



NYC Census 2020 Campaign Final Report: The Next 10 Years – A Model for NYC’s Future



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A Message from the Mayor

From the very beginning of the 2020 Census, the Trump Administration attempted to undermine our democracy by eroding trust in the census for everyday New Yorkers--messages that, if successful, would deprive New York City of our fair share of federal funding and accurate representation in Congress. These efforts were unintentionally aided by the COVID-19 virus, a pernicious enemy that wreaked havoc on New Yorkers' ability to live a normal life. Yet, in spite of these obstacles, New Yorkers, as they have done time and time again, rose to the challenge, and we are pleased to report that New York City achieved a historic self-response rate of 61.9%, matching our 2010 rate and surpassing expectations.

This report outlines the work that the NYC Census campaign and our community partners conducted to mobilize New Yorkers to get counted in this year's census. The campaign provides an unprecedented model for community-based outreach--a model built by working hand-in-hand with a coalition of organizations representing many of our City's historically undercounted communities.

The 2020 Census campaign is an important reflection of our core values as a city, and we will continue to remain vigilant as the Census Bureau delivers its state population counts. In the meantime, congratulations to NYC Census 2020, the NYC City Council, our community-based partners and many others for this tremendous accomplishment!



NYC Census 2020 Citywide Partners

With the support of the New York City Council, NYC Census 2020 collaborated with fifteen large-scale community organizations designated as Citywide Partners for their leadership across the city and with NYC Census 2020. The Citywide Partners were selected by the NYC Council based on proven leadership and expertise in areas including grassroots outreach, coordination of networks of historically undercounted constituencies, and management of large-scale grantmaking. NYC Census 2020 and the Citywide Partners worked in close coordination to:

- (a) Develop and execute a coordinated city-wide campaign,
- (b) Provide program support to Complete Count Fund awardees, and
- (c) Augment the expertise and capacity of the NYC Census 2020 operation to ensure our joint success.

Citywide partners:

- Association for a Better New York
- Asian American Federation
- Asian Americans for Equality
- Brooklyn NAACP
- Chinese-American Planning Council
- Community Resource Exchange
- FPWA
- Hester Street Collaborative
- Hispanic Federation
- Make the Road New York
- Center for Law and Social Justice at Medgar Evers College
- NALEO Educational Fund
- New York Immigration Coalition
- United Neighborhood Houses
- United Way NYC



Letter from Citywide Partners

Dear NYC Census 2020 and Partners:

What a wild ride Census 2020 was (and continues to be). Starting with the citizenship question, the pandemic, racial justice protests, policy memos aimed at excluding undocumented immigrants, lawsuits, and concluding with a shifting final Census date, it was a Census count that has, and we hope will have, no compare.

Yet, at the end of this tumultuous and historic Get Out the Count effort, we can look back and say we were successful. At the beginning of this journey, the Citywide Partners agreed on three goals that we wanted to accomplish. The first was to meet our metrics. And against all odds we did just that. And even if that was all we had done, that would have been more than enough. Because in meeting our metrics, in the face of all the headwinds, we were able to do our part in helping NYC, and NYS, recover and rebuild from the pandemic, and to do so in a more equitable manner.

Our second goal was to form new partnerships and

collaborations. Well, we did that in spades. Over the past 14 months, when the Citywide Partners first convened, we have learned about the capabilities and needs of fellow organizations and our fellow New Yorkers. We formed formal and informal alliances. We jointly overcame challenges and collaboratively found new paths to success. We spoke in our campaign plan about the rich tapestry that is the diversity of NY. That rich tapestry extends to the community based organizations that comprised the Citywide Partners and the Complete Count Fund grantees. That tapestry serves New Yorkers everyday and it has become that much more resilient for being strongly interwoven between and among its constituent parts.

Our final goal was to make sure we left behind an infrastructure for future civic engagement, including Census efforts. This effort was Herculean in part because this level of coordination and engagement had never before been undertaken, so we were breaking new ground. We want to make sure that future Census outreach efforts can benefit from our knowledge of what worked and what didn't work, and how we would

do it differently next time. This document is part of our legacy. But we believe our greatest legacy comes from the millions of interactions we had with residents all across New York. In so doing, we laid the foundation of the understanding that democracy is ours, so long as we tend to it. Democracy doesn't just happen; we have to work for it. And we know we generated enthusiasm amongst NYC residents to continue to work for it in the decades to come.

All of our achievements would not have been possible without the tireless efforts and collaboration of the NYC Census 2020 team. They brought us into the room, took on board our suggestions and constantly sought to find new and innovative ways to increase the count. To Julie Menin, Amit Bagga and the rest of the team, we salute you!

Onwards,

Asian American Federation
Asian Americans for Equality
Brooklyn NAACP
Center for Law and Social Justice at Medgar Evers College
Chinese American Planning Council
Community Resource Exchange
Federation of Protestant Welfare Agencies (FPWA)
Hester Street
Hispanic Federation
Make the Road NY
NALEO Educational Fund
New York Immigration Coalition
United Neighborhood Houses
United Way of New York City

Thank you Citywide Partners!

Acknowledgements

NYC Census 2020 is grateful to many organizations and partners, such as the following:

Asian American Federation

Asian Americans for Equality

Association for a Better New York

Brooklyn NAACP

Brooklyn Public Library

Center for Law and Social Justice at Medgar Evers College

Chinese American Planning Council

City Harvest

City University of New York & City University of New York Research Foundation

Community Resource Exchange

Complete Count Fund Awardees*

Federation of Protestant Welfare Agencies (FPWA)

Hester Street

Hispanic Federation

League of Women Voters

Make the Road NY

NALEO Educational Fund

New York City Council Speaker Johnson, 2020 Census Taskforce Co-Chairs Carlina Rivera and Carlos Menchaca

New York Immigration Coalition

NYC Board of Elections

NYC Department of City Planning

NYC Department of Youth and Community Development

NYC Mayor's Office of Immigrant Affairs

New York Public Library

Partnership for New York City

Queens Public Library

Real Estate Board of New York (REBNY)

Robin Hood Foundation

United Neighborhood Houses

United Way of New York City

United States Census Bureau: New York Regional Office

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Executive Summary

NYC Census 2020 was a first-of-its-kind organizing initiative. It was established by Mayor de Blasio in January 2019 and supported by the New York City Council. The mission of this initiative was to ensure every New Yorker, especially those in historically underrepresented and immigrant communities, were fully counted and represented in the 2020 Census.

The decennial census count is a crucial tool policy makers use to ensure equitable distribution of power and resources in our democracy. Billions of dollars in funding for our hospitals, health care, schools, public housing and so much more depends on New Yorkers completing the census. According to research conducted by the George Washington Institute of Public Policy, in federal Fiscal Year 2017, as much as \$1.5 trillion worth of funding, representing 309 different federal programs, was distributed, based, at least in part, on census data. Further, the number of congressional seats that New York State has is determined by census data and a reduction in congressional seats leads to a corresponding reduction in New York's share of the Electoral College – the mechanism by which the President of the United States is elected.

With so much at stake, NYC Census 2020's program was built on four pillars:

1. The New York City Complete Count Fund -- an innovative grants program for 157 community based organizations;
2. An in-house "Get Out the Count" field campaign;
3. Innovative, multi-lingual, tailored messaging and marketing; and,
4. An in-depth and multi-layered City agency engagement strategy that ensured that all City agencies and institutions, including their clients or constituents, employees, and infrastructure, promoted census participation.

This report summarizes the strategies NYC Census created and implemented to ensure the 2020 Census was a success and how the campaign successfully pivoted in light of COVID-19, the census deadline shifts and their impact, as well as



Introduction

The census is a national competition for resources and representation. This means that the success of our performance isn't simply an absolute figure but must indeed be measured relative to the performance of other cities and states. Not only have we essentially matched our 2010 self-response rate, we have also outperformed a large number of major U.S. cities with similar demographic characteristics. This list includes Boston, Philadelphia, Baltimore, Atlanta, Orlando, Miami, Detroit, Houston, Dallas, and, most notably, both Los Angeles and Chicago.¹

The 2020 Census was marred by the twin problems of unrelenting political interference by the Trump Administration (culminating in cutting short the census deadline) coupled with a global pandemic of which NYC was the epicenter. Despite these difficulties, we are incredibly proud to share that our first-of-its-kind effort enabled New York City to reach a self-response rate of 61.9%, meaning we have matched our 2010 initial return rate² of 61.9% and beat the U.S. Census Bureau's estimate³ of our pre-COVID self-response rate this year by 3.8 percentage points. These results represent enormous success for our campaign, our hundreds of partners, and, indeed, our entire city.

¹ Data derived from <https://2020census.gov/en/response-rates/self-response.html>

² The City of New York assesses neighborhoods on a unique metric developed by the NYC Department of City Planning: "initial return rate." This is an adjusted rate that reflects the percentage of households in NYC that initially responded to the first mailing in 2010, with the ultimate number of vacants / undeliverables removed from the denominator (total household units).

³ <https://www2.census.gov/programs-surveys/decennial/2020/program-management/census-research/predictive-models-audience-segmentation-report.pdf> (Table 3)

The Challenge Before and After COVID-19

The lead-up to the 2020 Census was hampered by attempts to suppress participation, including the Trump Administration's failed attempt to add a citizenship question, which aimed to create fear in immigrant communities and depress the census count. A study⁴ from the U.S. Census Bureau showed that there would have likely been lower census responses from Asian and Latinx populations if a citizenship question had been included in the Census. And despite our success in defeating the addition of the citizenship question at the Supreme Court, the protracted national conversation surrounding the attempted addition of the question nonetheless undermined trust and amplified fears regarding participation.

Since the beginning of our campaign, we had to address a climate of fear which was created by the Trump administration's attempt to add a citizenship question to the census. In March 2019, the White House began its legal push to add this question to the census, despite discouragement from the Census Bureau's leadership. In response, more than 24 states and cities, activists and non-profit organizations filed six lawsuits against the Trump Administration. The City of New York was a plaintiff in one of these historic lawsuits (brought by NYS Attorney General James), arguing that this was an illegal and unconstitutional attempt to skew census data in a way that benefited the political agendas of the Trump Administration.

After being blocked by the Supreme Court in June 2019, the Trump Administration withdrew its case to add a citizenship question, a huge victory for the NYC

add a citizenship question, a huge victory for the NYC Census campaign. However, misinformation and mixed messaging about the citizenship question continued to spread in certain communities. According to a report released by the National Association of Latino Elected and Appointed Officials (NALEO) in October 2019, 48 percent of Latinos surveyed still thought there would be a citizenship question on the census. Furthermore, 42 percent of undocumented persons surveyed also thought this question would be on the 2020 Census.

This statistic was especially worrisome due to the fact that many immigrants were already afraid of their information being shared with other government agencies, such as ICE, social security and public housing, prior to the addition of a citizenship question. This fear was further exacerbated by preexisting anti-immigrant policies and rhetoric used by the Trump Administration such as the travel ban, public charge rules and discussions around building a southern border wall, to name a few. By working with community partners and trusted voices on the ground, NYC Census was able to help demystify misperceptions around the citizenship question.

The US Census Bureau released a study in June 2019 that predicted that the New York City region's self-response for 2020 would be 58 percent⁵. In response, we knew we had to build a campaign that directly reached historically undercounted communities -- largely black, brown and

⁴ <https://www2.census.gov/programs-surveys/decennial/2020/program-management/census-tests/2019/2019-census-test-report.pdf>

⁵ See footnote number 2

poor -- and that we had to do so in a way that rested on a thorough analysis of groups and neighborhoods susceptible to being undercounted, in partnership with demographic experts at the Department of City Planning.

Additionally, COVID-19 hit our city at exactly the same time as the launch of the 2020 Census. We knew we had to pivot -- and we had established an infrastructure that allowed us to do so, and to do so quickly.

Key Campaign Achievements: By the Numbers

- **Historic self-response:** 61.9% self-response, surpassing no fewer than a dozen major cities in the U.S., the national average and the Census Bureau's pre-COVID estimate for self-response in the NYC metro area.
- **More than seven million:** The number of texts sent to New Yorkers reminding them to complete the census and/or assisting them with completing the census.
- **More than four million:** The number of live phone calls made by NYC Census partners and volunteers to New Yorkers reminding them to complete the census and/or assisting them with completing the census.
- **More than two million:** We called 2.6 million landlines in New York City to remind New Yorkers to complete the census. This was accomplished via robocalls that featured Representative Alexandria Ocasio-Cortez, Attorney General Letitia James, Representative Grace Meng, State Senator Jessica Ramos, and many others. For only about \$1,000, for example, we were able to



reach almost 40,000 residents in Rep. Ocasio-Cortez's district, hundreds of which opted to be directly patched through to the US Census Bureau's phone line to complete the census.

- **Approximately one million New Yorkers:** The number of New Yorkers that clicked through our digital advertisements directly linking viewers to the Census Bureau's self-response page.
- **2.4 million:** The number of pieces of mail sent to New Yorkers encouraging them to complete the census. This included 857,000 Department of Social Services (DSS) mailings in clients' benefit updates; 715,000 Department of Finance (DOF) mailings in quarterly statements of account updates; 830,000 Department of Environmental Preservation (DEP) mailings in quarterly water bills; and 170,000 New York City Housing Authority (NYCHA) mailings in the March rent roll. Additionally, City agencies sent out over 425,000

census specific emails to clients, the majority of which includes emails to DSS clients. Additionally, we worked with the Public Libraries to expand our capacity to do targeted mailings, sending over 276,872 multi-lingual postcards to neighborhoods with the lowest response rates across Brooklyn, The Bronx, and Queens.

- **Approximately half-a-million households:** More than 470,000 New York City households, representing no less than 1.23 million New Yorkers, were counted or directly assisted as a result of NYC Census 2020's Campaign. This does not include New Yorkers who completed the census after seeing or hearing a NYC Census 2020 ad campaign.
- **More than 1,000:** NYC Census 2020 and its partners organized or participated in more than 1,000 events in under a year, both in-person and virtual, regarding census participation.
- **20,000:** Our most successful in-person operation has unquestionably been the deployment of trained paid canvassing teams, which directly helped nearly 20,000 New York City households who had not yet completed the Census do so between the months of August and September.
- **34 and 27:** NYC Census designed and launched a record-breaking 34 media campaigns in 27 languages -- the most the City has ever done -- to reach all New Yorkers, no matter where they're from or what language they speak. PSAs featured figures like Cardi B and Alicia Keys.
- **150:** We ran digital ads in approximately two dozen languages across multiple media platforms, including all of the major social media platforms and Google. In addition, we ran display advertisements on more than 150

community and foreign-language media outlets.

- **271,000:** We also distributed over 271,000 multilingual brochures to 490 Department of Education (DOE) food distribution sites.
- **1,500:** We mounted more than 1,500 posters at essential businesses in 58 target ZIP codes, including Canarsie, Harlem, North Corona, East Elmhurst, Ozone Park, Sunset Park, Borough Park, among others.
- **Three out of Five:** Number of boroughs surpassing their 2010 response rates (Queens, Brooklyn, and Staten Island).
- **213 out of 245 (87%):** Number of neighborhoods that were within five points, at, or several points above their 2010 response rates (of these, 132 neighborhoods are ahead of their 2010 rates).
- **157:** Number of NYC Complete Count Fund awardees -- collectively, the recipients of \$16 million funding for census education, outreach, organizing, and advocacy.
- **200+:** The number of CUNY students hired by the CUNY Census Corps to assist with text and phone banking efforts.
- **80+:** Number of languages in which NYC Complete Count Fund awardees serve New Yorkers.
- **15:** Number of Citywide Partners -- key organizational partners responsible for developing strategy, identifying resources and tactics, as well as implementation and amplification.

THE WORK: REFLECTIONS & INNOVATIONS



**UNDER 5
AND
OVER 65**



**DOCUMENTED
AND
UNDOCUMENTED**



**ON THE LEASE
AND
NOT ON THE LEASE**

Yes, you fill out the census.



