholic Church Census Forum w/ La Asamblea and Hennepin County

Partnership Building

- Continued one on one meetings
    - HOPE Community, TC Daily Planet, La Asamblea, Project for Pride in Living, BOB Radio, Shiloh Temple, East African Women's Center, Common Cause, Somali Show TV, La Raza Student Association, Hmong Minnesota Student Association, CSCM
- Conversation with youth at a Peace Jam planning meeting at HOPE Community about how to incorporate the Census into the event and into a mural.

Media

- Interview on KFAI's "Truth to Tell" Radio Show
- Interview on MAD DAD's TV show, "Street Talk" on MTN
- Created two Facebook pages, one targeting UofM students and the other East African students

Resources

- Contracted with MAD DADS to do Census outreach
- Created and printed Hmong/English Census posters

Technical Support:

- Map of final QAC and BC sites and other Census documents and maps

MARCH 2010

CCC meeting – at Holy Rosary Church (Santo Rosario)

Outreach/Events:

- Rally and outreach at North Minneapolis Cub Foods, Business canvass along W. Broadway w/ Shiloh Temple and MAD DADS
- MHRC Cedar-Riverside Business Canvass Event
- Door-knocking w/ St Kates students to homes around the Minneapolis campus
- Door-knocking w/ La Asamblea in Central neighborhood
- Door-knocking w/ La Asamblea and MAD DADS in Phillips neighborhoods
- Door-knocking w/ MHRC, CHANCE students, and Census Bureau in Cedar Towers
- Shiloh Temple Neighbor to Neighbor door-knocking event in the Shiloh Temple Zone of N Mpls
- Participated in the Civic Engagement Table's and Common Cause's Census Door-knocking and Action day at Central Labor Union
- Presentation w/ La Asamblea at Whittier Elementary School's Latino Family Night
- Presentation and tabling at Bancroft Elementary School's Bilingual English/Spanish Family Night
- Two Presentations to Waite House English and Spanish speaking social services recipients
- Presentation at Lyndale Neighborhood Association's membership meeting
- Presentation w/ Jesus to La Raza Student Association at the University of MN
- Presentation to youth group at Abubakar Al-Saddiq Mosque
- Presentation to Muslim Student Association at Augsburg College
- Presentation to AISEC student group at the Universit of MN
- Presentation/Announcement w/ congregation at Dawah Masjid's Friday prayer
- San Esteban Church Census forum after mass with Hennepin County – Norma Garces

- Ascension Catholic Church Census forum after mass with Hennepin County – Norma Garces
- Outreach w/ TCCVM at Chicago Lake and Uptown Bus stations
- Outreach/Questionnaire Assistance at Green Central Gym
- "Census Countathon" (Questionnaire Assistance) at Coffman Union Plaza w/ La Raza
- Questionnaire Assistance Event w/ CHANCE Students at Brian Coyle Community Center
- Outreach and information dispensing to businesses and customers at the 24 Mall
- Twin Cities Community Voicemail outreach and questionnaire assistance at various homeless shelters and service centers (over 100 forms submitted)
- Tabling at the Lyndale Neighborhood Open House
- Tabling at MCTC
- Tabling and questionnaire assistance after Friday prayer at Masjid Da'wah
- Information dispensing at the Central Masjid after Friday prayer

Partnership Building

- Continued one to one /planning meetings:
  Dawah Masjid St Paul, Shiloh Temple, La Asamblea, Dar Al-Hijrah, KMOJ, La Raza, Voices Merging, and AIESEC Student Associations
- Corresponded with multiple University of MN groups about promoting the Census:
  Office of Student Affairs, MISA, Radio K, MN Daily, WCCO, and U Parent.
- Action planning and materials distribution to Hawthorne Huddle

Government Coordination

- Fourth Census work report to Minneapolis City of a whole
- Outreach planning meeting with Norma Garces, Hennepin County

Media

- Interview w/ Fartun Ahmed on TPT's "Bel Ahdan" Arab TV Show
- Two Interviews w/ Arnetta on KMOJ's morning show
- Distributed 150 Census posters on the University of MN Minneapolis campuses
- Chalked University of MN sidewalks with Census messages
- Interview on the MTN Somali show with CHANCE students
- Facebook and email blasts sent out

Resources

- Created a Census fact sheet in Oromo
- Created half fliers in Somali and English targeting Somali youth, students, and families
- Created multilingual fliers for door-knocking (i.e. Spanish/Somali/English)
- Received Census forms from operations staff and delivered them to partners and used for key events.
- Created Power Point presentation for student groups
- Created gopher student targeted Census posters
- Contracted with Twin Cities Community Voicemail, Asian Media Access, and Shiloh Temple to do Census outreach

Technical Support:

- Final Maps of QAC and BC sites and Census job testing locations

APRIL 2010

CCC meetings –

April 6 at Whittier Park–Community Room
April 21 at Harrison Education Center

Outreach/Events:

- Door-knocking w/ La Asamblea and Somali Action Alliance in the city's lowest response areas of Whittier, Lyndale, and Central Neighborhoods
- Door-knocking w/ MHRC in the Cedar and Riverside Plaza Towers
- Door-knocking w/ MAD DADS and Dunwoody Academy youth in the North Commons, Hawthorne, Folwell, and Jordan neighborhoods
- "Census Countathon" (Questionnaire Assistance) on UofM West Bank Plaza
- "Be Counted" Event and questionnaire assistance w/ Salsa Police at Loring Pasta Bar
- Multilingual Presentation & Questionnaire Assistance (Oromo, Somali, Vietnamese, English) with social service recipients at Brian Coyle Community Center
- Census Event and Questionnaire Assistance at Anderson School "noche de familia" – 20 forms submitted
- 2 Census outreach tabling and questionnaire events at Cub Foods with Shiloh Temple and KMOJ

