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August 16, 2012

**2010 CENSUS PLANNING MEMORANDA SERIES**

**No. 229**

MEMORANDUM FOR      The Distribution List

From:                      Burton Reist *[signed]*  
                                 Acting Chief, Decennial Management Division

Subject:                    2010 Census Integrated Communications Program Earned Media  
                                 Public Relations Assessment Report

Attached is the 2010 Census Integrated Communications Program Earned Media Public Relations Assessment Report. The Quality Process for the 2010 Census Test Evaluations, Experiments, and Assessments was applied to the methodology development and review process. The report is sound and appropriate for completeness and accuracy.

If you have any questions about this document, please contact Mary Bucci at (301) 763-9925.

Attachment

August 16, 2012

**2010 Census  
Integrated Communications Program  
Earned Media Public Relations  
Assessment Report**

U.S. Census Bureau standards and quality process procedures were applied throughout the creation of this report.

**Final**

**Michele H. Lowe**

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**Public Information Office**



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## Executive Summary

Earned media and public relations, a component of the 2010 Census Integrated Communications Program, complemented the paid advertising and partnership activities by ensuring that positive and educational stories about the census received broad coverage through broadcast, electronic and print media. The program was built on lessons learned from Census 2000 to integrate a robust earned media effort into the campaign from the outset. It leveraged communications vehicles that have, in the past decade, literally redefined how news is created and consumed in this country.

Internal and external communication tools were supplemented by the outside expertise of the 2010 Census Integrated Communications Program contractor, DraftFCB, through its public relations subcontractor, Weber Shandwick, and its race and ethnic media subcontractors. Internal tools included talking points, toolkits for field media specialists, media training, and a crisis management plan. External communication tools were delivered via a dynamic 2010 Census website, news releases, news conferences, media interviews, videos, blogs, and social media vehicles such as Facebook, YouTube, Twitter and Flickr.

Over the course of the campaign, there were more than 17 billion news “impressions” – potential readers and viewers – about the 2010 Census in the news media. Some of the highlighted earned media and public relations events for the 2010 Census were:

- The 2010 Census Road Tour, that brought the census message into the community. At each road tour stop, specialists arranged events and coordinated with local partners to generate media coverage. The tour launched on January 4, 2010, featuring a *Today Show* tour of the vehicle with the U.S. Secretary of Commerce and the U.S. Census Bureau Director. Outreach efforts netted 102 million media impressions during the first week and ultimately a total of 217 million media impressions during the 18-week tour.
- The launch of 2010 Census operations was marked by an event in Noorvik, Alaska, on January 25, 2010, with the U.S. Census Bureau Director delivering the first census form to a remote Alaskan village via dog sled. Over the course of the campaign, there were more than 17 billion news “impressions” – potential readers and viewers – about the 2010 Census in the news media.
- The “Take 10” Campaign which inspired mail participation by giving the public real-time access to daily 2010 Census Mail Participation Rates. The Public Information Office released daily news updates highlighting states that had met or exceeded their mail participation rates from Census 2000. The viral nature of the campaign resulted in more than 20 million views of localized, daily rate “widgets”. By empowering the nation, the Take 10 Campaign drove home the point that the success of the 2010 Census was literally “in [their] hands!”

Recommendations for planning the 2020 Census:

- Have a fully staffed and experienced Public Information Office team at least two years prior to the census year. Due to the complexity of the census, the learning curve needed to develop the background knowledge and materials for earned media activities is long.



- Restrictions on document sharing between the Public Information Office staff and the Census Bureau’s regional office media specialists hindered the ability to get critical information in a timely fashion. It is recommended for the 2020 Census that restrictions on document sharing be removed, quarterly meetings established and at the height of operations, daily phone calls implemented between the Public Information Office staff and the regional office media specialist.
- Tactics and challenges to engage the public and inspire participation should be identified and built into the 2020 Census plan from the start, rather than added as a late-stage idea.

# **1. Introduction**

## **1.1 Scope**

Earned media and public relations, a component of the 2010 Census Integrated Communications Program (ICP) was implemented by the Public Information Office (PIO). This assessment will describe the various efforts earned media and public relations engaged in during the 2010 Census and the outputs that resulted from this work. Analyzing, interpreting, and synthesizing the effectiveness of the 2010 Census ICP is beyond the scope of this study.

For this assessment, PIO used media analyses, debriefing sessions with regional media specialists, and informant interviews from a randomly selected group of reporters to compile quantitative and qualitative data. The media analyses are the basis for the quantitative data. Vocus, the public relations management database, was used to track media related activities by volume and type. This process was initiated during the implementation phase of the campaign.

Qualitative data were collected through debriefing sessions with regional media specialists. Conducted in June 2010, the Media Partnership Program Debriefing captured candid feedback from the regional media specialists about the various earned media components of the 2010 Census ICP with a lessons learned approach. Regional media specialists were also required to complete an electronic survey. PIO was responsible for the design, collection, and analysis of the survey.

Additional qualitative data were collected through informant interviews with national and regional reporters after the 2010 Nonresponse Followup (NRFU) operation. Vocus Media List Management tracked PIO's interactions with media contacts, facilitated positive or negative media coverage, and integrated media contact list management features with essential public relations functions like news management and media relations. PIO used Vocus to randomly select a group of national and regional reporters to evaluate earned media as it pertained to media relations. Informant interviews provided firsthand knowledge and valuable input about earned media including the availability of PIO to respond to media inquiries, customer service, timely responses to media inquiries, and usefulness of information obtained from PIO.

## **1.2 Intended Audience**

This assessment is intended for Census Bureau managers, Decennial Census staff, contractors working in support for the 2020 Census, and for use by other internal and external stakeholders as a reference and guide regarding the process used for managing earned media and public relations programmatic issues.

## 2. Background

### 2.1 Census 2000

In 2000, Earned Media – referred to as media relations for Census 2000 – was a part of the Census 2000 Partnership and Marketing Program (PMP) that also encompassed paid advertising and partnerships. PMP combined promotion and outreach activities to generate clear, consistent, and repeated messages about the importance of participating in Census 2000. The program included five components: paid advertising, partnerships, media relations, promotions and special events, and direct mail pieces. (U.S. Census Bureau, 2000).

The media relations efforts complemented the paid advertising and partnership activities by ensuring that positive and educational stories about the census received coverage through electronic and print media.

The primary components of the Census 2000 earned media campaign were as follows.

1. **The How America Knows What America Needs** campaign was created to inspire local elected officials to encourage their constituents to participate in the census. For the 2010 Census, this campaign became the “Take 10” campaign.
2. **The Census 2000 Road Tour** promoted the census using a Census 2000 vehicle that visited each region to host special promotional events at each spot. The public relations firm, Cohn & Wolfe handled the road tour promotional efforts.
3. **Media Relations** involved leveraging news coverage of Census 2000 to deliver a steady stream of positive, inspirational messaging about the importance and safety of the census. It also involved responding to breaking news and crafting fact sheets, talking points, and multimedia materials for use by the media. Media relations were executed nationally through Census Bureau headquarters and regionally through the regional offices. (U.S. Census Bureau, 2000)

At the national level, media relations included:

- Organizing trips for census principals to earn media coverage
- Holding regular news briefings and special events
- Responding to negative stories in the media
- Facilitating interviews
- Ghost-writing opinion, editorial, and feature pieces
- Participating in media conferences
- Maintaining ongoing relationships with census specific reporters and other journalists
- Developing and distributing crisis communication materials and issue-specific talking points and guides
- Issuing news releases

The major research evaluation study of earned media/media relation activities was the Census 2000 Partnership and Marketing Program Evaluation (PMP), a series of three general population surveys conducted and analyzed by the National Opinion Research Center (NORC), which was intended to evaluate the effects of most of the PMP components. A limitation of this study was its inability to attribute increases in awareness and cooperation to any specific marketing campaign element (advertising, partnerships, and earned media).

Separately, the earned media/media relations components were analyzed in a Census 2000 report entitled, "Census 2000 Public Relations Analysis Report." The report documented the activities undertaken, provided some high-level quantitative analysis, and provided assessment of positive and negative aspects of the activities. Although Census 2000 was a success, the most notable change for the 2010 Census was the implementation of a fully integrated communications program. As the size, diversity and complexity of our population had increased, so had the challenges to conducting an accurate census. In the 1970 Census, 78 percent of housing units responded without the need for in-person follow-up (housing units include both occupied and vacant addresses).

That number of responding housing units dropped to 75 percent in the 1980 Census and to 65 percent in the 1990 Census. Experts estimated that the mail response rate for Census 2000 would be 61 percent, or about 73 million responses of an estimated 120 million housing units. Such a response rate would have required the Census Bureau to send an enumerator to approximately 47 million addresses during the NRFU phase, historically the most labor and cost-intensive element of decennial census operations.

During censuses previous to Census 2000, the Census Bureau relied on Public Service Announcements (PSAs) to promote participation, but PSAs did not reach a broad enough audience to prove effective in raising the level of public awareness about the census. As a result, the Census Bureau undertook an ambitious integrated marketing strategy in Census 2000 that included the first-time use of paid advertising and a comprehensive partnerships program. Combined with media relations, promotions and special events, the efforts were designed to educate people about the census, motivate them to return their questionnaires, and encourage cooperation with enumerators.

The Census Bureau's strategy paid off. Census 2000 mail response rates increased to 65 percent, and six points over the projected rate of 61 percent. Census 2000 also succeeded in closing critical coverage gaps among minority populations (Vitrano, 2009).

## **2.2 2010 Census**

The Census Bureau wanted to preserve and improve upon the gains that were made during Census 2000. Recognizing new response rate challenges for the 2010 Census; including growing concerns over privacy and identity theft, the Census Bureau communicated the message that the law and myriad security measures protecting respondents' data was an important part of the campaign. Therefore, the 2010 Census ICP was built on the successes of the Census 2000 partnerships and marketing campaign. For the 2010 Census, an integrated approach was created that went beyond advertising to include a mix of public relations,

partnerships, grassroots marketing, special events, and more. The goals of the 2010 Census program were as follows:

**Table 1: Goals for the 2010 Census**

<b>GOALS</b>	<b>OBJECTIVES</b>
<b>Goal 1 Improve the Mail Response Rate</b>	Objective 1.1 Develop tools and materials to educate and inform the public about the census form, census day, confidentiality of census information, and the benefits that can be derived from the data gathered.  Objective 1.2 Develop measurable strategies to maximize paid and earned media coverage of the importance of mailing back the census form.
<b>Goal 2 Improve cooperation with Enumerators</b>	Objective 2.1 Disseminate messaging about cooperating with enumerators.  Objective 2.2 Maximize media coverage regarding cooperating with enumerators in national, local and special interest media.
<b>Goal 3 Improve overall accuracy and reduce the differential undercount</b>	Objective 3.1 Establish local partnerships in hard-to-count areas and through the use of specialized products and services to educate the public and increase knowledge of the benefits of the 2010 Census with all target audiences.  Objective 3.2 Acquire support from 2010 Census national and regional partners and stakeholders to serve as third-party spokespeople for the 2010 Census effort by building on the campaign of “It’s In Our Hands.”  Objective 3.3 Establish and implement media activities in local and national media venues to increase media coverage, and ensure integration and consistency on the messaging.

Source: 2010 Census Integrated Communications Program Detailed Operations System Plan

## Strategies

The communications program used the following strategies to accomplish these goals:

1. **Leveraging operational milestones.** At each operational milestone, the Census Bureau worked with DraftFCB to implement a combination of milestone events, news releases, drop-in articles, and multimedia products to focus media and in-house publication attention on each milestone and its relationship to the importance of Census response.
2. **“Creating news.”** Beyond operational milestones, the Census Bureau generated news based on 2010 Census messaging and themes on an “opportunistic” basis.
3. **Leveraging executive travel.** Census Bureau staff added media outreach opportunities (editorial board meetings, desk-side briefings, news events) to the travel schedules of executive staff as opportunities arose.
4. **Organizing promotional and special events.** Census Bureau staff developed events to promote the 2010 Census.
5. **Providing the right tools for the media.** The Census Bureau worked to educate journalists about the importance of the census by developing media-oriented

background materials and tools, participating in journalist conferences and organizing workshops, webinars, and other educational sessions for this audience.

6. **Providing the right tools for target audiences.** The Census Bureau tailored background materials and stories geared to target audiences to generate positive coverage in the media and the in-house publications of stakeholder groups.
7. **Providing the right tools for internal audiences.** The Census Bureau developed communications guides and other materials and stories needed to help employees talk with one voice about the 2010 Census and developments.
8. **Developing national corporate, media and sports and events partnerships.** The Census Bureau worked with DraftFCB to develop strategic promotional partnerships with national media and corporate partners and stakeholder organizations.
9. **Implementing a rapid response system.** The Census Bureau rapidly responded to developments in the news— both positive and negative. Responses might have involved news conferences, the issuance of an official statement, proactively generating stories, a satellite media tour, or more. (Vitrano, 2009)

## Communication Tools

The following communications tools were used to support the 2010 Census:

1. **Early Messaging – “Easy, Important and Safe.”** The Census Bureau developed early messaging needed in advance of the start of the communications contract.
2. **Talking Points** - Talking points were developed to address 2010 Census “hot-button issues” as well as operational issues. These talking points were tailored to the 2010 Census approved messaging from DraftFCB.
3. **Media Lists** - Lists of targeted national, regional and local print, radio, and television outlets. It included general market and ethnic market media.
4. **Fact Sheets** - These fact sheets provided the media, stakeholders, and other partners with information on the 2010 Census.
5. **Drop-in Articles** - These articles were used by partners, stakeholders, and media (including Members of Congress and corporate partners) to provide information on the 2010 Census.
6. **Internet Page / Blogs** - Located on the Census Bureau’s home page, the 2010 Census website provided information about the 2010 Census and housed the electronic media kit, news releases, podcasts, products, etc.
7. **News Releases** - A sample of the news releases included:
  - a. Early Opening Local Census Office Openings
  - b. Local Census Office Openings
  - c. Address Canvassing Operation
  - d. Short-form only
  - e. Confidentiality
  - f. Mailout/Mailback Operation
  - g. Replacement Questionnaire
  - h. Nonresponse Followup Operation
  - i. Data release

- j. Special Enumeration Operations
  - i. Group Quarters Advance Visit
  - ii. Group Quarters Validation
  - iii. Group Quarters Enumeration and Service-Based Enumeration
  - iv. Transient Enumeration
  - v. Military Enumeration
- k. Thank You Campaign

The news releases were developed in English and Spanish.

8. **Opinions, Editorials and Letters to the Editor** - Topic and milestone-oriented by-lined editorials under the signature of senior leadership, Commerce officials, or third-party spokespeople.
9. **Special Events** - Strategic special events surrounding milestones with the purpose of generating positive media coverage.
10. **Radio Scripts** - On-air copy (10, 20 and 30 seconds) for stations/DJs that highlight the importance of participating in the 2010 Census, in English and Spanish.
11. **PSAs** - A low cost way to provide local broadcasters with 2010 Census messages via off-the-shelf “fillers.”
12. **Media Kits (hard copy, on DVD and online)** - A package of materials that included primary facts and background materials necessary for media to write accurate stories about the census.
13. **Photos** - Images of people/places/operations were used in promotional materials. Handouts and webpage offerings included captions with messages.
14. **B-roll**- Stock footage for newsrooms and broadcast producers, used to illustrate important Census Bureau operations via local and municipal broadcasts.
15. **“Doughnuts”** - A video footage with holes for partners to place sound bites from local spokespeople and/or local celebrities.
16. **Video Loop** - short video providing information about the 2010 Census and motivation for participating. It alternated presentations in narrative and Power Point/flash animation formats.
17. **Targeted outreach videos** - Briefing videos designed for targeted distribution and to support partnerships, stakeholder, and media efforts.
18. **Support statements** - Pre-drafted support statements that let partners, stakeholders, and other employees know exactly where the Census Bureau stood on issues.
19. **E-mails** - E-mail campaigns, with Census Bureau messaging, were another channel for communication. Internal Communications may especially have benefited from an e-mail campaign.
20. **Cable Loops** - Filler material provided with local follow-up references, in various lengths for municipal and public access channels.
21. **Telephone Hold Message** - Recorded factoids and calls to action that may be used on the hold messages for partner organizations and governmental agencies.
22. **Professional Announcements** - News about new hires at the Census Bureau reminded audiences about the 2010 Census.