**COLLEGE
STUDENTS
AND
SENIORS**



**OWNERS
AND
RENTERS**



**CITIZENS
AND
NON-CITIZENS**

Communications

Campaign Overview

Effectively communicating about the census to the diverse audiences of New York City posed significant challenges. Our messaging needed to convey both the relevance and impact of the census for ordinary New Yorkers, while also assuaging fears about the census ranging from general mistrust of government, to concerns around confidentiality, and acute fears from immigrants and other communities that have felt specifically targeted by the federal government. We faced the additional challenge of “breaking through” during a time when the COVID pandemic understandably dominated not only media coverage but the consciousness of New Yorkers. Last but by no means least, we needed to deliver these messages not only in dozens of languages but with messaging that felt authentic to each of New York City’s diverse communities. That meant ensuring that every New Yorker regardless of their background felt seen and respected, and ensuring that the distinct beauty and humanity of their culture was recognized through the artwork and creative concepts we deployed.

NYC Census developed a sophisticated marketing campaign that focused on three key messages:

- The Census is important to the future of our families and communities.
- The Census is safe and convenient.
- The Census is for everyone.

Our marketing campaign was both data-driven and values-driven. These core messages were delivered through a series of campaigns, each of which was tailored to dozens of distinct historically undercounted communities, largely Black and Brown, immigrant, and low-income communities. Each campaign was constantly refined and optimized based on qualitative feedback and a focused, quantitative analysis of digital ad performance.

Pre-COVID-19 Approach

Before the COVID-19 outbreak, we developed content for a campaign primarily focused on subways, buses, and other forms of outdoor advertising. The intention was for outdoor ads to be supplemented by radio, television, print, and digital advertising, with a special emphasis on community and ethnic media. While we worked with partners to understand the unique concerns and sensitivities of different communities, our advertising strategy meant that, at the time, many of our campaigns were designed for mass audiences with a few highly distilled key messages. With that in mind, we collaborated with community-based partners with deep roots in these communities to help guide our messaging and campaigns, to ensure they were culturally sensitive and relevant to the key concerns of each community. Our ad campaign launch coincided with the launch of the 2020 Census on March 12, to drive New Yorkers to new ways to self-respond online and via 13 different phone language lines.



Post-COVID-19 Approach

However, as COVID-19 spread and New York was forced to shelter-in-place as we worked to flatten the curve, our outdoor and transit advertising approach immediately became obsolete. Once the pandemic hit, we moved quickly to reallocate \$1.3 million in funding from transit ads to digital ads. What we previously set to invest in storefront posters, subway, and bus ads were quickly pivoted to digital banners and social media ads, as we knew New Yorkers were sheltering in place. Recognizing that many New Yorkers' media habits changed, our adjusted digital ad media budget was over \$1.7 million.

In addition to adjusting the media through which our marketing campaign was to be primarily deployed, we also recognized the need to make adjustments to the message in light of COVID and other events dominating the media landscape and consciousness of New Yorkers. With the census count coinciding with massive upheaval caused both the pandemic and the murder of George Floyd, it was critical that our communications regarding the census were not irrelevant or worse tone deaf. Rather we needed to stress the relevance of the census to the lives of New Yorkers as they experienced these traumatic events.

This was a high-stakes investment, and we needed to ensure that our digital ads were resulting in clicks, particularly in non-English communities. To get feedback, we met with many citywide partners on a regular basis to get input on the art, creative directions, and content of our new digital ad campaigns. We held ad review sessions with our digital vendors multiple times a week and continually updated our content based on real-time ad data.

We were able to adopt a more targeted distribution strategy (including both demographic targeting and geo targeting by zip codes) and create more content that spoke directly to the unique perspectives of different communities across the five boroughs. Ultimately our office produced 34 different advertising and social media campaigns in 27 languages.

To disseminate this new community-specific content, we curated distribution strategies for specific neighborhoods and also geo-targeted priority zip codes (based on which neighborhoods had the lowest self-response rates using daily updated self-response data from the U.S. Census Bureau) to ensure that residents saw the messages on the platforms and channels they most frequently use. Specifically, our team created a system to track the neighborhoods with the lowest response rates and ensure we were optimizing our spending in those areas. Additionally, given that more than 200 languages are spoken across NYC, our team identified what languages are spoken amongst the priority neighborhoods and created cultural-appropriate content in those languages that showcased New Yorkers from these communities.



We're clapping for our health care workers today...

WE'RE FILLING OUT THE CENSUS TO SUPPORT THEM INTO TOMORROW.

MY2020CENSUS.GOV
OR CALL 1-844-330-2020

NYC CENSUS 2020

Hoy aplaudimos nuestros trabajadores de la salud...

COMPLETAMOS EL CENSO PARA APOYARLOS EN EL FUTURO.

MY2020CENSUS.GOV
O LLAME AL 1-844-468-2020

NYC CENSUS 2020

Timely social media graphics from our 'Claps to Clicks' campaign celebrating our health care workers when COVID-19 hit our city.

מיר פאטשן פאר אונזערע העלט קעיר ארבעטער היינט ...

לאמיר אויספולן דעם צענזוס זיי צו שטיצן אויף מארגן.

MY2020CENSUS.GOV
אדער רופט 1-844-330-2020

NYC CENSUS 2020

今天,我们为医护人员鼓掌...

我们需要填写人口普查以支持他们的未来。

普通话 (国语) 1-844-391-2020 广东话 (粤语) 1-844-381-2020
MY2020CENSUS.GOV

NYC CENSUS 2020

Mi nombre es Ebony y soy médico.

Estoy en la primera línea, luchando contra la COVID-19 y manteniendo a NYC segura.

Yo trabajo mucho por nuestra ciudad.

Completar el censo hoy funciona para usted, para mí y para todos.

Complete el **censo** hoy.

my2020census.gov NYC CENSUS 2020

My name is Tabytha and I'm a TGNB educator.

I'm on the front lines fighting COVID-19, serving as an advocate for my community.

I do my part for NYC.

Let's do this for our communities.

Fill out the **census** today.

my2020census.gov NYC CENSUS 2020

Graphics from our 'On the Front Lines' campaign highlighting Black New Yorkers who have been fighting on the front lines during the COVID-19 pandemic.

Mwen rele Thierno e mwen se yon mesajè.

Map travay an premye plan, map konbat COVID-19, map livre pakè nan NYC.

Mwen jwe wòl pa mwen pou NYC.

Ann fè sa pou kominote nou yo.

Ranpli **resansman** an jodiya.

my2020census.gov NYC CENSUS 2020

Je m'appelle Verna et je suis administratrice de logements

Je lutte en première ligne contre la COVID-19 en veillant à la sûreté des logements new-yorkais.

Je fais ma part pour New York.

Agissez pour vos concitoyens.

Participez au **recensement** dès aujourd'hui.

my2020census.gov NYC CENSUS 2020

Creative Campaign Analysis

For security reasons, only the U.S. Census Bureau can see their website metrics. As a result, our analysis of advertising performance was informed by the number of viewers who “clicked through” to the Census Bureau’s self-response website, but it was not possible to know how many of those viewers actually completed the census as a result, therefore we were not able to track if New Yorkers completed the census form after they clicked our ads to be transferred to the Census Bureau website.

With that caveat, we know our campaigns have been tremendously effective in boosting engagement, with an average Click Through Rate (CTR) of over 1%, roughly four-times the typical click-through rate of City campaigns (between two-tenths and three-tenths of a percent).

This success can largely be attributed to two key approaches to our marketing work. First, concepts were carefully tailored to specific audiences, not only in the native language of those communities but incorporating specific phrasing, coloring, imagery, and iconography that would authentically resonate with that audience. Second, concepts were rigorously tested and refined throughout the duration of their use. Specifically, we looked at performance by zip code and by language/demographics, allowing us to learn what worked and didn’t work with specific communities, push more dollars behind ads that were overperforming, and proactively pull out ads that were performing poorly and swap in new creative.





BE SEEN, BE HEARD, BE

COUNTED

The census determines billions of dollars in funding that the LGBTQ+ community depends on every day. Fill it out now. my2020census.gov



HAZTE VISTX, HAZTE ESCUCHADX, HAZTE

CONTAR

Éste PRIDE, sigue luchando por la visibilidad y sigue contando tu historia. Completa el censo. my2020census.gov



让自己被看见 被听到

被统计在内

普查表只有10个简单的问题,你通过电话的回复即可。你的回复是100%保密的。详情请上网站My2020census.gov查询。



BE SEEN, BE HEARD, BE

COUNTED

Станьте частью истории. Впервые, перепись на 2020 осуществляет подсчет совместно проживающих однополых пар. my2020census.gov

Pride campaign in English, Spanish, Chinese, and Russian.



Shirley Chisholm

The first Black woman elected to Congress in 1968.

So concerned about her community being under-counted in the 1970 Census that...

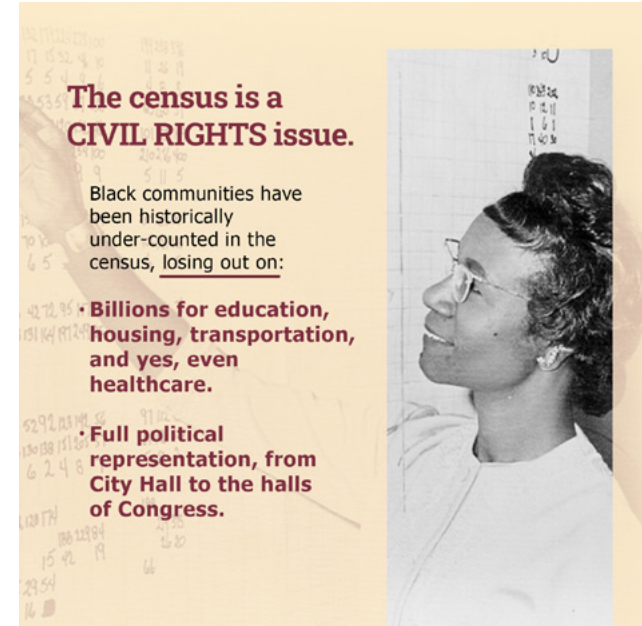
Congresswoman Chisholm became a census taker in Brooklyn.



After 400 years of oppression, Black communities were understandably distrustful of opening their doors to the government.

But Chisholm became a door knocker because she knew that the Census was the basis on which her community would get:

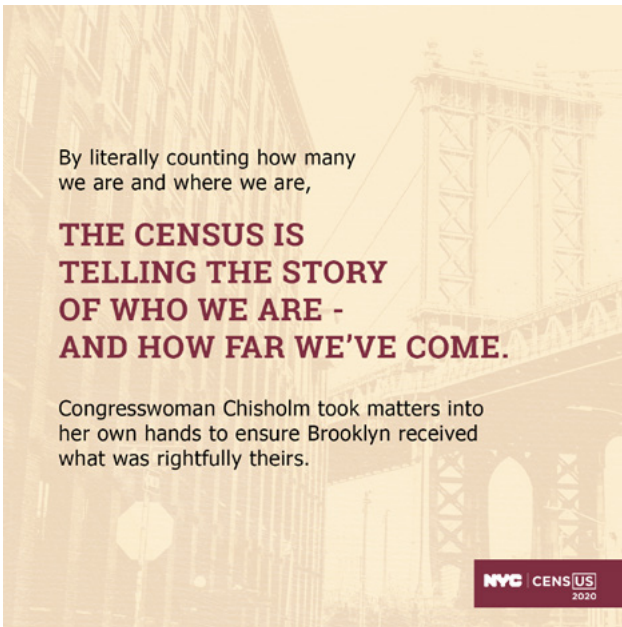
POLITICAL POWER AND RESPECT.



The census is a CIVIL RIGHTS issue.

Black communities have been historically under-counted in the census, losing out on:

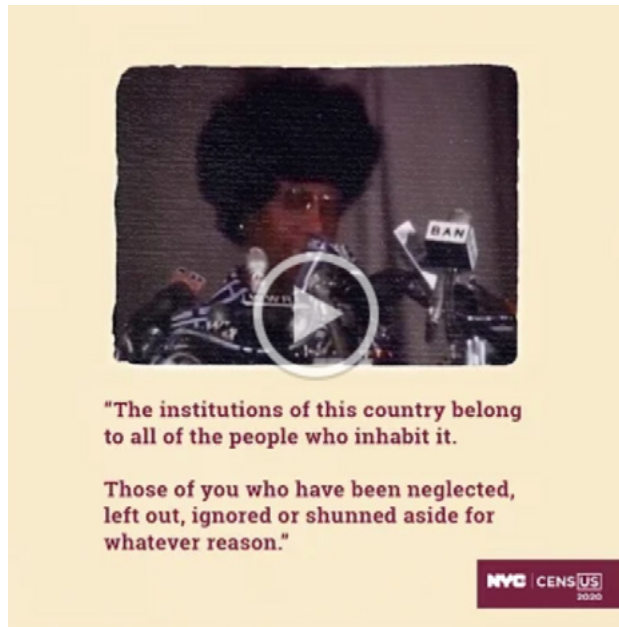
- **Billions for education, housing, transportation, and yes, even healthcare.**
- **Full political representation, from City Hall to the halls of Congress.**



By literally counting how many we are and where we are,

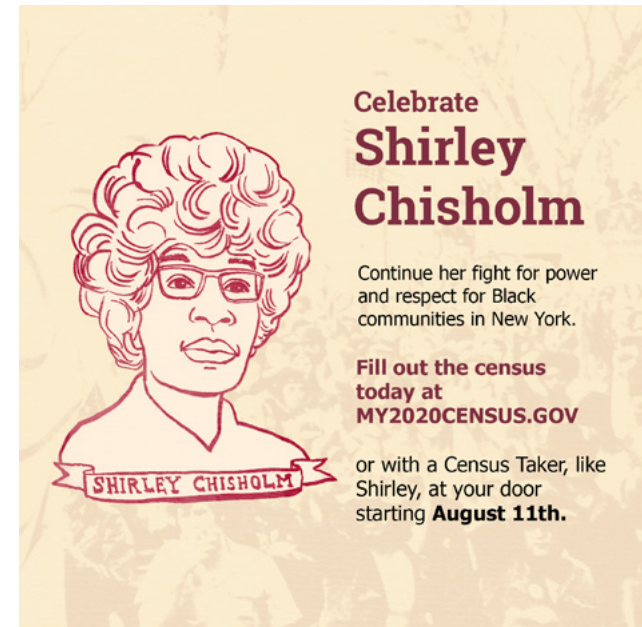
THE CENSUS IS TELLING THE STORY OF WHO WE ARE - AND HOW FAR WE'VE COME.

Congresswoman Chisholm took matters into her own hands to ensure Brooklyn received what was rightfully theirs.



"The institutions of this country belong to all of the people who inhabit it.

Those of you who have been neglected, left out, ignored or shunned aside for whatever reason."



Celebrate Shirley Chisholm

Continue her fight for power and respect for Black communities in New York.

Fill out the census today at MY2020CENSUS.GOV

or with a Census Taker, like Shirley, at your door starting **August 11th.**

FOR MANY WOMEN, 100 YEARS AGO, THE BARRIERS WERE LIFTED ON THE ROAD TO VOTING.

But for many Black women, indigenous women, and women of color, it would take 50 more years for the right to vote to be fully realized.

NYC CENSUS 2020
DEMOCRACY NYC YOUR VOICE YOUR POWER

MANY WOMEN LED THE CHARGE IN DEMANDING THE RIGHT TO VOTE ...AND IN ENSURING A COMPLETE CENSUS COUNT.

Like the history of the census, the suffrage movement has a **racist past**—

But the census and the ballot are now tools women are using to **reclaim their power.**

NYC CENSUS 2020
DEMOCRACY NYC YOUR VOICE YOUR POWER

THE CENSUS DETERMINES:

- 1 THE NUMBER OF SEATS OUR COMMUNITY HAS IN CONGRESS
- 2 THE SIZE AND SHAPE OF OUR LOCAL ELECTION DISTRICTS
- 3 FUNDING FOR CRITICAL FEDERAL PROGRAMS

When we are undercounted, our communities are underfunded and underrepresented—and the power of our vote is diminished.

NYC CENSUS 2020
DEMOCRACY NYC YOUR VOICE YOUR POWER

As we remember the long road to suffrage for all women—which began, but did not end, 100 years ago—we cannot forget the importance of completing the 2020 Census in honoring that legacy.

**ENDS SEPT. 30:
MY2020CENSUS.GOV**

NYC CENSUS 2020
DEMOCRACY NYC YOUR VOICE YOUR POWER

Women’s Suffrage Centennial social media graphic series to raise awareness about this history and the importance of being counted today.

