

GCIR's *California Counts!*

2010 CENSUS CAMPAIGN

A Network Approach to Funder Collaboration



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ABOUT GCIR

Since 1990, Grantmakers Concerned with Immigrants and Refugees (GCIR) has been providing resources that foundations need to address the challenges facing newcomers and their host communities—and to strengthen society as a whole. Our mission is to influence the philanthropic field to advance the contributions and address the needs of the country's growing and increasingly diverse immigrant and refugee populations. GCIR helps funders connect immigrant issues to their funding priorities by serving as a forum to:

- **Learn** about current issues through in-depth analyses, research reports, and online data, tools, and resources tailored specifically for grantmakers.
- **Connect** with other funders through programs, briefings, and conferences that examine major immigration trends and how they impact diverse communities.
- **Collaborate** with grantmaking colleagues on strategies that strengthen immigrant-related funding locally and nationally.

For more information about GCIR and our various programs and resources, visit www.gcir.org

ABOUT THE CALIFORNIA IMMIGRANT INTEGRATION INITIATIVE AND THE CALIFORNIA COUNTS! CENSUS CAMPAIGN

Launched in 2007, the **California Immigrant Integration Initiative (CIII)** seeks to advance the civic and economic integration of immigrants by strengthening the immigrant integration infrastructure in communities across California. Through quarterly meetings and other ongoing programming, CIII facilitates funder engagement, peer-to-peer learning, and member-led initiatives that allow foundations to drill deep on specific issues and strategies—and target their work geographically. CIII also creates opportunities for funders to leverage the collective impact of their funding—and their leadership—to advance their institutional goals and energize the immigrant funding field.

GCIR and CIII launched the **California Counts! Census Campaign** to encourage philanthropic investment to maximize the participation of immigrants and other traditionally undercounted populations in the 2010 Census.

To download a copy of *California Counts: A Funders' Guide to the 2010 Census*, visit www.gcir.org/publications/gcirpubs/census

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Executive Summary

Grantmakers Concerned with Immigrants and Refugees (GCIR) faced a complex problem as the 2010 Census neared. It needed to quickly and effectively mobilize funders to support Census outreach to people in California who had often been undercounted—but there was no single foundation that considered the Census to be a funding priority.

The U.S. Census Bureau considers immigrants, people of color, and many other populations to be “hard to count” (HTC). This simply means that there are certain barriers—such as language, fear, or simply lack of information—that make these populations less likely to participate in the Census. An inaccurate count can have disastrous consequences, as the numbers help determine both political representation and funding for an array of public programs.

In 2010, the federal government allocated more funds for its official Census campaign than ever before, but state and local resources were also needed in order to ensure an accurate count. In general, outreach efforts

to HTC populations are not effective unless they involve trusted spokespeople and organizations within these communities. And since the Census Bureau has a policy of only providing limited resources to community-based organizations (CBOs)—and not funding them to do outreach—other resources were needed to fill this gap and to successfully leverage federal efforts.

In the midst of a budget crisis, California—a populous state with a considerable number of HTC communities—allocated \$3 million in 2010 for Census outreach, one eighth of the \$24.7 million allocated for the 2000 Census. To ensure that the state's residents were accurately counted, it quickly became clear that the philanthropic community would have to make up the shortfall. Yet many funders did not recognize this issue as being relevant to their priorities; they were daunted by the challenges presented by the Census; and/or they didn't believe their contributions could make enough of a difference to be worthwhile.

As a funder affinity group with a statewide and national reach, GCIR had a unique vantage point. It was able to see the issues at hand; underscore the gravity of undercounting California's HTC populations; and identify a unique opportunity to align efforts and make a significant impact. After consulting with key foundations in the state, GCIR concluded that it had an important role to play: uniting many disparate funders, grantees, government officials, and others around this single, pressing concern.



Acting as a hub for information and coordination on the 2010 Census in California, GCIR helped funders learn why the Census mattered, how to make the case for investing in this work to their boards, and how to fund Census outreach. Eighteen foundations eventually got involved in what became the *California Counts!* Census Campaign. As funders, grantees, and others came on board, GCIR kept them in touch with each other so they could share information and strategies. While the 18 foundations varied in size, geographic focus, and funding priorities, they were united by the grantmaking goal of ensuring an accurate Census count, particularly for immigrants and other HTC populations.