- Questionnaire Assistance event w/ CHANCE Students at Brian Coyle Community Center
- Census workshops at Peace Jam event (included training, letter writing to community, and questionnaire assistance)
- Census workshop and Questionnaire Assistance at La Asamblea's Cesar Chavez Celebration
- Asian Media Access Census workshops with Asian student groups in North Minneapolis
- Tabling and Questionnaire Assistance at Sagrado Corazon's Dia del Niño event. 5 forms submitted
- Tabling and outreach at various Peace Jam youth events – Rigoberta Talk, Performances
- Tabling at Longfellow Open House
- Twin Cities Community Voicemail outreach and questionnaire assistance at various homeless shelters and service centers (over 100 forms submitted)
- Outreach, fliering, and postering at Karmel Mall and the 24th St Mall (Village Mall)
- Outreach and questionnaire assistance after Friday prayer

Partnership Building

- Continued one to one /planning meetings: Dunwoody, Anderson School, Somali Action Alliance
- Presentation and outreach planning w/ Garza Tax Group
- Outreach planning w/ Hope Community youth for Peace Jam
- TV ad planning and correspondence with all Somali Voice Media and Somali Media TV

Media

- 2 Interviews on KMOJ's morning show
- KMOJ Announcements made during afternoon drive-time about the Census and Cub Foods events
- Interview on KFAI Radio with Somali Voices
- Interview w/ Somali Voice Media TV
- Facebook and email blasts sent out

Resources

- Drove around to Questionnaire Assistance Centers to pick up soon to be discarded Census forms and drop them off with our partners or keep for key events

- Recorded and began editing a Census Public Announcement from Imam of Da'wa Masjid Instit.
- Contracted with Salsa Police, Somali Show TV, Home Line, Lyndale Neighborhood Association, HOPE Community/Youth Thrive, to do Census outreach and events

  Technical Support:
- Using Census Bureau data, added weekly "participation rate" maps to City Census web site, plus daily update to City's web site

Technical Support:

- Final QAC and BC sites maps and other Census documents and maps

MAY 2010

Final CCC meeting at City Hall

Outreach/Events:

- Tabling and outreach at Lake Street Cinco de Mayo Celebration
- Census outreach/Cinco de mayo event w/ Ascension Church at City View Apartments

Government Coordination

- Designed thank-you plaques for CCC members

Media

- Interview w/ Arnetta on KMOJ
- Aired Somali Public Announcements on Somali Media TV

Resources

- Dropped off Census forms with partners for key events
- Created non-response follow up fliers in English and Spanish
- Dropped remaining materials off w/ MN Latino Complete Count Committee for NRFU outreach
- Contracted with Somali Voice Media and Somali Media TV to promote the Census in their programs.

Evaluations

- Interviews
- Planning meetings

Technical Support:

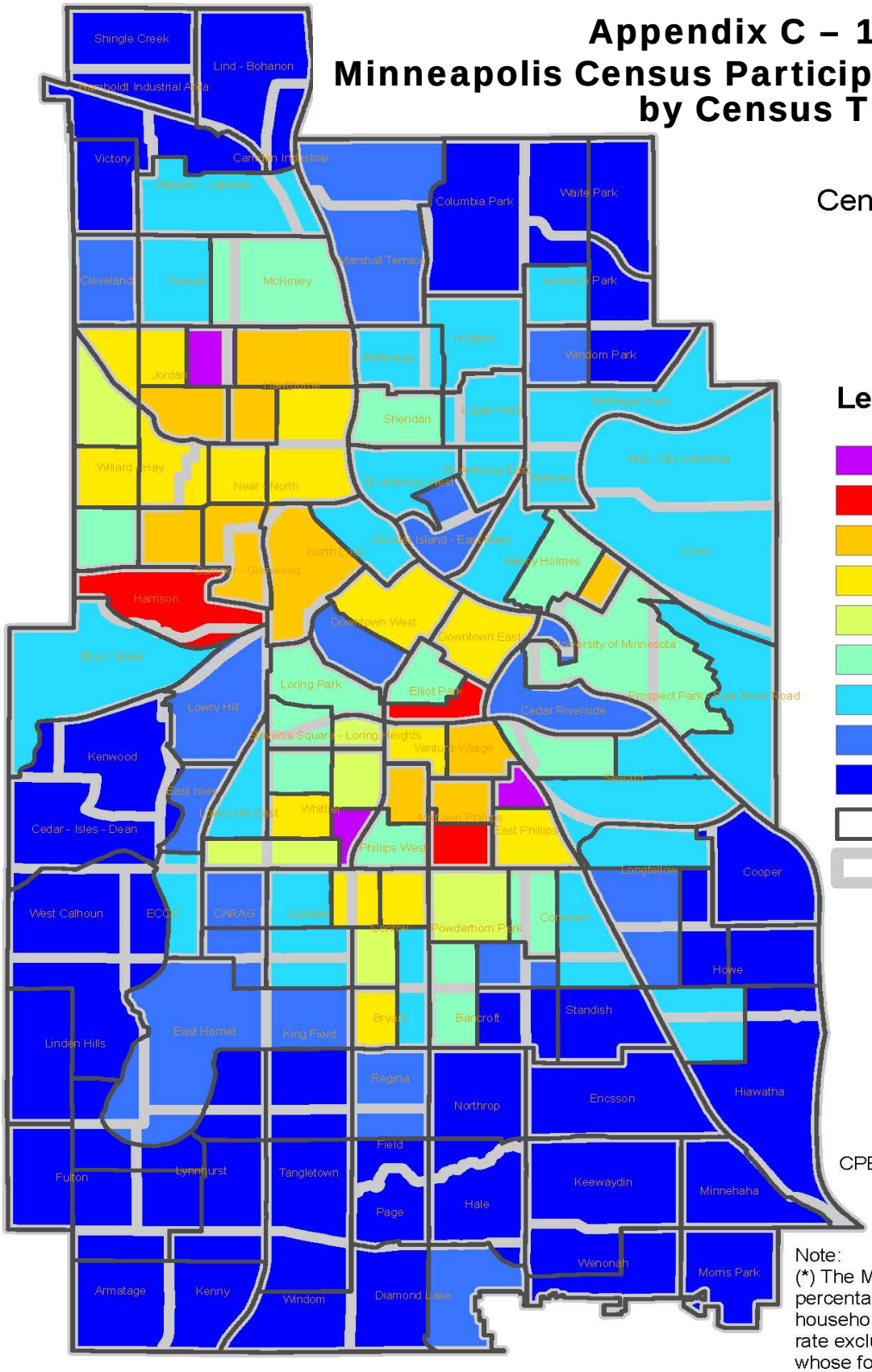
- 2000 and 2010 Census participation rates maps