COUNTDOWN NYC CENSUS 2020
TO OUR FUTURE

5
HOURS LEFT

THE CENSUS ENDS TODAY!
[MY2020CENSUS.GOV](https://my2020census.gov)

COUNTDOWN NYC CENSUS 2020
TO OUR FUTURE

4
HOURS LEFT

THE CENSUS ENDS TODAY!
[MY2020CENSUS.GOV](https://my2020census.gov)

COUNTDOWN NYC CENSUS 2020
TO OUR FUTURE

3
HOURS LEFT

THE CENSUS ENDS TODAY!
[MY2020CENSUS.GOV](https://my2020census.gov)

COUNTDOWN NYC CENSUS 2020
TO OUR FUTURE

2
HOURS LEFT

THE CENSUS ENDS TODAY!
[MY2020CENSUS.GOV](https://my2020census.gov)

COUNTDOWN NYC CENSUS 2020
TO OUR FUTURE

1
HOUR LEFT

THE CENSUS ENDS TODAY!
[MY2020CENSUS.GOV](https://my2020census.gov)

COUNTDOWN NYC CENSUS 2020
TO OUR FUTURE

0
HOURS LEFT

OVER

THE CENSUS ENDS TODAY!
[MY2020CENSUS.GOV](https://my2020census.gov)

Organic social media campaign 'Countdown to our Future' included weekly, daily, and even hourly posting opportunities..

Earned Media Strategy

From the outset, our strategy towards earned media was built around cultivating relationships with the community and ethnic media outlets that inform NYC’s historically undercounted communities. Our office hosted many media roundtable discussions, convening census advocates and experts that could speak directly to communities and generate awareness about why the census was key to their communities’ future. This type of media outreach was key to dispelling myths about the census as the community and ethnic media press corps are trusted media outlets, particularly amongst New Yorkers who primarily speak non-English languages. Among other events, we assembled roundtable discussions with Q&A sessions for Bronx borough media, African community media, East Asian community media, South Asian community media, Black community media, and more.

At the exact moment the census went live, New York had become the epicenter of the COVID-19 pandemic and New Yorkers were told to shelter in place. Needless to say, this affected our media outreach efforts as planned in-person efforts were canceled, and our campaign had to re-strategize.

In light of the new challenges to in-person outreach, our campaign pivoted to creating PSAs and new ad campaigns as a means to start conversations within the media. As time went on and the city was slowly able to begin opening again, our communications campaign shifted and we created media moments that captured our activity in the field. As we planned and participated in a wide variety of outreach efforts — from car caravans to community canvassing, marches, pop-up census assistance sites, and

of outreach efforts — from car caravans to community canvassing, marches, pop-up census assistance sites, and much more — we widely distributed media advisories and reached out directly to newsrooms and reporters to build coverage. We worked with the City Hall communications team and did regular appearances during the Mayor’s daily press conference, using the availability as an opportunity to launch neighborhood competitions and a “Battle of the Boroughs” to use neighborhood pride as a tool to get out the count. Also, we continued cultivating close relationships with the media by creating editorial board memos to inform the press about key facts relating to the 2020 count. The efforts paid off: by late September, as the census timeline remained uncertain and the clock was ticking down, New York City’s press corps played a pivotal role in sounding the alarm and strongly urging all New Yorkers to be counted immediately.



NYC Census 2020 Field Director, Kathleen Daniel and Director, Julie Menin at a media roundtable for communities of African descent.



Overall, our media outreach produced a wide variety of earned media coverage, from briefs about our events to in-depth coverage of the city’s progress and our campaign efforts. We also created vivid photo opportunities, from the launch of our “Counting all Queens” campaign to coverage of our campaign’s march across the Brooklyn Bridge as part of a “Countdown to Our Future”. Resulting media coverage was also very diverse, ranging from articles focused on raising awareness about the census, to analysis of how different neighborhoods and communities were responding, to pieces holding the Trump administration accountable for their efforts to undermine the count. Ultimately, we were able to position NYC Census 2020 leadership and our key partners as experts and helped shape the discussion accordingly. For example, our team anticipated the timeline changes and legal challenges that came in late September, which meant we were ready to comment and shape the media narrative right as the changes were taking place. When the 2020 Census quickly ended in mid-October with just 72 hours of lead time, the NYC Census 2020 press team was able to hold an emergency press conference and different “stand-up” interviews at canvassing sites, helping to propel a self-response increase of .4 points in just three days. Altogether, earned media represented a critical component of our communication efforts, and our campaign would not have achieved these successes without getting our messages out through diverse media.



By the Numbers

- 34 different advertising and social media campaigns
- 27 languages
- 175+ publications/outlets/sites across 7 media
 - Display advertisements on more than 150 websites, as well as ads on Hulu, YouTube, and Pandora
 - Ads in 13 languages across network, cable, and foreign-language television and radio
 - Print ads (in 19 non-English languages) in more than 150 community and foreign-language media outlets
- 81 press releases and media advisories issued to educate and inform New Yorkers about the importance of the census and ensure press covered the census throughout the span of the campaign
 - 66 press releases and media advisories since the start of the 2020 Census count
- 58 toolkits disseminated to community partners
- ~1,000,000 New Yorkers directly clicked on our digital advertisements directly linking viewers to the Census Bureau's self-response page
- 263,012,168 total impressions
- 1,495,356 total clicks
- 0.56% total CTR (average for City campaigns ~.25%)
 - 0.7% CTR for digital ads (social media, banner, search)
 - CTR for campaigns has been over 1%
- ~6,400,000 video completions for digital and mobile ads
- 4,746 distinct pieces of paid creative in 17 languages
 - Print and digital ads ran in: Albanian, Arabic, Bangla, English, Estonian, French, Greek, Gujarati, Haitian Kreyol, Hindi, Hungarian, Japanese, Korean, Nepalese, Nepali, Polish, Portugese, Punjabi, Russian, Simplified Chinese, Spanish, Traditional Chinese, Turkish, Ukrainian, Urdu, Vietnamese, and Yiddish
- 5,164,043 Link NYC ad displays, resulting in 25,337,182 impressions across 8 weeks
- 358 unique mobile ads in 15 languages, resulting in 107,658,326 impressions and 490,476 clicks, with a click-through rate of .46% (average CTR is .3%)
- Print ads in 157 community and ethnic media outlets in 17 languages
- Digital ads in 174 community and ethnic media outlets in 23 languages
- Radio ads aired approximately 9,780 times in 12 languages, including Bangla, Cantonese, English, Haitian Creole, Hindi, Korean, Mandarin, Polish, Russian, Wolof, Spanish, and Urdu
- TV ads aired approximately 8,918 times in 7 languages, including Bangla, English, Gujarati, Hindi, Mandarin, Punjabi, and Spanish
- 15 different group chats in 15 languages across WhatsApp, KakaoTalk, WeChat, and Viber as part of a first-of-its-kind digital organizing campaign

Doubled Up

Throughout the course of our campaign, one of our primary communications challenges was to ensure all New Yorkers understood that everyone is eligible to be counted in the 2020 Census. And we soon discovered that housing status — along with concerns about immigration status — was one of the key points of concern. Many New Yorkers were unsure about whether they could be legitimately counted or if it was safe to be counted because they live in illegally subdivided apartments or basement units, or have additional renters living with them who are not on the lease.

With that in mind, our “Doubled Up” campaign aimed to directly quell these fears and clarify confusion. The campaign featured information about the importance of everyone in the home to be counted, even if they are not on the lease or they live in an illegal dwelling. This campaign specifically focused on NYCHA residents via collaboration with tenant leaders and NYCHA administrators, as well as New Yorkers who lived in illegal basement apartment units. Not only did these campaigns have strong ad performance, but they also represented one of the first efforts to target these specific communities in a marketing campaign.



From babies to great-grandmothers, everyone counts in the census.
Your answers cannot be shared with NYCHA or any law enforcement agency.



Complete the census today.
[My2020census.gov](https://my2020census.gov) 844-330-2020



Basement apartment not legal?
Don't worry — the census is safe and for you.
Your answers can't be shared with your landlord, ICE, or any law enforcement agency.

[My2020census.gov](https://my2020census.gov)
1-844-330-2020

我们的社区值得统计。



立即完成人口普查。确保您住户里的每个人都被计算在内，以便确保我们社区获得应有的资源。您的回答资料，不会公开给纽约市房屋局(NYCHA)或任何执法机构。
My2020census.gov 844-391-2020

**আপনি কি
বেসমেন্টে
থাকেন?**



হ্যাঁ, জনগণনা আপনার জন্য।
আপনার উত্তরগুলি আপনার বাড়িওয়ালা, অভিবাসন ও কাস্টমস বলবৎকরণ (ICE), বা অন্য কোনো আইন বলবৎকারী সংস্থার সঙ্গে বিনিময় করা যায় না।
My2020census.gov 844-468-2020 (ইংরেজি)

**Generaciones de
personas viven juntas.
Háganse contar todos
juntos.**



Completa el censo hoy y cuenta a todos en tu hogar. Tus respuestas no se pueden compartir con NYCHA ni las autoridades.
My2020census.gov 1-844-468-2020

**کیا تہ خانہ میں بنا
آپ کا اپارٹمنٹ غیر
قانونی ہے؟**



**پریشان نہ ہوں
مردم شماری آپ
کے لیے محفوظ ہے۔**
آپ کے جواب آپ کے مکان مالک، امیگریشن اینڈ کسٹمز یا قانون نافذ (ICE) انفورسمنٹ کرنے والی کسی ایجنسی کے ساتھ شیئر نہیں کیے جائیں گے۔
My2020census.gov
844-330-2020 (عربی زبان میں)

Doubled Up

To bring the message to life, our designers created new graphics with photos of NYCHA buildings and basement apartments with bold text reminding audiences that no matter where you live or who you live with, everyone must be counted in the 2020 Census. These graphics also included clear messaging explaining that census responses are completely confidential and will never be shared with a landlord, police, NYCHA, or any government agency. We then worked with community partners to translate the campaign into 14 languages, including Arabic, Bangla, English, Spanish, Hindi, Korean, Nepali, Punjabi, Polish, Russian, Urdu, Vietnamese, Yiddish, and Chinese. Altogether, we developed over 170 distinct pieces of content used as organic and paid online ads.

Ultimately, we found that the efforts paid off and the campaign was highly successful. Across languages and platforms, the campaign drove nearly 7 million impressions throughout its run. The “Doubled Up” campaign also achieved an overall click-through rate on social media of 1.0%, significantly higher than the overall campaign average of 0.7%.

Field Outreach

Campaign Overview

In the interest of ensuring culturally and linguistically competent outreach to New Yorkers, we assembled a diverse field team and strategy to enable us to focus on reaching historically undercounted populations across the City. In addition to recruiting volunteers for outreach activities, the Field Team supported CCF awardees and partners in direct outreach through phone banking, text banking, and in-person, outdoor canvassing. To support the efficient application of these various tactics, we worked with the Department of City Planning to conduct week-to-week analysis of patterns of response by those who have extensive demographic knowledge of the city's neighborhoods. This is critical because the scientific interpretation of rates across neighborhoods and over time is difficult and requires consultation with those who have training and expertise in census/demographic methods.

Pre-COVID-19 Approach

Before self-response began, the Field Team's main priority was to build a volunteer infrastructure through "Neighborhood Organizing Census Committees" (NOCCs), which would serve as a vehicle to recruit and train volunteers to lead outreach activities in their own neighborhoods. We recruited thousands of volunteers by participating in community events and signing attendees up to join their local NOCCs, in addition to conducting targeted outreach to key community stakeholders such as faith leaders, Community Boards, Tenant and Resident Associations, advocacy groups, labor unions and more. We trained and activated volunteers through "teach-ins"



NYC Census field staff helping volunteers find their Neighborhood Organizing Census Committee at the Brooklyn teach-in.

-- engaging workshops to position volunteers to work independently. These took place several times a week, in multiple languages, in communities across all 5 boroughs. As a highlight, we organized a teach-in Day of Action in early February, which resulted in 62 teach-ins held in one day, with over 1,250 participants in attendance. Right before the start of self-response, the Field Team also conducted 12 NOCC "Grassroots Planning Sessions" across the city for hundreds of NOCC volunteers, grassroots community advocates and CBOs to plan "Get Out The Count" activities tailored to their neighborhoods. Participants received tools and resources to assist them in making and executing their neighborhood plans.

Post-COVID-19 Approach

When it was impossible to conduct in-person outreach due to COVID, we quickly pivoted to digital outreach, which also allowed the team to take advantage of the new ability for residents to complete the census online or by phone. We prioritized outreach through tactics that maximized the ability for New Yorkers to complete the census in the moment and confirm that they completed it. Phone calls to targeted historically undercounted communities helped us build volunteer capacity, develop new messaging to adapt to outreach during a pandemic, and assist New Yorkers in completing the census. Given the immediate crisis so many New Yorkers faced during the crisis, we were also able to refer constituents to other city services such as GetFoodNYC and free COVID testing. Peer-to-peer texting enabled staff, partners and volunteers to easily and safely conduct targeted outreach to a large universe of New Yorkers, in a short amount of time. Texting also allowed us to send New Yorkers the link to the Census Bureau’s website where New Yorkers could complete the census online.

We recruited and trained volunteers and CCF awardees to use a predictive dialer tool to call as many New Yorkers as possible in a short amount of time, and to patch New Yorkers through directly to a Census Bureau phone line, where they could complete the census directly over the phone in up to 13 languages. The Field Team ran phone banks using the predictive dialer every weekday for nearly six months. Additionally, we recruited volunteers to partake in relational organizing, by setting up a “friends and family” outreach toolkit, containing all of the resources a volunteer would need to encourage their personal networks to fill out the census and get involved with our campaign.

In addition to digital outreach, we coordinated safe, in-person outreach in low self-response neighborhoods. Staff and volunteers used tablets to assist New Yorkers in filling out their census forms in locations ranging from food and mask distribution sites, to parks and beaches. At key moments, the Field Team supported NYC Test & Trace Corps in distributing masks and information about free COVID-19 testing. In addition, during the final stretch of the campaign, we also put together a paid canvassing operation, which recruited, trained and deployed paid contractors to safely conduct census intake door-to-door in target areas. This effort garnered more than 19 thousand “completes” overall.

By the Numbers

- Volunteers recruited: 10,000+
- Texts sent: 7,837,360
- Calls made: 4,416,288



Mobilizing through Focused Days and Weeks of Action

NYC Census 2020 hosted several days and weeks of action to facilitate concentrated pushes of diverse forms of outreach. The first Week of Action, which ran from July 27th - August 4th 2020, was set up as COVID-19 quarantine measures began to lift around the city and state, with the goal to spur New Yorkers to fill out the 2020 census via in-person events in all 5 boroughs. NYC Census 2020, along with its Citywide Partners and Complete Count Fund awardees, stood up **60** in-person events, sent **933,375** text messages, and connected with **15,000** New Yorkers via phone while social media saw an increase of **1,118%** in census posts. The reward was an average of **419** census completes per day, or a **400%** increase from the City's average daily completes from the previous week.



So when the Trump Administration made the move to shorten the census deadline to September 30th, we immediately sprang into action to organize a new iteration of its previous successes. This time, the team mobilized over 10 days, from September 21st through September 30th with all-day street canvasses, phone and text banking, canvassing at food distribution sites, and more, to push the census complete rate up by approximately **.4%** a day, compared to the average growth rate of **.2%** the week prior.

Collaborations with Elected Officials and Labor

Campaign Overview

From the beginning, NYC Census 2020 sought to activate existing networks of trusted messengers to help promote census awareness and participation. We worked in close coordination with all elected officials and labor unions to bring awareness to the census. This was accomplished by raising public awareness about the census through constituent services and communications, social media, and volunteer recruitment “Get Out the Count” efforts.



Pre-COVID-19 Approach

Prior to COVID, NYC Census 2020 actively participated in in-person outreach activities. We gave census awareness presentations to the Borough Presidents’ Complete Count Committees, labor unions, community boards, civic organizations, and participated in town halls hosted by elected officials. Our field team organized and attended these events to recruit volunteers for Census outreach and encourage New Yorkers to join the “Neighborhood Organizing Census Committee” (NOCC) initiative. A major pre-COVID initiative we spearheaded was the establishment of 300 “pop-up” centers throughout the five boroughs. These “pop-up” centers were to be located within libraries, elected official’s offices and beyond and would serve as a place where constituents could come in for questions or to fill out their census questionnaires.