Rather than pooling resources and asking that individual funders give up control over distribution, GCIR developed a strategy in which funders shared plans and information via a statewide network, but were also able to tailor their individual efforts according to their capacity, funding priorities, and the needs and culture of their region. The five key elements of that strategy were:

- 1) A common goal and grantmaking focus
- 2) A statewide Census campaign network
- 3) The 3 C's: coordination, collaboration, and connectivity
- 4) Aligned funding (funding was consistent with each foundation's individual priorities and interests, yet connected to the broader statewide strategy)
- 5) Transparency

As a result of this strategy, close to \$10 million was allocated for Census outreach to HTC populations in California in 2010. The funding played an important role in ensuring the 2010 Census accurately documented significant population increases and demographic shifts in the state. These include:

- 28 percent increase in California's Latino population
- 31 percent increase in its Asian population
- Significant influx of immigrants in the inland regions of Southern California

More significant than the dollars raised for Census outreach are the enduring relationships formed through funders' participation in the *California Counts!* campaign. Since the 2010 Census, many of the funders and organizations involved in *California Counts!* have kept in touch with each other and collaborated on other projects of shared concern, including health access, civic engagement, redistricting, and naturalization, among others. The success of this time-limited effort demonstrates that campaigns with short-term goals (e.g., the Census) can help build the infrastructure and long-term capacity of the field. GCIR demonstrated the critical role of an affinity group in supporting and organizing foundations in achieving this outcome.

GCIR's network approach to the campaign, which allowed collaborators to leverage their individual interests towards a larger goal, may be of use to other funders and affinity groups, particularly when addressing complex issues and social problems.

Foreword

How hard can it be to count people? That was the question many funders asked as they considered the 2010 Census. The answer was more complicated than most imagined.

The U.S. Census Bureau defines certain vulnerable populations as “Hard to Count” (HTC).¹ These people and communities include low-income populations, people of color, immigrants, farmworkers, individuals with limited English proficiency, children, and the homeless. The Census occurs only once a decade, and an undercount of HTC populations causes serious harm. It denies regions with large HTC populations equitable political representation. Because the federal government uses Census data to plan and allocate funding for many programs, an undercount also skews the distribution of resources for transportation, health care, human services, housing, education, and many other necessities.

As home to ten of the nation’s 50 counties with the largest HTC populations, California had a lot at stake in the 2010 Census.² It stood to lose \$11,400 for each person not counted over the course of the next decade.³ For the first time in the history of this diverse and populous state, it was at risk of losing a Congressional seat rather than gaining one.

California has a higher proportion of immigrants than any other state in the nation, including migrant farmworkers and those who are undocumented. In fact, California has 25 percent of the nation’s undocumented population—an estimated 2.6 million people. Along with language barriers and other cultural challenges, rising anti-immigrant sentiment and expanded immigration enforcement actions make educating undocumented immigrants about the Census and encouraging them to fill out a U.S. government Census form a daunting challenge. However, the Constitution mandates that *all* individuals residing in the United States be counted, regardless of immigration status.

Adding to the challenge, California faced an unprecedented budget deficit that led to a state allocation of just \$3 million for Census outreach—a severe reduction from the \$24.7 million allocated for that purpose in 2000.

Faced with diminished public resources and such a large HTC population, the philanthropic community did not believe its limited resources could have an impact; many funders initially decided against funding Census outreach efforts out of concern that their contributions would be, at best, a “drop in the bucket.”

With so much at stake—and so much for HTC populations to potentially gain in terms of needed services and political voice—GCIR set out to educate and motivate funders on the importance of an accurate and complete Census count, particularly for California’s most vulnerable and historically undercounted residents. This effort became known as the *California Counts!* Census Campaign.

The *California Counts!* Census Campaign detailed in this report provides a roadmap for how foundations and affinity groups can support the next Census in 2020. More immediately, it provides lessons learned and reflections regarding funder collaboration and the role of affinity groups in catalyzing and supporting such collaboration. It also explores how a network approach to collaboration can advance philanthropic efforts, spark innovation, and increase impact.



Introduction

Grantmakers Concerned with Immigrants and Refugees (GCIR) was not new to the Census or to its significance for immigrant populations. In 1998, when GCIR transitioned from a volunteer-based organization to a staffed funder affinity group, it used the 2000 Census as a means to educate and engage funders on immigrant and refugee issues. According to GCIR's executive director, Daranee Petsod:

"Early on, it was difficult to talk with funders about immigrants, a population not high on most funders' radars or lists of priorities at the time. Data from the 2000 Census—along with the Urban Institute's analysis that identified 19 new immigrant gateway states—helped us make a stronger case for why philanthropy should pay attention to this growing population."