JUNE – September 2010

Evaluations

- Interviews
- Report writing
- Gathering and refining materials for archives

Appendix C – 1
Minneapolis Census Participation Rate(*) by Census Tract



Census 2000 Final

73%

Legend

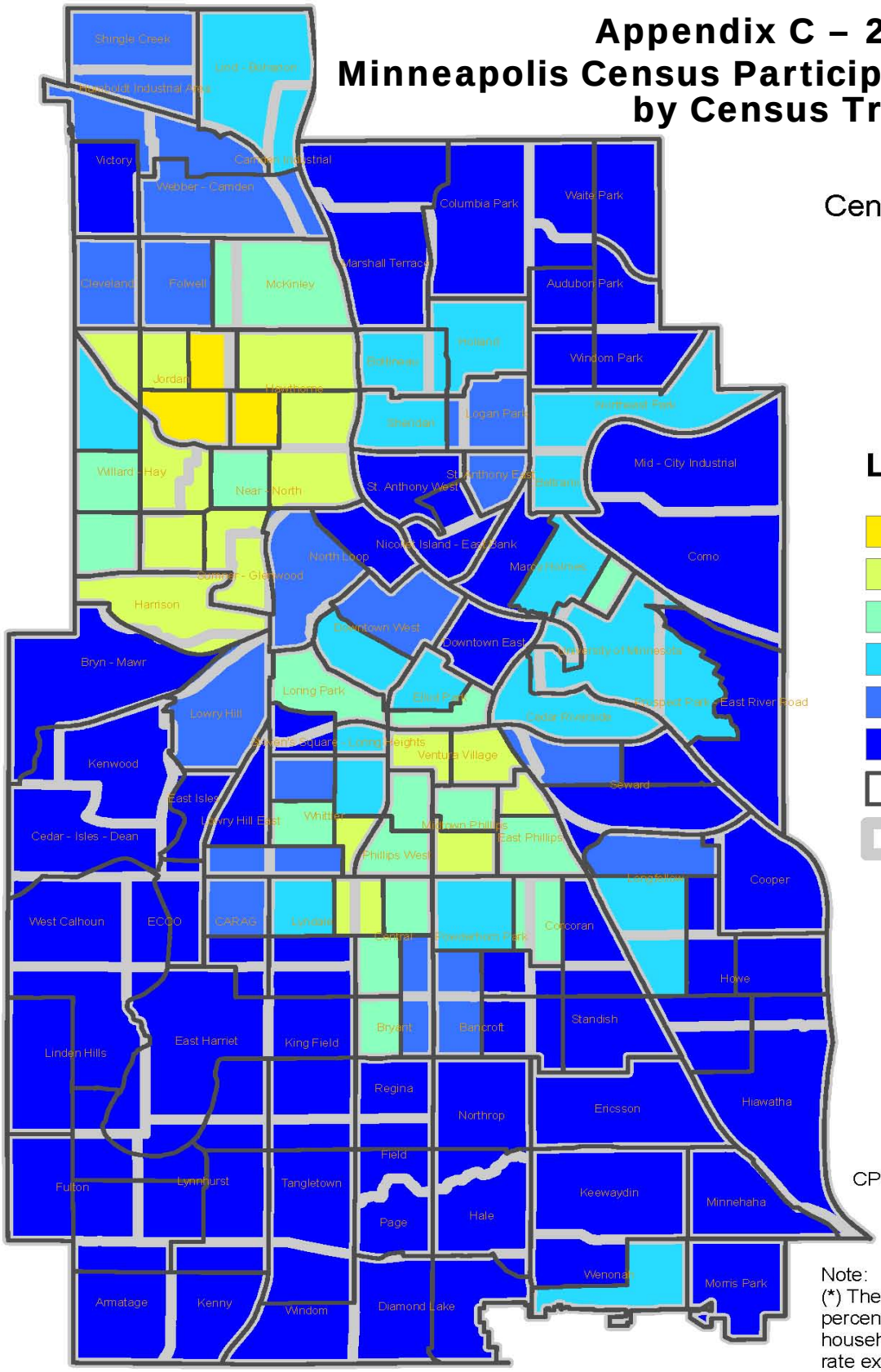
- Data not available
- Less than 50%
- 50% to 54.9%
- 55% to 59.9%
- 60% to 64.9%
- 65% to 69.9%
- 70% to 74.9%
- 75% to 79.9%
- 80% or more
- Census Tract
- Neighborhood

City of Minneapolis
Department of Community Planning & Economic Development - CPED

CPED Research, Oct. 25th, 2010

Note:
(*) The Mail Participation Rate is the percentage of forms mailed back by households that received them; the rate excludes vacant households whose forms were returned as "undeliverable."

Appendix C – 2
Minneapolis Census Participation Rate(*) by Census Tract



Census 2010 Final

78%

Legend

- 58% to 59.9%
- 60% to 64.9%
- 65% to 69.9%
- 70% to 74.9%
- 75% to 79.9%
- 80% or more
- Census Tract
- Neighborhood

City of Minneapolis
Department of Community Planning & Economic Development - CPED

CPED Research, Oct. 25th, 2010

Note:
(*) The Mail Participation Rate is the percentage of forms mailed back by households that received them; the rate excludes vacant households whose forms were returned as "undeliverable."