23. **Partner Announcements** - News about significant partner agreements and events served as a reminder to audiences.
24. **Frequently Asked Questions**
25. **Satellite and Audio Media Tours (SMT/AMT)** - A series of pre-booked live interviews between the Director and local and national television and radio stations.
26. **Proactive “Pitching”** – Developing and executing stories for specialized audiences.
27. **Media Training** – Internal training for regional and headquarters staff on working with the media.
28. **Media Monitoring** – Daily tracking of news coverage for quality and tone of content, and as an early warning system of potential problems. (Vitrano, 2009)

## **Target Audiences**

PIO used strategies and tactics to target both respondents and “influencers” who motivated participation. PIO targeted respondents, tribal leaders and Members of Congress, state and local officials, partners, stakeholders, media, oversight audiences and internal audiences. See Attachment A for the complete list of targeted audiences.

To ensure that everyone was reached, select campaign promotional materials (e.g., fact sheets) were produced in 28 languages. Languages were chosen based on a combination of factors including population size, in-language preferences, limited English proficiency and in-language media vehicle availability. (Vitrano, 2009)

Based on the research conducted internally by Census Bureau staff and DraftFCB, the respondent universe was segmented into eight clusters. Five of the clusters were hard-to-count and received the most emphasis. They included:

- Single Unattached Mobiles
- Ethnic Enclaves I
- Ethnic Enclaves II
- Economically Disadvantaged I
- Economically Disadvantaged II

The other three clusters had historically higher mail response and received less emphasis. They included:

- Advantaged Homeowners
- All Around Average I
- All Around Average II

This segmentation enabled the campaign to funnel messaging and resources to each audience cluster relative to each cluster's propensity to respond. For information on this work or detailed information about these clusters, please refer to Bates et al., 2007

Paid advertising provided the ability to get the message to the most people. Partnerships were critical in delivering the message through trusted community sources. Earned Media/ Public



relations supported all aspects of the efforts to reach hard-to-count populations, including hosting briefings with race and ethnic-focused media. In addition, public relation plans for specific ethnic audiences were included in these efforts.

### **PIO and DraftFCB Workload**

PIO's workload was significant, and the decennial census media relations team of seven professional staff grew to a total of 22 staff during the peak of operations, with the addition of term and contractor staff. The new staff arrived late, however, with most starting within six months of the start of operations and the launch of the campaign in January 2010. Only one had previous decennial census experience, and the lack of knowledge about the complexities of census operations limited the new staff's ability to take on much of the preparation and media relations work required during that time period.

PIO managed the Earned Media Public Relations Campaign from Census Bureau headquarters with a professional staff at peak of 14. Approximately 84 media specialists from the Census Bureau's 12 regional offices handled regional and local-level media and events. PIO's primary activities included the following:

- Created a plan and integrated with other components: messaging and crisis management.
- Led development of written and multimedia materials, including social media, Facebook, Twitter, YouTube, Flickr, blogs, and the 2010 Census website.
- Supported the activities of the partnership program through media outreach.
- Facilitated integration among divisions on earned media work.
- Provided guidance to media specialists throughout the regions in coordination with the Field Partnership and Data Services Program (FLD PDS).
- Developed and presented media skills, presentation skills and crisis communication training for internal staff.
- Managed usage of 2010 Census logos, including finalizing guidelines, and overseeing logo registration.
- Led development of 2010 Census web pages and content.
- Provided regions with assistance in holding media and/or special events.
- Led communications with national media.
- Led planning and implementing of promotional activities related to executive travel.
- Served as first-line responders to media inquiries.
- Led implementation of crisis plan as necessary.

PIO worked in coordination with DraftFCB subcontractor Weber Shandwick to implement the earned media aspects of the campaign. The contractor's efforts supported the 2010 Census goals of increasing mail response, enhancing cooperation with enumerators, improving overall accuracy and reducing the differential undercount.

The contractor's first assignment was to work with the Census Bureau and its stakeholders to develop a plan for an integrated communications campaign encompassing advertising, partnerships and media relations.

PIO worked in coordination with DraftFCB to develop and implement an earned media program designed to educate and motivate respondents by generating positive coverage and mitigating potentially negative coverage in the media. “Media” included traditional news media, social media, and in-house media among membership organizations and associations.

Table 2 shows the various components of the initial earned media plans and an overview of the division of labor between the Census Bureau and DraftFCB on global earned media efforts characterized in the DraftFCB communications plan.

**Table 2: Earned Media Components and Division of Labor Between the Census Bureau and DraftFCB**

<b>Earned Media Component</b>	<b>DraftFCB</b>	<b>PIO</b>
<b>Key Message Development</b>	Facilitated messaging sessions	Participated in development, approved and secured Department of Commerce approval, used messages in materials
<b>Story Mining – Pitching</b>	Developed story angles, pitch	Suggested story angles
<b>Online News Briefings</b>	Created overall strategy, media lists, materials, archive	Coordinated participants, assisted with materials development, reviewed lists, pitched, managed and executed logistics
<b>Desk side Briefings</b>	Strategized, targets and created talking points (race/ethnic)	Implemented and coordinated executive participation, onsite management
<b>Strategic Travel</b>	Strategized and created materials	Managed Director's schedule, briefed Director, identify opportunities, coordinated with regions, on-site staffing
<b>Proactive National Media Relations</b>	Developed pitches and followed-up with Census media	Secured spokespersons, pitched and followed-up with media
<b>Response Rate Feedback Program</b>	Created materials, pitched media and followed-up with media created, maintained interactive map	Provided any background information needed, pitched and followed-up with media the Census Bureau 'knows'
<b>Satellite/Audio Media Tours</b>	Pitched media, messages and materials, coordinated subcontracts and onsite staffing	Pitched and assisted with materials, secured spokespersons, reviewed media lists, managed logistics, on-site staffing
<b>Event Media Support</b>	Pitched media	Pitched and provided any background information needed
<b>Reactive Media Relations</b>	Monitored issues and worked with PIO to determine appropriate responses	Alerted parties when issues would arise, provided input on responses
<b>Media Management</b>	Provided media lists to PIO and regions, managed contract with media list providers, updated lists	Provided existing media lists, used campaign-provided lists when working with the media
<b>Crisis Communications Plan Assessment and Counsel</b>	Assessed existing plan, (did not include development of a new plan)	Provided existing plan to DraftFCB
<b>Regional Media Relations Support</b>	Developed podcast training, printed training materials	Conducted media training for media specialists
<b>Proactive Regional Media Relations</b>	Created toolkits (milestones and initiatives), templates for engaging the media, posted on partner communications area of census.gov site, training podcasts.	Worked with media specialists to develop ideas and encourage use of the toolkits.
<b>Reactive Regional Media Relations</b>	Monitored issues and worked with PIO to determine appropriate responses	Notified appropriate parties when issues would arise, participated in determining appropriate responses
<b>Editorial Board Briefings</b>	Strategized targets and developed talking points	Implemented and coordinated executive participation, onsite management
<b>Weekly Conference Calls with Media Specialists</b>	N/A	Created an agenda and facilitated calls
<b>Operational Press Briefings</b>	Pitched media, messages and materials, coordinated subcontracts and onsite staffing	Pitched and assisted with materials, secured spokespersons, reviewed media lists, managed logistics, on-site staffing

Source: 2010 Census Integrated Communications Campaign Plan

Additional components were added to the campaign in response to emerging issues and opportunities as well as shifts in priorities, as shown in Table 3.

**Table 3: Components Added to the Earned Media Plan**

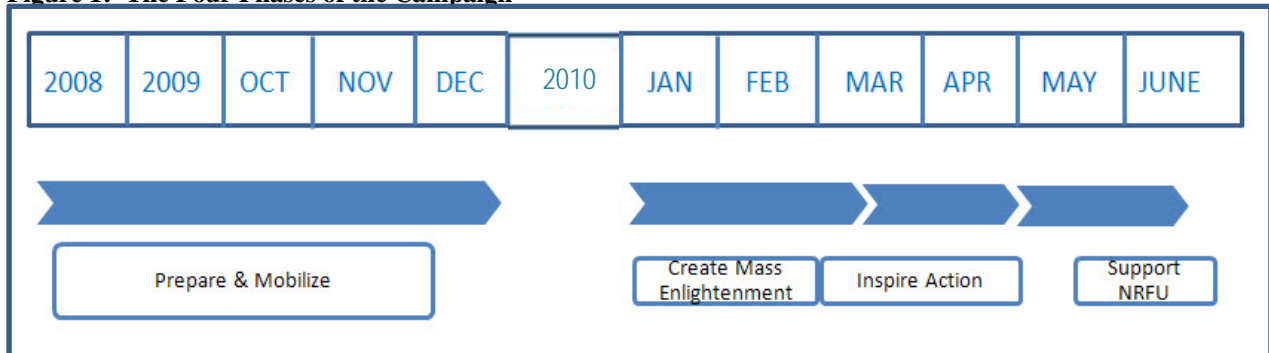
<b>Earned Media Component</b>	<b>DraftFCB</b>	<b>PIO</b>
Public Relations Student Society of America (PRSSA) Bateman Competition	Developed, finalized and submitted the Case Study Briefing for the Bateman Competition.	Led implementation.
Electronic press kits and media specialist toolkits (and in-language proofing)	Drafted and finalized production.	Reviewed and approved.
News monitoring	Conducted searches and monthly reports	Reviewed twice daily
Online newsroom	Developed site.	Implemented.
Media training podcast production	Developed script and produced.	Reviewed.
Message development	Facilitated messaging sessions.	Co-developed.
New America Media minority news briefings	Organized logistics and materials.	Participated in sessions.
Sports marketing support	Assisted with promotion of NASCAR sponsorship and related events.	Served as primary spokesman.
Alaska enumeration event support	Assisted with promotion.	Created on-site media production, participated in event.
Additional partner profiles	Identified and developed partner profile pitches.	Reviewed and approved.
Census in Schools events support	Assisted with promotion of events.	Oversaw event coordination and participation.
Hispanic media monitoring support	Conducted monitoring.	Reviewed and approved.
Response Rate Feedback Program support (“Take 10”)	Provided promotional support and website development.	Implemented promotional efforts and web development.
Additional media training video modules. Additional media outreach for ethnic and minority audiences	Created and produced.	Reviewed and approved, and provided on-camera speakers.
Public relations support for the January 14, 2010, national advertisement launch event	Provided promotional support.	Managed logistics.

Source: 2010 Census Communications Contract Task Order 12

### **Timing and Scheduling**

PIO coordinated all communications and scheduling for the four phases of the campaign: (1) prepare and mobilize, (2) create mass enlightenment, (3) inspire action, and (4) support NRFU. See Figure 1.

**Figure 1: The Four Phases of the Campaign**



Source: 2010 Census Integrated Communications Campaign Plan

### 3. Methodology

#### 3.1 Methods

The intent of this assessment is to identify how the Census Bureau achieved the goals of the Earned Media Relations program. Answers to the research questions utilized sources of data such as: news clip data, ethnic media event participation data, regional media specialist surveys, lessons learned documents, media download statistics, internal files, final reports, web metrics, mailout campaign statistics, and in-depth informant interviews with Census Bureau staff and contractors who conducted and contributed to this research.

#### 3.2 Questions to be Answered

1. Did the earned media campaign successfully reach key audiences and segments?
2. Did earned media obtain positive national coverage of the 2010 Census? How was this measured?
3. How well did media integration function between headquarters and the regions?
  - a. Did the regional media specialists have timely access to messaging and collateral materials and was the messaging relevant?
  - b. Was the communications structure effective to ensure that concerns from the regions were received and acted upon by headquarters in a timely fashion?
  - c. Were the right tools used to share information with the regions (i.e., regularly scheduled conference calls, public relations news monitoring, quarterly meetings, updates, document sharing, in-person conferences, news monitoring) and were those tools accessible and intuitive?
4. Did PIO integrate activities in an effective way with other divisions at headquarters (i.e., Field (FLD), Census 2010 Publicity Office (C2PO), and Decennial Management Division (DMD))?
5. Did PIO effectively integrate activities with the contractor and subcontractors?
6. How well did PIO function as a team in terms of consistent communication, information sharing, media relations, workload, and division of labor?

7. Did PIO appropriately leverage new social media tools (e.g., Facebook, YouTube, Twitter, blogs) to generate positive “buzz” and news coverage about the 2010 Census?
8. How well did the communications plan adapt to changing circumstances and events?
9. How effective was PIO’s crisis management (quality of plan, relevance of plan, implementation)?
10. How effective were the multimedia tools PIO created and distributed (bites and b-rolls packages, public service announcements, photos, videos, audio news releases) in terms of usage? Did PIO produce the right mix of multimedia tools to reach the right mix of audiences?
11. How effective were PIO’s proactive media pitching efforts (satellite media tours, radio media tours)?
12. Was PIO successful in having an appropriate mix of staff and resources to implement an effective earned media campaign?
13. How well did PIO coordinate interviews with executive staff? Were interviews fulfilled in a timely fashion for the media? Were schedules coordinated appropriately?
14. In what languages was Earned Media conducted?
15. How did Earned Media engage in languages other than English?
16. Road Tour
  - a. How successful was the Road Tour (both national and regional vehicles) in engaging media?
  - b. How was media coverage of the Road Tour generated? What tools were used? Was media coverage consistent throughout the four-month tour? If no, describe.
  - c. How was media coordination for the Road Tour between regions and HQ coordinated?
  - d. How were media interviews coordinated at vehicle stops?
  - e. How successful were Web 2.0 tools integrated into the Road Tour and how successful of a media engagement tool were they?
17. Mail Response Rates/Take 10 Program
  - a. How did the Census Bureau inform elected officials of the program? How could this have been improved?
  - b. Was the GovDelivery email mechanism effective? How many elected officials did the Census Bureau reach? How many toolkits and disks were distributed by mail?
  - c. How many “challenges” were held between jurisdictions to inspire mail response?
  - d. Were the challenges beneficial? How was this measured?
  - e. How could the Census Bureau inspire more challenges?
  - f. How did the Census Bureau notify the public about response rates?
  - g. Did media cover the response rates releases?
  - h. Did highlighting leading areas with high response rates earn media traction?
  - i. What events were held to promote the Take 10 Challenge, targeting which audiences?

18. Did the Public Relations task order in the communications contract change over the course of the campaign? If so, by how much and why?

#### 4. Limitations

The effects of the 2010 Census Earned Media program are hard to quantify and isolate into direct, attributable participation results. Over time, many efforts have been made to make such correlations, with mixed success. Therefore, this assessment at its barest level is designed as a mechanism to express the outcomes of measureable items such as the types of media vehicles used, activities undertaken, rough inferences of impressions generated, and the amount of media produced. It is limited to this scope, and should be used as one of many tools for a truly thorough review of the earned media program.

#### 5. Results

##### 5.1 Did the earned media campaign reach key audiences and segments?

During the time period between October 2009 (three months prior to the launch of the awareness phase) and July 2010 (the end of the 2010 NRFU operations) the news media published more than 171,000 media clips regarding the 2010 Census. This resulted in more than 17 billion “impressions” – the total potential readers / viewers / listeners based on each outlet’s total official statistics. (Weber Shandwick, 2009-2010) Table 4 below shows the number of media clips and impressions per month during this timeframe. News coverage of the December 21, 2010, announcement of the apportionment results and the national population total resulted in 10,025 print news clips and more than 80 million impressions.

