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August 6, 2012

**2010 CENSUS PLANNING MEMORANDA SERIES**

**No. 220**

MEMORANDUM FOR       The Distribution List

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

Subject:                 2010 Census Integrated Communications Program Promotional  
                              Materials Assessment Report

Attached is the 2010 Census Integrated Communications Program Promotional Materials 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

# 2010 Census Integrated Communications Program Promotional Materials Assessment Report

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

**Final**

**Alexandra Figueroa**

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Census 2010 Publicity Office



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## Table of Contents

<b>Executive Summary .....</b>	<b>vi</b>
<b>1. Introduction.....</b>	<b>1</b>
1.1 Scope.....	1
1.2 Intended Audience .....	1
<b>2. Background .....</b>	<b>1</b>
2.1 Census 2000.....	1
2.2 2010 Census.....	1
<b>3. Methodology .....</b>	<b>4</b>
3.1 Methods.....	4
3.2 Questions to be Answered .....	4
<b>4. Limitations.....</b>	<b>5</b>
<b>5. Results .....</b>	<b>5</b>
5.1 What was the plan for reviewing promotional materials and did it accommodate all likely contingencies and result in timely decisions?.....	5
5.2 How was compliance with the review process for promotional materials ensured? .....	7
5.3 Were promotional materials developed on time and according to schedule?.....	7
5.4 Were sufficient quantities of promotional materials created and made available in each language? And how was this measured? .....	8
5.5 Were materials to reach hard-to-count audiences rigorously developed? If yes, how?..	8
5.6 What steps were taken to ensure the cultural relevance of materials? .....	9
5.7 In what languages did the Census Bureau create promotional materials and how was the decision made regarding what languages to utilize?.....	9
5.8 Were problems with in-language materials that did not apply to English language materials identified? If yes, describe. ....	10
5.9 How was consistency maintained between promotional materials and other campaign components? .....	10
5.10 What challenges were encountered with promotional materials at different points in time, including during development, production, and distribution?.....	11
5.11 How did the Census Bureau address any problems identified and were they resolved in a timely fashion? And how was this measured? .....	12
5.12 Did the plan for allocating promotional materials to different regions successfully result in the delivery of sufficient quantities?.....	13
5.13 How were promotional materials utilized in 2010 Census regional events?.....	13
5.14 Did any issues arise during the use of promotional materials? If yes, describe decisions.....	14
5.15 Was the content across all promotional materials consistent and accurate?.....	14
5.16 How timely was the printing and distribution of materials to the regions and headquarters? .....	14
5.17 Were in-language materials culturally relevant and sensitive toward their target audience? And how was this measured?.....	15
5.18 Was the third party vendor review effective? Were there problems with the end user on incorrect content? How was this information captured and/or used? .....	16
5.19 Were promotional materials made readily available on the web? .....	16
<b>6. Related Evaluations, Experiments, and/or Assessments .....</b>	<b>17</b>
<b>7. Key Lessons Learned, Conclusions, and Recommendations .....</b>	<b>17</b>

<b>8. Acknowledgements .....</b>	<b>18</b>
<b>9. References.....</b>	<b>18</b>
Appendix A: 2010 Census ICC Timeline Partner Materials and Events.....	21
Appendix B: List of Promotional Materials, Languages, and Quantities .....	21
Appendix C: Initial Product Review Process.....	34
Appendix D: Revised Review Process Matrix.....	36
Appendix E: 2010 Census Promotional Materials Quantities by Language and Audience (Surplus).....	37

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## **Executive Summary**

For the 2010 Census Integrated Communications Program, the U.S. Census Bureau hired a multicultural and multiethnic team of contractors to create awareness and motivation about the 2010 Census and to help ensure the 2010 Census Integrated Communications Campaign was diverse enough to reach the entire population of the United States. As part of the 2010 Census Integrated Communications Program, the 2010 Census Promotional Materials program was designed to work with state, local, and tribal governments, community-based organizations, schools, media outlets, and others in communities across the country. The aim was to identify trusted individuals and gate keepers within each community who would be willing to use their influence to gain cooperation from community members reluctant to respond to the census. The program emphasized working with partners within historically hard-to-count populations.

The 2010 Census Promotional Materials program focused on equipping regional and national partners with educational and promotional materials. These were used to enhance respondents understanding of the importance of the census. The information was then relayed to their constituents. These materials were used by both regional and headquarters staff during partnership activities to motivate participation in the census.

In support of both the National and Regional Partnership Programs, the contractors produced 288 different promotional materials to support campaign efforts by more than 257,840 corporations, businesses and nonprofits as turnkey as possible. Materials were developed in English, then “transcreated”, translated, and made culturally relevant into 28 languages and targeted 35 different race and ethnic communities. Materials passed through an extensive review process, which included Census Bureau subject-matter experts, the Census Bureau’s Executive Staff, advisory committees, and focus groups (DraftFCB Team Census 2010, 2010).

Customizable products--such as pens, water bottles, mugs,--and printed and electronic materials-- such as fact sheets, brochures, toolkits, and activity guides--were developed in 28 languages in an effort to motivate participation in the 2010 Census. Over 88 million items were allocated to the 12 Census Bureau Regional Offices for dissemination to partnership organizations for use when reaching out to and educating communities across the country on the benefits of participating in the census (Figueroa, 2009).

The 2010 Census Promotional Materials program had a total base funding of 12 million dollars under the Integrated Communications Contract. As part of the American Recovery and Reinvestment Act of 2009, an additional 9 million dollars was added bringing the total budget to 21 million dollars (Figueroa, 2009).

Recommendations for better and more effective ways to implement this program for the 2020 Census are:

- Determine minimal quantities for each regional office using the latest Census Bureau population data, including the American Community Survey data.
- Allow the regions to determine on an ongoing basis their types of materials and maximum quantity needs.

- Implement a computer based logistics system that would allow the regional offices and their stakeholders to request materials on demand.
- Continue to implement the 2010 Census strategy of developing multi-language, multi-targeted promotional materials to continue to portray diversity in our materials and more efficiently spend taxpayer money.



# **1. Introduction**

## **1.1 Scope**

The aim of this assessment is to describe the various efforts that the 2010 Census Integrated Communications Program (ICP) engaged in during the 2010 Census and the outputs that resulted from this work. As a component of the ICP, the 2010 Census Promotional Materials program assessment will identify, describe, and assess the development of the promotional materials, partnership outreach efforts, systems, and mechanisms used to facilitate partnership with national and regional organizations. Analyzing, interpreting, and synthesizing the effectiveness of the ICP is beyond the scope of this study.