Appendix D

Final Census 2010 Mail Participation Rate for Cities over 100,000

Source: US Census Bureau - October 27, 2010

*Note: The **Mail Participation Rate** is the percentage of forms mailed back by households that received them. The Census Bureau developed this new measure in 2010, in part because of the current economy and higher rates of vacant housing. The rate excludes households whose forms were returned by the U.S. Postal Service as "undeliverable," strongly suggesting the house was vacant.*

Size Rank	Geographic Area		Population Estimates		Part. Rate Rank
	Place	State	July 1, 2009	2010 Mail Participation Rate FINAL	
81	Madison city	Wisconsin	235,419	82	1
95	Hialeah city	Florida	218,896	82	1
100	Boise City city	Idaho	205,707	81	2
74	Lincoln city	Nebraska	254,001	80	3
91	Chesapeake city	Virginia	222,455	80	3
67	St. Paul city	Minnesota	281,253	79	4
48	Minneapolis city	Minnesota	385,378	78	5
69	Plano city	Texas	273,613	78	5
72	Fort Wayne city	Indiana	255,890	78	5
23	Seattle city	Washington	616,627	77	6
40	Omaha city	Nebraska	454,731	77	6
41	Virginia Beach city	Virginia	433,575	77	6
71	Henderson city	Nevada	256,445	77	6
94	Reno city	Nevada	219,636	77	6
96	Arlington CDP	Virginia	217,483	77	6
10	San Jose city	California	964,695	76	7
29	Louisville/Jefferson County metro government (balance)	Kentucky	566,503	76	7
30	Portland city	Oregon	566,143	76	7
45	Raleigh city	North Carolina	405,612	76	7
46	Colorado Springs city	Colorado	399,827	76	7
51	Wichita city	Kansas	372,186	76	7
84	Winston-Salem city	North Carolina	229,828	76	7
93	Garland city	Texas	222,013	76	7
97	Irvine city	California	209,716	76	7
14	Indianapolis city (balance)	Indiana	807,584	75	8
22	El Paso city	Texas	620,456	75	8
24	Denver city	Colorado	610,345	75	8
35	Kansas City city	Missouri	482,299	75	8
50	Honolulu CDP	Hawaii	374,658	75	8
63	Lexington-Fayette urban county	Kentucky	296,545	75	8
73	Greensboro city	North Carolina	255,124	75	8
76	Chandler city	Arizona	249,535	75	8
77	St. Petersburg city	Florida	244,324	75	8
85	Durham city	North Carolina	229,171	75	8
92	Gilbert town	Arizona	222,075	75	8
18	Charlotte city	North Carolina	704,422	74	9
59	Aurora city	Colorado	323,348	74	9
87	Lubbock city	Texas	225,859	74	9

Final Census 2010 Mail Participation Rate for Cities over 100,000

Source: US Census Bureau - October 27, 2010

99	Akron city	Ohio	207,209	74	9
7	San Antonio city	Texas	1,373,668	73	10
8	San Diego city	California	1,306,300	73	10
17	Fort Worth city	Texas	727,577	73	10
25	Nashville-Davidson metropolitan government (balance)	Tennessee	605,473	73	10
31	Oklahoma City city	Oklahoma	560,333	73	10
34	Albuquerque city	New Mexico	529,219	73	10
38	Sacramento city	California	466,676	73	10
49	Arlington city	Texas	380,085	73	10
54	Tampa city	Florida	343,890	73	10
56	Anaheim city	California	337,896	73	10
60	Toledo city	Ohio	316,179	73	10
61	Pittsburgh city	Pennsylvania	311,647	73	10
66	Anchorage municipality	Alaska	286,174	73	10
79	Scottsdale city	Arizona	237,844	73	10
12	San Francisco city	California	815,358	72	11
13	Jacksonville city	Florida	813,518	72	11
15	Austin city	Texas	786,386	72	11
27	Washington city	District of Columbia	599,657	72	11
28	Las Vegas city	Nevada	567,641	72	11
36	Fresno city	California	479,918	72	11
39	Long Beach city	California	462,604	72	11
47	Tulsa city	Oklahoma	389,625	72	11
58	Bakersfield city	California	324,463	72	11
62	Riverside city	California	297,841	72	11
82	Norfolk city	Virginia	233,333	72	11
90	Chula Vista city	California	223,739	72	11
16	Columbus city	Ohio	769,332	71	12
32	Tucson city	Arizona	543,910	71	12
37	Mesa city	Arizona	467,157	71	12
55	Santa Ana city	California	340,338	71	12
75	Glendale city	Arizona	253,209	71	12
2	Los Angeles city	California	3,831,868	70	13
4	Houston city	Texas	2,257,926	70	13
5	Phoenix city	Arizona	1,593,659	70	13
44	Oakland city	California	409,189	70	13
57	Cincinnati city	Ohio	333,012	70	13
65	Corpus Christi city	Texas	287,439	70	13
80	Orlando city	Florida	235,860	70	13
83	Birmingham city	Alabama	230,131	70	13
26	Milwaukee city	Wisconsin	605,013	69	14
52	St. Louis city	Missouri	356,587	69	14
64	Stockton city	California	287,578	69	14
9	Dallas city	Texas	1,299,542	68	15
21	Baltimore city	Maryland	637,418	68	15
33	Atlanta city	Georgia	540,922	68	15
89	North Las Vegas city	Nevada	224,387	68	15

Final Census 2010 Mail Participation Rate for Cities over 100,000 Source: US Census Bureau - October 27, 2010					
101	Irving city	Texas	205,541	68	15
19	Memphis city	Tennessee	676,640	67	16
42	Miami city	Florida	433,136	67	16
86	Laredo city	Texas	226,124	67	16
88	Baton Rouge city	Louisiana	225,388	67	16
98	Rochester city	New York	207,294	67	16
3	Chicago city	Illinois	2,851,268	66	17
6	Philadelphia city	Pennsylvania	1,547,297	66	17
11	Detroit city	Michigan	910,921	64	18
20	Boston city	Massachusetts	645,169	64	18
43	Cleveland city	Ohio	431,369	64	18
1	New York city	New York	8,391,881	63	19
70	Buffalo city	New York	270,240	63	19
78	Jersey City city	New Jersey	242,503	60	20
68	Newark city	New Jersey	278,154	55	21
53	New Orleans city	Louisiana	354,850	45	22