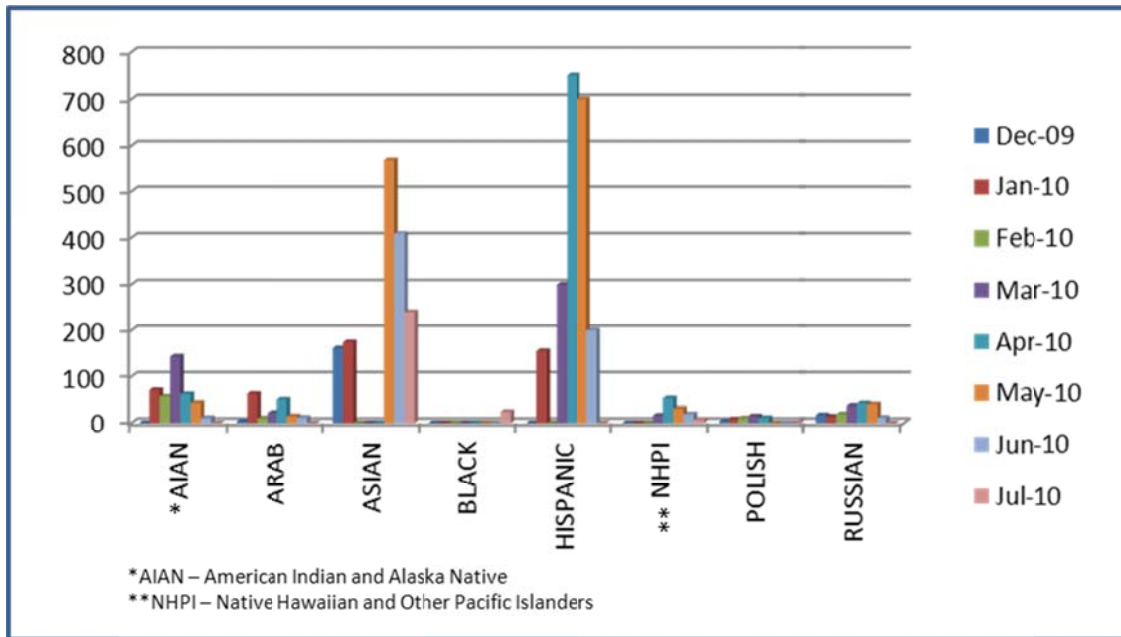
**Table 4: Monthly Media Impressions**

<b>Month</b>	<b>Total Media Clips</b>	<b>Media Impressions</b>
October 2009	8,701	411,313,583
November 2009	7,639	302,960,378
December 2009	10,027	333,561,245
January 2010	20,697	529,755,697
February 2010	19,121	445,527,954
March 2010	33,735	1,049,692,914
April 2010	40,517	1,139,817,672
May 2010	12,304	2,871,178,716
June 2010	10,858	5,451,947,965
July 2010	8,120	4,563,350,682
<b>TOTAL</b>	<b>171,719</b>	<b>17,099,106,806</b>

Source: 2010 Census Media Reports

Figure 2 below shows the documented news stories by race and ethnic group.

**Figure 2: Documented News Stories by Race and Ethnic Group**



Source: Compiled from 2010 Census Media Reports

Key hard-to-count audiences were reached through a variety of earned media avenues. The Census Bureau’s partnership with New America Media, a national organization of more than 2,000 ethnic media outlets, created an opportunity to brief member ethnic news outlets in 11 cities about the 2010 Census and its importance to ethnic communities. It also gave the news outlets an opportunity to brief the Census Bureau on upcoming editorial opportunities. Table 5, below shows a listing of the New America Media race and ethnic media briefing dates, places, and number of attendees. Table 6 shows the media outlets by ethnic group that participated in the New America media briefings.

**Table 5: New America Media Race and Ethnic Media Briefings**

DATE (2010)	CITY/STATE	MEDIA ATTENDEES
March 27	New Orleans, LA	25
April 28	Detroit, MI	30
June 4	Atlanta, GA	98
July 29	Los Angeles, CA	56
September 17	Boston, MA	26
October 2	Miami, FL	15
October 6	Houston, TX	32
October 22	Chicago, IL	49
November 4	Denver, CO	24
November 19	Phoenix, AZ	28
December 8	Seattle, WA	56
<b>TOTAL</b>		<b>439</b>

Source: Ethnic Media’s Role in the 2010 Census Report



**Table 6: Media Outlets By Ethnic Group Participating in New America Media Briefings**

Outlet Ethnic Group	Attendees	Outlet Ethnic Group	Attendees
Hispanic	207	Unknown	5
Multicultural	78	Arabic	4
African American	71	American Indian	3
Chinese	55	Pakistan	3
Korean	44	German	2
Other Asians	21	Hawaiian and Pacific Islanders	2
Vietnamese	18	Indonesian	2
Filipino	16	Iranian	2
Non Ethnic	15	Italian	2
Japanese	10	Mandalayan	2
Indian	9	Polish	2
African	8	Somali	2
Brazilian	8	Armenian	1
Russian	8	Cambodian	1
Palestinian	6	Egyptian	1
Caribbean	5	Kuwaiti	1
Ethiopian	5	Ukrainian	1
Haitian	5		

**Source: Compiled from New America Media Briefings, Full Recap**

The Spanish-language news media were instrumental in motivating 2010 Census participation among the Hispanic community. Their partnership involvement went above and beyond the added value requirements of the paid advertising campaign. For example, a character was created on Telemundo’s highest-rated soap opera (“Mas Sabe El Diablo”) who became a temporary census worker, appearing in multiple episodes during the mailback and NRFU operations. Telemundo also launched a campaign to inspire participation (“¡Hazte Contar!” or “Be Counted!”), and the Telemundo logo was also featured on the back of the 2010 Census Road Tour vehicles (Weber Shandwick, 2009-2010).

The nation’s largest Spanish-language network, Univision, provided extensive news coverage and collaborated with the National Association of Latino Elected Officials on a national campaign to inspire participation (Ya Es Hora Hagase Contar).

Broadcaster Azteca America joined forces with the Mexican American Legal Defense Fund in an initiative in three targeted cities urging that people “Cuéntate” or “Be Counted!” Azteca America created a number of co-branded materials, very early on, in late 2008. The Azteca America chairman was featured in a personal census-related testimonial that played online and on the network.

The Black news media were also instrumental in motivating 2010 Census participation. Black Entertainment Television (BET) went beyond the advertisement buy by incorporating the 2010 Census message in their fourth quarter award shows that integrated on-air talent

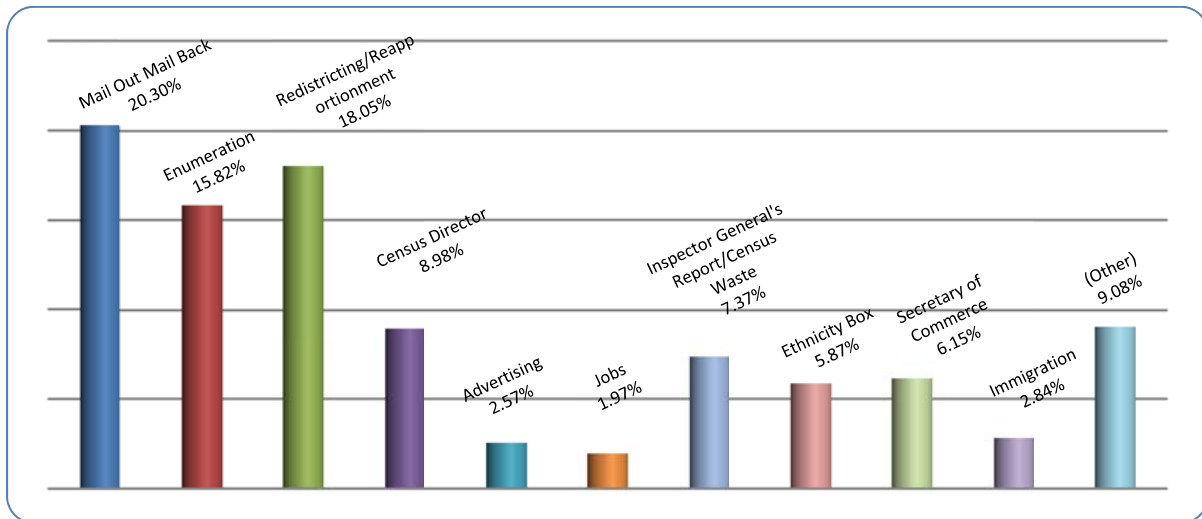
mentions within various programs, including the *Hip-Hop* and *Soul Train* awards. BET also created one “showmercial” featuring the award-winning artist, Monica, as she talked about 2010 Census and the importance of filling out the form and returning it. This “showmercial” aired 12 times within nine episodes. On *The Mo’Nique* show “Man/Woman On The Street,” viewers were asked “Did You Know?” Census related questions once a week.

On the Africa Channel, Dikembe Mutombo and James Makawa used their 30-minute program to educate viewers about the 2010 Census. Both *Ebony* and *Essence* magazines produced “advertorials” based on 2010 Census messaging points that provided the Census Bureau with access to well-known celebrities within the Black community. The well-known author, actor and talk show host Steve Harvey promoted the 2010 Census through his five-market bus tour and integrated it with other talk show hosts Michael Baisden and Tom Joyner (Boone, 2009).

### 5.2 Did earned media obtain positive national coverage of the 2010 Census? How was this measured?

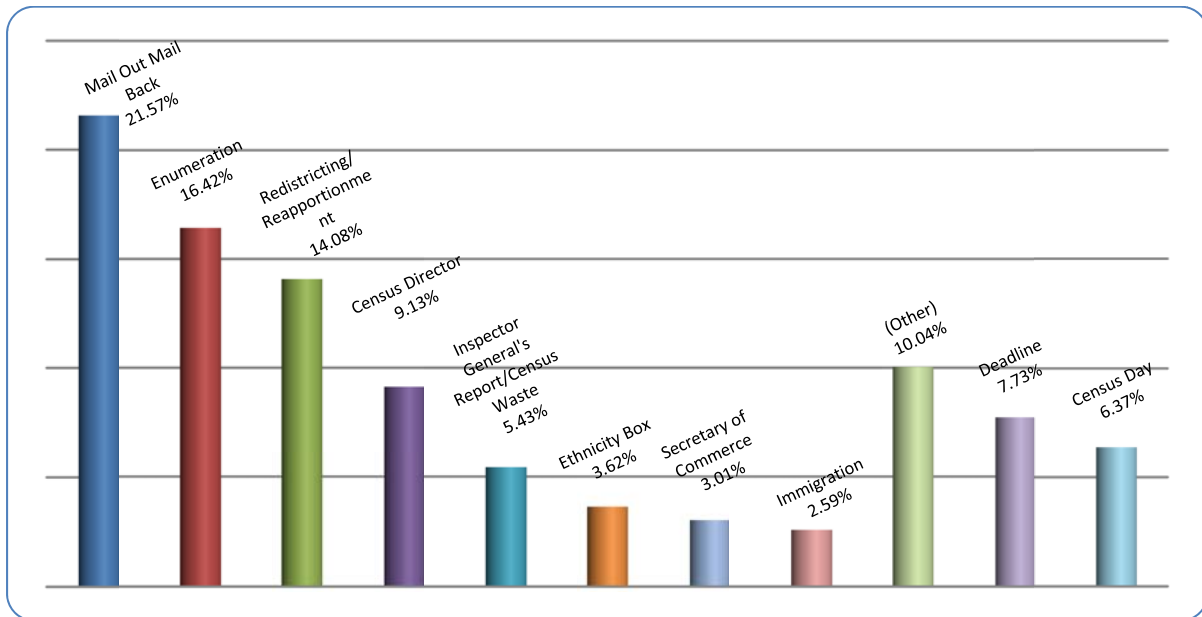
Positive coverage, in the sense that messaging about the importance of responding was repeated in news coverage, was achieved throughout the campaign, despite a series of highly charged controversies driven by the high-stakes nature of the census. In the critical months of March and April 2010, however, news stories notifying people that census questionnaires had or were about to be delivered and should be mailed back was the most prominent story topic, garnering about 21 percent of coverage (Weber Shandwick, 2010). Figure 3 shows the news topics mindshare for March 2010. Figure 4 shows the mindshare for April 2010.

**Figure 3: March 2010 News Topics Mindshare**



Source: 2010 Census Media Reports

**Figure 4: April 2010 News Topics Mindshare**



Source: 2010 Census Media Reports

### 5.3 How well did media integration function between headquarters and the regions?

#### a. Did the regional media specialists have timely access to messaging and collateral materials and was the messaging relevant?

In the post-Census debrief survey of regional media specialists, 20.8 percent felt that information was distributed to them in a timely manner from headquarters, 37.7 percent felt it was not timely, and 41.6 percent felt it was “sometimes” timely (Public Information Office, 2010a). The timely distribution of key materials was hampered by the following factors:

- Many key documents and multimedia materials were not finalized far enough in advance to aid the specialists in their work with the media.
- In many cases, specialists could have used these materials at least a month in advance in order to prepare for local implementation.
- Specialists needed time to communicate with key media on a one-on-one basis. This was especially true of toolkits intended to generate local media involvement.
- In a number of cases the information arrived after the launch of the operation they were created to support. This was reflected in several comments in the debriefing session (Public Information Office, 2010b).

#### b. Was the communications structure effective to ensure that concerns from the regions were received and acted upon by headquarters in a timely fashion?

During the planning phase, PIO and FLD PDS identified that a key lesson learned from Census 2000 was the need to better coordinate earned media activities between headquarters and the region. To facilitate this:

- Each regional media team was assigned a PIO public affairs specialist liaison and backup. The PIO liaison served as a clearinghouse of information and point of contact for questions that might come up on a day-to-day basis. 57.1 percent of regional media specialists surveyed in the post-campaign debriefing found the contact structure to be useful; 36.4 percent found it somewhat useful, and 6.5 percent found it not useful.
- Liaisons also distributed key documents, such as messages or new fact sheets, to their regional media team.
- PIO, in conjunction with FLD PDS, hosted bi-weekly conference calls with the regional media teams beginning in 2009, which turned into weekly and then daily calls as the mailout date approached. The conference calls allowed both headquarters and the regions to share developments, concerns and needs.
- Associate Director for Communications (ADCOM) held weekly conference calls with regional directors to brief them on campaign activities and developments.
- Six in-person meetings were held with the media specialists as a group, roughly quarterly, from February 2009 to June 2010. The meetings were an opportunity to conduct media training, to brainstorm media outreach strategies, to share best practices, and learn more about the overall communications campaign. Table 7 shows the location and dates of these media conferences as well as how many people attended.

**Table 7: Quarterly Media Specialist Integration Conferences**

<b>DATE</b>	<b>LOCATION</b>	<b>TOTAL ATTENDANCE</b>
February 2009	Galveston, Texas	293
June 2009	Providence, Rhode Island	190
September 2009	Salt Lake City, Utah	198
December 2009	Fort Worth, Texas	220
February 2010	Orange County, California	153
June 2010	Chicago, Illinois	203
<b>TOTAL</b>		<b>1,257</b>

Source: 2010 Quarterly Media Specialists Conference Attendance Log

- c. Were the right tools used to share information with the regions (i.e., regularly scheduled conference calls, public relations news monitoring, quarterly meetings, updates, document sharing, in-person conferences, news monitoring) and were those tools accessible and intuitive?**

There were organizational limitations to PIO’s ability to efficiently and effectively get information to the media specialists. FLD PDS policy prohibited sending attachments directly to regional media specialists as a whole. The policy required key documents to be sent first to regional management, who then distributed them to staff. In the debriefing, media specialists complained that documents were not always forwarded to them. Computer firewall issues hampered the ability to use the Census Bureau Intranet for this purpose, and the Integrated Partner Contact Database (IPCD) was explored as a solution for file sharing.