In 2008, when GCIR first reached out to California funders on the 2010 Census, many of them did not think the issue was relevant or in line with their foundation priorities. They were skeptical about what they could add to the Census effort, particularly in the absence of sufficient state resources and in light of their own limited resources. Because the Census occurs just once a decade, it was an obscure issue for many foundations. And there was no funder that had expertise or prioritized the Census as an issue. Also, few CBO leaders and staff were familiar with the Census process or how to collaborate with the U.S. Census Bureau; most had joined their organizations after the last Census count took place, and those with relevant experience had since moved on.

To the extent that funders could see the importance of the Census, they viewed it as a "special opportunity," which meant there were no set-aside resources or planned response. In order to elevate the need for Census outreach funding quickly, many funders required support on how to make an effective case for this work to their boards and on how to fund the Census.

Steps to a Successful Campaign

The 2010 Census needed to become an issue everyone owned. As a neutral party and effective convener, GCIR was well positioned to take on this challenge. This section details the critical tactics that led to success.



Educate Funders and Elevate the Issue

GCIR's efforts to educate funders and elevate the Census as a funding priority began with gathering all available information on the subject. GCIR staff members spoke with experts, community groups, advocates, and state and federal Census officials; they participated in discussions led by the Funders Committee for Civic Participation (FCCP). They shared this information at California Immigrant Integration Initiative (CIII)⁴ meetings, and the Census quickly became a standing agenda item for this statewide funders' table.

Meanwhile, grantees were also trying to educate funders about the importance of investing in the Census. Non-profit organizations that had worked on previous Census efforts recognized the urgency of this issue and knew that the clock was ticking. Their efforts reinforced the work GCIR was undertaking.

GCIR began holding dedicated Census calls to help funders learn and strategize collectively. It also held joint webinars with FCCP, made individual calls to funders, and used every avenue available to educate and engage funders, including the CIII table, funder conferences, and regional affinity groups such as Northern and Southern California Grantmakers. By creating a continuous drumbeat on the Census, GCIR gave it credibility and urgency within the philanthropic community. Gradually, funders became aware of the importance of the Census, but many were overwhelmed by the challenges of developing effective outreach campaigns to reach California's HTC communities. With the Census work quickly consuming time and staff capacity, GCIR engaged an expert consultant, a former advocate who had worked on Census outreach and brought to the project deep understanding of the Census, immigrant issues, the philanthropic community, and the non-profit field in California.

Promote Collaboration and Preserve Grantmaking Autonomy

With the daunting challenges and the steep learning curve, funders had little incentive to support Census outreach. Moreover, for individual funders, there was no clear entry point into the work that would result in significant impact. To address these challenges, GCIR, with leadership from The California Endowment (TCE) and the Evelyn and Walter Haas, Jr. Fund (Haas Jr.), developed a Census funding strategy geared toward their foundation peers.

The strategy: 1) conveyed the importance of the Census, the issues at stake, and why foundations should support outreach to HTC populations; 2) provided a vision and overarching goal for the work; 3) presented a statewide infrastructure that connected grantees and leveraged each of their strengths and capacities; and 4) provided funders with guidance on how they could support Census outreach activities at any level of funding.

This strategy was ultimately published and distributed by GCIR in a document called *California Counts: A Funders' Guide to the 2010 Census*.⁵ The guide proved useful to many funders in helping them make the case to their boards for Census allocations, forming funding strategies, and developing RFPs. Ultimately, GCIR's Census funding strategy accomplished three critical goals:

→ Accessibility

Making it easier for funders to engage in Census work and tailor funding strategies that met the needs of their constituencies.

→ Leverage

Providing a means for foundations to leverage their funding with investments made by other grantmakers and the U.S. Census Bureau.

→ Coordination

Connecting and coordinating grantmaking towards a common goal.

GCIR played a critical role, particularly in Northern California, in linking grantmakers with the U.S. Census Bureau and making sure that they coordinated with and leveraged each other's investments and efforts.