Appendix E
2010 Census City Staff Team

City of Minneapolis staff:		
Nimco	Ahmed	CM Lilligren's Office
Yusuf	Ahmed	Mpls Dept of Civil Rights / Multi-cultural Services
Diana	Buckanaga	CPED
Bill	Carter	Mpls Dept of Neighborhood & Comm. Relations
Rose	Escanen	Mpls Park Board
Claudia	Fuentes	Mayor's Office
Roman	Gonzalez	Mpls Dept of Neighborhood & Comm. Relations
Mohamed	Hajin	Mpls Dept of Neighborhood & Comm. Relations
Ruth	Kildow	Mpls Senior Ombudsman's Office
Cara	Letofsky	Mayor's Office
Matt	Lindstrom	City of Minneapolis Communications
Sok	Silaphet	CPED
Jeff	Schneider	CPED
Gao	Vang	Mpls Dept of Neighborhood & Comm. Relations
Emily	Wang	Minneapolis Department of Health & Family Support

Appendix F
Minneapolis 2010 Census
Complete Count Committee Participants

First Name	Last Name	Organization
Co-Chairs:		
Sarah	Hernandez	McKnight Foundation
Saeed	Fahia	Confederation of Somali of MN
Members:		
Abdisalam	Adam	Dar Al-Hijrah Islamic Civic Center
Fartun	Ahmed	Dar Al-Hijrah Islamic Civic Center
Ann	Alquist	Twin Cities Daily Planet
Antonia	Alvarez	La Asamblea de Derechos Civiles, Sagrado Corazón de Jesús
Gill	Baggett	MAD DADS
Gary	Boatwright	MAD DADS
Pedro	Bustamante	MAD DADS
Eduardo	Calero	La Asamblea de Derechos Civiles, Santo Rosario
Simon	Carvalho	Twin Cities Community Voicemail
Sandra Carolina	Castillo	La Asamblea de Derechos Civiles, Sagrado Corazón de Jesús
Sunny	Chanthanouvong	Lao Asstistance Center
Gisela	Dominguez	La Asamblea de Derechos Civiles, Santo Rosario
Rose	Escañan	Minneapolis Park and Recreation Board
Jim	Ferguson	Twin Cities Community Voicemail
Ruben	Garza	Garza Tax Services
Tracey	Goodrich	HOME Line
Barb	Harris	MPHA High Rise Representative Council
Margot	Imdieke Cross	Mpls Committee/People w/ Disabilities
Arnetta	Kaba Phillips	Shiloh Temple
David	Kang	Asian Media Access
Bill	Laden	East Side Neighborhood Services
Allison	Lebow	HOPE Communities
Emily	Lowther	Minneapolis Public Schools
LeRoy	Miles	MAD DADS
Toni	Miller	Henn County Library/New American Center
ZoeAna	Martinez	Lake Street Council
Monica	Nilsson	St. Stephens
Pedro	Ochoa	Ascension Catholic Church
Ed	Petsche	Twin Cities Community Voicemail
Steven	Renderos	Mainstreet Project
Abdirizak	Said	MPHA High Rise Representative Council

Roy	Richardson	North Point Health and Wellness Center
Damian	Roufe	MAD DADS
Hashi	Shafi	Somali Action Alliance
Mike	Siebenaler	Congressman Keith Ellison's Office
LaShella	Sims	Zion Baptist Church
V.J.	Smith	MAD DADS
Matt	Soucek	Project for Pride in Living (PPL)
Xang	Vang	Hmong American Mutual Assistance Association (HAMAA)
Estela	Villagrán Manancero	Archdiocese of Minneapolis/St Paul
Tamara	Ward	Minneapolis High Rise Representative Council
Raho	Warsame	Project for Pride in Living (PPL)
Stella	Whitney-West	North Point Health and Wellness Center
Luz	Zagal	Archdiocese of Minneapolis/St Paul
Other Community Partners:		
KMOJ	Sy Lisa	Huff Moy
Hmong MN Student Association	Kong	Pha
La Raza Student Association	Jesus	Estrada-Perez
U of M - HHH - CHANCE	Megan Adam Anna	Evans Faitek Swanson
U of MN - CURA - MN Center for Neighborhood Organizing staff:		
Kassim	Busuri	
Hannah	Garcia	
Margaret	Kaplan	
Catherine	Simons	
Yia	Yang	

Appendix G
Summary of Evaluation Comments by CCC Participants and other partners

As the leads and experts in their communities, it was important for us to gather the evaluations and recommendations of our Complete Count Committee members and key community partners. The following are the major trends and themes found in their evaluations and comments.

What worked well

- Engaging community groups to lead their own campaigns was crucial
- Complete count committee as a place to bring people from various communities together to learn from and support one another.
- Support and relationships with the city and CURA
- Outreach strategies that included face to face contact, local media promotion, and outreach in high traffic community locations with Census forms was the most effective.
- Census messages that were targeted and cut to community interests, issues, and everyday experiences.
- Although it would've been good to have this start earlier, local media promotion through KMOJ, La Invasora, Somali radio and tv

Challenges

- Census Job Hiring
- Census Bureau's inconsistent support for outreach
- The Census Bureau's Partner Support Program was too complicated
- Questionnaire Assistance Centers were not well run in terms of staff time, hours, promotion, and coordination with the Census Bureau.
- Frequent media promotion happened too late in the game.
- A considerable amount of information from the Census Bureau for leaders and community members was only available online or not made available at all, excluding too many people from the information we needed.

Impact on Community Organizations

- Improved sentiments in underrepresented community's around civic engagement and membership in a local democracy
- Community organization's felt a stronger and more positive connection to local government
- Long term relationships built within community and local government for future projects.
- Community organization's bases and constituencies were built

- Community organization's reputations in their community's improved
- The success of our work built a lot of pride and energy in our leadership and member organizations.
- Greater understanding between both community organizations and the city of Minneapolis around each of our communities and their issues and assets.