In May 2009, the Census Bureau subscribed to a document sharing module in the Vocus media contact management system that it used as a source for approved collateral. However, accessing the information was cumbersome and not all specialists used it. This was

exacerbated by ongoing confusion over which database system (IPCD or Vocus) media specialists were required to use for logging media contacts. Because media specialist were technically part of the partnership program, regional management held media specialists accountable for metrics derived from the IPCD, not Vocus, regardless of clarification to the contrary from headquarters (Public Information Office, 2010b).

#### **5.4 Did PIO integrate activities in an effective way with other divisions at headquarters (i.e., FLD, C2PO, and DMD)?**

Means of integrating activities at headquarters evolved as the campaign progressed. There were multiple layers of interoffice communication involving different levels of staff. These included:

- Twice-weekly morning “Flash” meetings between assistant division chiefs from PIO, FLD, C2PO and DMD;
- Weekly Communications Operational Integration Teams (Comm OIT) meetings lead by C2PO for the purpose of status updates and including representatives from PIO, Customer Liaison and Marketing Services Office (CLMSO), FLD and DMD;
- During the mailout and NRFU operations phases, daily 9:30 a.m. “Rapid Response” meetings led by ADCOM to surface and address potential problems. This included representatives from PIO, CAO, DMD, FLD, CLMSO, Acquisitions, communications contractors, and others as needed.
- Daily messaging meetings between ADCOM and staff from PIO, CAO, DMD, and CLMSO to develop unified messaging around new issues or questions from the public or media.

#### **5.5 Did PIO effectively integrate activities with the contractor and subcontractors?**

PIO integrated activities with subcontractors Weber Shandwick and the DraftFCB ethnic subcontractors by holding weekly conference calls. As the campaign progressed, the ethnic subcontractors were included on these calls too. Communication was difficult at first because of the requirement that every conversation had to be monitored by the Census Bureau contracting officer’s technical representative and a DraftFCB account person. Eventually, the requirement was eased so free-flowing communication that was within scope could be achieved more frequently.

#### **5.6 How well did PIO function as a team in terms of consistent communication, information sharing, media relations, workload, and division of labor?**

PIO staff met on most mornings in “huddles” where new developments, issues and workload questions were discussed. The team also met after regional media conference calls to discuss hot topics as a group. For the 2020 Census it is recommended that internal communications be better organized and documented.

PIO's lack of a dedicated project manager staff made tracking workloads and project statuses more difficult. Because staff were hired relatively late in the campaign when workload was heavy and turnaround times were short (fiscal year 2009, fourth quarter), delegating assignments was difficult since the new staff were not as familiar with 2010 Census operations as they could have been if hired earlier in the campaign (Public Information Office, 2010d).

### **5.7 Did PIO appropriately leverage new social media tools (e.g., Facebook, YouTube, Twitter, blogs) to generate positive “buzz” and news coverage about the 2010 Census?**

The Census Bureau conducted a comprehensive and innovative social media campaign for the 2010 Census, despite the fact that the agency's social media policy was not finalized until fall 2009.

PIO launched its Facebook page on January 4, 2010. The number of Facebook fans grew from 680 (week ending January 9, 2010) to 19,100 at the start of the Mailout/Mailback operation (week ending March 20, 2010). The number of fans peaked at 97,000 the week ending May 22, 2010.

The number of Facebook fan “interactions,” defined as wall posts, comments, and “likes,” peaked at 3,600 during the week ending April 17, 2010.

About 30,000 new fans joined Facebook within a few days after the start of a series of Facebook advertisements that began on April 11, 2010. During this campaign, the percentage of people in the 18-24 age groups who said they mailed back their 2010 Census forms increased the most relative to other age groups. This age group corresponded to the “unattached mobiles” target audience segment that the social media effort was designed to reach. As of April 4, 2011, the number of fans stood at 110,931.

The Census Bureau launched the YouTube page on March 18, 2009, posting a total of 366 videos through October 25, 2010. Through that date, Census Bureau YouTube videos were viewed a total of 499,865 times. The most-viewed video was a testimonial by Polish boxer Andrew Golata (147,181 views), but all but 2,012 of those views were from viewers in Poland. Three videos accounted for about one-third of the total remaining YouTube views: Karl Rove (44,434), Dora the Explorer (40,452) and “Chris,” one of the 2010 Web page marquee videos (23,385).

The Census Bureau Twitter feed also launched the week of January 4, 2010. The number of Census Bureau twitter followers grew from 1,100 that first week to 3,500 at the start of the Mailout/Mailback operation (week ending March 20, 2010). Followers continued to grow steadily; as of April 4, 2011, the number stood at 11,640.

The Census Bureau successfully used its Twitter account to respond to criticism and misinformation in real time. When the Census Bureau chose to run an advertisement during the Super Bowl to raise awareness, the Census Bureau was able to respond immediately to

concerns about the cost of the advertisement and why that particular advertising channel was used. Twitter was also used effectively on April 1, 2010, when news outlets began to report erroneously that April was the deadline to return census forms. Tweets from the Census Bureau helped circulate the right information, influencing corrections and accurate news coverage for the remainder of the day.

The Director's Blog was launched October 6, 2009. Over half a million blog pages (584,133) were viewed between October 6, 2009 and July 30, 2010. The most-viewed blog was the Director's May 6, 2010 blog welcoming the 600,000 enumerators. That one blog generated 114,775 page views on one day, about 20 percent of the total campaign blog views. This is a testament to the viral nature of blogs as enumerators and local census office staff circulated the link widely. The Director posted a total of 101 blog posts between October 6, 2009 and July 30, 2010.

The Census Bureau created a unique interactive map before and after the announcement of the apportionment results. The maps and an animated video explaining the mechanics of apportionment resulted in at least 80 online placements.

Census Bureau contractor Homefront Communications deployed a social media strategy around four key campaign milestones that combined targeted blog outreach, in-person collaboration and social media tactics. Using dedicated Twitter hashtags, the effort produced social media dialogue around (1) the mailout/mailback cut-off date (April 16, 2010); (2) the Karl Rove public service announcement (April 5, 2010), (3) the start of the Non-Response Follow-Up operation (May 1, 2010) and release of the apportionment results (December 21, 2010) (Home Front Communications, 2011).

## **5.8 How well did the communications plan adapt to changing circumstances and events?**

PIO maintained a crisis management plan throughout the decade and updated it during the planning for the 2010 Census based on incident reports during Census 2000. Elements of the plan included the definition of a crisis, headquarters and regional response team chains, templates and checklists for handling responses, and statements on approximately 30 possible crisis scenarios (i.e., bomb threats, respondent confrontations, allegations of wrong-doing by enumerators, social media-related crises, etc.). (Public Information Office, 2009)

As part of the integrated communications contract, public relations subcontractor Weber Shandwick reviewed and provided edits to the crisis plan. Weber Shandwick also created a training video that was distributed to media specialists in the region. PIO staff delivered media and crisis management training to the regional media specialists in a series of training sessions in 2008.

ADCOM determined that additional crisis management elements were needed. The Census Bureau and DraftFCB developed a Rapid Response Program that classified events into three distinct scenarios:

1. Severe Crisis: Externality requiring a significant multimedia campaign response.
2. Urgent Public Relations Challenge: Externality requiring a public relations and partnership-focused response.
3. Warning Sign Issue: Externality trending in a negative direction, but not posing a risk at the national or mass appeal level.

The plan created a tiered system of five pre-determined response levels, depending on the severity of the crisis, as analyzed by the Census Bureau and contractors. Responses ranged from distributing talking points and email alerts to partners for a “level one” (low-level) event to the placement of special newspaper advertisements for a “level five” (severe) event (DraftFCB, 2010).

#### **Level 1**

- Distribute news release (from template)
- Distribute radio DJ scripts via media specialists
- Send email alert to local, national, and federal agency partners through IPCD requesting display/distribution of customized flier
- Distribute call to action and flier through GovDelivery

#### **Level 2**

- Engage local government leaders and members of Congress
- Distribute template flier to regions, advisory committee members, Congressional members, etc.
- Encourage media specialists to engage local talk radio
- Engage social media

#### **Level 3**

- Host conference call with local media
- Conduct radio tour with senior Commerce Department or Census Bureau official
- Conduct satellite television tour with senior Commerce Department or Census Bureau official
- Discuss redirecting Road Tour vehicle with region

#### **Level 4**

- Send senior Commerce Department or Census Bureau official to area in question for press conferences, editorial board meetings, personal appearances, meeting with mayor, partnership meetings, and/or in-studio interviews

#### **Level 5**

- Place newspaper, radio, or digital advertisements

Negative events that required the attention of Census Bureau staff and leadership began in August 2007. A controversial statement about the possible suspension of the U.S. Immigration and Customs Enforcement (ICE) raids during the 2010 Census became the subject of public debate over illegal immigrants and the census. Over 100 such high-level events occurred throughout the campaign and during field operations. See Attachment B listing major events requiring a Census Bureau response (Public Information Office, 2010c).



PIO staffs were challenged daily to adapt outreach plans based on changing circumstances and events. See the 2010 Census Integrated Communications Program Rapid Response assessment for more information.

**5.9 How effective was PIO's crisis management (quality of plan, relevance of plan, implementation)?**

The crisis plan encompassed the Rapid Response assessment and daily meetings to anticipate and mitigate potential crises, allowing offices throughout the Census Bureau to quickly handle crisis incidents. This integrated, collaborative approach allowed us to respond to issues in a timely manner. The scenarios and processes included in the plan were relevant and useful.

**5.10 How effective were the multimedia tools PIO created and distributed (bites and b-rolls packages, public service announcements, photos, videos, and audio news releases) in terms of usage? Did PIO produce the right mix of multimedia tools to reach the right mix of audiences?**

More than 350 multimedia assets were produced for the 2010 Census, a more targeted effort than conducted in previous censuses. It is impossible to measure the effectiveness of the assets as they were distributed and redistributed through multiple channels: the Census Bureau's website, YouTube page, Media Download Center (high quality format for broadcast news), and, perhaps most importantly, through our partnership networks to the myriad hard to count race, ethnic and other demographic groups who needed special attention to ensure a complete count.

**5.11 How effective were PIO's proactive media pitching efforts (satellite media tours, radio media tours)?**

Proactive outreach, to broadcast news producers, was conducted between January 2010 and December 2010 to generate coverage of the 2010 Census Road Tour. It included the development of: b-roll video, live interview tours for Satellite Television Media Tours and Radio Media Tours, and the coordination of local spokesperson interviews. The combined effort focused on significant operational milestones resulting in 9,153 airings reaching an audience of 614,383,641. See Attachment C for a summary of coverage by project (Homefront, 2011).

The Census Bureau utilized highly localized information to make the story applicable to individual market areas. By providing broadcast producers with the content for strong local stories, they were able to communicate the importance of participating in the 2010 Census. There was also considerable national coverage by news network feeder outlets, major morning programs and cable news outlets.

Multimedia materials (video, photos, web content) were created to engage distinct race, ethnic and geographically distinct groups. The Portrait of America video series was

indicative of this. Separate videos were designed for Black, Hispanic, Asian, American Indian /Alaska Native and Native Hawaiian and Other Pacific Islander populations.

**5.12 Was PIO successful in having an appropriate mix of staff and resources to implement an effective earned media campaign?**

PIO's workload was significant, and the decennial media relations team of seven professional staff grew to a total of 22 staff during the peak of operations. Temporary staff and contractor staff were hired too late in the planning process to be fully operational during the most intensive operational phases (See Attachment D).

The new temporary and contractor staff were seasoned professionals with a strong mix of public relations skill sets. However, they arrived three to four months prior to the start of the first operations in Alaska, having insufficient time to learn the complexities of decennial census operations that were needed to prepare campaign materials and work independently on projects (See Attachment D).

In addition to preparing for the Road Tour, the Take 10 Campaign and other 2010 Census operations, PIO staffs were tasked with unanticipated and significant project management and campaign materials review requirements. During the months leading up to 2010 Census PIO was also responding to several high-profile incidents that diverted PIO staff from finalizing campaign materials and preparing for campaign launch. Issues during that period included the suspicious death of a field representative, a congressional request that the census collect citizenship information, concerns over fingerprinting, a viral YouTube video questioning the constitutionality of the census, a partner's printing of a pro-Census poster with religious overtones, and use of the word "negro" as an optional descriptor on the 2010 Census form.

During the debriefing for PIO staff in September 2010, staff cited the late hiring as having a negative impact on the earned media campaign. Staff felt that the amount of work for a staff without in-depth knowledge of operations led to missed opportunities that could have resulted in improved media outcomes (Public Information Office, 2010d).

**5.13 How well did PIO coordinate interviews with executive staff? Were interviews fulfilled in a timely fashion for the media? Were schedules coordinated appropriately?**

PIO appointed a point of contact to coordinate media opportunities with Census Bureau executive staff. The point of contact verified the subject of the interview with the reporter, the length of time required, the question topics and the deadline. All executive-level interview requests were first cleared by ADCOM or the deputy. Once management approved the request, the point of contact would coordinate final logistics.

PIO staff also participated in the weekly executive scheduling meetings in which significant calendar events involving the director and deputy director were reviewed and coordinated. The following list includes some examples of high-profile interviews:

- January 26, 2010 *ABC News Radio* with the Census Bureau Director
- January 27, 2010 and February 16, 2010 *C-SPAN's "Newsmakers"* with the Census Bureau Director
- February 2, 2010 *USA Today*
- March 22, 2010 *Fox News* with the Census Bureau Director
- April 21, 2010 *Washington Post* with the Census Bureau Director

#### **5.14 In what languages was Earned Media conducted?**

The Census Bureau network had the capability to conduct earned media in 101 languages via the regional partnership staff who regularly served as spokespeople to in-language media. The 101 languages represented 99.8 percent of all languages covered. The 2010 Census ICP language capabilities via the primary contractor DraftFCB and its subcontractors included 28 languages. PIO had in-house Spanish-language staff that could develop customized Spanish-language news opportunities and translate English-language news.

#### **5.15 How did Earned Media engage in languages other than English?**

Through the 2010 Census ICP contract, contractors reached out to key non-English media outlets to promote the 2010 Census. Both PIO staff and regional staff distributed news releases in Spanish and English, and regional staff with specialized language abilities reached out to their respective in-language media outlets to promote 2010 Census news coverage.

#### **5.16 Road Tour**

##### **a. How successful was the Road Tour (both national and regional vehicles) in engaging media?**

Outreach efforts netted 102 million media impressions during the first week and ultimately a total of 217 million media impressions during the 18-week road tour.

##### **b. How was media coverage of the Road Tour generated? What tools were used? Was media coverage consistent throughout the four-month road tour?**

For the 2010 Census, there were 13 Road Tour vehicles; one for each of the 12 regions and one national vehicle. National and regional media events gathered extensive coverage across print, broadcast and social media. On launch day alone, circulation and viewership totaled 26 million, surpassing the numbers from the entire Census 2000 Road Tour during the first day. The highlight was the national launch of the 2010 Census featuring the U.S. Department of Commerce Secretary and the Census Bureau Director with the anchors of the NBC Today Show touring the Road Tour vehicle. This was followed by a press conference at Times

Square in New York City. Outreach efforts netted 102 million media impressions during the first week and ultimately a total of 217 million media impressions during the 18-week tour.