The *California Counts!* Census funding strategy (see text box) eliminated the need for individual funders to research and develop their own comprehensive approach to this work. Funders could leverage their investments and ultimately have a greater impact than what they could have accomplished alone. The strategy also capitalized on the strengths of each funder by aligning their foundation priorities with the goals of the campaign. GCIR's consultant, Ted Wang, explains that:

"[The strategy] gave funders the assurance that they were part of a larger project. They could fill specific identified gaps aligned with their prioritized communities, and they could do it with the knowledge that there would be support and coordination, which made it easier for them to have an impact. If we had set up a big pooled fund, fewer funders would have participated."

KEY ELEMENTS TO THE CALIFORNIA COUNTS! CENSUS CAMPAIGN

A Common Goal and Grantmaking Focus

HTC communities were the focus of all grantmaking. These communities were targeted for Census outreach because they were historically undercounted and underrepresented. As primarily low-income, immigrant, communities of color, they were also prioritized populations for the foundations that ultimately chose to participate.

A Statewide Census Campaign Network

Local and regional non-profit organizations trusted in the community were best positioned to provide outreach to and organizing in HTC communities. Statewide and national non-profit organizations⁶ with a Census advocacy background had the capacity to take on broader campaign activities, including: ethnically targeted strategic communications campaigns; culturally appropriate educational materials; education, training, and technical assistance to local non-profits; and hyper-local data and mapping of HTC Census tracts to inform the development of local outreach plans. These two layers of organizations (local/regional and stateside/national) were connected to create a statewide Census grantee network.

The 3 C's: Coordination, Collaboration, and Connectivity

GCIR worked to ensure that funders collaborated on how, what, and where to fund. Each funder had an important role to play. Regardless of funding level, funders' investments had greater impact through coordinated and collaborative grantmaking. Ultimately, what facilitated the work was funders' ability to connect with one another locally, regionally, and across the state, often through GCIR. New relationships were formed and old relationships were strengthened. The campaign was ultimately successful because several foundations made an early investment in GCIR to play the education, technical assistance, and coordination role.

Aligned Funding

While the Census was an issue that impacted foundations' priorities, it was not itself a funding priority for any of them. Therefore, funding was aligned with each foundation's individual goals and mission. Thus, funding the Census became more than a "special opportunity;" it was important to supporting and advancing each foundation's goals. This created a diverse range of funders—and in turn, a diverse group of grantees—with priorities that included community development, civic engagement, health, immigration, and fiscal policy.

Transparency

An open funding process was created that included access to and use of shared tools (common application form, grant outcomes, outreach metrics, and RFPs) to facilitate and streamline grantmaking. Funders shared and developed joint grant objectives and outcomes. Likewise, grantees were asked to share their work plans with one another to help coordinate their outreach strategies and ensure collaboration and coordination across the state.

Inform. Engage. Repeat.

Once buy-in had been established and a funding strategy was in place, GCIR's role as information source and connecting point became more important than ever. Because funders lacked the time and capacity to get up to speed quickly, GCIR became a "hub" on all things Census in California, for its members, other funders, and diverse stakeholders.

As information provider, GCIR answered funders' questions and shared relevant information about the Census and its relationship to foundations' grantmaking strategies and priorities. GCIR used many communication channels, including the CIII table, to inform, educate, connect, and mobilize—which effectively engaged funders. One funder commented, "This was not just a learning thing," and others said the conversations were "intentional" and "roll up your sleeves" discussions.

As connector, GCIR helped the Census Bureau regional offices understand how to partner with philanthropy, and helped negotiate the relationship between the public and philanthropic sectors. GCIR connected foundations from across the state to share ideas and grantmaking strategies. Increased communication and collaboration followed.

According to Manuel Santamaria, grantmaking director at the Silicon Valley Community Foundation, the evolving nature of Census planning and strategy implementation necessitated ongoing communication among an array of stakeholders across the state and the nation. GCIR helped funders engage in the Census effectively and improve the quality of their grantmaking. Santamaria notes that:

"GCIR was the glue and intermediary to ensure that things were running as smoothly as possible...they shared publications on best practices they had found. They shared what was happening in other parts of the state, and that informed how we structured our grantmaking...[t]hey were also key in helping us connect to the U.S. Census Bureau."

Census Bureau officials also agreed GCIR played a pivotal role. One commented, "GCIR was the catalyst for getting people started and the catalyst for making sure that the Census was not put on the back burner."