Resources and Support

- Partner Support program was helpful although the process was slow and complicated
- Free Census promotional materials from the Census Bureau, when available were helpful aids for outreach
- Technical and training support from CURA and the Minneapolis CCC was key to building leadership around the Census
- The Minneapolis CCC was critical in building accountability and keeping people to information, workplans, and resources.
- The Census leadership training and conference held in January helped build a lot of new leadership and momentum.
- Technical support and information and data resources provided by the city at CCC meetings were an important aid.

Relationship with the City of Minneapolis

- Improved relationship between the city and community organizations
- Improved attitudes in community organizations towards civic engagement and local government, particularly the city of Minneapolis.
- Greater understanding among community organizations of city services, programs, and resources.
- Greater understanding within the city of Minneapolis of community organizations, issues, and assets.
- Greater number of relationships built with Minneapolis city staff and community leaders will help identify future campaigns and projects where people can work together.

Strategy with CURA

- CURA's understanding and expertise in community organizing and leadership development was key to building this campaign
- Technical support and trainings were effective in building leadership and commitment.
- Our role in leading the CCC helped create a strong community space to share, learn, develop, and both be connected and held accountable for work plans.

Strongest Recommendations for 2020

- Community lead campaign
- Do not depend on the Census Bureau for support, resources, or jobs
- Make sure that people hired to do non-response follow up are from our communities
- Outreach strategies should focus on face to face contact (door-knocking, community forums, etc.) and direct outreach in high traffic community locations (i.e. Cub Foods, Karmel Mall, Mercado Central) and heavy promotion with key trusted media outlets.

Appendix H

2010 Census Data Products: United States - At a Glance - (Version 1.0) - September 23, 2009

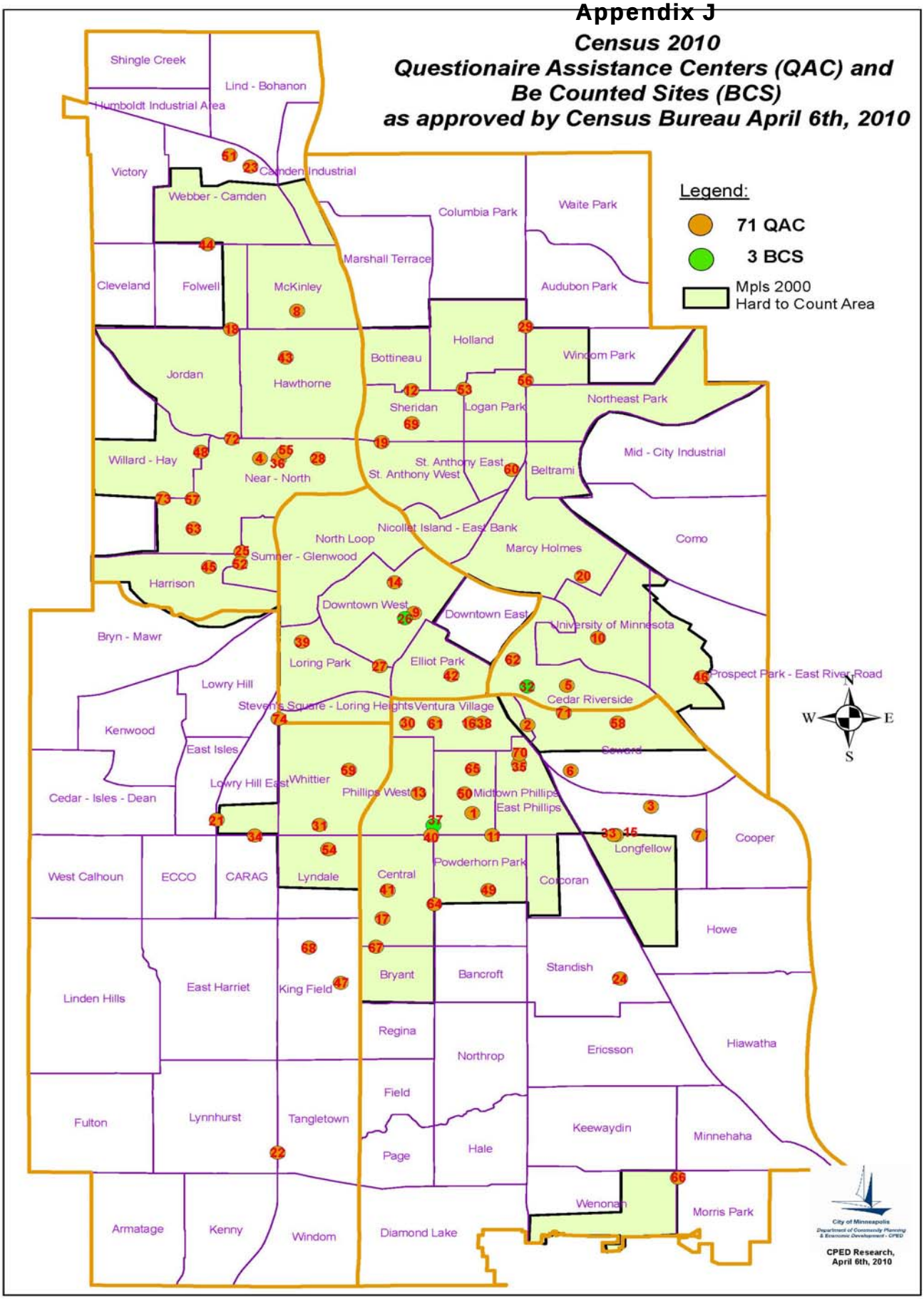
Planned Release	Data Products	Lowest Level Geography
States: FEB 2011 – MAR 2011	**2010 Census Redistricting Data (P.L. 94-171) Summary File:** • State population counts for race and Hispanic or Latino categories • State housing unit counts by occupancy status (occupied units, vacant units) *Media: Internet tables, DVD, download capability*	Blocks
National: APR 2011	**National Summary File of Redistricting Data:** • Population and housing unit counts for the United States, regions, divisions, and American Indian, Alaska Native, and Native Hawaiian Areas *Media: Internet tables, download capability*	American Indian, Alaska Native, and Native Hawaiian areas
MAY 2011	**Demographic Profile :** • Selected population and housing characteristics Includes Congressional Districts of the 111th Congress *Media: Internet quick tables, download capability*	Places/Functioning Minor Civil Divisions
States: JUN 2011 – AUG 2011	**Summary File 1 (SF 1):** • Population counts for 63 race categories and Hispanic or Latino • Population counts for many detailed race and Hispanic or Latino categories, and American Indian and Alaska Native tribes • Selected population and housing characteristics	Blocks Census Tracts Blocks/Census Tracts
Urban/Rural Update: OCT 2012	**Urban/Rural Update:** • Addition of urban and rural population and housing unit counts • Addition of characteristics for urbanized areas and urban clusters	Blocks Urban Clusters
Redefined CBSA Update: JUL 2013 – AUG 2013	**Redefined Core-Based Statistical Areas Update:** • Addition of counts and characteristics for redefined Core-Based Statistical Areas as defined by the Office of Management and Budget following the 2010 Census *Media: Internet tables, DVD (state & national only) download capability*	Principal cities
States: DEC 2011 – APR 2012	**Summary File 2 (SF 2):** • Population and housing characteristics iterated for many detailed race and Hispanic or Latino categories, and American Indian and Alaska Native tribes	Census Tracts
MAY 2012 – DEC 2012	**Summary Population and Housing Characteristics Report Series** • Data tables on age, sex, race, Hispanic origin, households, families, housing tenure and occupancy, population density, and area measurements • Reports for each state, the District of Columbia, and Puerto Rico; and a U.S. Summary • Similar to the Census 2000 PHC-1 report series *Media: Internet (PDF) only*	Places
DEC 2012	**American Indian and Alaska Native Summary File** • Population and housing characteristics iterated for many detailed American Indian and Alaska Native tribes • Same content as Summary File 2 Threshold: To be determined *Media: Internet tables, DVD, download capability*	American Indian and Alaska Native Areas
MAR 2011 – FEB 2012	**2010 Census Briefs** • Analysis of topics including graphs and tables • Topics based on 2010 Census questions Similar to the Census 2000 Briefs series *Media: Internet (PDF), paper (printed reports)*	Largest Places
JUN 2011 - JUN 2013	**2010 Census Special Reports** • Detailed analysis of topics including graphs, tables, and maps • Similar to the Census 2000 Special Report series Includes an "Atlas" *Media: Internet (PDF), paper (printed reports)*	Largest Places