Census vendor Homefront Communications also generated 173 airings of road tour interviews that they had promoted to media nationwide between January and April 2010. Following launch, media coverage was consistent during the road tour. Note that in April the vehicles were only on the road for part of the month. Coverage was distributed as follows:

**Table 8: 2012 Road Tour Media Coverage**

Month	Total Clips	Total Impressions	Estimated Advertising Value Equivalent	Number of outlets for Advertising Value Equivalent
January 2010	4,304	147,009,444	\$14,565,693	1940
February 2010	2,075	29,133,809	\$4,798,626	778
March 2010	2,114	29,659,065	\$890,490	970
April 2010	775	11,033,860	\$2,081,813	482
April 14 - May 8, 2010 (Dallas Extention)	32	638,337	\$26,752	25
<b>TOTAL</b>	<b>9,300</b>	<b>217,474,515</b>	<b>\$22,363,374</b>	<b>4,195</b>

Source: Task Order-22: 2010 Census Portrait of America Road Tour Final Report

**c. How was media coordination for the Road Tour between regions and HQ coordinated?**

PIO managed media for the national Road Tour vehicle, named “Mail It Back.” Each region managed media surrounding their own individual road tour vehicle. Staff distributed a media advisory and pitched local media prior to each road tour stop. Staff pursued media interviews and on-air camera opportunities for each event. Staff also worked with local elected officials to secure appearances and sought the inclusion of local celebrities and radio stations that might help draw local participation. A public affairs specialist from headquarters coordinated media interviews at each of the national vehicle’s official stops. Overall media for the national road tour vehicle was managed by a project manager from headquarters and a public affairs specialist who also served as the point of contact between the road tour’s logistics vendor and the regional road tour contacts.

Ethnic media subcontractors also produced coverage of the road tour, garnering 229 news stories. This included coverage in Russian-American media (including the Novoe Russkoe Slovo newspaper), Black media (including Essence magazine) and Hispanic media [including television interviews and coverage of the Times Square event with Mayor Bloomberg by Noticiero Telemundo, Al Rojo Vivo (Telemundo), Noticiero Univisión, CNN en Español and NY One Noticias].

Headquarters developed supporting materials for use by the media specialists to secure news coverage of their regional vehicles. The media specialist toolkit provided a customizable news release template, media advisory, e-mail pitches, fact sheets, talking points, spokesperson suggestions and drop-in articles. An Electronic Press Kit was posted online that provided fact sheets about the road tour and 2010 Census, story ideas, biographies and multimedia resources (DraftFCB et al., 2010).

Seventy-five percent of the regional media specialists rated the Road Tour “Very Effective” or “Effective” in the post-Census media specialists debriefing (Public Information Office, 2010a).

**d. How were media interviews coordinated at vehicle stops?**

Road Tour staffs were provided key messaging and campaign toolkits that outlined procedures and directions for handling media interviews at campaign stops. The toolkit provided template media advisories, event pitches, multimedia materials and background documents that Road Tour staff could use to help educate media about the 2010 Census. The contracting race and ethnic agency partners were also involved as needed in efforts to further extend the reach of the Road Tour to hard-to-count populations. The manual instructed staff on how to work with the media who attended events.

**e. How successful were Web 2.0 tools integrated into the Road Tour and how successful of a media engagement tool were they?**

Social media outreach on Twitter, Facebook, Flickr and YouTube played a role in promoting the road tour and expanding its reach past in-person attendees, through hosting and distributing content collected at events. The social media implementation followed the overall 2010 Census social media strategy, part of the ICP. Social media was used to help generate event attendance, collect a digital record of the tour for the website and to reinforce the overall theme of the tour. Additionally social media channels were available if needed, to respond to issues that arose during the tour (i.e. accident, viral video). Social media postings provided information on upcoming events, key milestones, and hot-topics. Content was housed on the Road Tour web page of the 2010 Census website and in the site’s Multimedia Center.

Each of the 13 road tour vehicles had a unique Twitter handle managed by the staff on board the vehicle. They tweeted at least once for each event and were encouraged to identify local landmarks and to thank partners. Photos and event details for the road tour provided additional content for the Census Bureau’s Facebook and Flickr (photo) pages. Individual road tour pages were not created.

Staffs on board the tour vehicles were also responsible for writing a blog entry following each event. On board staff submitted the blogs to PIO, who would review, approve and post the content on the Census Bureau’s blog page on 2010census.gov. In retrospect, daily blogs provided too much content and a weekly retrospective would have sufficed. Also, some on board staff were more creative and engaging at blog writing than others. Instead of an event recap, more of a “story” approach was needed to create an engaging blog. More interviews of event attendees and VIPs were needed. Event photos provided the best blog content.

Strong use of the website and social media allowed the Census Bureau to reach a technology savvy audience. Challenges included staffing time constraints and lack of programming resources, which made it difficult to monitor large spikes of online traffic, closely follow the

road tour route and post user-generated content clips in a timely manner. The most significant challenge was to keep the website continuously updated in a timely manner (DraftFCB et al., 2010).

Table 9 shows the number of blogs (micromedia) and media exposure during the months of January through April, 2010.

**Table 9: Road Tour Social Media Coverage**

Month	Blogs	Micromedia	Micromedia Impressions
January 2010	704	823	n/a
February 2010	340	417	232,251
March 2010	359	438	378,419
April 2010	98	117	63,777
April 14 - May 8, 2010 (Dallas Extention)	0	1	5
<b>TOTAL</b>	<b>1,501</b>	<b>1,796</b>	<b>674,452</b>

Source: Task Order-22: 2010 Census Portrait of America Road Tour Final Report

For more details about the Road Tour social and digital media elements see the 2010 Census Integrated Communications Program Road Tour Assessment.

### 5.17 Mail Response Rates/Take 10 Program

#### a. How did the Census Bureau inform elected officials of the Mail Response Rates/Take 10 program? How could this have been improved?

On February 18, 2010, the Census Bureau sent an email containing an online link to the Take 10 Toolkit, notifying highest elected officials and governor’s liaisons of the upcoming program. DVDs were mailed to highest elected official for whom the Census Bureau did not have an email address on record.

Outreach was also done with our network of state data centers, governor’s liaisons, advisory committee members, Census Information Centers, Federal-State Cooperative for Population Estimates members and partners in the IPCD. The regional offices were responsible for sending the link to the toolkit to their database of Complete Count Committees.

A second email was sent on March 18 encouraging these recipients to go online to see their Census 2000 rates now, and to come back when the 2010 Census rate tracker was “live” with the 2010 data so they could embed it on their site. Of the 16,806 officials then in our database, 10,311 “opened” the email.

The elected officials and partners outreach would have been more effective had it been implemented at least three to four months earlier. The toolkit and packages did not arrive in the inboxes of the parties the Census Bureau needed to run this campaign until approximately one month prior to the start of the 2010 Census mail out operation. This provided no time to promote, plan or implement government-to-government challenges.

**b. Was the GovDelivery email mechanism effective? How many elected officials did the Census Bureau reach? How many toolkits and disks were distributed by mail?**

The Census Bureau used its GovDelivery email mechanism to send 18,784 emails to the highest elected officials and governors, 17,268 of which were “opened”, meaning the graphics associated with the email were opened; many more were likely viewed without the reader separately loading the graphical elements of the email. An additional 16,384 highest elected official contacts for which the Census Bureau did not have an email address were mailed a DVD copy of the toolkit.

The nature of the campaign resulted in more than 20 million views of localized, daily rate “widgets.”

The Take 10 Campaign provided local governments, community leaders, the general public, and the media with real-time access to daily 2010 Census Mail Participation Rates so that they could be motivated to mail back their forms and inspire others to do the same.

Innovative technological tools were used to create real-time awareness about mail participation progress, to activate community leaders and to inspire change. Technical teams ensured that the daily rates were reviewed and available for posting within hours of availability. Public-facing features included an interactive Google map that allowed communities to look up and track their mail participation rates daily, local rate daily widgets that could be downloaded and imbedded on an infinite number of websites, and a toolkit and email campaign for elected officials, all in an effort to inspire friendly competitions as a way of motivating participation.

As a result of the campaign, news media nationwide ran daily stories highlighting local rates and quoting local leaders. There were approximately 21.2 million page views of the map during the mailback period.

In the post-census survey of media specialists, 92.2 percent of the specialists rated the Take 10 program as a “very effective” or “effective” media engagement tool for their regions. This was the specialists’ highest rated 2010 Census Campaign initiative (Public Information Office, 2010a).

**c. How many “challenges” were held between jurisdictions to inspire mail response?**

It is difficult to quantify the total number of challenges held between jurisdictions. There was no official reporting mechanism to capture challenges; Census Bureau staff monitored news coverage and canvassed regional media specialists for news about challenges. However, PIO was able to capture at least four challenges. They were:

- Challenge between the Old West towns of Tombstone, Arizona, and Deadwood, South Dakota that provided some fun-natured news coverage.
- St. Louis, Missouri challenged Kansas City, Kansas

- Spokane, Washington challenged Spokane Valley, Washington
- St. Cloud, Minnesota, challenged Hattiesburg, Mississippi.

**d. Were the challenges beneficial? How was this measured?**

The Census Bureau cannot answer this question since there was no tracking mechanism to capture data about the challenges, or the ability to make that determination.

**e. How could the Census Bureau inspire more challenges?**

With greater lead time regional partnership specialists would likely have been able to generate more challenges and integrate the “pitch” into their regular outreach with local governments, Complete Count Committees and partners. It would have also given headquarters staff more time to generate national-level, high-profile challenges, build out online materials and promote the campaign with multimedia elements. As it was, the program was introduced at the height of the pre-mailing time period and was another element in an already busy regional and headquarters outreach workload. Some regions reported that they had already asked for significant support from their large city mayors and were not prepared to ask for their participation. Also no governmental entity wants to be in the losing seat of a publicized challenge. The concept needs more evaluation.

**f. How did the Census Bureau notify the public about response rates?**

The Census Bureau issued a series of 19 news releases about participation rates from the beginning of the program launch in late February 2010 until the announcement of the rates on April 28, 2010. See Table 10.



**Table 10: Take 10 News Releases and Events**

<b>Date</b>	<b>News Release/Event</b>
February 25, 2010	News Release: Launch of online mapping tool with Census 2000 Rates
March 9, 2010	Media Advisory: Leaders of national government organizations call on members to take on the “Take 10” challenge. (Press event)
March 23-24, 2010	Media Advisory / News Release: Press conference with Google maps.
March 30, 2010	News Releases: Separate news releases targeting 11 states / cities that have lower mail participation rates than the national average.
March 30, 2010	News Release: The passing of the halfway mark – 50 percent of households returned forms.
March 31, 2010	News Releases: Separate news releases targeting five additional states / cities.
April 1, 2010	News Release: It’s not too late to mail back forms, invites public to track mail participation rates.
April 7, 2010	News Release: It’s still not too late.
April 9, 2010	News Release: Two states and hundreds of cities have already surpassed their Census 2000 mail participation rates. (North Carolina, South Carolina)
April 13, 2010	News Release: Kentucky surpassed its Census 2000 mail participation rates.
April 14, 2010	News Release: Tennessee surpassed its Census 2000 mail participation rates.
April 15, 2010	News Releases: Nine states and the District of Columbia are approaching their Census 2000 mail participation rates.
April 16, 2010	News Releases: Eleven states are approaching their Census 2000 mail participation rates.
April 20, 2010	News Release: The nation reached 71 percent mail participation rates and counting.
April 21, 2010	News Release: George matched its Census 2000 mail participation rate.
April 23, 2010	News Release: America Matches Mail Participation Rate from Census 2000
April 26, 2010	Media Advisory: Census Bureau to Announce Final 2010 Census Participation Rates
April 28, 2010	News Release: Nine additional states match or exceed their 2000 mail participation rates.
April 28, 2010	News Release: The numbers are in: 72 percent mail back their forms.

Source: Newsroom: 2010 Census Archives

**g. Did media cover the response rates releases?**

There were more than 5,700 news stories on the topic of mail response rate progress.

**h. Did highlighting leading areas with high response rates earn media traction?**

Media interest in the participation rates news was strong. Between March 23 and May 4, 2010, 11,104 news stories mentioned the mail participation rates. The Census Bureau cannot determine whether this was responsible for media traction.

**i. What events were held to promote the Take 10 Challenge, targeting which audiences?**

Two events were held to promote Take 10. The first, held March 9, 2010, featured speakers from the National League of Cities, the National Association of Counties, and the

International City / County Management Association. Speakers urged their constituents to take the “Take 10 Challenge” and get involved with the campaign. This was part of an effort to encourage the nation’s governmental organizations to inspire their members to take an active role in promoting census mailback. The second event announced the launching of the Google-based interactive mapping tool on March 23, 2010. This event was targeted to news media.

**5.18 Did the Public Relations task order in the communications contract change over the course of the campaign? If so, by how much and why?**

The original budget for the Public Relations task order was 5.8 million dollars. With the exercising of two option years, the de-scoping of the Online Newsroom and the addition of new scope, the public relations task order budget increased to 11.6 million dollars. The new elements added were:

- Electronic press kits and MST (and in-language proofing)
- News monitoring
- Online newsroom
- Media training podcast production
- Closed captioning
- Message development
- Story mining
- New America Media minority news briefings
- Support of the Public Relations Student Society of America Bateman student competition
- Sports marketing support
- Alaska enumeration event support
- Additional partner profiles
- Census in Schools events support
- Hispanic media monitoring support
- Response Rate Feedback Program support (“Take 10”)
- Additional media training video modules
- Additional media outreach for ethnic and minority audiences
- Public relations support for the January 14, 2010, national advertising launch event

**6. Related Evaluations, Experiments, and/or Assessments**

- 2010 Census Integrated Communications Program Evaluation
- 2010 Census ICP assessment reports:
  - 2010 ICP Summary
  - Research
  - Paid Advertising
  - Rapid Response
  - 2010 Census Website

- Portrait of America Road Tour
- Promotional Materials
- Census in Schools
- National Partnership
- Regional Partnership
- Mail Reponse Rates/Take 10

## **7. Key Lessons Learned, Conclusions, and Recommendations**

### **Recommendations**

- Public Information Office should begin hiring staff three years prior to the 2020 Census.
  - Preparing for the census requires a fully staffed and prepared team at least two years prior to the commencement of the decennial year.
  - Due to the complexity of the census, the learning curve needed to develop the background knowledge and materials for earned media activities is long.
  - Managing news inquiries, outreach, and interviews for the decennial census is a massive undertaking. Staff needs to improve management of resources and prioritize initiatives.
- Remove restrictions on document sharing due to the use of two types of media databases – Vocus and IPCD. PIO used Vocus as their media database and the regional media specialist used the IPCD. Between PIO and the regional media specialists, using two different systems hindered the ability to get critical information into the hands of the specialists in a timely fashion.
- Assigning liaisons in PIO to each region helped streamline communications, and the quarterly meetings and daily phone calls at the height of operations were also very effective. This needs to be implemented for the 2020 Census.
- Planning for the 2020 Census communications can and should begin immediately, taking advantage of the knowledge base still within PIO. While the details of the 2020 Census operations and communications strategy are still unknown, most of the communications challenges are known and can be anticipated. A broad outline with deliverable milestones can be developed with current knowledge.
- The campaign successfully used countdown tactics to engage the public and inspire participation. These tactics should be identified and built into the plan from the start, rather than added as a late-stage idea.