All the while, GCIR continued to play a critical role in the grantmaking process and rolling out the Census outreach campaign by providing real-time information on emerging Census funding strategies and progress reports on the implementation of those strategies. It also helped funders and grantees understand how their work was connected to a broader statewide effort. Adrienne Pon, executive director of the Office of Civic Engagement & Immigrant Affairs for the City and County of San Francisco, reflects:

"GCIR provided us with statewide information—we did not have that. They gave us information on best practices and what was going on in other parts of the state. If someone had a [Census-related] event or an approach that was working, we would adopt it...[W]e took the information that GCIR provided and kept tweaking it. All along we were feeding information from GCIR to our grantees."

CROSS-SECTOR TRAININGS IN NORTHERN CALIFORNIA: Sharing Crucial Knowledge, Building New Partnerships

A pivotal step leading up to the 2010 Census count was bringing together officials from the U.S. Census Bureau regional office and representatives from northern California foundations and local community-based organizations. It was critical for these stakeholders to see other like-minded “players in the room,” understand the high-impact potential of a collaborative effort, and be reminded how reaching HTC communities in the 2010 Census resonated with their individual missions and goals. Recognizing this opportunity, GCIR stepped in early on to organize and broker these cross-sector relationships.

Following GCIR's conversations with partners at the Census Bureau's regional offices and local foundations, funding commitments were made for three large-scale trainings of CBO representatives in Sacramento, San Francisco, and Silicon Valley. The Sierra Health Foundation, the Sacramento Region Community Foundation, and the U.S. Census Bureau played a lead role in organizing the trainings. Each training attracted more than 75 organizational participants, many of whom were meeting each other and the Census Bureau's regional staff for the first time. They also provided a chance to present an overview of the 2010 Census timeline, distribute detailed informational resources, and share strategies for reaching HTC communities.

Campaign and Collaboration Lead to a Successful Count

Along with sharing information, GCIR's ongoing technical assistance enabled funders to engage in the Census, develop collective strategies, and model the collaboration they so often require of their grantees. GCIR also helped to decrease the power differential among and between funders and grantees by acting as a neutral intermediary. This encouraged funders and stakeholders to self-organize to develop tailored funding and outreach strategies that met the needs of their communities and regions. This approach helped foster leadership, create ownership of the work, build new relationships, strengthen existing relationships, reinforce local and regional capacity, and encourage new ideas and approaches. Cathy Cha, senior program officer for Immigrant Rights and Integration at the Evelyn & Walter Haas, Jr. Fund, observes no region was the same:

"They [GCIR] were there for foundations, but they also let a lot of creativity flourish. They let the tailored approaches in regions come up. A joint RFP process worked well in the Bay Area, but they did not try to push it elsewhere. The individual tailoring was really helpful and it allowed ownership—so we were able to maximize and leverage regional and local knowledge."

What resulted was a palpable difference in coordination among funders and grantees in California. Grantees said the collaboration made them feel valued and as if they were active partners with foundations working toward a common goal. Vincent Pan, executive director of Chinese for Affirmative Action, describes how mutual respect, recognition of each group's value-added role, and open communication were critical ingredients for making the collaborative strategy work:

"It felt like a partnership—we were committed to an accurate count and so the power dynamic was gone. We had a common problem we were trying to solve together. It was not one meeting but like a community dialogue. How we interacted was very different. It was an experience where it felt like the assets of the community groups were recognized."

In this new climate, contribution was prioritized over attribution, which made sharing information and power more seamless. The playing field was neutralized, enabling funders, non-profits, and government agencies to come together in partnership around a common goal: ensuring that HTC populations were counted in the Census.

Funders shared:

- Grantee lists, RFPs, application forms, reporting forms, and grantee proposals
- Funding strategies
- Relationships with grantees, the Census Bureau, and other government actors
- Expertise and information on related efforts

Funders collaborated on:

- **Funding strategies**
Developing collective and/or coordinated strategies
- **Grantmaking**
Developing joint RFPs, common grant goals, outcomes, and outreach metrics
- **Grantee convenings**
Developing collective Census trainings for grantees
- **Evaluation**
Developing collective evaluations and sharing evaluation information

CONNECTING MULTI-SECTOR PARTNERS TO KEY RESOURCES

The California Counts! Census Campaign effectively tapped into the diverse resources of the foundations, public sector entities, and grantees involved. For example, GCIR helped connect local funders and grantees to the U.S. Census Bureau, which had resources to hold convenings and provide trainings, and to statewide and national grantees such as the National Association of Latino Elected and Appointed Officials (NALEO) and the Asian Pacific American Legal Center (APALC), which were providing Census trainings, materials, and technical assistance to communities across the state.