Appendix I

2010 Preliminary Census Tract and Block Group

Source: Census Bureau

Appendix J


Census 2010
Questionaire Assistance Centers (QAC) and
Be Counted Sites (BCS)
as approved by Census Bureau April 6th, 2010
Legend:
71 QAC
3 BCS
Mpls 2000
Hard to Count Area
Shingle Creek
Lind - Bohanon
Humboldt Industrial Area
Victory
Camden Industrial
Webber - Camden
Columbia Park
Waite Park
Marshall Terrace
Cleveland
Folwell
McKinley
Audubon Park
Holland
Windom Park
Jordan
Hawthorne
Bottineau
Sheridan
Logan Park
Northeast Park
Willard - Hay
Near - North
St. Anthony East
St. Anthony West
Beltrami
Mid - City Industrial
Nicollet Island - East Bank
North Loop
Marcy Holmes
Como
Sumner - Glenwood
Harrison
Downtown West
Downtown East
University of Minnesota
Bryn - Mawr
Loring Park
Elliot Park
Prospect Park - East River Road
Lowry Hill
Steven's Square - Loring Heights
Ventura Village
Cedar Riverside
Kenwood
East Isles
Seward
Lowry Hill East
Whittier
Phillips West
Midtown Phillips
East Phillips
Cedar - Isles - Dean
Longfellow
Cooper
West Calhoun
ECCO
CARAG
Lyndale
Central
Powderhorn Park
Corcoran
Howe
Linden Hills
East Harriet
King Field
Bryant
Bancroft
Standish
Regina
Northrop
Ericsson
Hiawatha
Field
Fulton
Lynnhurst
Tangletown
Page
Hale
Keewaydin
Minnehaha
Wenonah
Morris Park
Armatage
Kenny
Windom
Diamond Lake
N
W
E
S
City of Minneapolis
Department of Community Planning & Economic Development - CPED
CPED Research,
April 6th, 2010

Census 2010
Questionaire Assistance Centers (QAC) and Be Counted Sites (BCS) List
as approved by Census Bureau, April 6th, 2010