## **1.2 Intended Audience**

This assessment is intended for use by 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 programmatic issues.

# **2. Background**

## **2.1 Census 2000**

The Census 2000 Partnership Program was the Census Bureau's opportunity to directly involve the public in a sense of civic engagement and civic celebration of Census 2000. The aim of partnerships was to encourage mail response by those who were not persuaded by direct mail, advertising, or other conventional methods. Through their broad-based relationships at community levels, these entities and resources obtained information about local conditions, issues and circumstances, and were better able to make relevant and practical recommendations for the success of the decennial census in their area (U.S. Census Bureau, 2000).

During Census 2000, partners supported the census efforts by distributing written materials and promotional items provided by the Census Bureau. Promotional materials included fact sheets on-demand, flyers, bumper stickers, notepads, t-shirts, and baseball caps to continuously promote the Census 2000 message. In accordance to the Census 2000 Campaign timeline (U.S. Census Bureau, 2000), drop-in articles and core materials in support of the Partnership Program were distributed from May 1998 through April 15, 2000.

## **2.2 2010 Census**

The 2010 Census built upon the success of the 2000 Census and expanded the Partnership Program as an integral part of the ICP. With the help of the contractor DraftFCB and partner agencies, the Census Bureau developed the ICP to create awareness and motivation about the 2010 Census. Weber Shandwick was the lead contractor who worked on developing promotional materials. Promotional materials were developed and distributed from April 2008

through April 2010. Printed materials for the Partnership Program were printed and distributed through contracts with the Government Printing Office.

The ICP was multi-targeted, multimedia, and multilingual using traditional media like television, radio, print, and out of home, as well as new (e.g., online) and untraditional media (e.g., local community stores). There were three evolving phases – Awareness, Motivation, and Non-Response Follow-up – each with a different call to action but using the same integrated approach. These phases ran from early January 2010 through late May 2010.

The promotional materials for the 2010 Census had a more robust and challenging approach due to the nation’s increasingly diverse population, high technological communication demands, and expectation of faster material delivery than for the 2000 Census. The 2010 Census also faced unprecedented challenges across the social, political, and economic spectrum:

- Increasingly diverse population and multiple languages spoken in the United States posed a key social challenge.
- Distrust in government was a key political challenge.
- The state of the economy, unemployment, and perception of government spending taxpayer dollars for the census during difficult economic times created additional challenges.

In support of the Partnership Program initiatives, 288 different types of materials were developed in multiple languages to make campaign efforts by more than 257,840 corporations, businesses and nonprofits as tailored as possible. Materials were developed in English and then translated and made culturally relevant (or “transcreated”) into 28 languages, targeting race and ethnic communities, totaling 35 audiences. The race and ethnic groups encompassed American Indian and Alaska Native (AIAN), Native Hawaiian and other Pacific Islanders, and the African American communities. Materials passed through an extensive review process, which included Census Bureau subject matter experts (SME), the Census Bureau’s Executive Staff, advisory committees, and focus groups (DraftFCB Team Census 2010, 2010).

The 2010 Census Promotional Materials program had a total base funding of 12 million dollars under the Integrated Communications Contract. An additional 9 million dollars was added as part of the American Recovery and Reinvestment Act (ARRA) of 2009. The total budget for the promotional materials including base funding and ARRA funding that was 21 million dollars (Figueroa, 2009).

Materials were, for the first time, available to partners online at [2010census.gov](http://2010census.gov), facilitating easier access than that of past decennial census events. Electronic materials, such as electronic toolkits and e-newsletters, were made available for download and sharing through the [2010census.gov/partners](http://2010census.gov/partners) site, also known as the Partnership Communications Area (PCA).

The PCA site was built as an extension of [census.gov](http://census.gov) to encourage the exchange of information among partners and to provide an efficient means of equipping staff and partners with programs and materials. The PCA was strategically designed to be simple, streamlined and easy to

navigate. Partners who did not have access to the Internet relied on their respective partnership specialists to share the information available in the PCA (DraftFCB Team Census 2010, 2010).

The promotional materials, as part of the ICP, were developed during three campaign phases: Awareness, Motivation, and Non-Response Follow-up. Materials were delivered in three waves (Wave 1, Wave 2, and Wave 3) synchronized with these three phases of the campaign. The Awareness phase, December 2008 through March 2009, focused on raising awareness and educating the general public of the 2010 Census emphasizing the “It’s Easy, Safe and Important” messaging of this phase and “It’s in Our Hands” tagline. The second phase from April 2009 through September 2009, the Motivation phase, included materials that were aligned around the mailing of the census questionnaire. These messages were embedded in the promotional materials and integrated in the other components of the campaign, such as the advertisement, media, partner web pages, give-aways, e-newsletters, and materials around the March-to-Mail box nationwide event. Specific materials were also developed around audiences’ important months and events: National Black Caucus, Chinese New Year, Census on Campus and Older American Month. The third phase from September 2009 through January 2010, the Non-Response Follow-up phase included materials, although limited, focused on cooperation with enumerators.

Promotional materials were identified by Field Division’s Partnership and Data Services Branch (PDS), the Customer Liaison and Marketing Office (CLMSO), and the 2010 Census National Partnership Nerve Center. All materials and items produced under the communications contract that targeted ethnic audiences and other segments were synchronized with the campaign. Partner agencies, who were the experts on outreach to specific ethnic audiences, produced and reviewed materials pertaining to their associated ethnic groups to ensure materials were culturally relevant and sensitive. Translated materials produced by these partner agencies were sent to third party vendors for an independent review.

Materials went through a thorough review and approval process within the Census Bureau prior to release to the regions and the general public. Materials produced under the Promotional Materials program by the Census Bureau complied with the Buy American Act. The Government Printing Office (GPO) printed, shipped, and distributed printed materials to the 12 Census Bureau Regional Offices (RO), Census Bureau Headquarters (HQ), and Puerto Rico.

PDS determined the quantities of materials for each region based demographic characteristics of the population from the 2000 Planning Database. As part of the Regional Partnership effort, RO staff members were responsible for disseminating printed materials to local partners. The National Partnership Program received materials at HQ and shipped these to national organizations and/or distributed them at national conferences. Printed and electronic materials were posted on the partner page of the 2010 Census website and made available to partners, Census Bureau staff, and the general public. PDS received printable versions of all materials produced under the contract for records, archiving, and further printing, as needed, by the regions.