## **8. Acknowledgements**

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## Attachment A: Target Audiences

### □ **Primary Respondents:**

*Primary respondents in each household included those who have historically been undercounted in past censuses. It was important for the Census Bureau to specifically target and reach out to these respondents in order to ensure a more accurate count.*

- Renters
- Low-Income Households
- New Immigrants
- Low Education Households
- Linguistically Isolated Households
- Migrant Farm Workers
- Urban/Rural Households
- Young Singles
- Parents (Including single parents) (young children are among the undercounted)
- Elderly
- Disabled population
- Group Quarters Administrators
- College Students

### □ **Tribal Leaders and Members of Congress**

*Elected officials had a vested interest in the Census Bureau's population count. The Census Bureau provided education and outreach to this audience in order to ensure their legislative support. These officials also played an important role in educating their constituents on the importance of the census.*

- Tribal Organization Officials
- Congress
  - All Members of Congress
  - Congressional Staff
    - Constituent services staff
    - District office staff

### □ **State and Local Officials**

*State and local officials influenced their local communities. With their support, PIO was able to conduct outreach on the grassroots level.*

- State Officials
  - State legislators
  - Governors
  - State attorney generals
- Local Officials
  - Mayors
  - City/County commissioners
  - Tribal Leaders

- Public Administrators
  - Local Planning Departments
  - City Managers / Department Heads
  - Council of Governments
  - Regional Authorities

□ **Partners**

*Partners helped with outreach and identified traditionally undercounted audiences. Their support was vital to the success of the census.*

- Partners
  - Local community-based organizations
  - Nongovernmental organizations
  - Faith-based organizations
    - Faith-based leaders
  - Educational organizations and leaders
    - Educational Associations
    - Teachers
    - School Superintendents
    - School Board
    - Principals
  - Business and corporate community
  - Public Interest Groups
  - Unions
  - Fraternal Organizations
- Intergovernmental Organizations
  - National Association of Counties
  - League of Cities
  - Towns and Townships
  - National Congress of American Indians
  - U.S. Conference of Mayors
  - National Governors Association
  - Other organizations
- Local Law Enforcement
  - State police
  - County Sheriff's office
  - City police departments
  - Tribal police departments

□ **Stakeholders**

*PIO relied on these stakeholders for advice and recommendations. In addition, these affiliates helped disseminate data to their constituencies or populations.*

- State Data Centers (SDCs)
- Census Information Centers (CICs)
- Federal State Cooperative Program for Population Estimates
- Census Advisory Committees

- Census Advisory Committees on Race and Ethnicity
- 2010 Census Advisory Committee
- Census Advisory Committee of Professional Associations

□ **Media**

*PIO targeted this key audience in order to ensure the right message was distributed to the right audience at the right time.*

- National
- State
- Local
- Online (including blogs) / Print

□ **Oversight Audiences**

*PIO informed and educated the below groups to ensure they understood our plans and processes.*

- Government Accountability Office
- Office of the Inspector General
- Congressional Oversight Committees
- Minority Congressional Caucuses (i.e., Black Caucus, Asian Caucus, Hispanic Caucus, etc.)

□ **Internal Audiences**

*In order to ensure effective communication with any external audience, PIO prepared to provide a unified and accurate message.*

- Department of Commerce
- Census Employees (headquarters and regions)
- Contractors



## Attachment B: Log of Major Incidents Requiring Leadership Attention During the 2010 Census (August 2007 – October 2010)

DATE	DESCRIPTION	CENSUS INTERVENTION AND OUTCOME
8/16/2007	<p><b>Immigration and Customs Enforcement raids</b> Controversy surrounds the Census Bureau's request that Immigration raids halt for the 2010 Census count. Public discussion about possibly repeating the policy in 2010 knocked the Bush administration off message a week after two members of the President's Cabinet announced stepped-up efforts to enforce the nation's immigration laws, according to the Washington Post.</p>	Raids during the population count would make an already distrustful group even less likely to cooperate with government workers who are supposed to include them, the Census Bureau's second-ranking official said. The statement did not reflect official policy
4/8/2008	<p><b>Handhelds</b> The Census Bureau's mismanagement is primarily to blame for scrapping a plan to use handheld devices to help count Americans for the 2010 Census, technology auditors told a House panel. The Census Bureau had planned to use handheld devices from Harris Corp., but the switch fell behind because of scheduling and performance problems, and cost overruns helped derail the plan.</p>	U.S. Secretary of Commerce Carlos Gutierrez told members of Congress that census workers will use paper questionnaires to follow up with citizens who don't respond to the Census Bureau's first attempts to gather their information through the mail. Mr. Gutierrez said the move will cost two to three billion dollars.
7/15/2008	<p><b>Prank calls from radio DJs claiming to be census takers confuse public.</b></p>	
7/17/2008	<p><b>GAO report says Census Bureau misestimated costs</b></p>	
7/17/2008	<p><b>Same Sex Marriages</b> Washington Post reports 2010 Census won't count gay marriages.</p>	"The U.S. Census Bureau procedures used to count and tabulate relationship data are guided by and comply with legal requirements of the Defense of Marriage Act of 1996 (Public Law 104-199), which requires all federal agencies to recognize only opposite-sex marriages for the purpose of administering federal programs. Many of these programs rely on Census Bureau statistics."
	<p><b>Appointment of a new Commerce Secretary under the new administration is delayed</b> ...first when Bill Richardson withdraws from consideration, then Sen. Judd Gregg withdrawals over census policy disagreements, until Gary Locke is nominated and confirmed on Mar. 24. A ripple effect delays appointment of a new Census Bureau Director. This topic accounts for about half of all news coverage in the first half of 2009.</p>	
3/1/2009	<p><b>White House Oversight of the Census</b> House Republican leaders said they're ready to go to court against President Obama if he doesn't scuttle his plan to move the census into the purview of the Oval Office, saying it's an unconstitutional abuse of power.</p>	

3/1/2009	<b>ACORN</b> Fox News story questions the role of ACORN, a census partner, in conducting the census, leading to conservative outrage.	"The Census (Bureau) is a nonpartisan, non-political agency and we're very dedicated to an accurate account," Census Bureau spokesman Stephen Buckner told FOXNews.com.
3/18/2009	<b>ACORN to Play Role in 2010 Census</b> The Association of Community Organizations for Reform Now signed on as a national partner with the U.S. Census Bureau in February 2009 to assist with the recruitment of the 1.4 million temporary workers needed to go door-to-door to count every person in the United States -- currently believed to be more than 306 million people.	Buckner said the Census Bureau received an overwhelming number of qualified applicants -- more than 1 million -- for the 140,000 census taker jobs filled to complete the first phase of the effort. Each applicant, he said, must take a basic skills exam, which includes reading a map and entering data into a handheld computer. Applicants are also subject to an FBI background check, he said.  But Buckner acknowledged that it is difficult to track an applicant's political background.
4/6/2009	<b>GAO report says census most expensive ever</b> In a report released yesterday, the U.S. Government Accountability Office predicted that the 2010 census will be "the most expensive census in the nation's history, even after adjusting for inflation."	Acting Director Mesenbourg, in prepared testimony, also told the committee that all census systems and interfaces will be tested in time to keep the census on schedule. The Census Bureau "is on solid ground as the 2010 census begins," he added.
4/2009	<b>ACORN</b> RNC fundraising letter claims that ACORN and President Obama are manipulating the census.	
4/2009	<b>Robert Groves is nominated as Census Bureau director.</b>	"We're going to make sure that the Census Bureau has the independent leadership it deserves and the professional oversight that Americans demand," Locke said Monday at a Census-sponsored event. On Wednesday, he stressed that personal information collected by the Census will remain confidential, a concern of several groups.
4/2009	<b>Census Boycott</b> National Coalition of Latino Clergy calls for a boycott of the 2010 Census unless Congress passes immigration reform.	"The job of the Census Bureau is to count all residents living in the United States regardless of immigration status," Buckner said. "It is safe to participate in the census, because we do not share the information with any other law enforcement agency, government entity or private party."

5/15/2009	Confirmation hearing held for <b>Robert Groves</b> as Census Bureau director. Republicans had expressed concern about the prospect of former director Kenneth Prewitt coming back to the post.	
5/2009	<b>Address Canvassing</b> Conservative bloggers voice concerns over the use of GPS for address canvassing.	Census Bureau director Robert Groves acknowledged in October the costs had ballooned \$88 million, or 25 percent, over the original estimate of \$356 million. He promised to work to stop expenses from rising further.
5/2009	<b>ACORN</b> Rep. Michele Bachmann (R-MN) announces she will not complete the census, other than the question about number of people in the household. She also repeats claims about the relationship of ACORN to the census.	A spokeswoman for the Census Bureau said Mrs. Bachmann is "misreading" the law.
6/18/2009	<b>Same-Sex Marriages</b> The White House announced a differing interpretation of the Defense of Marriage Act which had been interpreted as preventing calculations of same sex marriages. Reports surface that the White House will take steps to ensure the 2010 Census produces a better count of same-sex marriages.	The Census Bureau is "actively pursuing changes in the data program to allow for an accurate count," spokesman Ben LaBolt. "The likely change applies to the survey options "husband, wife, and unmarried partner."
6/20/2009	<b>The U.S. Postal Service should conduct the 2010 Census</b> ...Rep. Jason Chaffetz (R-UT) says the postal service with 760,000 employees who is a trusted entity, who already is charged with going door-to-door to every home in America.	
6/24/2009	<b>ACORN</b> Rep. Steve King (R-IA) introduces amendment to the Commerce appropriations bill to bar taxpayer dollars for the census from going to ACORN.	
6/29/2009	<b>Rep. Bachmann urged by own party to reverse census boycott stance</b> A group of Republican Members of Congress issue a news release urging Rep. Bachmann to reverse her census boycott decision.	
7/1/2009	<b>The Census Bureau severs ties with ACORN</b> ...following the airing of a video showing ACORN employees engaging in illegal practices and increasingly negative and persistent news coverage implying a financial relationship with the organization.	"Over the last several months, through ongoing communication with our regional offices, it is clear that ACORN's affiliation with the 2010 Census promotion has caused sufficient concern in the general public, has indeed become a distraction from our mission, and may even become a discouragement to public cooperation, negatively impacting 2010 Census efforts," read a letter from Census Bureau Director Robert Groves to the president of ACORN.

9/20/2009	<b>Census Bureau Employee Death - Bill Sparkman</b> The Sept. 12 death of William Sparkman, a census worker in Kentucky who was found hanging from a tree with the word FED scrawled on his chest, raises concerns about the safety of census employees in the face of anti-government rhetoric.	"Mr. Sparkman was a shining example of the hard-working men and women the Census Bureau has in the field. The work they do on a daily basis is not easy but is a great and important service to our nation."The death is later ruled a suicide.
9/23/2009	<b>ACORN - SEIU</b> Members of Congress call for the Census Bureau to also sever ties with SEIU due to their relationship with ACORN.	The Census Bureau declined to comment.
10/7/2009	<b>An amendment to require a citizenship question to the form</b> ...by Rep. Vitter and Sen. Bennett is debated but does not pass. Census Bureau had to calculate in detail the impact of changing the form at this late stage in the process, both in terms of cost and timing.	"Our job is to count every resident once and in the right place, and that's what we'll do. All the information the Census Bureau collects is protected by law – it will not be shared with any other agency. Neither the Commerce Department nor the Census Bureau will ask DHS to refrain from exercising their lawful authority."
10/13/2009	<b>Fingerprinting: Government Accountability Office (GAO) Report</b> Rep. Patrick McHenry (R-N.C.) sends a letter to the Census Bureau stating his "strong concern" about the 2010 Census cost overruns and the recent GAO report which found problems with the fingerprinting process of several temporary census workers. The letter requested the Census Bureau provide a due date for revised cost estimates and a detailed plan for correcting the fingerprinting process.	
10/13/2009	<b>Hiring preferences to the unemployed - Schumer</b> In a letter to President Obama, Sen. Charles Schumer (D-NY) called on the 2010 Census to give a hiring preference to the unemployed and to also recruit at employment offices nationwide.	The Census Bureau responded that it is, in fact, working closely with state and local unemployment offices to recruit workers.
12/2/2009	<b>NALEO's Bethlehem Census Poster</b> A poster showing Mary and Joseph heading to Bethlehem for a census and the birth of Jesus raises eyebrows among some evangelicals, who consider it an inappropriate use of Christian symbolism for the headcount the government will conduct next year. The posters, created by the National Association of Latino Elected Officials (NALEO), were distributed to more than 7,000 churches in an effort to raise awareness of the census among Hispanics. Most were printed in Spanish.	"We work with people from all walks of life to get an accurate count, but we do not provide funding to partner organizations and play no role in the creation of material by private community groups," said Nick Kimball, a spokesman for the Commerce Department, which oversees the Census Bureau, reading a written statement.
12/16/2009	<b>Blacks urge more efforts to improve census count</b> The National Urban League, the NAACP, Revs. Al Sharpton and Jesse Jackson met with Commerce Secretary Gary Locke to voice their concerns the Census Bureau might not be doing enough to ensure an accurate tally. Roughly 3 million blacks were missed in 2000, while many whites were over counted.	Commerce officials said the Census Bureau would take a second look at its \$300 million communications campaign to determine if there are ways to make it better. The Census Bureau kicks off its ad campaign next month and will conduct its head

		count via mail and door-to-door canvassing next spring.
12/16/2009	<b>Alaska Census Taker Murders Mother, Shot by Police</b> The Census Bureau learned that one of its employees, Thom Gruenig, a Field Operations Supervisor in Fairbanks, Alaska, was shot and killed by an Alaska State Trooper who was responding to a 911 call from his house. Gruenig's mother was found dead in the house.	It was subsequently discovered that Mr. Gruenig had a criminal record that hadn't been reported to the FBI database.
12/24/2010	<b>Jerry Day</b> Jerry Day posted a video on YouTube claiming that, "without any apparent authority the Census Bureau has expanded its information gathering activities" by conducting the ACS.	Written response provided by Shelly Lowe.
1/2010	<b>Use of "Negro" on Census Form</b> On Jan. 6, the New York Daily News published an article regarding disapproval by Black New Yorkers over the use of the word "Negro" as a race answer choice on the 2010 Census form. This article ignited widespread discussion of the issue by traditional and social media outlets.	The Census Bureau explained the use of the term is "all inclusive because some people self-identify as Negro and that Congress approved the census form last year."
1/6/2010	<b>Ethnic Media</b> Danny Bakewell, president of the National Newspaper Publishers Association, which represents about 200 black-owned newspapers, said the \$2.5 million budgeted for African American publications are inadequate.	"The 2010 Census is massive, and we put forward a campaign that is intended to reach everyone living in the United States," Census spokesman Stephen Buckner says. "The campaign is in 28 languages, and we're the single largest advertiser in the Asian population group."
1/15/2010	<b>Census Jobs: Ex-Convicts in Washington, D.C.</b> Hundreds of ex-convicts are applying for census jobs in the District of Columbia. The article noted that applicants with felony convictions are not likely to get hired and that the Census Bureau has a list of crimes that would automatically disqualify a candidate. A bill introduced by Rep. Jason Chaffetz ( R-Utah) that would ban felons from being census takers was mentioned and Chaffetz was quoted in the article as saying, "With unemployment as high as it is, there are plenty of people who don't have criminal backgrounds who we can better trust to gather this personal, sensitive information."	Robert M. Groves, director of the Census Bureau, said people with felony convictions for serious crimes -- murder, sex offenses, grand theft and child molestation -- are automatically ineligible to work for the census.
1/29/2010	<b>RNC Mailing</b> Several media reported on controversial GOP fundraising surveys that could be easily confused with census forms. A bill introduced by Rep. Carolyn Maloney (D-NY) is introduced in February and signed into law in April.	
1/24/2010	<b>Language Translation Services</b> Complaints about some of the translations for the census are voiced in MyTwoCensus.com and other outlets.	