GCIR also connected funders and grantees with the Advancement Project's Healthy City Maps, which provided local data that assisted in developing targeted Census outreach strategies to HTC communities. Healthy City distributed real-time data on the Census questionnaire response rate, which GCIR disseminated to funders and non-profits across the state so they could identify outreach gaps, refine strategies, and reallocate resources quickly and effectively.

The campaign was an unprecedented statewide effort by every measure. Eighteen funders—many of them enticed by the collaborative strategy—participated. Funders, grantees, and government officials worked together toward a common goal. A total of nearly \$10 million was allocated for Census outreach to HTC populations in California. (See Appendix for a detailed summary.)

Ultimately, the 2010 Census documented a 10 percent increase in California's overall population and a 28 percent and 31 percent increase in the state's Latino and Asian populations, respectively. It also captured a significant demographic shift due to the influx of immigrants in the inland regions of Southern California in counties such as Riverside and San Bernardino.

While California's overall Census participation rates dropped slightly, from 76 percent in 2000 to 73 percent in 2010, Census Bureau officials documented an increase in participation rates in HTC communities in 2010, which many attribute to the focus of both funders and the U.S. Census Bureau on historically undercounted communities. Overall, the campaign was hailed as a successful effort by funders, grantees, and federal Census Bureau officials alike.

Even state government officials, and to a certain extent the Census Bureau, shared their Census outreach strategies for feedback from funders. This advanced coordination constituted an unusually high level of collaboration between philanthropy and the public sector. Census Bureau and other public officials felt that funder collaboration elevated the importance of the Census, gave the issue legitimacy, and helped to personalize and localize it beyond what the Bureau's national media campaign could accomplish.

The connections that GCIR sparked among funders and other stakeholders were fundamental to the Census outreach work and formed the bases of new relationships and collaborations. Expanding the network beyond GCIR's traditional constituency—and beyond the constituency of any single funder—gave the campaign greater reach and thus higher impact. Ultimately, this network connected people across foundations, issue areas, grantees, sectors, and regions.

Lessons Learned and Areas for Improvement in 2020

The *California Counts!* Census effort was ultimately successful; however, there were challenges encountered along the way that provide valuable lessons for future collaborative grantmaking efforts.

1) Timing

Many funders came late to the Census table, and this delay influenced the timely flow of resources to grantees and their ability to coordinate early on in the process. This occurred because some funders had not prioritized the Census in their grantmaking and/or had not allocated funds for related outreach activities. Others had little or no prior experience with the Census and faced a steep learning curve in order to get up to speed on the issue in a short amount of time. In the future, earlier education and planning efforts to promote funder and grantee collaboration will be critical. GCIR demonstrated the important role an affinity group can play in helping funders achieve greater impact. Having dedicated funding to support a funder coordinator (e.g., affinity group)—and identifying the coordinator's role early on—is also a critical element to consider.

2) GCIR finding its role

Similar to the funders, it took time for GCIR to identify its appropriate and most effective role in the 2010 Census. By securing a consultant to help lead this effort, GCIR was able to bring greater focus to its work and clearly delineate staff roles and responsibilities. GCIR had anticipated that it would only remain involved in the Census work until foundations made their grants. However, GCIR continued to play a coordinating and supporting role throughout the entire campaign. Ultimately, GCIR's flexibility and responsiveness to funders' needs was essential to the success of *California Counts!*

3) Staggered release of funding

Most foundations gave a onetime allocation at the front end of the Census work. GCIR then assisted in mobilizing financial resources to regions where there were both funding gaps and outreach needs. However, with new technology deployed in the 2010 Census, the Bureau had the ability to provide real-time data on the response rates by neighborhoods, information that some outreach campaigns used to make their efforts more effective. A few funders reallocated or provided additional funding to address gaps. For example, in the later stages of the Census, GCIR—in collaboration with the Sierra Health Foundation—identified several neighborhoods in San Joaquin County with large HTC populations that had low response rates. GCIR was able to garner additional funding from the Haas, Jr. Fund to target outreach in these areas. The California Community Foundation was the only funder to set aside funding to target low-responding regions at the beginning of the campaign. Ideally, a staggered approach to grantmaking—releasing additional funds in a targeted manner to areas of greatest need—would have assisted outreach in areas where the response rate was low.