Post-COVID-19 Approach

The abrupt shift away from in-person events posed significant challenges to our planned strategy in particular grounding the pop-up sites and most face-to-face outreach. However, we were able to continue to work with our partners in Elected Office and Labor to leverage existing avenues for communication to ensure trusted community leaders could continue to encourage census response in the COVID landscape, Tactics encouraged and supported by the census team included:

- Integrating census messaging into as many external facing communications as possible, including newsletters, email blasts, constituent outreach,
- Sponsoring and co-branding phone banks using NYC Census’s predictive dialer technology,
- Sponsoring and co-branding text banks using NYC Census’s peer to peer texting platform,
- Integrating census assistance at food or mask distribution events,
- Inviting the NYC Census to conduct outreach at food banks and other service delivery events, and assisting in recruit staff and volunteers to participate in outreach at service delivery points across the city,
- Recording tailored multi-lingual messages for robocalls in low response areas,
- Participating in NYC Census lead social media days of action to garner completes and increase awareness of the census,
- Inviting constituent and members to join our 15 census-focused language-specific group chats (from Albanian to Urdu) across messaging apps like WhatsApp,

WeChat, KakaoTalk, and Viber to receive and share relevant social media content,

- Conducting targeted outreach to constituents who left the city temporarily as a result of the pandemic,
- Organizing caravans and similar high visibility events in communities with low response rates, and
- Holding virtual town halls and participating in telethons.

The team also worked in close collaboration with the Field team to mobilize houses of worship to include Census communication in their in-person and video services, small group outreach, food and service distribution events, to host car and bicycle caravans, and to encourage congregants to participate in friends and family outreach such as writing dear neighbor letters and participating in phone banking and phone trees.

By the Numbers

- Food Bank Events Attended
 - We participated in approximately 132 events hosted by elected officials and collected over 2000 census completes at food distribution sites.
- Robocalls
 - 2,701,701 robocalls featuring multi-lingual calls to action from elected officials and other trusted community leaders were placed to landlines in areas of low response across the city. 334,016 of those calls received a live answer with over 7,000 New Yorkers transferring to the Census Bureau’s phone line immediately to complete the Census.

Food Pantries

It quickly became apparent that food insecurity was on the rise in New York City. Throughout the city, thousands of New Yorkers lined up for hours before food pantries opened, with lines often wrapping around city blocks. These areas overlapped with neighborhoods that were experiencing low census self-response rates. We saw an opportunity to reach these historically undercounted populations and sent canvassers with tablets to over 150 food pantries to help these New Yorkers fill out the census while they waited in line.



Robocalls

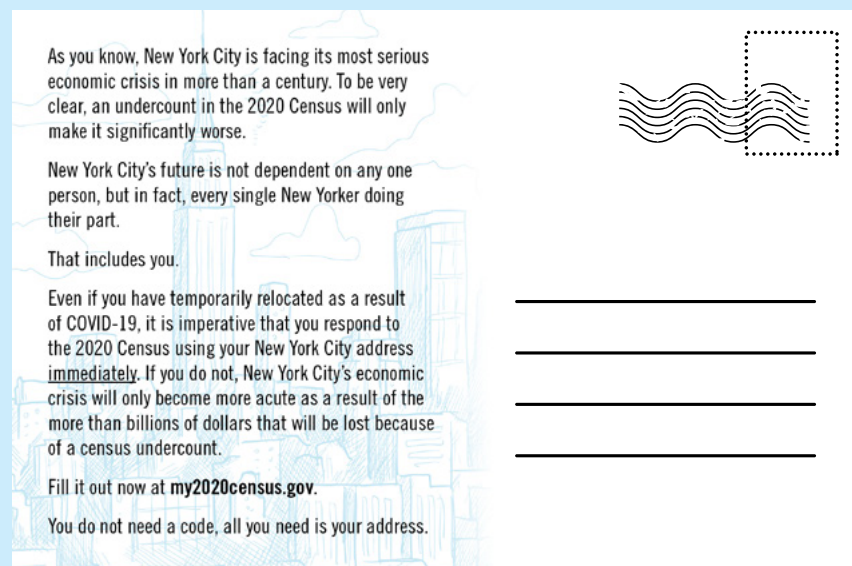
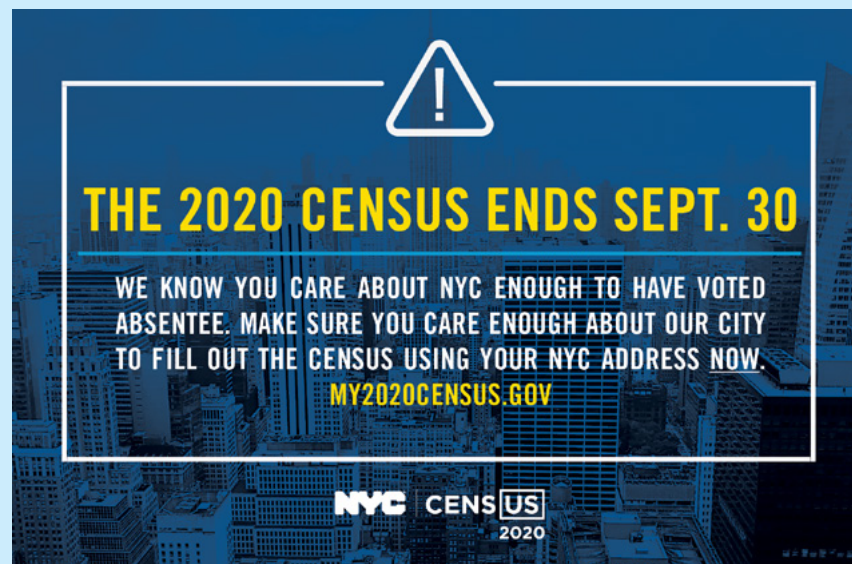


As mentioned earlier, robocalls became an important tool to directly connect New Yorkers to the Census Bureau’s telephone hotline where they could fill out the census over the phone. We identified key trusted messengers and had them record a pre-approved script (in English, Spanish, and Yiddish) that prompted interested parties to press “1” in order to be transferred to the Census Bureau. Ultimately, over **2.7 million robocalls** were sent and **7,400 households** opted to be transferred to the Census Bureau to complete their survey.



Absentee Ballot Mailers

The Census team identified an acute and unique need to reach the tens of thousands of New Yorkers who left the city temporarily just as census mailers began to arrive. We learned that many people who left the city temporarily believed that although their permanent residence was in New York City, they could not fill out the form without the census form mailed to their address and they believe they need a Census ID to fill out the census. In order to reach those New Yorkers and correct misunderstandings, we requested a list of New Yorkers who requested an absentee ballot from the Board of Elections (BOE). Using that list we were able to phone bank and email those New Yorkers using tailored messaging specific to their circumstances urging census completion for those whose permanent address is in New York City. We partnered with the office of Manhattan Borough President Gale Brewer, Bronx Borough President Ruben Diaz Jr. and the League of Women Voters to send postcards to decamped Manhattan and Bronx residents who filled out the census at their secondary homes instead of using their primary address as intended for their decennial count. In total, we mailed census reminder postcards to 24K New Yorkers and e-mailed approximately 26,870 New Yorkers who left the City during the pandemic and have requested absentee ballots.





Grants to Community Based Organizations

New York City's Historic Undercount and the Birth of the Complete Count Fund

Historically, the census has undercounted certain communities, including immigrants, public housing residents, young children, people of color, and low-income households. And even before the public health and economic crises precipitated by the COVID pandemic, the 2020 census posed new, additional challenges – the Trump Administration's attempt to add a citizenship question to the questionnaire and the Census Bureau's decision to digitize the census for the first time.

In response, the Mayor and City Council took proactive steps to support a complete and accurate count. They committed unprecedented resources, including \$19 million to a first-of-its-kind public-dollar community outreach program administered by CUNY -- the Complete Count Fund (CCF). The CCF recognized the unique and enormous power of New York's community-based organizations as trusted on-the-ground messengers, and funded localized outreach and engagement, particularly in historically undercounted communities citywide.

The Complete Count Fund's Approach

The goal of the CCF was to build broad support for census self-response through partnerships with community-based organizations (CBOs) who would act as trusted messengers, and tailor messages and strategies to their communities. To this end, CUNY and NYC Census released a Request for Proposals that encouraged CBOs to propose the most effective ways to get out the count in their communities.

Selection criteria included: **geography, demography, and overall reach**, to ensure broad coverage of the entire city, while also allowing for more targeted coverage of smaller undercounted communities and special population; **track record** to ensure effective partnerships; and **organizational capacity** and quality of proposal, to ensure awardees would be able to absorb and redeploy resources in a timely and high-impact manner.



Supporting CBOs to Succeed

The Complete Count Fund's approach rested on an understanding that census outreach in New York would need to be as diverse as the city's residents, encompassing a variety of messages, in a multitude of languages, and strategies to encourage census self-response. To accommodate this variety - the many different ways community groups would work toward a common goal - CCF contracts were structured as deliverable-based, with two main sets of deliverables.

During the first phase of work, leading up to the launch of the self-response period start on March 12th, organizations focused on capacity building and producing a Planning Document, CCF awardees' first deliverable. In this document, they created a road map for the work ahead - fine-tuning census outreach strategies, adjusting scopes and deliverables based on award amount, and finalizing budgets and staffing needs. Many organizations had already begun census-related work prior to the CCF launch, and they incorporated their work to date, including their efforts to gather "pledges" from members of their communities to complete the census. Pledges remained a key metric for all grantees, especially prior to the launch of the census.

The second phase, which was originally intended to take place through June 30th, included a mix of street outreach and in-person events, service delivery integration, and phone and digital outreach. Through these activities, awardees would "get out the count" and achieve their second deliverable - a census "complete" goal of a specific number of households who had completed the census.



The CCF payment structure was designed to promote nonprofit fiscal sustainability as well as to ensure that smaller organizations, who might not have the resources in reserve to work under a traditional cost-reimbursement model, would still seek to partner with NYC Census. Awardees were given 25% of the award at the start of the contract, an additional 50% in February upon successful completion of the Planning Document, and were to receive their third and final payment of 25% in June of 2020, upon successful completion of deliverables including census "completes," reporting, and demonstration of good faith effort.

CCF Awardees: Overview and Launch

Launch

In early January, NYC Census hosted a large press conference and training to showcase the NYC Census campaign plan and to officially kick off the CCF. This full-day convening for CCF awardees provided CCF recipients training from both campaign experts and community peers on best practices for community organizing, messaging and communications, integrating census awareness into social service delivery, and more. This integrated government-and-community training approach is a first for the City, and should serve as the foundation for the City as it continues to build an expansive and deep civic engagement infrastructure that is meant to outlast and grow beyond the census.



COVID-19: New York on PAUSE, Census Outreach Pivot, and Flexible Contracting

By early March, the Complete Count Fund had contracted with the awardee organizations, approved the majority of Planning Documents, and held a series of convenings and trainings to prepare awardees for the launch of census self-response on March 12th, 2020. However, it soon became clear that the COVID-19 pandemic would transform daily life in New York City and would have a disparate impact on New York City's historically undercounted communities. CCF awardees, in partnership with NYC Census, would have to reimagine what census outreach could look like.

After Mayor de Blasio declared a State of Emergency on March 13th, NYC Census held conference calls with all awardees and issued guidance, which was subsequently updated and re-issued, to ensure that all census outreach activities conformed to the latest City and State public health directives. Specifically, awardees were asked to shift toward outreach tactics that did not involve in-person contact with the general public, and toward inreach tactics that are consistent with new and adjusted forms of service delivery.

Grants Managers conducted check-ins with each awardee to discuss how their organization's primary work - as social service, emergency food, and health service providers; as arts and cultural institutions; and as grassroots organizers - had been impacted by the public health crisis. They also discussed how organizations' census work would adapt to changing conditions, and how NYC Census could best support this pivot. In response to this feedback, the Grants Team held a series of "cohort conversations" to discuss common challenges and brainstorm new strategies.

Across all organization types, awardees identified three primary challenges:

- The very real physical and psychological toll of COVID on organizational staff;
- The sense, especially for organizations involved in direct relief, that census work felt less urgent; and,
- The acute challenges to collaboration across program areas, which is essential for successful inreach. These included census-dedicated staff feeling pulled in other directions or working remotely and apart from other program staff, and relying on non-census-dedicated staff at the exact moment they had the least amount of bandwidth.

To address these challenges, NYC Census also organized trainings with partners such as Community Resource Exchange, United Neighborhood Houses, and Ideas42. These conversations and trainings allowed for brainstorming and provided necessary support and a time for innovation and collaboration during a time of high-stress for CCF awardees and NYC Census staff.

Perhaps most importantly, the Complete Count Fund allowed for budget and contracting flexibility. This created opportunities for awardees to modify their scopes of work, to shift dollars into hyperlocal advertising campaigns, and to participate in a no-cost contract extension, which allowed their unused funds to be rolled over for use until September 30th. This extension was unique among contracts involving City dollars and mirrored the extension of the census self-response period from June 30th through the fall of 2020. It gave awardees the opportunity to continue working throughout the summer, and to engage in more in-person outreach work as pandemic restrictions loosened.



CCF Outcomes

The 157 CCF awardee organizations were each essential to the success of the NYC Census 2020 initiative. Without their invaluable and irreplicable relationships with the most historically undercounted NYC communities, the program could not feasibly have engaged so many New Yorkers, let alone ensured that their households were counted. And even with that in mind, the CCF program helped advance NYC Census 2020's other twin objectives, namely strengthening the city's relationship with trusted community messengers, and building a foundation for future civic engagement efforts.

Thanks to the structure of the CCF contracting model, administered by CUNY Research Foundation, awardees' scopes of work were streamlined and flexible and guaranteed advance payment and timely payments thereafter upon completed milestones. Awardees unanimously reported their satisfaction with this structure and allowed small organizations who would otherwise have been unable to front the financial resources to cover census work to participate in the program fully. The CCF grants management staff found that even despite other challenges, this structure helped to build trust with the participating CBOs.

The cohort of awardees themselves also grew closer and were able to collaborate and to share lessons learned and emerging best practices, particularly important in the context of the Covid pandemic. NYC Census 2020

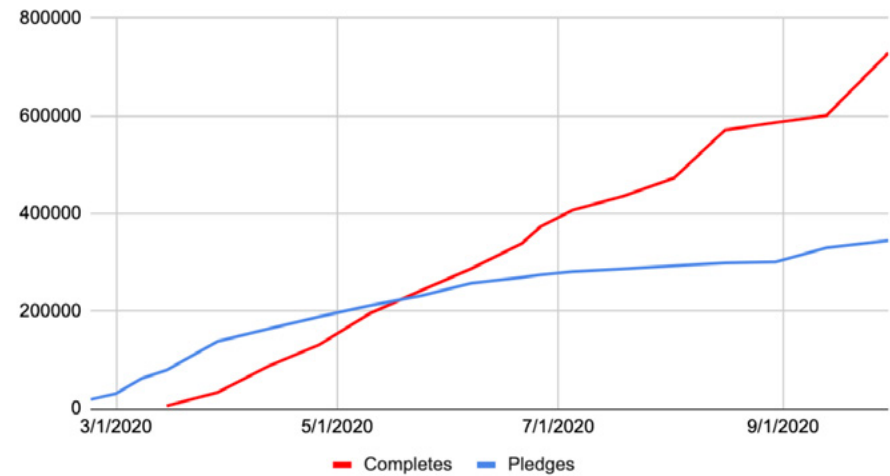


provided several fora, in person at first and later virtually, for CCF awardees to come together in smaller groups at a number of points in the campaign on the basis of their communities' location, demographics, service type, and more. Awardees routinely reported the importance of such events in coordinating census-related work in shared neighborhoods and in better understanding the resources available within the network of CCF awardees.

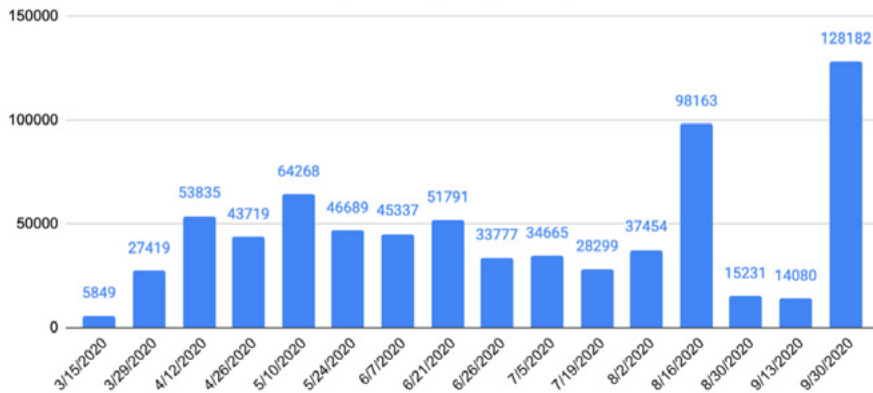
Nearly all CCF awardees reported not only having collaborated with another CCF organization during their census work, but with an organization it had never worked with before. NYC Census 2020 partner Hester Street modeled the evolution of this network and its connections throughout the campaign.