Number	Type	Name	Address	Telephone
1	QAC	Abubakar As-Saddique Islamic Center	2824 13th Ave S	(612) 872-4009
2	QAC	American Indian OIC	1845 E Franklin Ave	(612) 341-3358, ext. 111
3	QAC	Anne Sullivan Community Center	3100 East 28th St.	612-668-5022 or 612-668-5000
4	QAC	Ascension Church	1723 Bryant Ave. N	612-730-0138
5	QAC	Augsburg College	2211 Riverside Ave	(612) 330-1104
6	QAC	Aurora Charter School	2520 Minnehaha Ave	612-722-1999
7	QAC	CAPI USA - (Lake Street office)	3702 E Lake Street	(612) 721-0122
8	QAC	Center for Families	3333 N 4th St	612-276-1571
9	QAC	City of Minneapolis - City Hall Room 11	350 South 5th Street	612-673-3004
10	QAC	Coffman Union - U of M	300 Washington Ave SE	612-624-4636
11	QAC	Cooperative Mercado Central	1515 E Lake St # 5	612-728-5485
12	QAC	East Side Neighborhood Services	1700 2nd St NE	612-781-6011
13	QAC	Ebenezer Park Apartments	2700 Park Ave South	(612) 879-2233
14	QAC	Henn Co - Central Library	301 Nicollet Mall	952-847-8635
15	QAC	Henn Co - East Lake Library	2727 E Lake St	952-847-8635
16	QAC	Henn Co - Franklin Library	1314 E Franklin Ave	952-847-8635
17	QAC	Henn Co - Hosmer Library	347 E 36th St	952-847-8635
18	QAC	Henn Co - North Regional Library	1315 Lowry Ave. N	952-847-8635
19	QAC	Henn Co - Pierre Bottineau Library	55 Broadway St NE	952-847-8635
20	QAC	Henn Co - Southeast Library	1222 4th St SE	952-847-8635
21	QAC	Henn Co - Walker Library	2880 Hennepin Ave	952-847-8635
22	QAC	Henn Co - Washburn Library	5244 Lyndale Ave S	952-847-8635
23	QAC	Henn Co - Webber Park Library	4310 Webber Pkwy	952-847-8635
24	QAC	Henn Co Roosevelt Library	4026 28th Ave. S	952-847-8635
25	QAC	Henn Co Sumner Library	611 Van White Mem Blvd	952-847-8635
26	BCS	Hennepin County - Government Center	300 Sixth Street south	612-596-0532
27	QAC	Hennepin County Century Plaza	330 12th St S	612-596-0532
28	QAC	Hmong American Mutual Assistance Association	1718 Washington Ave N	612-374-2694
29	QAC	Holy Land Bakery & Deli	2513 Central Ave NE	612-781-2627 ext 100
30	QAC	HOPE COMMUNITY INC.	611 E Franklin Ave	(612) 435-1690
31	QAC	Karmel Mall (Suuqa Karmel)	2944 Pillsbury Ave S	612-825-4433
32	BCS	Korean Service Center	630 Cedar Ave S	(612) 339-0009
33	QAC	La Oportunidad Inc.	2700 E Lake St Suite 320	612-872-6165 ext 13
34	QAC	Lehman Adult Education Center	1006 W. Lake St	612-668-3950
35	QAC	Little Earth of United Tribes	2495 18th Avenue South	612-724-0023
36	QAC	Masjid An-Nur	1729 Lyndale Ave N	(612) 521-1749
37	BCS	Midtown Exchange Service Center	2929 Chicago Ave So	612-348-8240
38	QAC	Mille Lacs Band of Ojibwe Urban Workforce Center	1433 E. Franklin Ave. Suite 25	(612) 746-4822
39	QAC	Minneapolis Community Technical College / Helland Center	1501 Hennepin Ave	612-659-6892
40	QAC	Minneapolis WorkForce Center	777 East LAke St.	612-821-4032
41	QAC	MPB - Central Green Gym	3400 - 4th Ave South	612-230-6496
42	QAC	MPB - Elliot Park	1000 East 14th Street	612-230-6497
43	QAC	MPB - Farview Park Community Center	621 29th Ave. N	612-230-6497
44	QAC	MPB - Folwell Park	1615 Dowling Ave. N	612-230-6497
45	QAC	MPB - Lao Assistance Center, Harrison Neighborhood Center	503 Irving Avenue North	612-374-4967
46	QAC	MPB - Luxton Park	112 Williams Ave. SE	612-230-6497
47	QAC	MPB - Martin Luther King Park Community Center	4055 Nicollet Ave. S	612-230-6497
48	QAC	MPB - North Commons Park	1801 James Avenue North	612-230-6497
49	QAC	MPB - Powderhorn Park Community Center	3400 15th Avenue South	612-230-6497
50	QAC	MPB - Stewart Community Center	2700 - 12th Avenue South	612-230-6497
51	QAC	MPHA - Hamilton Manor	1314 44th Ave. North	612-342-1453
52	QAC	MPHA - Heritage Commons	350 Van White Mem. Blvd	612-342-1453
53	QAC	MPHA - Holland Highrise	1717 Washington Street NE	612-342-1453
54	QAC	MPHA - Horn Towers	115 W 31st St	612-342-1453
55	QAC	MPHA - Lyndale Manor	600 18th Ave. N	612-342-1453
56	QAC	MPHA - Parker Skyview Manor	1815 Central Ave NE	612-342-1453
57	QAC	MPHA - Rainbow Terrace	1710 Plymouth Ave. North	612-342-1453
58	QAC	MPHA - Riverside	2728 E. Franklin Ave So	612-342-1453
59	QAC	MPHA - Signe Burckhardt	2533 1st Ave. South	612-342-1453
60	QAC	MPHA - Spring Manor	828 Spring Street NE	612-342-1453
61	QAC	Project For Pride in Living	806 East Franklin Avenue	(612) 455-5100
62	QAC	PUC - Brian Coyle Center	420 15th Ave S	(612) 876-9325
63	QAC	PUC - Oak Park Neighborhood Center	1701 Oak Park Ave N	612-377-7000
64	QAC	PUC - Pillsbury House	3501 Chicago Avenue So	(612) 824-0708
65	QAC	PUC - Waite House	2529 13th Ave S	612-721-1681
66	QAC	Riverside Evangelical Free Church	3401 Boardman St	612-727-3482
67	QAC	Sabathani Community Center	310 38th St E	612-821-2313
68	QAC	Sagrado Corazón de Jesús y Centro Latino [Incarnation Church]	3800 Pleasant Ave S	612-730-0138
69	QAC	San Cirilo y Metódio Catholic Church [Saint Cirilio Church]	1315 2nd St. NE	612-730-0138
70	QAC	Santo Rosario Catholic Church [Holy Rosary Church]	2424 18th Ave S	612-730-0138
71	QAC	Seward Square Apartments	2121 9th St S	612-338-2680
72	QAC	Shiloh Temple International Ministries	1201 Broadway Ave W.	612-302-1463
73	QAC	Urban League	2100 Plymouth Ave N	612-302-3100
74	QAC	Vision Loss Resources	1936 Lyndale Ave S	612-871-2222

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