External to the promotional materials produced under the ICP, the 12 ROs and their partners also created promotional products. Some examples included t-shirts, mugs, baseball caps, coloring

books, stress balls, and chap sticks. The decision was made by the regions to supplement the Promotional Materials Program by creating materials that the regional staff believed would bring more relevancy to the hard-to-count (HTC) communities and when they deemed additional items were needed in a compressed time frame. Partners also engaged in their own creation of promotional materials through engagement with their counterparts to utilize at various promotional events.

Upon completion of the Non-Response Follow-up phase, the Census Bureau developed “Thank You” materials to acknowledge partners in their effort to raise awareness of the 2010 Census and to motivate participation. Thank You certificates, letters, and videos were produced in English and Spanish. Certificates were delivered to partners at their events and conferences by Census Bureau staff.

### **3. Methodology**

#### **3.1 Methods**

Questions for this assessment were answered using references and documentation developed for the Census 2000, 2010 Census Lessons Learned, and debriefings conducted with Field Division staff. In addition, archived data from e-mails were used to provide additional background and documentation for complete responses to assessment questions. Questions were evaluated to determine the proper documentation and data needed to accurately respond. Data results from multiple sources were synthesized and synchronized to answer each question.

#### **3.2 Questions to be Answered**

1. What was the plan for reviewing promotional materials and did it accommodate all likely contingencies and result in timely decisions?
2. How was compliance with the review process for promotional materials ensured?
3. Were promotional materials developed on time and according to schedule?
4. Were sufficient quantities of promotional materials created and made available in each language? And how was this measured?
5. Were materials to reach hard-to-count audiences rigorously developed? If yes, how?
6. What steps were taken to ensure the cultural relevance of materials?
7. In what languages did the Census Bureau create promotional materials and how was the decision made regarding what languages to utilize?
8. Were problems with in-language materials that did not apply to English language materials identified? If yes, describe.
9. How was consistency maintained between promotional materials and other campaign components?
10. What challenges were encountered with promotional materials at different points in time, including during development, production, and distribution?
11. How did the Census Bureau address any problems identified and were they resolved in a timely fashion? And how was this measured?

12. Did the plan for allocating promotional materials to different regions successfully result in the delivery of sufficient quantities?
13. How were promotional materials utilized in 2010 Census regional events?
14. Did any issues arise during the use of promotional materials? If yes, describe decisions?
15. Was the content across all promotional materials consistent and accurate?
16. How timely was the printing and distribution of materials to the regions and headquarters?
17. Were in-language materials culturally relevant and sensitive toward their target audience? And how was this measured?
18. Was the third party vendor review effective? Were there problems with the end user on incorrect content? How was this information captured and/or used?
19. Were promotional materials made readily available on the web?

## **4. Limitations**

The effects of the 2010 Census Promotional Materials 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 and amounts of promotional materials, activities undertaken, and the distribution process. It is limited to this scope and should be used as one of many tools for a truly thorough review of the promotional materials program.

## **5. Results**

### **5.1 What was the plan for reviewing promotional materials and did it accommodate all likely contingencies and result in timely decisions?**

A formal review process was planned but not clearly defined during Wave 1. By Wave 2, as part of an Initial Review Process (see Appendix A), draft products were sent to the Integrated Communications Operations Integration Team (COMM OIT) and then were reviewed by the contract management staff. Unconsolidated comments in many cases were contradictory and overlapping as they came from different divisions and various census staff. Upon receipt of COMM OIT comments, the contract management staff incorporated the comments and sent them to the contractor developing the materials, DraftFCB or Weber Shandwick, for product revisions. Revised products would then be sent to program areas for a second, third, and sometimes a fourth review. These steps were followed until a consensus was reached across divisions. Upon approval from program areas, the Assistant Director for Communications (ADCOM) would perform a final review, known as Final Clearance. Contract management staff would send any comments gathered from this step back to the contractor. Revised product versions would go through final clearance for approval. Once approved, DraftFCB delivered final files and sent these for print via GPO (see Appendix A for details on the product review process).

By the end of Wave 2, the Communications Directorate established a new Product Review Process to streamline the length of review time and ensure that proper program reviewers were in place. This new process incorporated a new SME stage during the development of the materials, dedicated division/program area representatives, and an ADCOM Review Team. This decreased the duration for the Product Review Process.

SMEs were selected by the ADCOM and were mainly staff from the Communications Directorate who would work directly with program areas outside of the directorate to gather content and program related information for use by the contractor. Their responsibilities were to:

- Become familiar with the current drafts of promotional materials; contact Census 2010 Publicity Office (C2PO) staff to receive status and product progress; and review any comments provided on the promotional materials.
- Identify other individuals outside of ADCOM who should be involved in working with the contractor to form a product team for the promotional materials.
- Contact the individuals who were identified to make up the product team and engage their assistance.
- Contact the contractor point of contact who was responsible for the promotional materials. The contractor provided a list of points of contact for each of the promotional materials.
- Work with contractor staff to provide input so that they could develop a creative brief (outline) of the promotional materials that would describe the look and feel, content, tone, specific messaging, cultural nuances, etc. for each product.
- Review the creative brief with the product team and provide approval to the contractor to move forward with the development of the promotional materials.
- Research any issues that arose and that required a response by the Census Bureau to answer any questions from the contractor while developing the promotional materials.
- Review the first draft of the materials with the product team and provide consolidated comments. This included comments on the look and feel, messaging, content, cultural relevancy, etc.
- Respond to any questions on the consolidated comments provided to ensure the contractor was clear on the directions provided by the Census Bureau.
- Review the second draft of the materials with the product team to ensure all comments were incorporated.
- Upon the SME approval, provide the second draft of the materials to C2PO so it could be routed through the review and approval process. The mail message had to be titled “For Formal Clearance” so it could be acted upon immediately.
- Respond to questions from Census Bureau staff reviewing the promotional materials.
- Provide the background information on the development of the products.
- Attend the ADCOM Clearance Team meeting when comments on the promotional materials were being reviewed (along with members of the product team) to provide continuity in the development process all the way through final approval.
- Respond to any questions from ADCOM and DMD when the promotional materials were in final review and approval.