In total, based on the review of all CCF awardee reports and the databases of all NYC Census 2020 tech tools (VAN and Hustle), where most CCF awardees also reported some portion of their completes, the CCF program as a whole is responsible for mobilizing more than 728,000 to complete the 2020 Census or report to a CCF awardee that their household was counted. CCF awardees began their outreach work prior to the launch of the census by way of collecting “pledges” from their community members to complete the census. Once the census went live, they began collecting “completes” - i.e., facilitating someone’s completion of the survey, or confirming a household as having self-responded through their engagement. The chart below illustrates these two metrics, pledges and completes, over time, for all CCF awardees together.

CCF Pledges & Completes over Time (cumulative)



CCF Completes by Reporting Period

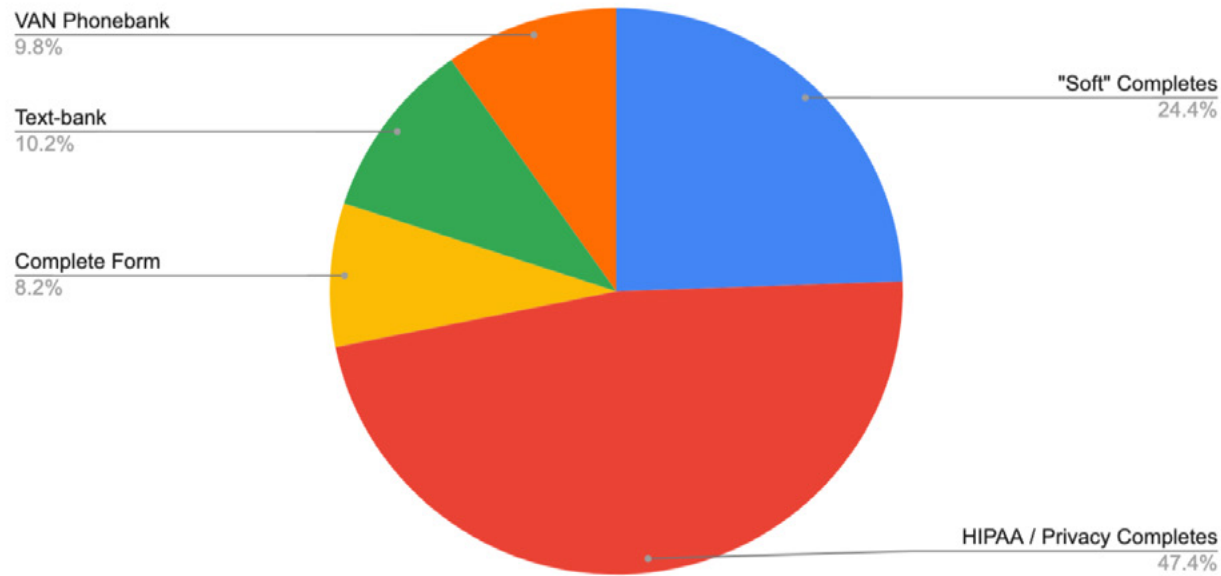


Completes were the primary metric for CCF contracts and were reported in one of several ways. Awardees bi-weekly reports contained an accounting of all work done, including completes, some of which, such as those conducted by text or phonebank, were also accounted for in NYC Census 2020’s VAN database. After de-duplicating and cross-referencing all CCF completes, the below represents the breakdown of how all completes were collected:

In the pie chart, “Complete Form” refers to completes that were reported to NYC Census 2020 via either an awardee’s unique online form, or a similar paper form, where their constituents filled out their contact information and a confirmation that their household had completed the census. These records were cross-

referenced with VAN records to minimize the likelihood that other NYC Census 2020 partners would contact the same households, as well as to arrive at a more accurate number of completes. “HIPAA / Privacy Completes” refer to completes that were gathered by awardees in the course of providing essential health, social, legal or other services that do not allow client information to be shared. In these cases, records were kept by awardees of census engagement and completes and were verified by NYC Census 2020 without Personally Identifiable Information (PII) being shared; it was therefore impossible to cross-reference such completes in VAN so as to comply with privacy laws. “Soft Completes” refers to instances where the individual constituent or household opted not to share their information. For example, in the field, many

Source/Type of CCF Completes

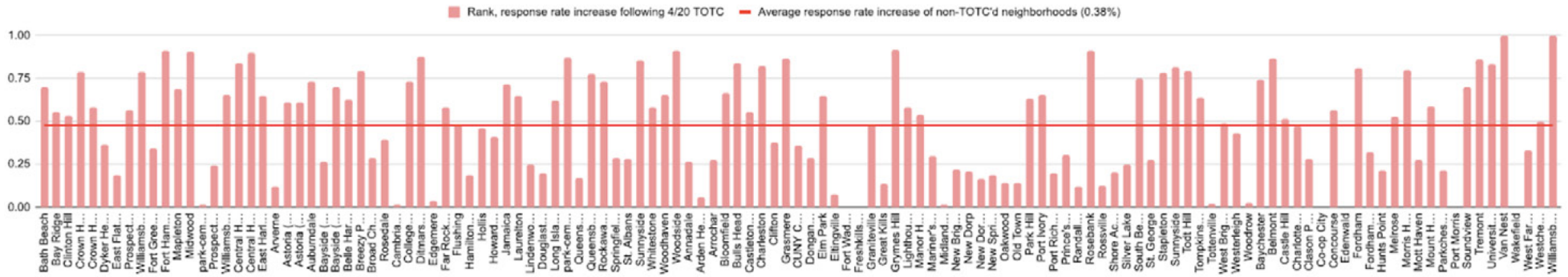


awardees used tablets to facilitate the completion of community members’ census form. Although the awardee staff person was present for the census completion itself, the individual may not have provided their name or contact information and therefore it was not cross-referenced in VAN.

The work of the CCF grantees throughout the campaign continued to demonstrate the strength of the trusted messenger model and to recommend itself for similar future civic engagement efforts conducted by the city. For example, NYC Census 2020 conducted several Text Out The Count (TOTC) events, where partners from around the city, such as elected officials’ offices, volunteers, NYC Census 2020’s own field team, and others, in addition to CCF awardees, ran a text bank targeted at specific neighborhoods. Especially in light of NY PAUSE restrictions on outdoor activities, text banking became a very important element of the census outreach campaign. The below comparison of neighborhood lists texted (green) and those not texted (red), shows a significant increase in the self-response rate correlated to TOTC

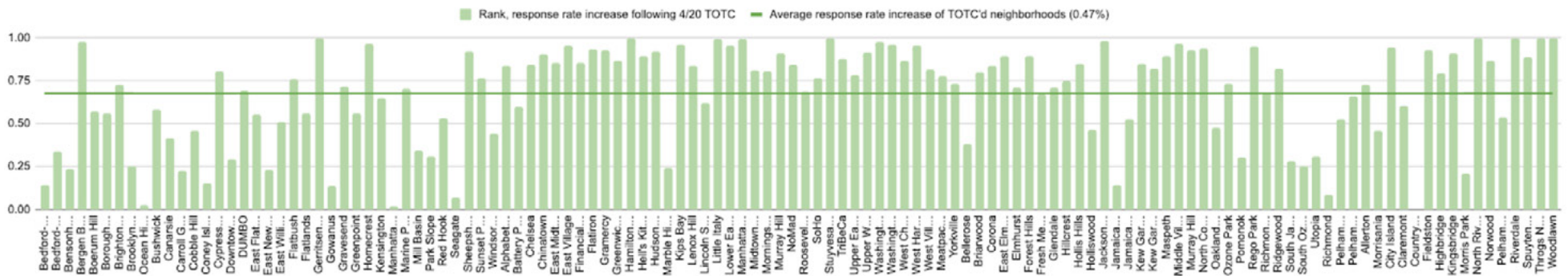
Rank of Neighborhood's 4/20 Daily Increase Compared to its Average

All neighborhoods not TOTC'd on 4/20



Rank of Neighborhood's 4/20 Daily Increase Compared to its Average

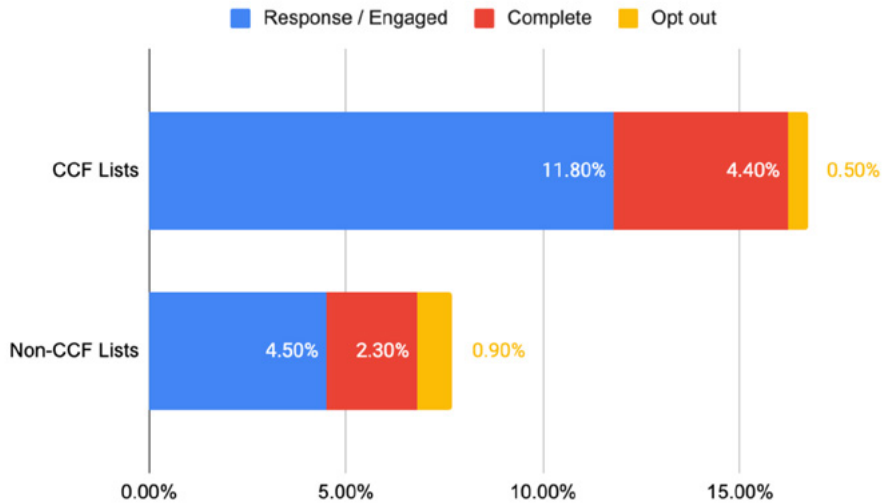
All neighborhoods TOTC'd on 4/20



Neighborhood lists texted show a rate of self-response an average of about 25% higher for the day they were texted than those not texted. As with any form of communication, however, even texting shows greater success when the text originates from a trusted messenger. As shown in the chart, compared to text banks to generic neighborhood

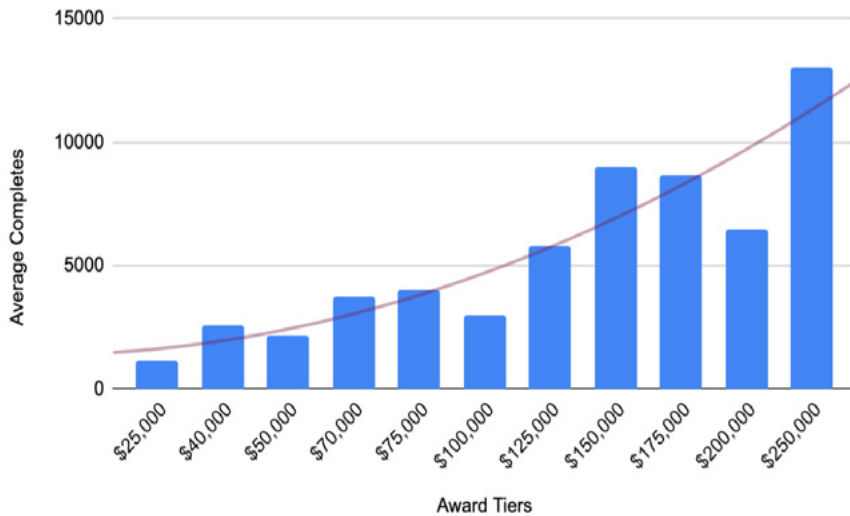
lists, when volunteers or CCF awardee staff texted CCF lists with their own scripts, they were more than twice as likely to get a response and nearly twice as likely to end the engagement with a complete. Additionally, CCF lists were almost half as likely to result in an opt out request.

CCF vs Other Textbank results, April TOTCs

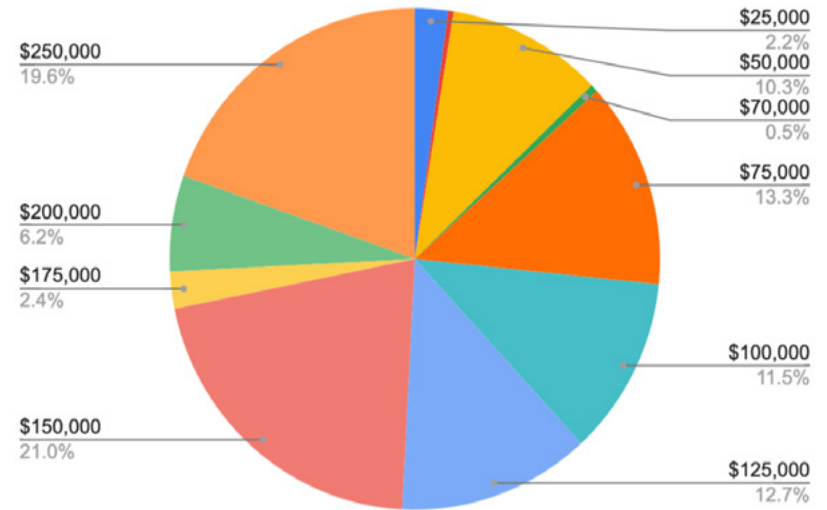


The work of smaller organizations was also of particular importance here, since in many cases their constituencies are not represented by other organizations. These organizations may not yield a high number of absolute completes but they may be one of the very few ways to engage them. As expected, smaller organizations, which generally received a smaller award size, also produced fewer completes. However, many hyper-local organizations or those with a very specific and tight-knit constituency, together represent a large portion of New Yorkers. While individually they produced the smallest numbers of completes, together, those organizations who were awarded \$75,000 or less accounted for more than a quarter of completes. Indeed, overall, CCF awardees' award amounts, as a share of the total CCF award program, nearly matched each tier's performance, as represented as a share of total completes:

Average Completes by CCF Award Tier



Share of Completes by CCF Org Award Tier



(Note: only one or two organizations were awarded each of \$40,000, \$75,000, and \$175,000; in some charts below they have been considered a part of the next larger or smaller tier.)

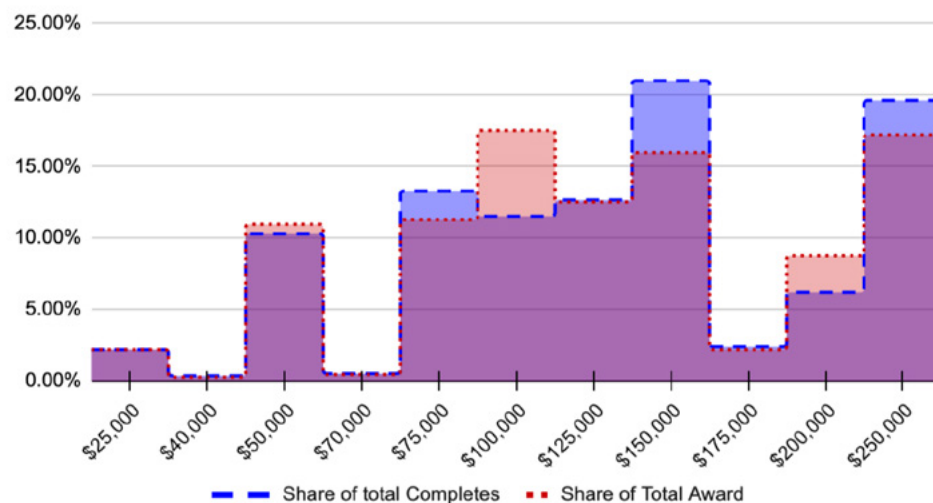
Overall, the average cost of a complete, in terms of grant money only (and not including NYC Census 2020's overhead, the awardee's non-census infrastructure, etc.), was \$21.68. Of course, factoring in other infrastructural costs, the "cost per complete" would rise, but the figure is consistent with early estimates of the cost of outreach. For example, the NY Fiscal Policy Institute, estimated that census outreach requires outreach of varying levels of depth in different communities to be successful. It estimates that "basic" outreach could be estimated to cost roughly \$2 per person, while "moderate" would cost \$25 and "intensive" \$75 per person. Given the many challenges facing the city when it comes to a count -- from dense urban architecture to immense language diversity second to nowhere else in the nation -- and CCF's specific objective of reaching the most historically undercounted, the average cost of a complete is well within experts' predictions.