2/15/2010	<p><b>Census “Waste”</b>  Hope Yen with the Associate Press (AP) reported on Feb. 16 that the Census Bureau has wasted millions of dollars in preparation for the 2010 Census. The article reported that thousands of temporary employees were paid without performing work and others who overbilled for travel costs.</p>	<p>Groves, who was sworn in as director in July, has said he would keep closer watch over agency spending.</p>
2/16/2010	<p><b>Census Recruitment</b>  Thousands of workers hired last year for temporary positions by the U.S. Census Bureau were trained and paid but never worked for the agency, while others who fulfilled assignments overbilled for travel expenses, according to an audit released by the IG.</p>	<p>Census Bureau spokesman Stephen Buckner attributed the excessive training costs to strong applicant interest in the temporary jobs. As a result, more recruits than expected showed up for the paid training sessions, and many subsequently were let go without performing work.</p> <p>Since then, the agency has adjusted its job recruitment to account for the changes and imposed new controls to manage census-taker training and travel expenses, Buckner said.</p> <p>The Census Bureau is "confident we have better estimates and cost controls in place," he said. We believe this was due to the economic downturn and have adjusted our recruitment and retention projections," spokesman Stephen L. Buckner said. The agency has also reassessed its training, staffing and travel expenses ahead of this spring's hiring and is "confident we have better estimates and cost controls in place," Buckner said."</p>
2/17/2010	<p><b>Paper Based Operations Control System</b>  USA Today reported on Feb. 18 that a key software system for the 2010 Census is behind schedule, and according to a government watchdog report is full of defects and will have to be scaled back to ensure an accurate count.</p>	
2/19/2010	<p><b>Super Bowl Ad</b>  The decision by the Census Bureau to advertise during the Super Bowl caused widespread discussion, with people questioning the wisdom of spending \$2.5 million and also questioning the effectiveness of the Ed Begley ad.</p>	<p>Census Bureau officials call it a good investment, saying the front-end costs of purchasing the ads can be quickly recouped if they succeed in encouraging people to mail back their census forms.</p>
2/2010	<p><b>Census Jobs</b>  MyTwoCensus reporter—has received a contribution from a Census Bureau official (verified to make sure this person is for real but with her full anonymity protected) that will serve as a response to our recent</p>	<p>Census Bureau Official says Senator Schumer Was Misled: The Truth About Census Jobs</p>

	story from Indiana.	
2/22/2010	<b>Hiring of Ex-Criminals</b> An article on WHIO-TV (Dayton, Ohio) reported on Feb. 23 that a local non-profit organization called “The Adam Project” reportedly helped get 13 ex-felons hired with the Census Bureau. The organization helps men and women returning from prison get jobs and re-establish themselves in their community.	The Census Bureau could not confirm or deny the number of ex-felons being hired in the Dayton area.
2/23/2010	<b>Fortune Cookies</b> On Feb. 26, WSJ.com’s Washington Wire highlighted how fortune cookies with census messages are a communications tactic for the 2010 Census. MyTwoCensus called the use of fortune cookies to promote the 2010 Census “unique.”	Stephen Buckner, a spokesman for the Census Bureau, said Tsue Chong, one of more than 200,000 companies and organizations that partner with the Census Bureau, came up with the idea. The partners help the Census Bureau communicate with hard-to-reach audiences for the nationwide headcount. Partners often help the Census come up with clever and effective ways to reach audiences and many times pick up extra costs, Buckner said.
2/26/2010	<b>Census Overspends for Office Space</b> The Census Bureau comes under attack by FOX 45 News Baltimore for the cost of renting area LOCs.	GSA responds with the specific requirements for the Census Bureau's short-term leasing agreements and specifications for LCOs.
3/3/2010	<b>2010 Census Advance Letter</b> Criticism starts circulating about the 2010 Census advance letter by people who don't understand the research-based cost savings of the letter.	"Every 1 percentage point for us means that we save \$85 million of salary costs of sending people out to follow up on those non-responses. If we get (a) 5 percentage-point gain out of this advance letter, we're in the 500 million dollar range of savings," Groves said.
3/6/2010	<b>Rep. Ron Paul</b> Rep. Ron Paul (R-Texas) discusses his reasoning for being the only member of Congress to vote “no” on the resolution to support participation in the census. The article quoted Paul as saying that “the census “has grown far beyond what the framers of our Constitution intended” and followed his statement with history on questions asked in the census.	
3/8/2010	<b>Tea Party Opposition</b> The anti-government sentiment which has sparked the Tea Party movement has started a backlash against the upcoming census, the Boston Herald reported March 11. People who oppose filling out the census say the Constitution only empowers the Census Bureau to count the number of people in a household.	“The truth is when the Founding Fathers wrote the Constitution, they gave Congress the power to determine how the census is conducted. The U.S. Supreme Court has again and again upheld how the Census Bureau conducts the census,” Gabriel Sanchez, Dallas regional director was quoted as saying.

3/11/2010	<p><b>Census forms with wrong city listed on address labels</b></p> <p>To streamline delivery, addresses in a particular ZIP code sometimes were all labeled using a single city name that is valid for the ZIP code, even though some people in that area usually receive mail addressed to a different city name. News of this sparked concerns that people were being counted in the wrong location, even though all were geocoded.</p>	<p>“The address on your census form or advance letter may not list the city name or ZIP code you identify with or are used to seeing on your mail,” Groves said. “This is a result of a cost-saving measure that streamlines how the forms are sorted and delivered to you by the U.S. Postal Service. It will NOT affect which city, town or block your household’s responses will be assigned to when we tabulate census results.”</p>
3/15/2010	<p><b>Census Spending</b></p> <p>The 2010 Census “is already running over budget,” according to a March 15 story on FOX News.com. The article noted the 25 percent cost overrun for address canvassing, \$5.5 million in training workers who worked less than a day and the \$85 million spent on advance letters.</p>	<p>"When I arrived in July, the findings of that overrun were just emerging," Census Director Robert Groves said. "There was an underestimation of just the workload -- how many houses we had to go to."</p>
3/15/2010	<p><b>OIG Report</b></p> <p>FOXNews.com reported that the 2010 Census is “plagued with technical difficulties,” leading to growing costs. The article cited reports by the Commerce Department’s Inspector General about challenges with the paper-based operations control system.</p>	<p>This is clearly one of the highest internal risks," Grove said. "This is something that I saw early on. The I.G. is right on this. So we're making trade-off decisions right now to make sure that the core functions of the system are set up... I'm not saying we're out of the woods yet. I'm saying that we're on this problem, we're worried about it, we're studying it, we're trying to manage it well, and we're trying to make sure that the core functions are preserved."</p>
3/18/2010	<p><b>Rep. Ron Paul (R-Texas) (Privacy Concerns)</b></p> <p>Rep. Ron Paul (R-Texas) and the American Civil Liberties Union agreed that the Intelligent Mail Barcode system oversteps privacy. Rep. Paul was quoted as saying, “It’s the environment we live in; the government knows every single thing ... to the Wall Street Journal.</p>	<p>Jim Dinwiddie and Jim Marsden explained that the \$25,000 tracking system is estimated to save \$41 million on postage and follow-up costs.</p>
3/18/2010	<p><b>Negro</b></p> <p>The controversy surrounding the use of the term “Negro” on 2010 Census forms was brought back to the surface once households began to receive census forms. More than 40 percent of online posts featured “census” and “Negro” this week. Many of the posts expressed surprise at the appearance of the term on the form.</p>	<p>A test embedded in the 2010 Census will measure the effect of removing the term ‘Negro’ on reports about a person’s racial identity. The results will be used to inform design changes for future surveys and the 2020 Census.”</p>
3/19/2010	<p><b>White Powder Delivered To Census Office</b></p> <p>Reports surface that a suspicious envelope was received at a data processing center in Essex.</p>	<p>Census Bureau spokesman Stephen Buckner says the white powder inside the envelope turned out to be coffee creamer. The completed Census form in the envelope also had a coffee stain on it. Buckner says the scare disrupted the workday for employees at the data</p>



		center in Essex.
3/23/2010	<b>Census Bureau Reform</b> Ahead of the press conference planned for March 25, the Washington Post reported that Sen. Tom Coburn (R-Okla.), Sen. Thomas Carper (D-Del.), Rep. Charlie Dent (R-Pa.) and Rep. Carolyn Maloney (D-N.Y.) would introduce legislation to reform the Census Bureau. Lawmakers argue that the Census Bureau suffers from inconsistent attention given its 10 year cycle.	The commerce secretary warned Mr. Carper that having the Census Bureau director report to him personally would cut out a needed layer of management and oversight.
3/25/2010	<b>Census Day (When to mail back the Census form?)</b> Confusion spreads over whether or not to mail the form before or wait until April 1st, "Census Day".	To help combat the public's confusion, the contractor developed a digital banner to be used through social media vehicles.
3/30/2010	<b>Counting Young Adults Aged 18-24</b> There were special programs in place to count student on campus, but not off campus.	The contractor developed digital and print advertisements targeting students aged 18-24 who live off campus.
3/30/2010	<b>States with Low Response Rates</b> Texas, Florida, West Virginia, Alaska, Alabama, and Mississippi lagged behind in response rates.	
3/30/2010	<b>2010 Census Boycott</b> Reports from the LA Hispanic community surfaced about a census boycott.	The contractor developed materials for the cities that encouraged individuals "to fill out the form and mail it back so that their town/city can move for forward".
3/31/2010	<b>Low response rates in NY and LA cities</b> The response rates in NY and LA lagged for Russians and the Vietnamese populations.	The contractor increased the radio media buys in the LA region with an emphasis on the confidentiality message.
3/31/2010	<b>Census Lawsuit</b> The Wall Street Journal reported that a lawsuit has been filed accusing the Census Bureau of "systematically discriminating against minorities, specifically Blacks, Hispanics and Native Americans." The Census Bureau's 2010 Census-hiring currently requires applicants to provide court documents related to an arrest, whether or not it resulted in conviction. The suit also claims that the Census Bureau excluded applicants convicted of minor offenses, the article said.	A spokeswoman at the Census Bureau, Shelly Lowe, said the agency could not comment because the matter was in litigation.
4/2010	<b>The Public believes that it's too late to fill out the questionnaire</b> Inaccurate reports circulate about last day to complete the questions.	The contractor used social media outlets such as "Google" and paid media (newspaper and radio scripts) to send out "It's not too late" messages to the public.
4/1/2010	<b>Low National participation rate among the Hispanic and Black Audience</b> The national participation rate was only 52 percent.	
4/1/2010	<b>Extension of Road Tour with assistance from PR, press and Congress input</b> The low response rates in Dallas were really low.	The Dallas region decided to extend the Road Tour from April 14-20 with specialized focus on South Texas and New Mexico .In addition, the Census Bureau increased its promotional efforts. An additional \$17M was spent for Rapid Response (\$16.2M) and

		NRFU (\$2.3M) advertising.
4/2/2010	<b>Suspicious powder found at Essex census facility</b> The Baltimore County police and fire departments were called around 10 a.m. to the U.S. Census Bureau's Data Capture Center, in the 8400 block of Kelso Drive, to examine a package containing a small amount of powder.	"We did not evacuate the building, no one was showing symptoms, there were no transports," Elise Armacost, the fire department spokeswoman said. "People were removed from the immediate vicinity while we were testing."
4/6/2010	<b>The Mailback Response Rate</b> The nation had not met the 2000 mailback response rate.	The Census Bureau implemented the "Take 10" challenge, an e-mail and a social media campaign. In addition, two Facebook banners were created for the rapid response media initiative that displayed a "Not too late" message and a "Don't Miss Out" message.
4/7/2010	<b>Md. Census Office Reports White Powder</b> One person was transported to the hospital after a white powder was discovered at a Maryland building that processes census forms.	Baltimore County Fire Department Lt. John Milby says crews spent about 3 1/2 hours on scene and collected some of the material to be tested at a later date. He said that there were "some reports of some skin irritation."
4/10/2010	<b>Census Materials Outsourced</b> The Chicago Sun-Times reported that Chicago City Councilmen were upset when they received census materials that were manufactured abroad during March to the Mailbox events. The article quoted the president of the Chicago Federation of Labor, who said American workers were left "in the cold" in what could have been "a mini-stimulus package."	Census spokesman Stephen Buckner said all of the promotional items used were bought from small businesses and companies in the United States. The items were purchased in compliance with the Buy America Act or federal procurement rules, Buckner said.
4/13/2010	<b>Muslim Outreach</b> The AP reported on April 14 that Census Bureau officials were working with Muslim groups around the country to help convince its members to participate in the 2010 Census. Khalilah Sabra, a community leader in the Raleigh-Durham area, said many Muslims were suspicious of how the information will be used and Muslims of Middle Eastern descent were especially fearful that participating will make them targets for surveillance.	Tony Jones, a spokesman for the Census Bureau's Charlotte office said the agency is working with many communities and religious groups to address these concerns.
4/14/2010	<b>Sheriff Joe Arpaio-Confidentiality</b> Reports surface that Sheriff Joe Arpaio of Phoenix publicly refuted census confidentiality.	
4/16/2010	<b>Colonias Outreach</b> Response rates along the Texas border are some of the lowest in the country.	In order to boost response rates along the Texas border, the contractor intensified media outreach in these areas specifically concentrating on six cities.
4/21/2010	<b>American Indian And Native American Initiative</b> Upon entering the non-response follow-up phase, it was discovered that the AIAN audience required additional advertising.	The contractors were tasked with finding the most appropriate media, i.e., radio and/or print for the AIAN audience in update/enumerate (U/E) areas.

4/23/2010	<b>Area census workers killed in crash in Texas</b> when the 2003 Dodge pickup they were in failed to stop at an intersection and collided with a tractor-trailer.	“We would like to express our heartfelt condolences to the families,” Dallas-area Census spokeswoman Kimberly Murphy said in a statement Saturday. “This is a horrible tragedy for all of us.”
5/1/2010	<b>Unknown Substance</b> A suspicious red powder, sent to a Census Bureau warehouse in Jeffersonville, Ind., turned out to be Jell-O, according to the director of the National Processing Center.	“This makes our nineteenth incident since we started the census” in March, Director of NPC Hackbarth said.
5/4/2010	<b>Man killed by persons posing as census takers in Houston.</b>	Our thoughts and condolences are with the family of the victims of a home invasion and robbery in Houston where at least one of the intruders is reported to have impersonated a Census taker. The Houston Police have told Census officials they do not believe that there is an ongoing scam of impersonating Census takers, but that this is an isolated incident where the home was specifically targeted by criminal elements.
5/9/2010	<b>Census Swag</b> Rep. Stephen Lynch (D-Mass.) requested an investigation of 2010 Census materials he said were made in China and Honduras. “It is deeply troubling that with 10 percent unemployment the U.S. Census Department, whose central responsibility is to locate Americans, could not locate an American company to provide its hats and T-shirts,” Lynch was quoted as saying.	
5/9/2010	<b>American Indian Enumeration</b> San Diego County tribal leaders sent the U.S. Census Bureau a blistering letter, accusing the federal agency of showing them "complete indifference and disrespect" and failing to cooperate with tribal governments in their efforts to conduct a full count of their reservations.	
5/10/2010	<b>2010 Enumerator bags</b> begin showing up on E-Bay.	Census obtains legal opinion and establishes process for having items immediately removed from site.
5/10/2010	<b>Reporting Abuse Witnessed During NRFU</b> Local child advocates in South Florida became frustrated by the law that prohibits census workers from reporting sex abuse or child abuse they may witness while conducting NRFU operations, according to the NBC affiliate in Miami.	The census told NBCMiami that it's very unlikely one of its workers would run across abuse, but if they did the law stops them from reporting it.
5/10/2010	<b>Promotional Items</b> Census responds to Rep. Clay's inquiry about why many promotional items were not made in America.	