- Copy C2PO on any mail messages that were exchanged between the contractor, the product team, and SMEs.
- Invite C2PO to any conference calls held with the contractor.
- Follow procurement regulations to prevent the request of new requirements that could impact scope, schedule, and budget (ADCOM, 2009).

The new review process was a major improvement that allowed integration, product quality, accuracy, and consistency of messages on all materials developed. The timeliness of the review process was appropriate. However, since the overall project was expected to be executed sooner, the program areas considered the materials delayed.

## **5.2 How was compliance with the review process for promotional materials ensured?**

C2PO maintained a log of each of the promotional materials to track its development, review, and approval to ensure compliance with the review process in place for promotional materials. Each product had a signage sheet that had to be signed by the ADCOM Clearance Team, by division representatives from FLD, DMD, ADCOM, and the Executive Staff who would conduct the final clearance. Upon approval and final delivery of materials in electronic files, C2PO would send an “Approved for Distribution” message to all program areas, SMEs, COMM OIT, and members of the Regional and National Partnership Programs.

All 2010 Census materials were compliant with the mandated product review process established by ADCOM, unless otherwise directed by Executive Staff to conduct streamlined measures for faster release of critical products. For example, the 2010 Census Poster series, specifically posters for the Awareness phase of the campaign, had to undergo a faster and more streamlined review process. This review helped the ICP contractors work concurrently with the English poster development. The Awareness poster series was delivered to the Executive Staff who distributed these to selected audience experts at the management level, regional directors or high profile stakeholders to review within a 24 to 48 hour timeframe. The partner agencies were also given a limited amount of time for revisions. Approved creative of these posters were sent for division review as a package, and cleared by the ADCOM Clearance Team. Since these posters had already been reviewed and approved by the Executive Staff, the process of approval was quicker which allowed the contractor to begin production much faster. This process was also used for promotional items under Wave 2 which had a faster review process as they did not go to all divisions for approval. They mainly went to PDS and ADCOM.

The review process initially did not include the regional staff during the planning stage of the ICP. The ROs later determined that their review was not needed. Having a smaller group of reviewers who were SMEs helped materials to have a streamlined process.

## **5.3 Were promotional materials developed on time and according to schedule?**

The 2010 Census communications contract was awarded September 2007 and funding was not available until fiscal year 2008. To implement the campaign required a planning phase for the communications strategy that was held in the first months of the contract. The process to develop the creative elements for promotional materials had a longer timeframe than the regions

needed for the materials. Interim materials were developed in English only and were delivered to the regions in April 2008, so that they could be used during early partnership activities. The Puerto Rico, Island Areas and Overseas Branch within DMD later translated materials into Spanish for Puerto Rico. Promotional materials were developed according to the contract schedule, but RO staff preferred that in-language materials arrive sooner as their partnership activities were being held and they did not have enough in-language products to distribute at these events.

#### **5.4 Were sufficient quantities of promotional materials created and made available in each language? And how was this measured?**

Promotional materials were produced in 28 languages and were also used for the Paid Advertising campaign and other campaign components. While materials for specific populations in HTC areas were shipped based on Census 2000 data, some regions received too many items in particular languages, while others did not receive enough. There was also an overall shortage of materials in Spanish and for African American communities. In response to this, PDS staff at Census Bureau HQ printed additional quantities of these needed written materials to send to regions. HQ staff also created a virtual clearinghouse of materials to help Regional Census Centers (RCCs) send needed items to each other. This clearinghouse helped overstocked RCCs clear some of their inventory and fill other RCCs' needs. However, they remained overwhelmed with the quantities of materials (U.S. Census Bureau, 2010b). The determination of quantities per region by languages and audience was inefficient due to the late development and delivery of materials which caused regions to have a surplus of some materials and a lack of others. Spanish materials development increased for the 2010 Census and HQs ensured that all materials developed in English also were developed for the Spanish speaking populations. These materials were very popular and in high demand with a total of 23.3 million promotional materials produced in Spanish. For stateside 12.5 million materials were produced along with around 5.9 million give-away items.

Given that the in-language materials were tied to the English creative concept and content approval, in-language products arrived in late summer 2009. RO staff preferred these materials arrive sooner as their partnership activities were being held and they did not have enough in-language products to distribute at these events.

By the end of the 2010 Census, almost one-tenth of 118.7 million materials produced under the ICP were still available for the 12 ROs to use. Most of the materials were by language and population.

#### **5.5 Were materials to reach hard-to-count audiences rigorously developed? If yes, how?**

Materials were developed by partner agencies who were experts in marketing to target ethnic audiences. These partner agencies had full knowledge of ethnic cultures, effective marketing strategies, and effective ways to communicate to HTC audiences. Partner agencies were hired as part of the ICP to develop the ethnic communications campaign for each of the target audiences.



## 5.6 What steps were taken to ensure the cultural relevance of materials?

As part of the ICP, the Census Bureau intended to make the census accessible to many communities by providing materials in multiple languages. As part of the research based campaign, the contractors developed segmentation of the population for the ICP to define the underlying construct behind the HTC population. Numerous focus groups were conducted to test messages and creative concepts that were used for the campaign. Messaging of the overall campaign was fully tested toward its intended audience and used in materials, paid advertising and other campaign components.

## 5.7 In what languages did the Census Bureau create promotional materials and how was the decision made regarding what languages to utilize?

The Census Bureau created Partnership Program promotional materials in 28 different languages:

- |              |                    |                |                     |
|--------------|--------------------|----------------|---------------------|
| 1) Arabic    | 8) German          | 15) Khmer      | 22) Spanish         |
| 2) Armenian  | 9) Greek           | 16) Korean     | 23) Tagalog/Taglish |
| 3) Bengali   | 10) Haitian Creole | 17) Laotian    | 24) Thai            |
| 4) Cantonese | 11) Hindi/Hinglish | 18) Mandarin   | 25) Ukrainian       |
| 5) English   | 12) Hmong          | 19) Polish     | 26) Urdu            |
| 6) Farsi     | 13) Italian        | 20) Portuguese | 27) Vietnamese      |
| 7) French    | 14) Japanese       | 21) Russian    | 28) Yiddish         |

From the more than 88 million products, approximately 45 million materials developed were in-language and culturally relevant to target our diverse population. The Census Bureau created promotional materials in 28 languages under the ICP, nineteen of these languages were identified in the base plan as: Arabic, Bengali, Cantonese, English, Haitian Creole, Hindi/Hinglish, Hmong, Japanese, Khmer, Korean, Laotian, Mandarin, Polish, Russian, Spanish, Tagalog/Taglish, Thai, Urdu, and Vietnamese. As part of the ARRA funding allocated to the Partnership Program, the Census Bureau asked the prime contractor, DraftFCB, to provide recommendations for additional languages. Based primarily on population and media available, DraftFCB recommended five additional languages. In June 2009, the Census Bureau's Deputy Director requested the following additional nine languages: Armenian, Farsi, French, German, Greek, Italian, Portuguese, Ukrainian, and Yiddish. This was due to their population size in this country. Promotional materials such as posters, brochures, and factsheets were developed in-language for these additional nine languages.