Average Cost per Complete
\$21.68

Similarly, completes per hour, based on the hours of work by CCF census staff, is well within the expectations of such a campaign. In electoral campaign GOTV canvassing, for example, phone banking is usually expected to yield anywhere from 4-6 conversations per hour. In-person GOTV can be similar or less depending on the environment and other factors. Many CCF staff, however, were not only having conversations about the census but were spending time to assist residents in completing it, which can be a lengthier interaction than a typical GOTV conversation. Furthermore, in the context of the Covid pandemic, health precautions often necessitated that more time be invested in any in-person canvassing. The hours reported by CCF awardees included all census-related work, not just canvassing and outreach. Assuming that a quarter of all hours were spent in training, administration, supervision and other tasks, the per hour complete rate would be about 3.6.

Average Completes/Hour
2.70

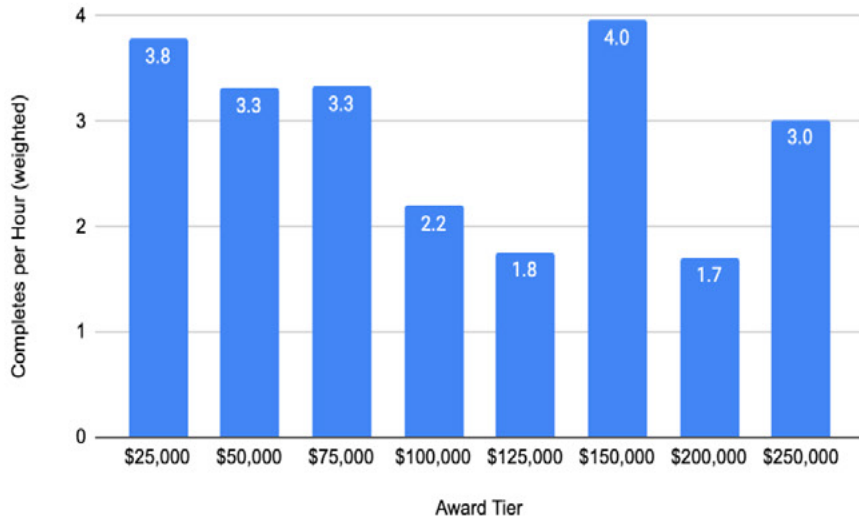
CCF Tiers' Share of Completes vs Share of Funding



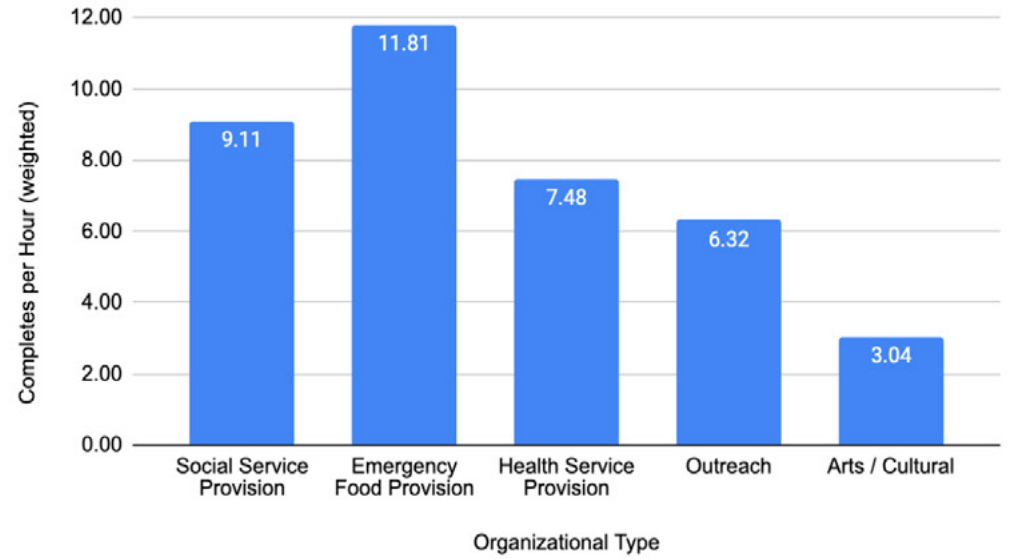
As mentioned, a strength of the CCF program was its flexibility and openness to various types of awardee work, based on that best suited to its community. CCF was therefore intentionally open to a wide range of organizational type, in addition to size. In terms of its award size, staff capacity, and contract agreements, all but a very small number of awardees stayed on track in meeting goals, as per any modifications made as a result of Covid. Still, there are some differences that are worth examining across award size tier and organization type.

⁶ <http://fiscalpolicy.org/wp-content/uploads/2018/10/FPI-Brief-Census-Outreach-Funding.pdf>

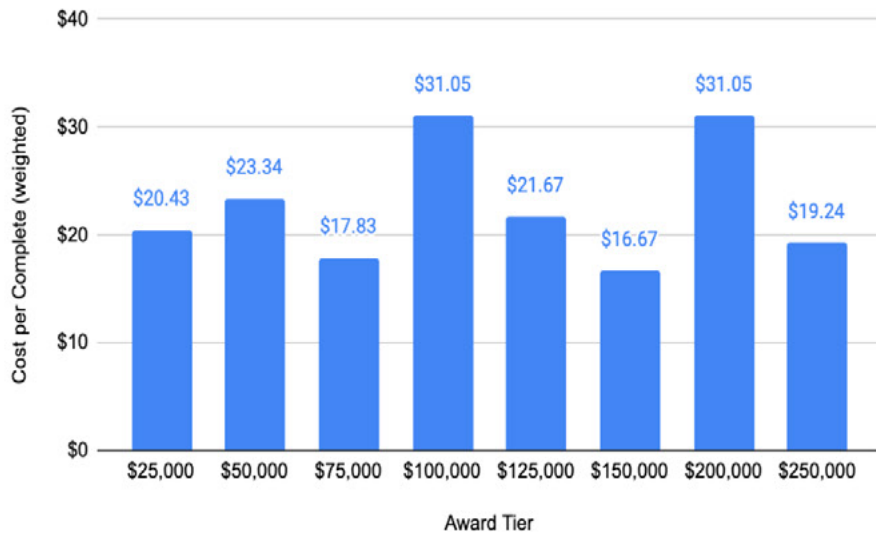
The Pace of the Count, by CCF Award Size



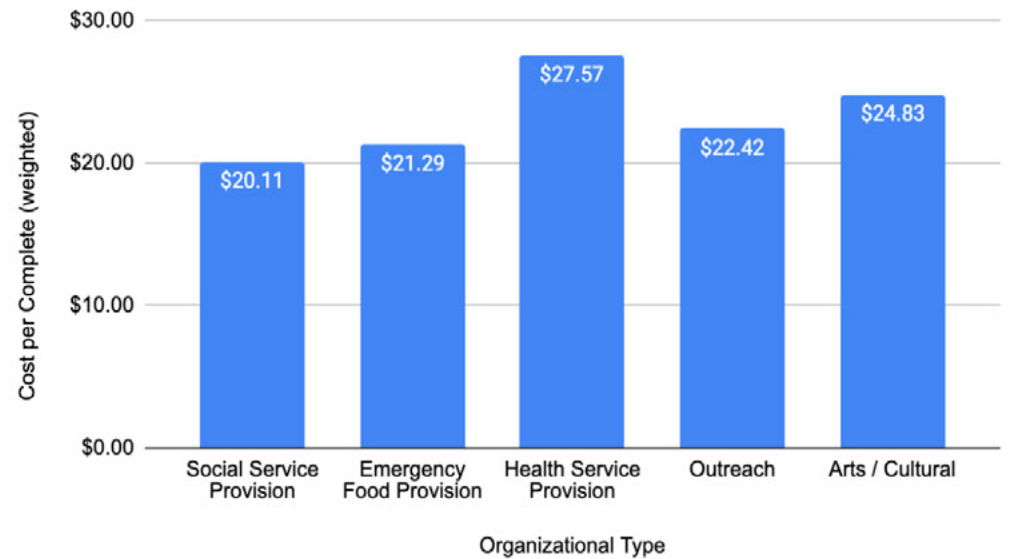
Census Completes per hour, by CCF Org Type



The Cost of a Count, by CCF Award Size



Cost per Complete, by CCF Org Type



Not surprisingly given the ramifications of the pandemic, arts and cultural institutions among the CCF awardees reported overall fewer completes per hour of effort, while the highest yield came from awardees who conducted emergency food provision, followed by social and health services. It is also worth noting that service providing organizations are probably more likely to be receiving other city funds than outreach, arts, or cultural organizations. Their comparatively better cost per complete may be best seen in the context of their existing government funding. CCF arts and cultural organizations, while their yields here are lower, were, as a result of policy changes in light of Covid, able to allocate a greater portion of their award to paid online engagement, which as seen in the section above on communications, has generally shown to be very successful. Since these modes of engagement do not often lead to a trackable “complete” result, it is reasonable that complete per hour figures are lower and cost per complete figures higher.

It is also noteworthy that while large organizations that received the maximum award size had good complete rates and very reasonable costs per complete, the smallest three tiers of organization showed some of the highest complete rates and had costs per complete on average no higher than that of the largest organizations. As mentioned repeatedly here, conducting a program that would be as inclusive as possible and accessible to even very small organizations was an intentional design element of the CCF, and the results here should demonstrate the value of this approach the value of this approach.



Effective Strategies

Food and Personal Protective Equipment Distribution

One of the most impactful strategies for **census outreach** involved **census intake efforts at food and Personal Protective Equipment (PPE) distribution sites**. Emergency food providers have faced unprecedented demand during this time. Prior to the COVID pandemic, 15% of New Yorkers were food insecure; since March, nearly 600,000 New Yorkers had lost their jobs and an estimated quarter of the city's population is facing food insecurity.



For example, **Academy of Medical & Public Health Services (AMPHS)** distributed free meals, medical supplies, PPE, and school supplies at mosques, churches, and strategic street corners of Sunset Park. They used these

distribution events as opportunities to register voters and encourage census self-response. **Casita Maria** partnered with a local organization in the Bronx in order to make “The South Bronx Counts” face masks featuring Casita Maria’s logo (see below). And, **Adhikaar** collaborated with the offices of the Queens Borough President and Councilmember Daniel Dromm, and Nepali-speaking ethnic leaders, to host five in-person food pick ups and three rounds of door-to-door food delivery.

Social Service Delivery

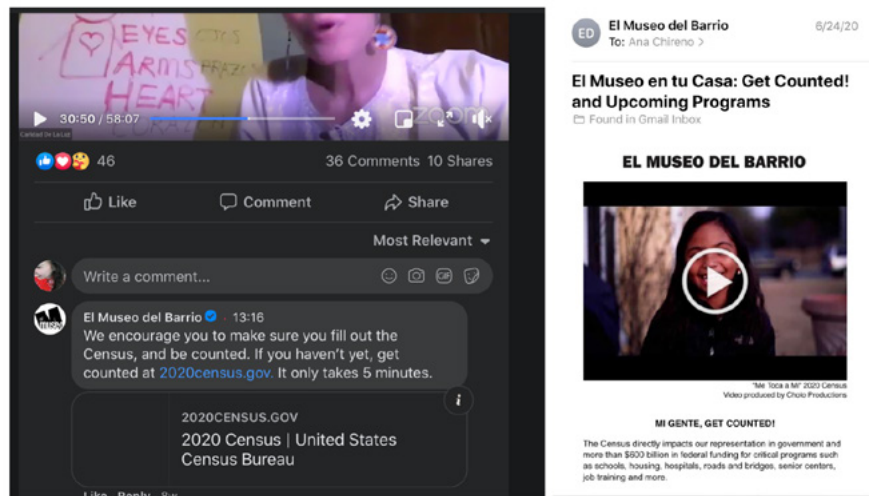
As **social service organizations transformed service delivery** to respond to both new needs and new restrictions brought about by the pandemic, many found creative ways to include census messaging. **JASA**, an organization that works with older New Yorkers, included census messaging into wellness checks with digitally-disconnected seniors, and **Brooklyn-American Chinese Association** integrated census outreach into their calls with undocumented and immigrant families. **Sunnyside Community Services** embedded two members of their census outreach team into their immigrant outreach team, which facilitated the integration of census outreach into social service delivery to immigrant New Yorkers. **University Settlement’s** census team partnered with their Head Start program to reach parents of young children, and mailed over 300 copies of the children’s census education “We Count!” books to families that are part of their early childhood programs. **Los Sures/ Southside United** developed a comprehensive intake form that asked about families’ housing and food security while also checking to see if they had completed the census. And **Queens Community House** included census messaging in their remote ESL classes, and census materials with their meal pick-up and delivery packs.



Digital Organizing

Digital organizing also took on increased importance, with awardees using VAN and Hustle (some for the first time) to text- and phone-bank both their own client lists and contacts shared by NYC Census. Awardees held digital events, ranging from online adult education classes to Zoom town halls and Facebook Live DJ parties, and used each of these as opportunities to educate and connect New Yorkers to the census.

Commonpoint Queens promoted census completion through virtual activities including phone and text banking, town halls, online Census 101 webinars, and going live on social media. **El Museo del Barrio** incorporated census outreach into their digital events in a variety of ways - a census team member engaged with people in the comments, performers shared census information during the events, and there was census information in the RSVPs and Thank You's for their events (see images below). They also included a census link in all of their email campaigns for the duration of the grant period.



Bedford Stuyvesant Restoration Corporation (BSRC) regularly hosted online events, classes, panels, and webinars (including meditation, cooking classes, virtual storytime, panels, and anti-Black racism workshops). During each of these events, they also worked to increase census awareness and participation. BSRC also utilized an outdoor video projector to display census videos and PSAs nonstop on a loop at Restoration Plaza, a prominent public square in Bed Stuy.

And the **Day Care Council** had planned to reach families through in-person outreach at the childcare centers in their network, which became impossible once New York went on PAUSE. They did not have their own contact lists, as their relationships are with day care centers, and not directly with families. They pivoted to using VAN and Hustle for digital outreach, and exceeded their Completes goal.

Socially-Distanced In-Person Events

Some awardees held **socially-distanced in-person events**. **Borough Park JCC** held a Census Drive-Thru Event, during which families could drive their cars through a census completion station and then receive a toy giveaway from a local business. Multiple awardees and citywide partners (**the Asian American Federation, the Brooklyn Chinese-American Association, and the Chinese-American Planning Council**) partnered with the U.S. Census Bureau on the Sunset Park AAPI Census Caravan. With multiple USCB questionnaire assistance tables set up along the route, the Census Caravan circled Sunset Park, increasing census awareness and participation with great success.

One Hundred Black Men (OHBM) also participated in a census caravan in the Polo Grounds, where they drove through the neighborhood in census-decorated cars and engaged people on the streets.

Census Drive-Throughs



Another notable innovation comes to us from the Borough Park Jewish Community Council (BPJCC), who were able to insert and promote census outreach activities within their existing food pantry operations. They held two “Census Drive-throughs” where households were able to drive to a location to receive foodstuffs and simultaneously fill out the census. The BPJCC was able to assist over 500 households in completing the census. These events had an immediate impact on the self-response rate in Boro Park and the surrounding areas. In the days following the first “Drive-through” Boro Park and the adjacent neighborhoods of Fort Hamilton and Mapleton nearly quadrupled their internet response rate that day in comparison to their previous 10 days’ average.

Interagency Partnerships Overview

In the lead up to and throughout the 2020 Census, our campaign collaborated strategically with NYC government agencies around census outreach and education. We leveraged the role of City agencies as trusted entities, with whom New Yorkers interact on a regular basis, to increase census participation. In order to most effectively reach New Yorkers in historically undercounted communities, we prioritized agency coordination based on their size and their reach in such communities. While we tasked all agencies with census outreach, we particularly leveraged the large reach of agencies such as the Department of Social Services (DSS), NYC Health and Hospitals (H+H), Department of Education (DOE) and the New York City Housing Authority (NYCHA) to effectively reach historically undercounted New Yorkers on the census.



Pre-COVID-19 Approach

Prior to COVID, our campaign built our City agency outreach strategy around three modes of communication: public awareness and marketing; constituent and client education and mobilization; and City employee education and recruitment.

To help drive public awareness and marketing, we worked with agencies to leverage their existing public communication channels to promote census awareness and participation. For example, agencies were to use their social media platforms, websites, newsletters and other public-facing communication channels to promote the census.