Enduring Impact: New Partnerships and Collaborative Efforts

The 2010 Census bridged funding priorities, sectors, populations, and regions. It provided an opportunity to foster relationships and connections across the state that have been sustained beyond the Census itself. Some funders and grantees approached the Census work through a “movement building” lens, one that focused on long-term capacity and infrastructure building as well as on meeting the short-term Census goal.⁸ John Fanestil, executive director of the San Diego Foundation for Change, reports that the Census project was a “springboard opportunity” that created many new relationships that have since led to further collaborative efforts in health access, redistricting, naturalization, and other issues of concern to immigrant and farmworker populations.

Similarly, government officials and funders developed relationships that resulted in further collaboration. For example, Census Bureau officials have continued to engage with funders on how their grantees can access and use the new Census data. Local governments are continuing to collaborate with grantees. Adrienne Pon observes:

“What we needed was a network, and the Census helped us to create that. The proof is that after the Census, the grantees wanted to continue working with each other. We are still working with many of the immigrant rights groups who we did not work with before... Next we will be looking at immigrant integration; that will be a big initiative for us.”



As Manuel Santamaria points out, relationships with GCIR and the CIII table were also strengthened:

“It was a great investment of time and money that engendered a lot of goodwill from the community. Our connection with GCIR was solidified, and their importance and their role as the glue and as an intermediary were also solidified.”

Some grantees reported that the Census collaborative introduced them to new organizations (local and statewide) and new funders, expanded their network, and built their organizational and advocacy capacity. For many community-based organizations, the Census was an entry into civic engagement work, and their newly-formed connections to groups such as the National Association of Latino Elected Officials, the Asian Pacific American Legal Center, and Healthy City have helped support them as they engage in that work.

Through the *California Counts!* Census Campaign, GCIR and its partners linked geographic divides; connected funders, grantees, and government agencies; encouraged innovative outreach strategies in each region; fostered collaboration; and, as a result, multiplied the impact on Census outreach. What emerged was a diverse statewide network of funders—local, statewide, and national in scope, with different population priorities—linked through GCIR with a common goal of ensuring that California's HTC populations were represented in the Census. Of particular importance was the development of regional funder coordinating hubs in the Bay Area, Silicon Valley, Sacramento/Central Valley, Los Angeles, and San Diego, fostered and supported by GCIR and led primarily by local foundations. Local and regional foundations were critical to ensuring the creation of funding strategies that were tailored to the unique cultural, social, and geographic needs of each community.

GCIR's success in coordinating the *California Counts!* Census Campaign illustrates that by facilitating collaboration among funders via a network approach, it is not only possible to achieve positive short-term results—but also to help foster enduring relationships and enhance the long-term impact and capacity of the field.

Appendix A: Summary of CA Funders Census Collaborative Funding

Foundation/Donor	Committed Amount	Geographic Region	Notes
The California Endowment	\$4,224,921	Statewide	\$3 million+ to state-level groups and \$1 million for regional partners (counties with largest HTC populations)
James Irvine Foundation	\$1,051,000	Statewide	Grants to Asian Pacific American Legal Center (APALC), National Association of Latino Elected and Appointed Officials (NALEO), California Rural Legal Assistance (CRLA), Immigrant Legal Resource Center (ILRC), and Grantmakers Concerned with Immigrants and Refugees (GCIR)
Evelyn & Walter Haas, Jr. Fund	\$250,000	Statewide	Includes \$110,000 to GCIR to re-grant to address funding gaps
Anonymous Asian American Donor	\$800,000	Los Angeles, Orange, San Diego, Fresno, Bay Area, Sacramento & Santa Clara	Provided a grant to APALC which granted to local groups that outreached to Asian and Pacific Islander populations
Ford Foundation	\$329,243+	San Diego, Bay Area, Central Valley, & Los Angeles	Granted \$75,000 to San Diego; \$37,500 to National Urban League, Los Angeles affiliate; \$20,000 to Bay Area through LCCR; \$196,743 to the Mexican American Legal Defense and Education Fund (MALDEF); a number of Ford grantees, Lawyers' Committee for Civic Rights (LCCR), Right to the City Alliance, Pushback Network, Praxis Project, and Gathering for Justice, and National Coalition on Black Civic Participation) sub-granted substantial amounts to other groups in the Bay Area and Los Angeles
Public Interest Projects	\$75,000	San Diego & Santa Clara	
California Community Foundation	\$1,500,000	Los Angeles	
San Diego Foundation for Change	\$248,000	San Diego	Includes \$50,000 from Haas, Jr. Fund/GCIR, \$50,000 from Public Interest Projects, \$75,000 from the Ford Foundation, and \$40,000 from The California Endowment
Silicon Valley Community Foundation	\$663,000	San Mateo & Santa Clara	Includes \$40,000 from The California Endowment and \$25,000 from Public Interest Projects; also includes funding from two municipalities and donor fundraising
San Francisco Foundation	\$242,000	Alameda, San Mateo, Contra Costa, Marin & San Francisco	
Asian Pacific Fund	\$200,000	Alameda, San Francisco, Contra Costa, San Mateo, & Santa Clara	Received funding from an individual donor and worked with the Asian Law Caucus and Asian Law Alliance to identify grantees
Wallace A. Gerbode Foundation	\$70,000	Alameda & San Francisco	
Walter & Elise Haas, Sr. Fund	\$65,000	Alameda & San Francisco	
Akonadi Foundation	\$55,000	Alameda	
Mitchell Kapor Foundation	\$47,500	Alameda & Contra Costa	
Community Foundation of Santa Cruz County	\$25,100	Santa Cruz	Includes \$10,000 from Haas, Jr. Fund/GCIR
Y & H Soda Foundation	\$5,000	Contra Costa	
Sierra Health Foundation	\$55,000	San Joaquin	Re-granting \$50,000 from Haas, Jr. Fund/GCIR, plus \$5,000 from the Foundation for non-response follow up