The data used to determine the languages came from the 2006 U.S. Census American Community Survey (ACS) 2006 data, Census 2000 data, the New America Media Directory and the Directory of Multicultural Advertising from American Multicultural Marketing. The study utilized the population ranking data from the 2006 ACS, native language spoken at home (Census 2000), Linguistic Isolation (Census 2000), and Media Vehicles available for each language (U.S. Census Bureau, 2008b).

## **5.8 Were problems with in-language materials that did not apply to English language materials identified? If yes, describe.**

Overall, there were no critical problems with the in-language materials that did not apply to English language materials. Many of the in-language creative concepts came from the Paid Media Advertising Campaign which went through extensive rounds of copy testing with its target audiences. As materials were created in English, in-language materials were built upon the foundation of the English products and “transcreated” to ensure they were culturally relevant and sensitive to its target audience.

The contractor validated the quality of each in-language material developed before such materials were submitted to the Census Bureau for initial review. For validation, the contractor engaged a third-party vendor to review and ensure that the materials developed in-language were culturally relevant and adequate for the targeted audience. The third party vendor was required to have full knowledge of, expertise and experience with the language being reviewed. This quality assurance measure applied to all in-language materials developed under the contract.

The Census Bureau received materials for review after a third party review was performed by a language bank. The Census Bureau did not have the in-house resources, in-language capabilities or staff to conduct content review. Therefore, the Census Bureau’s review mainly focused on ensuring the “look and feel”, publication numbers, and language codes were accurately placed. SMEs at the Census Bureau who were knowledgeable of specific ethnic audiences were established for poster creative design selection.

## **5.9 How was consistency maintained between promotional materials and other campaign components?**

The primary contractor, DraftFCB, was required to ensure integration across all components of the ICP. These included consistency of messaging, look and feel, and branding. The messages included incorporating results from ongoing research and development of the final tested census messages, so they complemented and did not compete with the final advertising messaging. These messages incorporated the overarching creative platform idea developed for the 2010 Census Integrated Communications Campaign (U.S. Census Bureau, 2011a).

As a way to ensure consistency and integration across campaign components efforts and promotional material development, the contractor developed a Campaign Graphic Style Guide with graphics standards and co-branding guidelines to support the needs of the partnership specialists and partner organizations as well as in-house communications activities at the Census Bureau. These standards and guidelines helped ensure that the overall campaign messaging and “look and feel” were consistent across all communications. The standards and guidelines provided instructions on logo usage, use of the 2010 Census Bureau word mark, taglines, graphics, brand colors and font guidelines as well as various forms of templates for communications. The graphics Standards and Co-Branding Guidelines did not replace the Census Bureau Corporate Standard Manual. However, it provided instructions and recommendations on the appropriateness of 2010 Census in ICP products/materials. The standards and guidelines offered flexibility to partnership specialists and partners in developing

their own customized communications materials while providing guidance on the proper use of campaign materials. The standards and guidelines were provided electronically (.pdf file) and placed on the Partnership Communications Area ([www.2010census.gov/partners](http://www.2010census.gov/partners)) for download and printing. The standards and guidelines were in English only.

#### **5.10 What challenges were encountered with promotional materials at different points in time, including during development, production, and distribution?**

Prior to the development phase, the requirements gathering process determined a need for the National Partnership Program and the Regional Partnership Program. The challenges were:

- Managing the distinct needs from the Regional and National Partnership Programs. Type of materials, quantities, and language/audience needs changed drastically amongst the Regional and the National programs. CLMSO needed more quality products developed for national partners and companies, regional staff needed much higher quantities, languages/audiences and a variety of product types. Balancing and identifying promotional materials and items that both programs could use and work with regional local partners, as well as the national companies and organizations, was a real challenge during the requirements gathering process.
- Fulfilling unlimited requirements needs with a limited amount of funding and resources.
- With the static budget available, understanding how the 2010 Census could afford material production with the scope magnitude for type and quantity of materials.
- Ability to determine proper quantity of products for each region. During the planning phase of the Communications Campaign, a fulfillment system for materials distribution had been requested as part of the communications contract and overall promotional materials requirements. Upon contract award and development of the ICP, the contractor determined that such a system was over budget and could not be implemented as part of the partnership support initiatives. This challenge changed the vision and implementation strategy envisioned by the Census Bureau's program areas as the overall approach of identifying specific quantities (DraftFCB Team Census 2010, 2010).

Challenges during development:

- Handling and filtering regional staff and headquarter staff views with the ethnic advertising sub-contractor view on creative development. Census Bureau staff felt their feedback was not taken during the materials development and review process. There were instances when contractors proposed images, creative design, and concepts that were not well received by Census Bureau staff although they were backed up by research from copy testing or advertising expertise from the contractors on how to best reach their audience (U.S. Census Bureau, 2010b). For example, the "10" poster was not used in some regions due to strong feelings about the appropriateness of the poster.
- Inability of contractor to incorporate cleared and approved content on new materials. Multiple writers from different prime and partner agencies caused the first draft of materials to have inconsistent messaging. Census Bureau reviewers and the ADCOM Clearance Team had to continuously fix drafts of new materials and request contractor to use approved content from previously cleared products. For example, a variety of toolkits

were developed to target specific audiences. However, the key “It’s Easy, Important, and Safe” messaging did not change across audiences. Therefore, contractors could have easily used previously approved content on future materials and eliminated the Census Bureau reviewer from having to request the same changes multiple times.

- Using stock photography with audiences such as the AIAN or Native Hawaiian and Pacific Islander populations when there were a limited number of photos available. Products needing images targeting this audience had a longer development timeframe as production and photo shoots had to take place. The development of these products was also more expensive and if Census Bureau did not approve the images taken, there was no option of reshooting images due to timing and limited funds.