We also focused on supporting constituent and client mobilization. Given the City's service-providing agencies serve thousands of New Yorkers on a regular basis, we worked to leverage as many client touch points as possible to communicate census participation. To accomplish this, our campaign trained upwards of 1,200 client-facing agency staff to weave census into their service delivery, and developed messaging toolkits for staff to employ.

Finally, our campaign worked to boost city employee mobilization. In addition to mobilizing the public and agency clients around the census, our campaign worked to educate the City's workforce on the census and built a platform to facilitate their recruitment as campaign volunteers.

Post-COVID-19 Strategy

Post-COVID, our campaign worked with partner agencies to pivot their census outreach remotely. Many agencies limited their in-person interactions with clients, and conducted their services online or via phone, as several City offices and centers were either closed or had limited capacity. Due to this, we worked with agencies to insert census messaging in remote channels, such as wellness checks, client meetings and appointments. Our campaign also recruited agency employees and providers to conduct phone and text banking to reach New Yorkers about the census. Additionally, our campaign worked with agencies to include census materials in COVID-related services, such as in emergency meals and wellness packages.



2020 CENSUS IN NYC

Between **8/15** and **10/15/2020**, MOIA's Outreach & Organizing Team held:

83 virtual outreach events reaching **172,300** New Yorkers!
71 in-person events with **2,289** direct sign-ups!

NYC Mayor's Office of Immigrant Affairs

By the Numbers

- 1,200+ client-facing agency staff trained to weave census into their service delivery
- 271,000 multilingual brochures delivered to 490 DOE food distribution sites
- 2.5 million pieces of mail sent to New Yorkers encouraging them to complete the census
- 857,000 DSS mailings in clients' benefit updates
- 715,000 DOF mailings in quarterly statements of account updates
- 830,000 DEP mailings in quarterly water bills
- 170,000 NYCHA mailings in the March rent roll
- 425,000 census specific emails sent by agencies to clients

Corporate & Other Partnerships

Throughout our campaign, we cultivated close partnerships with key private and public institutions to support widespread message distribution from trusted sources. To that end, we worked closely with the City University of New York, the Department of Education, the Queens, Brooklyn, and New York Public Libraries, and a diverse array of other higher education and corporate partners including McDonald's, Google, Citi Bike, Uber, Spotify, and others.

Through these collaborations, we ensured that reminder emails were sent to students and their parents, employees of many major companies, library members, and other entities' clients. Additionally, many of our partners also added to the capacity of our field and outreach efforts, donating technology, gift cards for contests, phone plans, posters, creating PSAs, supporting our texting program, and more.

Pre-COVID-19 Strategy

Following the launch of our campaign, we worked closely with our partners to get timely census information out to key audiences -- including staff, families, clients, and other members -- through messaging, marketing and training opportunities. Especially in the lead-up to the launch of the 2020 Census, we focused heavily on presenting to our partners (including more than 40 higher education institutions). We also worked collaboratively with these partners to begin creating relevant materials, including census messages to staff, census information hubs with the DOE, flyers, and more. Additionally, we held a workshop with the DOE for parent coordinators in the first week of March, reaching close to 150 staff who support parent engagement.

We also forged a strong partnership with NYCHA that allowed us to adopt a robust outreach strategy to tenants. Working together, we sent census messaging to NYCHA households across the city, and ensured that census messages were posted in hallways in every NYCHA building. We also began cultivating partnerships with tenant leaders to serve as trusted messengers for census information, as well as frontline staff.

Among other efforts, our work with the public library systems was especially notable. NYC's three library systems created an exhaustive plan to connect hard-to-count (HTC) communities to vital information and technological resources. 110 target branches citywide were identified to receive additional census support, technology, collateral, and programming. Libraries also prepared staff to be frontline census messengers, and each system hired a team

**COMPLETE THE CENSUS
MAKE BROOKLYN COUNT**

Visit my2020census.gov, call 1-844-330-2020, or mail in your form.

**RANPLI RESANSMAN AN
FÈ BROOKLYN KONTE**

Ale nan my2020census.gov, rele 1-844-477-2020, oswa ou ka poste fòm nan.

Bklyn
Public Library

NYC
Bill de Blasio
Mayor

CENSUS
Julie Menin
Director
2020

of multilingual Census Navigators, who began visiting branches, training library staff, reaching out to Complete Count Fund (CCF) awardees and other partners, in preparation for the launch of census programming.

Across the board, our focus was on leveraging all the platforms, channels, and sources possible to inundate New Yorkers with census information to drive home the importance of participation.

Post-COVID-19 Strategy

Needless to say, however, the COVID-19 pandemic significantly disrupted our plans and forced us to quickly pivot our efforts just at the moment that the 2020 Census was starting. For example, we had been working closely with the DOE in February to produce a backpack flyer for the back-to-school season, but this was quickly rendered moot by the pandemic as schools were forced to close. In this new landscape, we reorganized our work primarily around digital and remote efforts, and managed to find creative new ways to raise awareness about the 2020 Census.

The DOE issued a letter from the Chancellor calling on families to respond to the census, distributing census materials to all 490 DOE meal pickup sites and providing questionnaire assistance onsite, participating in virtual events, and producing PSAs including a census segment for Let's Learn NYC, and more.

Working with NYCHA, we also had to adapt to ensure our messages were reaching residents even as we sheltered in place. With that in mind, we shifted our strategy to sending targeted mailings to seniors in NYCHA, tapped elected officials and crisis service providers to pass along messaging, paired census information with food and PPE distribution events, kept NYCHA staff and partners up to date with the latest information through emails and webinars, and continued to include census reminders in the rent rolls. On top of this, we continued to use text-banking as a major avenue to reach New Yorkers. Specifically, we focused on making sure NYCHA tenants were counting their entire households, not only those on the lease.

Meanwhile, the CUNY Census Corps -- a group of over 200 students trained in census outreach efforts and embedded with our field team and community-based partners -- quickly shifted to digital and remote tactics like phone-banking and text-banking. Several multilingual CUNY Census Corps members also provided translation and proofreading assistance, and others supported social media days of action and organized and participated in a variety of virtual events. They also created their own organic campaign projects, including the Instagram page @censuscooks, which combined the world of cooking with importance of the census in promoting cultural representation.

The three library systems continued providing a wide range of services citywide, boosting our digital collections and shifting our programming and engagement online. Libraries also informed patrons about the importance of filling out

the census across a wide range of virtual programming, including multilingual storytimes, ESOL classes, author talks, and older adult programs. And despite the physical closure of library sites, the library systems ramped up marketing efforts across social media, billboards, posters in local businesses, and a targeted mailing campaign.

Additionally, a number of our corporate partners provided important support to other creative outreach efforts. Dell provided 30 laptops for City canvassers and volunteers providing questionnaire assistance in the field, while AT&T provided free wireless coverage for tablets. DoorDash sent a message to merchants and delivery people, and hyperlinked census messages on their electronic receipts.

The Brooklyn Nets took a branded “Make It Count” bus on a tour with Nets and New York Liberty players through the neighborhoods in Brooklyn with some of the lowest self-response rates, culminating in a voter registration, census intake, and food distribution event at the Barclays Center. Seamless, Lyft, Citi Bike, and the Museum of Modern Art also provided a host of prizes for our “NYC Counts” contest, including gift cards, annual memberships, and credit vouchers. This contest was integrated with our “Census Subway Series” competition, which pitted two neighborhoods with low self-response rates in a week-long battle to see who could raise their rate the highest; participating residents from the winning boroughs would then be eligible to win these prizes. Thanks to this support, the contests ran for over a month, and helped drive considerable progress in some of the neighborhoods facing the most severe undercounts.



By the Numbers

- 51 corporate partners sent census messages to staff
- 490 DOE food sites featured census materials distribution
- 197,215 households called by CUNY Census Corps; 29,105 households reached
- 1,766,209 text messages sent by CUNY Census Corps; 1,650,948 New Yorkers reached
- 276,872 multilingual postcards sent by public library systems to neighborhoods with the lowest response rates across Brooklyn, The Bronx, and Queens
- Presented to 30+ non-profit organizations under NYC Service Civics Corps Network, and 40+ higher education institutions under the College Partner Network
- 400,000 subscribers in the Bronx, Manhattan, and Staten Island received a Spanish-language email from the NYPL through Spanish-language media outlet El Diario
- 300,000 people emailed via Time Out New York's subscriber list through the NYPL
- 6.6 million impressions from Brooklyn Public Library's "Make Brooklyn Count" digital campaign
- Including direct home mailers, poster placements in essential businesses, billboards, door hangers, LinkNYC promotion, and a 30-second media spot screened across 58 doctor's offices and hospital waiting rooms across Brooklyn
- 4,015,826 impressions and 19,534 clicks to the Census Bureau's landing page via Facebook ads from the Queens Public Library

Outreach to Building Managers

On August 18, after receiving reports from Census Bureau enumerators documenting issues gaining access to co-ops and condos across the city, NYC Census released a statement which articulated why it was critical that all property managers, building workers, as well as co-op and condo boards, grant access to the vetted, trained, and trusted census door-knockers attempting to count the **1.6 million households** that had not yet responded to the census. A notice which explained what NRFU is and that participation in the U.S. Census is required by federal law (Title 13, Chapter 7, Sub II), was also included in the statement.

Through our efforts, the Partnerships teams reached out to building managers in ~80 buildings covering 30K units that the USCB flagged as denying access to enumerators. We connected with these buildings in partnership with the Real Estate Board of New York (REBNY) to ensure they knew the importance of the 2020 Census, provided building access to enumerators, and helped facilitate access when necessary.



OFFICIAL NOTICE FROM THE CITY OF NEW YORK

U.S. Census Bureau employees (enumerators) are currently conducting in-person, door-to-door census completion operations in New York City.

Participation in the U.S. Census is required by federal law (Title 13, Chapter 7, Sub II). To ensure compliance with this law, it is imperative that property owners and building managers grant access to census enumerators.

All staff responsible for building access should be notified of the Census Bureau's current operation.

The 2020 Census, which is an official count of all persons residing in the United States that happens once every 10 years and is required by the United States Constitution, began in the spring of this year. Since then, households across the nation have been able to self-respond to the census online or via phone.

However, not all households complete the census on their own. In response to this, the U.S. Census Bureau conducts the Non-Response Follow Up (NRFU) operation, during which enumerators knock on doors and collect census information from households. Census enumerators will continue to visit households through September 30, 2020.

Key facts about NRFU:

- When possible, enumerators will contact property managers before they conduct interviews. Please be advised this is not always possible.
- All enumerators have undergone extensive background checks and fingerprinting, and have been certified to work by the U.S. Department of Commerce.
- All enumerators will have a photo identification badge with a U.S. Department of Commerce watermark and expiration date. In addition, all enumerators will carry a bag with the logo of the United States Census Bureau, and any devices they have will also be marked with the Bureau's logo.
- If you or tenants have questions about the veracity of person's identity, you can call 212-882-7100 to speak with a Census Bureau representative and confirm their employment.
- All enumerators have completed a training on social distancing. They are required to wear a face mask at all times, never enter homes, and stay 6 feet away when conducting interviews.
- If a resident is not home, enumerators will leave a note on the door with information on how to respond to the census.
- Even if a household has completed the census online, there may be an additional visit to ensure data quality.

Please call NYC Census 2020 at (347) 698-1095 with any questions or concerns.

Special Projects Overview

In light of COVID and a subsequent need to pivot our strategy from in-person to digital, NYC Census had to think innovatively about new strategies we could utilize to encourage New Yorkers to complete the census. From launching three different incentive based contests to persuading over 100 organizations to digitally push out NYC Census content, NYC Census created unique and exciting opportunities for New Yorkers to learn about the census.

Seamless And “NYC Counts” Contests

In June 2020, NYC Census launched a 10 week-long contest in partnership with Seamless, in which we gave away ten (10) \$1,000 gift cards to New Yorkers who completed the 2020 Census over a period of 10 weeks. To promote the contest we launched a multilingual digital ad and radio campaign. We also created flyers to promote the contest at food distribution sites in English, Spanish, and Chinese (written). Winners were selected based on the following criteria: proof of census completion; the quality of their answers to the contest questions, and we took into consideration if they lived in a neighborhood where the self-response rate may be lagging behind the city average.

In response to the popularity of the Seamless contest, in August, NYC Census launched “NYC Counts” a contest to mobilize New Yorkers to self-respond to the census immediately. New Yorkers who completed the census were eligible to win exciting prizes from Seamless, Lyft and CitiBike, and The Museum of Modern Art and MoMA PS1, over a period of five weeks. In total we offered 6 Seamless gift cards (value: \$1,000 each); 100 Lyft \$50

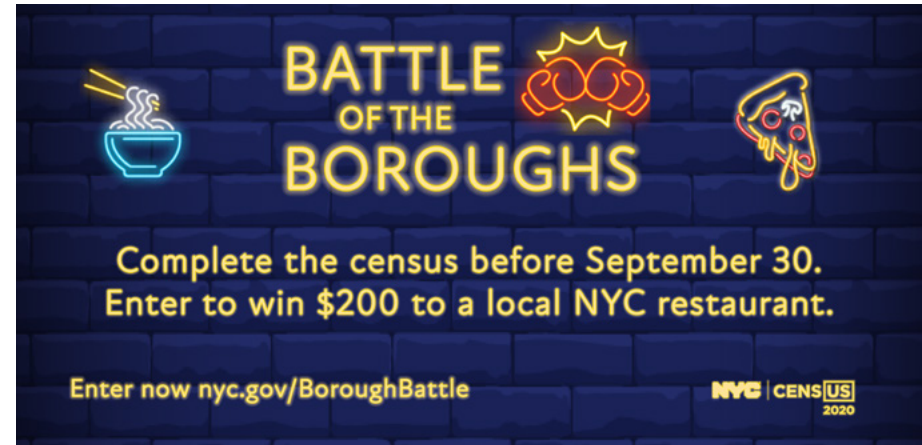
The graphic is a promotional flyer for the NYC Census 2020 contest. At the top left is the NYC Census 2020 logo. A large orange banner across the top reads "FILL OUT THE 2020 CENSUS" and "AND ENTER TO WIN". Below this, three prize categories are shown in speech bubble icons: "seamless" with a "\$1000" prize (Meals from Seamless, 6 winners), "MoMA MoMA PS1" with a "Membership" prize (Annual Membership to MoMA, 25 winners), and "citi bike lyft" with a "Membership + Credit" prize (Year-Long Citi Bike Membership + \$50 Lyft Credit, 100 winners). At the bottom, a dark blue box contains the text "Contest Ends September 21st" and "Register now at NYC.gov/CensusContest".

credit vouchers and CitiBike annual memberships (value: \$229 total); and 25 annual Explore Memberships to The Museum of Modern Art and MoMA PS1 (value: \$200 each).

An email blast announcing the contest was successfully sent out to 17,252 unique email addresses and all three partners advertised the contests on their social media platforms and through email blasts.

Battle of the Boroughs

An extension of the Census Subway Series in which the winning Borough of this new competition had the highest census self-response rate increase between September 23 and September 30. Additionally, 50 New Yorkers from the winning borough had the chance to win a \$200 gift certificate to a local restaurant, with 25 different options to choose from. This contest was launched in partnership with United Way of New York City (UWNYC) and helped increase response rates in Brooklyn, the winning borough.



Community Outreach

NYC Census successfully implemented a community outreach project in which we persuaded more than one hundred community boards, non-profits, culturals, and faith-based organizations to actively share and promote census content through social media posts, email blasts, and internal engagement. In some cases we were even able to convince organizations to further support census efforts by hosting virtual events, allowing census staff to collect completes at food distribution sites, and donate prizes to contests, as was the case with The Museum of Modern Art with the “NYC Counts” contest.

By the Numbers

- In total, 7,005 New Yorkers entered into the Seamless and “NYC Counts” contests of which we can confirm 3,090 were new census completes.
- Through targeted outreach we persuaded approximately 90 organizations to post our content on social media and 45 organizations to share census content through standalone emails or by featuring our work in pre-existing newsletters.

City Harvest

In addition to posting on social media and sending email blasts to their members and partner agencies, we collaborated with City Harvest on collecting census completes at food distribution markets across “hotspot” neighborhoods where we were observing low-response rates. We helped organize outreach targeting over 30 City Harvest agency partners and helped staff a number of food distribution sites with census workers.