Total Confirmed Giving (taking into account re-granting): \$9,905,764

Appendix B: Regional Nodes for the California Counts! Census Campaign

→ **Bay Area**

The San Francisco Foundation led a collaborative that included the Gerbode, Mitchell Kapor, and Akonadi foundations as well as the City and County of San Francisco and non-profit agencies.

→ **San Mateo and Santa Clara counties**

The Silicon Valley Community Foundation led efforts in collaboration with local governments and non-profit agencies.

→ **Northern Central Valley and Sacramento**

The Sierra Health Foundation led a collaborative with the Sacramento Community Foundation and The California Endowment along with the California Rural Legal Assistance (CRLA) and other non-profits.

→ **Los Angeles**

The California Community Foundation served as the Census hub and actively collaborated with non-profit agencies and the city of Los Angeles.

→ **San Diego**

The Foundation for Community Change coordinated activities with The California Endowment, the San Diego Community Foundation, and non-profit agencies.

→ **Statewide**

The California Endowment and the Evelyn & Walter Haas, Jr. Fund coordinated statewide efforts with the Irvine Foundation and also national foundations, including the Ford Foundation and Four Freedoms Fund.

Endnotes

- ¹ The U.S. Census Bureau identifies “hard to count” communities according to twelve different factors including housing status, poverty, population mobility, language spoken at home, low response rate in previous censuses, new immigrant populations, and people displaced by natural disasters such as floods, fires, and hurricanes.
- ² The ten California counties with the largest HTC populations are: Los Angeles, San Diego, Orange, San Bernardino, Fresno, Riverside, Alameda, Sacramento, Kern, and San Francisco.
- ³ *Federal Domestic Assistance Allocated on the Basis of Statistics Based on the Decennial Census, U.S. and States, FY 2007*. Washington, DC: Brookings Institute, 2009.
- ⁴ The California Immigrant Integration Initiative, established in 2007, is a statewide funders table created by GCIR to organize funders on immigrant integration issues and shared strategies in the state. For more information about CIII, see: www.gcir.org/about/ciii.
- ⁵ www.gcir.org/publications/gcirpubs/census.
- ⁶ Groups with a Census advocacy background that could take on broader campaign activities included: the Advancement Project, the Asian Pacific American Legal Center (APALC), California Alliance, California Rural Legal Assistance (CRLA), Mexican American Legal Defense and Education Fund (MALDEF; this group had national funding and was not funded by the California funders), Mobilize the Immigrant Vote (MIV), the National Association of Latino Elected and Appointed Officials Educational Fund (NALEO), and New American Media.
- ⁷ Burns, Mike. “The Seattle Region’s Initiative with California Foundations to Increase Participation Rates in Hard-to-Count Tracts during the 2010 Census.” Unpublished report. Seattle Regional Census Center, 2011.

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