Challenges during printing and production:

- The management of ROs and HQ storage space while materials were being shipped. Communications between HQ and the regions about materials delivery was considered poor by the regions. The spreadsheet of materials quantities and dates of arrival frequently did not match what was actually shipped. Many regional staff, especially Partnership Specialists were unaware of what materials were in the ROs. The Contract Management Branch staff sent daily material status reports produced by the contractor with this information to program leads in FLD and ADCOM. The distribution vendors contacted the regions and delivery locations, prior to delivering the materials, at a minimum of two days to 24 hour notice.
- During the first phase of the distribution process, in-door delivery requirements had not been specified by program areas and regions were not accepting deliveries unless they were carried inside. This caused issues for the contractor, vendor, and regional staff until requirements for inside delivery were added to the contract.
- Regional staff that transported and stored materials in their cars and homes had a hard time handling large heavy boxes of materials.
- Given the magnitude of materials being shipped, some regional staff was unaware of materials they had available due to lack of inventory of materials in warehouses, offices, or storage spaces.

#### **5.11 How did the Census Bureau address any problems identified and were they resolved in a timely fashion? And how was this measured?**

Complaints of materials not considered compliant with the Buy America Act or “Made in America” were raised by end users (partners, general public and media outlets). In accordance with the clause of the ICP master contract, all promotional materials developed under the contract were “Made in America” and were compliant with the Buy America Act. However, there were various instances where, at the local level, partners and regional staff purchased materials that were made in another country. This raised major issues and even generated news stories. The Census Bureau responded accordingly in a timely fashion with public statements that the ICP was compliant with the Buy America Act.

### **5.12 Did the plan for allocating promotional materials to different regions successfully result in the delivery of sufficient quantities?**

The plan for allocating promotional materials to different regions was not completely successful regarding the delivery of sufficient quantities, although steps were taken to mitigate and remedy problems in this area.

In November 2008, program area leads from PDS and CLMSO developed requirements for the three distribution waves of promotional materials using base funding (U.S. Census Bureau, 2008c). The program areas identified the types of promotional materials needed by language and total quantities. In order to determine the proper quantities, PDS used data from the Census 2000 Planning Database. This database was also used to determine the percentage of in-language or audience-specific materials that would be sent to the RCC based on the population diversity of each region.

The Census 2000 Planning Database housed data from ten years prior to the 2010 Census which led to discrepancies in current population and demographic characteristics of each region. For example, in some cases large quantities of in-language materials were sent to regions that no longer had the need for a particular language because of changes in the population over the last 10 years. Therefore, some ROs had too many materials of certain languages needed to support the partnership efforts at the local level. However, PDS worked with the ROs to establish a system to exchange and share materials between regions. This enabled the ROs to receive promotional materials in correct quantities and correct languages based on the actual needs of individual offices. Although this did not correct all issues, it did help to better align promotional materials in regions where they were most needed.

In addition, the budget could not support the quantities requested by the program areas for Waves 1 and 2. PDS was asked to lower the requested quantities of promotional materials to be in line with the budget. These quantities were still considered high in comparison to the original plan.

Given the large number of materials developed for the 2010 Census and the outdated Census 2000 Planning Database originally used to identify quantities for distribution, there was a large amount of surplus materials leftover in the ROs. This was partly the result of the ROs' inability to track inventory of promotional materials during the course of the 2010 Census. As a result, approximately 11.4 million promotional materials were unused and delivered to the National Processing Center (NPC) by the ROs for storage.

### **5.13 How were promotional materials utilized in 2010 Census regional events?**

The 2010 Census promotional materials were utilized at local events, conferences, and regional activities with partners and the general public. Staff from the National and Regional Partnership Programs brought materials to local events and conferences as well as delivered materials to partners. These materials were handed out to event participants for use and education.

**5.14 Did any issues arise during the use of promotional materials? If yes, describe decisions.**

**Made In America**

Complaints of materials not considered compliant with the Buy America Act or “Made in America” were raised by end users (partners, general public and media outlets). In accordance with the clause of the ICP contract, all promotional materials developed under the contract were “Made in America” and were compliant with the Buy America Act.

The RCCs, in accordance with the language in the fiscal year 2009 and 2010 congressional budgets, were authorized to purchase promotional items in support of the 2010 Census that were less than \$3,000 under a program called the Partner Support Program. Small quantities of items and materials purchased under the Partner Support Program were allowed to operate outside the Buy American Act.

**5.15 Was the content across all promotional materials consistent and accurate?**

Content across all promotional materials were consistent and accurate that were developed under the ICP contract. To ensure consistency and accuracy of all promotional materials, the Census Bureau reviewed all materials prior to their release. Promotional materials underwent the same review processes utilizing the same reviewers (see Attachment B). Material content followed previously approved 2010 Census messages from the 2010 Census Talking Points developed by the Census Bureau or previously approved promotional materials.

In some instances, minor content information changed from various regions such as telephone numbers, point of contacts, and RO addresses. The Communications Directorate worked closely with the PDS to update the content information in a timely manner. Material content was also updated to reflect the messaging from the Paid Advertising and other components of the campaign.

**5.16 How timely was the printing and distribution of materials to the regions and headquarters?**

Promotional materials were distributed to the 12 regions, Puerto Rico, and 2 HQ destinations – PDS and CLMSO in three waves:

- Interim materials were delivered in April 2008, two years prior to Census Day. The Wave 1 materials unveiled the 2010 Census campaign platform “It’s in Our Hands”. These materials were directed to potential partners and used by partnership and regional staff who were already engaging stakeholders and partners in promoting the 2010 Census. Although the 2010 Census branding, tagline, or messages had not been tested, materials were very useful to regional staff as they engaged partners. The Census Bureau was unable to purchase promotional items with fiscal year 2008 funding for Decennial Programs. The fiscal year 2008 appropriation from Congress did not give the Census

Bureau the authority to purchase promotional items until fiscal year 2009 when it was approved.