RUSA LGBT

In late July, the first-ever Russian LGBTQ+ organization in NYC, RUSA LGBT hosted an hour-long census-specific digital town hall with our office, where we presented the latest census numbers and shared information about ongoing campaigns. We also discussed our Week of Action and asked members to sign up for virtual phonebanks and other volunteering events to boost the self-response rate among Russian-speaking community members in the city. The organization recorded the presentation (in both English and Russian) and promoted the video via their Facebook (6K followers), Twitter, LinkedIn, the organization’s official website and RUSA LGBT’s weekly email blast, 30,000+ subscribers.

Citizens Committee of NY

We worked with the **Citizens Committee of NY** on sending several standalone 2020 Census emails, using our language, content and current volunteering opportunities. One of their emails targeted 79 block associations and grantees, primarily those located in Brooklyn. In September, the organization’s president, Dr. Rahsaan Harris hosted a virtual panel discussion on the 2020 Census as part of the Citizens Committee’s ongoing “COVID Conversations,” featuring Director Julie Menin, and Grants Program Director, Alyson Grant Tarek.

Bar Association Community Partner Letters

In partnership with the Bronx Bar Association, we published and circulated a letter to Bar Association members, trusted legal professionals in their communities, to encourage their networks to complete the census and get involved in NYC Census volunteer activities. Additionally, Bar Associations in the City circulated a community partner letter in both English and Spanish, mobilizing Latinx communities in NYC to complete the census before the revised deadline. A total of 24 community partners and sister chapters co-signed the letters, circulated among all of the co-signing associations’ members and published by local papers, including *El Diario*.



Conclusion

By all accounts, NYC Census 2020 led a successful campaign for a fair and accurate count of New Yorkers. New York City fared better in terms of its self-response rate than the US Census Bureau itself had predicted during its testing in the months and years prior to 2020, notably well before COVID-19 altogether changed the landscape of census outreach and response. The city, known to be difficult to enumerate even in normal circumstances, saw a higher final rate of self-response than any other city of comparable size and makeup, and better than nearly every other major urban center.

With this success come two major responsibilities: (1) Providing New York as well as other cities with a framework for successful civic engagement programs to come; and, (2) Ensuring that the final stages of the decennial census serve New York City residents completely and fairly and are not manipulated for political ends. This final section of the report focuses on these twin objectives.

Lessons and Legacy for Future Civic Engagement

In some significant ways, NYC Census 2020 represented a new, previously unattempted model of civic engagement for the city government. The tactics that were particularly effective should be considered more frequently for inclusion in similar programs spearheaded by city agencies.

Deep and meaningful collaboration

Even for a city as famously diverse as New York, the census was a powerful unifying mission that impacted every neighborhood and every sector of society. Census campaign leaders recognized from the earliest moments that collaboration and cohesion among

every community and every sector of our city's civic infrastructure would be a critical ingredient for success.

To achieve that, campaign leaders worked to forge a different kind of relationship with non-governmental partners ranging from community based organizations and advocates to unions, business leaders, elected officials, faith leaders, and others. Not only were Census 2020 leaders and staff in constant communication with a wide range of civic partners, we further invited those partners to help shape the campaigns goals, strategies and tactics in ways large and small.

The most concrete expression of this approach was the creation of a coalition of "Citywide Partners" -- organizations selected and funded by the City Council for their reach across the city and expertise in civic engagement. These organizations worked hand in hand with the NYC Census staff at every step of the process, including jointly writing a detailed Census 2020 campaign plan, constantly sharing updates and information, and collectively developing the campaign's response to emerging challenges (not the least of which was the severe impact of the COVID pandemic on outreach plans).

Commitment to authentic and trusted community leadership

NYC Census 2020's Complete Count Fund was developed in recognition of the fact that the arms of city government were insufficient to reach all New Yorkers equally, and that those gaps existed most acutely in the very communities most vulnerable to being undercounted. A successful census count demanded a real partnership with CBOs

across the city, selected because of their reach and trust among historically undercounted groups large and small.

Particularly given the very real challenge we faced in overcoming mistrust in government -- especially the federal government, but in fact government at all levels -- we understood that historically undercounted communities would need encouragement to complete the census to primarily come from within their own communities and civic networks.

This approach informed all aspects of the campaign, from field organizing to marketing. Above all, it was from this basic philosophy that the Complete Count Fund was established.

Working successfully with these organizations meant:

- Award sizes that would not lead to unfunded mandates;
- Simplified scoping and contracting;
- Advance payment, and regular timely follow-up payments upon deliverable completion;
- Openness to different strategies for different communities; and,
- Flexibility to refine and pivot tactic approaches.

Many CCF awardees commented on the benefits of the above approach in comparison to their experiences with previous city government contracts that they found to be overly prescriptive and too often reimbursement-based. NYC Census 2020 was able to work with about a dozen CBOs that had never before contracted with the city, in large part because of the organizations' small sizes and

inability to operate without advance payment. The CCF's streamlined but stringent application and selection processes ensured that CBOs would be up for the work and be a trustworthy steward of public funding. The ability to bring on these smaller organizations, which in many cases have a very specific and/or hyperlocal constituency, was a key driver of many of those organizations' neighborhood self-response rates keeping pace or exceeding those from 2010.

The city government is now in a position both to draw on these lessons for future programming, as well as to continue the deep relationships the CCF grants management team developed with the 157 CCF grantees.

Deep, Broad, and Specific Communications

At every point of the NYC Census 2020 campaign messaging, imagery, and spokespeople were selected with the collaborative input of more than a dozen organizations outside of city government the citywide partners. Each represented one or more of the constituencies it would be most critical to engage. As the report has detailed, the creative communications work was an integral part of every layer of the successful campaign, ensuring quality ads, graphics, social media content, and radio advertising in languages so diverse that some are only spoken by a few hundred New Yorkers. The campaign also took cultural competency to new heights, for example in its campaign to reach Buddhist practitioners by showcasing the monks and temples of four distinct linguistic and cultural Buddhist communities.

NYC Census' online communications work strategically targeted key demographics and succeeded in continual adjustment of content and language based on real-time, constant reporting capabilities. While considerable resources were diverted from traditional subway and bus advertising as a result of the pandemic, future programs would be wise to consider a heavier emphasis on similar online marketing even after the pandemic subsidies.

Direct -- and safe -- in person contact

It is impossible to overstate the impact that the pandemic had on NYC Census 2020 outreach plans, the vast majority of which were always imagined to involve in person, face to face conversations. We are proud of the rapid and effective adjustments our campaign made to sustain outreach through virtual events, phonebanking, and texting when protecting public health demanded an abrupt cessation of in person activities.

That said, while protecting public health -- indeed saving lives -- must always come first, we must also not lose sight of the critical advantages of in person contact, particularly when seeking to overcome hesitation and fear to activate the historically undercounted. Indeed, when COVID infection rates dropped precipitously in the summer months, NYC Census, as an essential government agency, began conducting in person outreach while strictly adhering to public health guidelines. The results were noticeable.

NYC Census's in-person outreach during this period

primarily took two forms. First, teams of outreach staff, Complete Count Fund partners, and volunteers attended food distribution events and offered members of the public the opportunity to complete the census on the spot using a tablet or phone either while they waited in line for food distribution to begin or after they received their food bag.

Second, NYC Census launched a paid canvass program that combined door-to-door outreach and “street canvassing” at high traffic locations to assist New Yorkers in completing the census online on the spot, again using a cell phone or tablet.

Throughout these efforts the use of PPE and maintaining social distancing were rigorously enforced. While there is no doubt that complying with public health directives posed unique challenges to this work, it was also clear that it was possible -- and still highly effective -- to reach New Yorkers in person, and the campaign was able to directly assist tens of thousands of New Yorkers in completing the census as a result of these efforts.

Remaining Vigilant

Through its various agencies, legal and otherwise, New York City remains hyper-vigilant about the next steps for the census. Enumeration of residents is only one part of the decennial census exercise; the subsequent steps help to determine the all-important allocations of funding and representation. The postponement of enumeration deadlines as a result of the COVID-19 pandemic has left the USCB too little time to accurately process data

before the December 31 deadline, as official documents in court records have shown. The Trump administration has sought to keep that deadline in place which would harm the nature of apportionment proceedings, and ultimately redistricting (which uses the same data) before a new Congress begins and before his term ends. Should data be transferred from the USCB by that deadline, having had only two months for processing, it is, according to the USCB itself and many experts, virtually a guarantee of incomplete, erroneous data.

The Trump administration has also issued a memo to exclude undocumented immigrants from the final census count for purposes of apportionment of the 435 seats in the House of Representatives, which could then be used by states in determining apportionment in their own legislatures as well. The New York Attorney General’s Office, joined by the City and others, challenged the order’s constitutionality and prevailed before a district court panel. The case is currently pending before the US Supreme Court. A decision from the Supreme Court upholding the memo’s order would negatively impact states and cities with large numbers of undocumented immigrants, including several largely Republican states.

The central message of NYC Census 2020 was that everyone counts in the census, regardless of immigration status, and all of our partners worked tirelessly to assure immigrant New Yorkers of the safety and security of the census. Excluding undocumented immigrants from the final count would not only be unconstitutional and unjust, but would undermine future efforts to engage immigrants and would erode the trust the office has helped to win

among this large population. New York City will continue to closely and carefully monitor these developments, and will explore any and all possible legal options available to hold the Census Bureau and Trump Administration to account should the City find that the final census count numbers warrant being contested.

While the outcome of the apportionment case remains uncertain, NYC Census 2020 has underscored the importance of local leadership in challenging attempts to further defund and disenfranchise some of our most vulnerable communities. The nearly 200 organizations that were formal partners of the office, the many others who participated, along with every arm of the City government, small and large businesses, and thousands of resident volunteers answered the call to ensure a complete and accurate count. It is rare that a relatively short-term project with such a broad set of operations not only achieved so much in so short a time, but had such clear evidence of success. NYC Census 2020 managed to achieve these two goals while facing truly unprecedented challenges at every stage and has provided the city with valuable lessons as it continues to strive for a more equitable city.

Academy of Medical & Public Health Services, Inc.
 Adhikaar for Human Rights and Social Justice
 African Communities Together
 Agudath Israel of America Community Services Inc.
 Alianza Ecuatorina Internacional
 Allen A.M.E. Neighborhood Preservation
 and Development Corp.
 American Indian Community House
 Apicha Community Health Center
 Apna Brooklyn Community Center, Inc
 Arab American Association of New York
 Arab-American Family Support Center
 Ariva, Inc.
 Asian American Federation
 Banana Kelly Community Improvement Association, Inc.
 Bangladeshi American Community Development
 and Youth Services Corp
 Bedford Stuyvesant Restoration Corporation
 Beyond Our Status Congolese Alliance, Inc.
 Black Alliance for Just Immigration
 Boro Park Jewish Community Council, Inc.
 Boys & Girls Club of Metro Queens
 BRIC Arts | Media | Bklyn, Inc. (d/b/a BRIC)
 BronxWorks, Inc
 Brooklyn Chinese-American Association
 CAMBA Inc.
 Carroll Gardens Association
 Casita Maria, Inc.
 Catholic Charities Community Services, Archdiocese of New York
 Catholic Charities of Brooklyn and Queens
 Center for Independence of the Disabled, New York
 Center for Popular Democracy
 Center for the Integration and Advancement of New
 Americans, Inc. (CIANA)
 Chhaya CDC
 Children of Promise, NYC
 Chinese-American Planning Council (CPC)
 Churches United for Fair Housing, Inc.
 Committee for Hispanic Children & Families (CHCF)
 Community Voices Heard
 Congregation Kehilas Belz
 Consortium For Worker Education, Inc.
 Cooper Square Community Development Committee
 Council of Jewish Organizations of Flatbush, Inc.
 Crown Heights Jewish Community Council, Inc
 Darchei Torah
 Day Care Council of New York, Inc.
 Delta Sigma Theta Sorority, Inc, East Kings
 County Alumnae Chapter
 Diaspora Community Services
 Digital Girl, Inc.
 Dominican Women's Development Center
 DRUM - Desis Rising Up & Moving, Inc.
 East Flatbush Village, Inc.
 East Side House, Inc.
 El Museo del Barrio
 Emerald Isle Immigration Center
 Endangered Language Alliance

***A special thank you to the Complete Count Fund's awardees**

FIERCE
 Fifth Avenue Committee, Inc.
 Flatbush Development Corp (FDC)
 Foundation for the Advancement and Rehabilitation of the
 Marginal (The FARM)
 Garifuna Community Services Inc.
 Gay Men's Health Crisis, Inc. (GMHC)
 Global Kids
 Good Old Lower East Side, Inc. (GOLES)
 Good Shepherd Services
 Grand Street Settlement, Inc.
 Green City Force
 Haitian Americans United For Progress, Inc.
 Hamilton-Madison House
 HANAC, Inc,
 Hebrew Educational Society of Brooklyn
 Hester Street
 Hispanic Federation
 Holy Apostles Soup Kitchen
 Hunger Free America
 Ifetayo Cultural Arts Academy, Inc
 India Home
 Islamic Circle of North America
 Jacob A. Riis Neighborhood Settlement
 JASA
 Jewish Community Council of Greater Coney Island Inc.
 Juan Pablo Duarte Foundation
 Kings Bay YM-YWHA, Inc
 Korean American Civic Empowerment
 Korean Community Services of Metropolitan New York, Inc. (KCS)
 La Colmena
 LIFE Camp, Inc.
 Life of Hope
 Loisaída Inc.
 LSA Family Health Service, Inc.
 Make the Road New York
 Masa-MexEd, Inc
 Mekong, Inc.
 Merchant Association of Rosedale, Laurelton
 and Springfield Gardens
 Metropolitan New York Coordinating Council on Jewish
 Poverty (Met Council)
 MinKwon Center for Community Action
 Mixteca Organization, Inc.
 Mosholu-Montefiore Community Center, Inc.
 Mothers on the Move / Madres en Movimiento
 Museum of Chinese in America
 Muslim Community Network, Inc.
 Muslim Women's Institute for Research and Development
 NAACP Metropolitan Council of Branches
 New York Disaster Interfaith Services
 New York Indian Council, Inc.
 New York Public Interest Research Group Fund, Inc. (NYPIRG)
 Northern Manhattan Coalition for Immigrant Rights
 Northern Manhattan Improvement Corporation
 Northwest Bronx Community & Clergy Coalition Inc.
 One Brooklyn Health System (OBHS)
 One Hundred Black Men, Inc. of New York

***A special thank you to the Complete Count Fund's awardees**

Phipps Neighborhoods, Inc
 Project Hospitality
 Queens Community House
 R.A.I.N. Total Care, Inc.
 Red de Pueblos Trasnacionales/Transnational Villages Network
 Red Hook Initiative
 RiseBoro Community Partnership
 Rockaway Youth Task Force
 Sadie Nash Leadership Project
 Samuel Field YM&YWH (dba Commonpoint Queens)
 Sapna NYC, Inc.
 Sauti Yetu Center for African Women, Inc
 SCO Family of Services/Center for Family Life
 SOMOS Healthcare Providers Inc. DBA SOMOS
 Community Care
 South Asian Council for Social Services (SACSS)
 South Asian Youth Action (SAYA) Inc.
 Southside United Housing Development Fund Corporation
 Stanley M. Isaacs Neighborhood Center
 Sunnyside Community Services Inc
 Sunset Park Health Council, Inc. dba Family Health Centers
 at NYU Langone
 Sure We Can
 The Campaign Against Hunger, Inc.
 The Fortune Society
 The National Black Leadership Commission on Health, Inc.
 The New York Center for Interpersonal Development
 The New York Immigration Coalition, Inc.
 The New York Urban League

The Point CDC
 The YWCA of Queens
 Union Settlement Association, Inc.
 United Activities Unlimited, Inc.
 United Jewish Organizations of Williamsburg
 United Sherpa Association
 United Sikhs
 United Way of New York City
 University Settlement Society of New York
 Uptown Grand Central
 USA Mali Charitable Association of NYC (UMACA)
 Vision Urbana, Inc.
 Voices of Community Activists and Leaders (VOCAL-NY)
 Women for Afghan Women
 Woodside on the Move
 Word Up Community Bookshop/Librería Comunitaria
 (legal name: Seven Stories Institute)
 Workers Justice Project [WJP]
 Yankasa Association of USA Inc.
 Yemeni American Merchants Association
 Young Men's Christian Association of Greater New York
 Youth Ministries for Peace and Justice

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