5/2010	<p><b>Immigration</b> Local officials and community leaders are concerned that recent immigration law in Arizona may impair NRFU efforts in the state, according to the Arizona Republic.</p>	<p>Census Bureau has targeted outreach to Hispanics, including mailing bilingual census forms and securing partnerships with minority-based organizations. Phoenix Vice Mayor Michael Nowakowski said that he is asking for volunteers to walk with census workers so that people see a familiar face.</p>
5/5/2010	<p><b>Census Swag</b> MyTwoCensus posted a video from local TV station that was also covered in an Orlando Sentinel article about t-shirts that were passed out at an NBA game in Orlando that read “Be Counted.” According to the post, “The U.S. Census Bureau spent \$47,000 on 20,000 shirts given to Magic fans during a nationally televised game, but the Census Bureau’s message wasn’t entirely clear to everyone who received the shirts.”</p>	<p>The U.S. Census says it simply spent the public funds it needed to in order to get people counted and that every region in the country did something similar to get the word out about the census.</p>
5/2010	<p><b>Census Impersonators</b> MyTwoCensus posted photos of the black canvas bags used by enumerators to illustrate that the “lack of photo I.D.s for employees and use of cheap black canvas bags as ‘uniforms’ aid scammers because impersonating a Census Bureau enumerator is all too easy.” According to the post, census uniform pieces are for sale at Goodwill in Washington.</p>	<p>Mr. Cook said that the Census Bureau couldn’t make the photo IDs because “it had to do with the volume and the fact that there is a short amount of time between the time we identify the workers, to the time we hit the street — it wasn’t cost effective to take photos.”</p>
5/2010	<p><b>Census Jobs</b> The Hill’s Briefing Room reported that House Minority Leader John Boehner (R-Ohio) released a pre-buttal to expected jobs gains in April that the figures in the soon-to-be-released report were padded by as many as 600,000 temporary census workers, and “don’t quell voters’ concerns about unemployment.”</p>	
5/2010	<p><b>Inspector General’s Quarterly Report- OIG report criticizes census Paper Based Operational Control System</b> The Associated Press reported that an Inspector General’s Office quarterly report found that “frequent outages” in the Census Bureau’s computer system “are driving up costs and put accuracy at risk because of substantial overtime required to deal with the problem.” According to the article, the report said that outages had caused a large backlog of work during April and resulting overtime costs could put the 2010 Census over budget.</p>	<p>“As we have publicly disclosed to Congress, our oversight agencies and the press, the operational control system is not optimal, and remains a risk,” Census Bureau spokesman Stephen Buckner said in an e-mail. “However we do not foresee cost overruns of the type speculated upon in this report.”</p>
5/10/2010	<p><b>PBOCS</b> On May 13, The Hill commented on Director Groves’ interview with NextGov. The Hill was skeptical of Director Groves’ claim that the <b>computer glitches</b> were fixed.</p>	<p>Groves says the Census Bureau has the problems under control.</p>
5/13/2010	<p><b>Census Taker Rape Allegations</b> Fox59 reported-A U.S. Census worker has been charged with rape and burglary, after two women claim they were attacked. One of the victims was a 21 year-old physically handicapped woman.</p>	<p>According to the U.S. Census Bureau, he had been with the agency for two weeks.</p>

5/13/2010	<b>Census Taker Refused Access</b> Sheriff of San Bruno jail refuses to allow census takers access to the facility; stems from a dispute between San Francisco and San Bruno over which jurisdiction prisoners should be counted it.	"We need to count you where you happen to live at the time," said Sonny Le of the Census Bureau.
5/13/2010	<b>Mishandling of Census Forms</b> A box of completed census forms fell off a FedEx truck in front of the Washington Post building. A passerby alerted AP about doing a story.	PIO was able to put the incident and context and no story was written.
5/14/2010	<b>Enumerators Not Getting Paid - Congress Reacts</b> Rep. Heath Schuler calls for an inquiry into why several enumerators in his district weren't paid on time.	
5/20/2010	<b>Misleading telemarketing</b> calls use the census to obtain data about diabetes.	
5/20/2010	<b>Census Worker Sex Offender</b> A New Jersey woman recognized a census worker as a registered sex offender. Frank J. Kuni, a registered sex offender in Pennsauken, used a fake name to get a job as a U.S. Census worker, said police.	The case highlighted the gap between enumerators' start dates and the return of fingerprint findings, causing the Census Bureau to change policy to ensure that no one is in the field until the fingerprint results are in.
5/20/2010	<b>Census Bureau in a building owned by a Falls Church mosque</b> Washington Post reports Two Republican lawmakers are raising questions about a decision to lease office space for the Census Bureau in a building owned by a Falls Church mosque.	The lease is for office space that was used for early census preparations and is now an office for census takers counting people in Northern Virginia. When the GSA began lease negotiations, the building was owned by a property management company, but it changed hands before the lease was signed in 2008, said Steven Jost, a spokesman for the Census Bureau.
5/20/2010	<b>Census Taker Training</b> The training process for census workers was critiqued by the OIG in a May 2010 memo of the Quarterly Report to Congress, which was sent to Robert Groves, director of the U.S. Census Bureau. The census utilizes a "verbatim training methodology" that requires trainees to read word for word from a manual to conduct census operations, according to the memo and the Washington Post reports.	
5/2010	<b>Yuba City woman shoot by police</b> A Yuba City woman who police say was involved in a confrontation with a U.S. Census worker was shot and killed by Yuba City officers after allegedly refusing to drop a shotgun pointed at the officers, according to the Yuba City Police Department.	Census Bureau spokesman Sonny Le said a census worker arrived at the home sometime around 8 p.m. Thursday. After refusing to submit to census questions, the worker said the residents aimed a gun at her.
5/21/2010	<b>Extending NRFU buys in low responding areas</b> Due to low response rates, NRFU messages were extended in the Detroit, NY, Tampa, and Dallas markets to increase cooperation with enumerators.	To help boost response rates in Detroit, NY, Tampa, and Dallas, the contractor blanketed the DMAs that required a greater focus (local newspaper selection was impacted by this info).

5/24/2010	<b>Employment Numbers</b> The New York Post and others claim that Obama administration is inflating job numbers from hiring/firing workers. This story is picked up on blogs.	Census sets record straight in a comment to the blog.
5/25/2010	<b>Former congressman Bob Barr</b> writes a blog in the Atlanta Journal Constitution saying the government has the right to enter dwellings when residents aren't home.	
5/26/2010	<b>James O'Keefe Undercover Video</b> Conservative filmmaker James O'Keefe has released a new video targeting the Census Bureau. O'Keefe's video shows census managers telling him and his associates that it's OK to take the full 8 hour day even when training broke a few hours early.	"Census Bureau policies and training are clear and require all employees to honestly submit accurate time records. Workers are instructed to report hours they work, which would include their time traveling to and from training," said Stephen Buckner of the Census Bureau's Public Information Office.
6/1/2010	<b>A suspicious package</b> ...is received by the Asheboro, N.C., LCO from a disgruntled former employee. The office is evacuated while a bomb squad opens the package, which does not contain a bomb but does contain material potentially designed to look like a bomb.	The elevated alert level came shortly after the Greensboro bomb squad's robot picked up the package, put it down and disappeared. But authorities said that they eventually found only books in the box.
6/9/2010	<b>Census crew leader dies</b> A Baltimore man who was working for the Census Bureau has died after being shot while dropping off a co-worker. Spencer Williams, 22, died Friday after being shot June 7, according to Baltimore police.	Census Bureau spokesman Steven J. Jost said Williams was returning home after driving a co-worker home at the end of the day and was considered to still be on the job. Police and Census officials said the shooting is not believed to be related to the agency's work.
6/15/2010	<b>LCO Manager's Past Association with former Ill. Gov. Blagojevich</b> Joseph Aramanda, LCO manager who oversees 1,000 employees, testified on his role as a middleman in money transfers with associates of Blagojevich. MyTwoCensus picked up this story and published an editorial calling for Aramanda's immediate termination on the grounds that he was not qualified to hold his Census Bureau position.	Mr. Aramanda started work at the Census Bureau on Nov. 2, 2009.
6/15/2010	<b>Enumerators Not Getting Paid (II)</b> On June 17, the NBC affiliate in Dallas, Texas, reported that some local temporary census employees experienced delayed payments. One woman wrote the station saying, "People at the Mesquite payroll office told me that there are hundreds from their office alone who haven't been paid yet."	Michael Cooke was quoted in the story as saying that the number is probably inflated, but the Census Bureau is working to ensure everyone is paid on time. The Citizen Times (Asheville, N.C.) covered a similar story about census payment problems in May.
6/17/2010	<b>Errors in census interviews misinterpret racial, ethnic identity</b> According to a recent report by the U.S. Commerce Department Office of the Inspector General, 71 out of 480 observed census workers failed to follow procedures when conducting face-to-face census gathering.	The OIG only observed 480 interviews out of the 48 million households we have to visit in our door-to-door operations," said the Census Bureau's Michael C. Cook, adding that the Census Bureau has completed 93 percent of its in-

		person follow-up interviews.
6/25/2010	<b>Census workers accused of falsifying forms</b> Two Census Bureau managers from a Brooklyn field office were fired after their bosses found they faked household surveys to meet deadlines, the New York Daily News learned.	"They were essentially trying to complete forms that were not completed in their entirety by using other sources of data," Census spokesman Stephen Buckner said in an interview Thursday with FoxNews.com.
6/26/2010	<b>Feds checking for violations of safety laws at census office</b> The U.S. Occupational Safety and Health Administration has opened an investigation into the U.S. Census Bureau office in Grand Junction, which earlier this year was inundated by fumes from a marijuana-growing operation in the same building. The inspection is intended to determine if there were violations of federal workplace-safety laws as a result of the fumes flowing into the offices.	Officials with the census and federal Office of Workers Compensation said they couldn't discuss claims from the Grand Junction office.
6/28/2010	<b>GOP Wants Brooklyn Census Probe</b> Republican leaders call on Oversight Committee Chairman Rep. Ed Towns to dig into Brooklyn's bogus census takers.	
6/29/2010	<b>Race Question</b> Former Census Director Prewitt suggests that the current race questions are archaic.	Director Prewitt suggests a new open-ended format race/ancestry/ethnicity question for the 2020 Census.
7/12/2010	<b>Partnership coordinator run for political office</b> Rafael Dominguez, a New York-based regional partnership coordinator for the US Census Bureau since early 2008, has filed a petition to run as a Democrat for Assemblyman for New York's 82nd District.	
7/15/2010	<b>Brooklyn census recount botched; third round, costing \$250,000 almost done</b> Census takers tasked with redoing botched surveys in Brooklyn ended up flubbing the recount, too, officials revealed yesterday.	Hundreds of Brooklyn households had to be counted for a third time after the snafu, Census Bureau Director Robert Groves said at a congressional hearing.
7/20/2010	<b>Fresno census offices probed</b> Federal investigators are probing allegations of discrimination and bad management at the Fresno offices of the U.S. Census Bureau.	Census Bureau officials say they've done everything possible to ensure accurate population tabulation. Asked specifically about alleged problems in California, a spokesman referred to comments July 27 by Groves in which he stressed the agency's nationwide quality-control efforts.
7/21/2010	<b>Census Bureau Lawsuit</b> Civil rights groups on Thursday accused the U.S. Census Bureau of discrimination in its hiring of more than a million temporary workers to conduct the 2010 census, saying it ignored a warning from a federal agency that its hiring practices might violate the Civil Rights Act.	Government lawyers defending the Census Bureau had no immediate comment Thursday, spokeswoman Yusill Scribner said.

8/9/2010	<p><b>Census Totem Pole</b> The \$20,000 totem pole art project was commissioned by the Census Bureau with a local Alaskan artist and meant to incorporate both native Alaskan symbols with the spirit of the census and help engage the disparate and hard-to-count communities of America's largest state, according to FOXNews.</p>	<p>"Certainly it had special meaning with the Alaska native and those tribal communities," Census Bureau spokesman Raul Cisneros said. "Because of that ... it hopefully encouraged Alaska native and native American Indian communities in that part of the country to participate."</p>
8/25/2010	<p><b>Census Bureau Spends Thousands On Thank You Plaques</b> The U.S. Census Bureau spent thousands on thank you plaques. It spent about \$389,000 on thank you plaques to agencies and media outlets that helped get the word out about the census.</p>	<p>It was a part of the, "You made a difference campaign."</p>
8/27/2010	<p><b>New Census Bureau Survey Asks Probing Questions</b> The American Community Survey is arriving in about 250,000 mailboxes a month or three million a year.</p>	<p>"The American Community Survey provides socio-economic statistics," says Pam Golden of the Census Bureau.</p>
9/1/2010	<p><b>Detroit Partnership staff deemed as political plants</b> As 2010 Census operations wind down, the Census Bureau has been forced to get rid of many of its temporary employees. However, the few employees who are still employed at the Detroit Regional Census Center's "partnership" office have one thing in common: They are closely connected to the Detroit political machine and/or the Democratic Party. And the one current employee who doesn't fit the above description is Twoine Murphy, who was indicted by the State of Michigan for his involvement in a Ponzi scheme, according to MyTwoCensus.</p>	<p>On June 10, the Census Bureau released the following statement: "Detroit Regional Director Dwight Dean is not currently involved in the management of Regional operations. This is a personnel matter, and Mr. Dean remains in the employment of the Census Bureau. In compliance with the Privacy Act, the Census Bureau has no further comment."</p>
9/21/2010	<p><b>Las Vegas 2010 Census Debriefing</b> The U.S. Census Bureau is facing criticism for sending 140 managers to Las Vegas last month for a business trip that cost taxpayers nearly \$100,000.</p>	<p>Associate Director for Communications, Jost said the trip to Sin City Aug. 24 cost \$88,767 in airfare, meals and hotel costs – or \$634 per person -- a price that would have been "substantially higher" anywhere else in the region.</p>
10/1/2010	<p><b>Southwest Florida census supervisors say they were told to change some 'vacant' answers</b> Some Southwest Florida census workers believe an error was made in counting vacant seasonal residences, and they don't think their concerns were investigated properly.</p>	<p>After the door-to-door counting, the government sends census workers out to verify the status of housing units classified as vacant, wrote Stacy Vidal, a spokeswoman in Maryland.</p>

Source: Public Information Office



## Attachment C: Census Broadcast and Digital Media Report Target Audiences (January 2010 – December 2010)

BROADCAST 2010				
Project	Format	Launch Day	Airings	Audience
Road Tour Ongoing Coverage	Ongoing Pitching	1/14/2010 – 4/13/2010	173	7,197,032
Ad Launch (English and Spanish)	SMT - BBR	1/14/2010	307	9,966,044
White House PSA	WP - Video Upload	1/16/2010	18	2,839,293
Alaska Enumeration	BBR	1/25/2010	531	38,350,334
Update Leave	BBR	3/1/2010	280	9,194,816
Mailout /Mailback	SMT	3/15/2010	114	5,053,040
Take 10	BBR - SMT	3/24/2010	447	15,962,950
Census Day	SMT - RMT	4/1/2010	120	18,471,339
Karl Rove PSA Outreach	WP - Video Upload	4/5/2010	23	9,443,062
Daily SMTs	SMT	4/7/2010 – 4/16/2010	39	3,106,726
Mailback Countdown / Deadline	BBR	4/12/2010	1,930	97,867,971
Door-to-Door	BBR	04/29/2010	1,645	75,218,401
Savings	BBR	08/10/2010	176	18,461,682
Mailback Update — Next Steps	BBR	10/21/2010	90	2,830,954
Census Counts — First Results	SMT - RMT	12/21/2010	3,260	300,419,997
<b>TOTALS:</b>			<b>9,153</b>	<b>614,383,641</b>
<b>LEGEND:</b>	<b>BBR</b> = Television Bites and B-Roll Package			
	<b>SMT</b> = Satellite Television Media Tour			
	<b>RMT</b> = Radio Media Tour			
	<b>WP</b> = Web Package			

Source: Public Information Office

### Attachment D: Public Information Office Staffing Levels, 2010 Census (January 2009 – September 2010)

PUBLIC INFORMATION OFFICE STAFFING LEVELS, 2010 CENSUS		1/1/2009	2/1/2009	3/1/2009	4/1/2009	5/1/2009	6/1/2009	7/1/2009	8/1/2009	9/1/2009	10/1/2009	11/1/2009	12/1/2009	1/1/2010	2/1/2010	3/1/2010	4/1/2010	5/1/2010	6/1/2010	7/1/2010	8/1/2010	9/1/2010	
Title																							
Asst Div. Chief	P																						
Branch Chief	T																						
Branch Chief	P																						
Branch Chief	P																						
Asst. Branch Chief	P																						
Pub. Affrs. Spec.	P																						
Info. Asst.	P																						
Pub. Affrs. Spec. (Internet)	P																						
Pub. Affrs. Spec.	T																						
Pub. Affrs. Spec.	T																						
Pub. Affrs. Spec.	T																						
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Pub. Affrs. Spec.	T																						
Pub. Affrs. Spec.	T																						
Pub. Affrs. Spec.	T																						
Geographer	T																						
<b>CONTRACTORS</b>																							
Internet	C																						
Pub. Affrs. Spec.	C																						
Internet	C																						
Internet	C																						
Pub. Affrs. Spec.	C																						
Internet	C																						
Satellite Media Tour	C																						

Source: Public Information Office