- Wave 1 materials were delivered on an ongoing basis from February 2009 through April 2009. Promotional items under this wave were delivered between March and April 2009. The goal of Wave 1 materials was to raise awareness and educate partners and the general public about the 2010 Census. It emphasized the campaign message – It’s Easy, Important, and Safe.
- Wave 1 materials were delivered on an ongoing basis from July 2009 through December 2009. In-language promotional items were delivered in December 2009. These materials were transcreations of the Wave 1 English materials, but were designed to be culturally relevant to the audience it targeted. The content was in-language, and tailored to the dialect and terms spoken in those languages.
- Wave 2 materials were delivered on an ongoing basis from December 2009 through April 2010. Wave 2 promotional items were part of the motivation phase of the 2010 Census Integrated Communications Campaign as they served to raise motivation and engagement of partners and the general public. Informational materials helped educate the public about the importance of the census, specific dates of when they would receive the questionnaire, and expected return timeframe. The main message was an integral part of the Communications Campaign - “We Can’t Move Forward until You Mail It Back.” Messages used as part of these materials were tested as part of copy testing research.
- Wave 3 materials, purchased with ARRA funding, were delivered from November 2009 to March 2010. (“A minimal quantity of materials arrived late in April 2010”.) Promotional items were delivered between January and March 2010.

The timeliness of the printing and distribution of materials to regions and headquarters was affected by several issues. The regional partnership staff were hired between January 2008 and September 2010, considerably sooner than in Census 2000 with the peak of partnership staffing occurring from July 1999 through May 2000. Even though the partnership staff was already onboard by the time materials for the Awareness Phase were in development, these staff had limited products available to distribute and use with partners and the general public. The Partnership Program Awareness phase began much earlier than Paid Advertising and a few months before the award of the Communications Campaign Contract (September 2007). The majority of partners were hired between the summer and fall of 2009, and the majority of promotional materials were developed under base funding and had been developed and distributed during that time. However, from the regional perspective materials came too late for effective use, particularly the in-language materials.

#### **5.17 Were in-language materials culturally relevant and sensitive toward their target audience? And how was this measured?**

Campaign copy testing was conducted as part of the research based ICP. Taglines, key messages, and designs were tailored to target audiences and used on in-language materials. Copy testing data were measured using quantitative and qualitative studies via focus groups conducted across the nation.

Per a request from the Associate Director for Communications, promotional materials targeted to specific audiences (mainly posters and toolkits), were reviewed by selected partners who reached these audiences. Executive staff identified stakeholders, who had vast knowledge on specific audience outreach and worked with these communities through their organizations, to review and provide feedback on the materials. Materials such as toolkits and posters went through this additional step to ensure culturally relevance, sensitivity, and overall quality of in-language or audience driven products. These materials targeted the Hispanic, Native Hawaiian and Pacific Islander, Asian, African American, and Puerto Rico populations in addition to other specific targeted audiences such as Veterans, Elderly, Community Based organizations and Faith-Based organizations.

**5.18 Was the third party vendor review effective? Were there problems with the end user on incorrect content? How was this information captured and/or used?**

The third party vendor, A Language Bank, was considered a success as it ensured translations were accurate, culturally relevant and transcreated and not literally translated. The process of a third party evaluation was faster than an in-house review of in-language materials as there were limited resources of personnel in-house who had the necessary expertise.

Having only one contractor as a third party vendor also helped given that the contractor's intimate knowledge of previously approved messages served as a way to ensure consistency of messaging amongst products. In addition, the third party vendor was also the reviewer of the in-language advertisement review. They reviewed all in-language paid media – television advertisements, radio, and out of home executions as well as website content. This enhanced the effort of ensuring consistency across the overall body of work for the Communications Campaign.

**5.19 Were promotional materials made readily available on the web?**

For the first time, 2010 Census promotional materials were available on the web. Changes to materials were loaded to the webpage shortly after the contractor's delivery of the final files. All final files posted on the webpage were 508 compliant. They were posted on the PCA page under the 2010census.gov website, 2010census.gov/partners. This webpage was created with the purpose of having an internet site for partners and regional staff to access and download materials. In most cases, electronic versions of materials were made available on the internet prior to and faster than delivery of the printed versions. A "Quick Link to Materials" tab was designed on the webpage for all partners to be able to print and view electronic promotional materials. The URL to access the materials was 2010census.gov/partners/materials/. The Contract Management Branch within C2PO received the files and delivered them to CLMSO to upload within a week from receipt.



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

- U.S. Census Bureau Partnership Materials Review Qualitative Research
- 2010 Census Integrated Communications Program Evaluation
- 2010 Census ICP assessment reports:
  - 2010 ICP Summary
  - Research
  - Paid Advertising
  - Earned Media and Public Relations
  - Rapid Response
  - 2010 Census Website
  - Portrait of America Road Tour
  - Census in Schools
  - National Partnership
  - Regional Partnership
  - Mail Reponse Rates/Take 10

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

### **Lessons Learned**

- Online access to partner materials on the 2010 Census website was efficient and successful, however in a difficult economy, partners in HTC areas found it difficult to use their own resources to print large quantities of materials.
- The materials review process was time consuming, particularly for transcreated materials, and should be streamlined. Determine at the outset how review of in-language materials will be handled.
- Based on lessons learned from the 2010 Census, the Census Bureau needs to develop better and more effective ways of allocating types and distributing quantities of promotional materials by region. This must be based on the latest population data available. The distribution system must allow the regions to contribute their promotional material needs including types of materials, languages, and quantities.
- Ensure the listings of Be Counted/Questionnaire Assistance Centers are accurate.
- Continue to extend social media activities to HTC populations and use applicable languages as needed.

### **Recommendations**

- Establish an on-demand computer-based logistics system that would fulfill regional needs and have the regions order through this system the promotional materials and quantities needed for their specific areas within their specific time needs.
- Strategize the development of multi-language multi-targeted promotional materials to portray diversity in our materials and more efficiently spend taxpayer money.
- Synchronize the timing of hiring partnership staff and availability of promotional materials.

- Ensure that sanctioned key messages, writing style guides, and campaign design standards are finalized and approved before materials development begins.
- Continue to include regional partners input or feedback on design of materials during the planning stage and poll partners at the completion of the program to learn what materials were most and least effective.
- Have key messages, writing style guides and campaign design standards finalized and approved prior to material development. The Census Bureau should conduct key messaging sessions to develop messages and guidelines for promotional materials.
- Utilize and assign Census Bureau SMEs to ensure Census Bureau culture, writing style and processes will be implemented on deliverables.
- Provide webinars and e-newsletters to educate partners about available campaign resources and how they can be accessed.
- Launch the decennial website as early as one year before census day.
- Establish guidelines for social media use within census regions and continue relationships developed via social media through the decade.
- The Census Bureau should develop an automated distribution and inventory management processes for the 2020 Census to avoid misallocation of resources and excess supplies remaining at the end of the next census.

## **8. Acknowledgements**

This document acknowledges the hard work of the staff in the Census 2010 Publicity Office, Field Partnerships and Data Services Branch, influential stakeholders who worked hard in planning and implementing the Promotional Materials Program.

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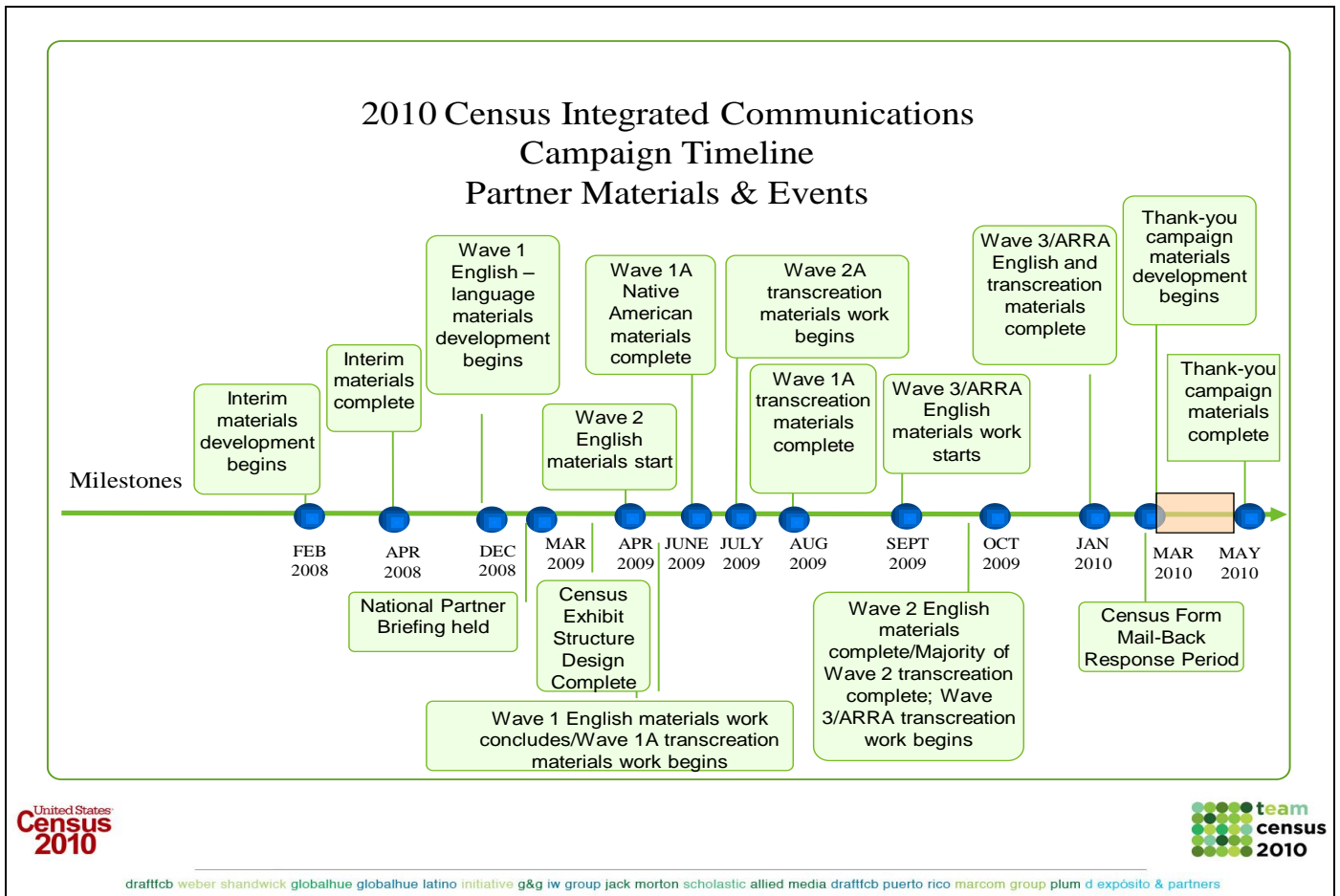
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## Appendix A: 2010 Census ICC Timeline Partner Materials and Events



Source: 2010 Census ICP Lessons Learned Report

## Appendix B: List of Promotional Materials, Languages, and Quantities

WAVE 1 - AWARENESS MATERIALS			
<i>Distribution Timeframe - February 2009 - April 2009</i>			
NO	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
PRINTED PROMOTIONAL MATERIALS			
1	Census Operational Time Line	English	312,500
2	Census Operational Time Line	Spanish	140,000
3	Census Operational Time Line	Spanish (PR)	25,000
4	Combined Fact/Sell Sheet - General Partner	English	675,000
5	Combined Fact/Sell Sheet - General Partner	Spanish (PR)	25,000
6	Combined Fact/Sell Sheet - Elected Officials	English	675,000
7	Combined Fact/Sell Sheet - Elected Officials	Spanish (PR)	25,000
8	Combined Fact/Sell Sheet - Community-Based Organizations	English	675,000
9	Combined Fact/Sell Sheet - Community-Based Organizations	Spanish (PR)	25,000
10	Combined Fact/Sell Sheet - Faith-Based Organizations	English	675,000
11	Combined Fact/Sell Sheet - Faith-Based Organizations	Spanish (PR)	25,000
12	Combined Fact/Sell Sheet - Educators	English	675,000
13	Combined Fact/Sell Sheet - Educators	Spanish (PR)	25,000
14	Combined Fact/Sell Sheet - Businesses	English	675,000
15	Combined Fact/Sell Sheet - Businesses	Spanish (PR)	25,000
16	Combined Fact/Sell Sheet - Media	English	675,000
17	Combined Fact/Sell Sheet - Media	Spanish (PR)	25,000
18	Combined Fact/Sell Sheet - Tribal Government/Tribal Liaison	English	310,000
19	2010 Census Folder	English	1,575,000
20	2010 Census Folder	Spanish (PR)	35,000
PRINTED PROMOTIONAL MATERIALS WAVE 1 TOTAL			7,297,500

Source: Public Information Office

	DESCRIPTION	LANGUAGE	TOTAL (RCC+HQ)
<b>PROMOTIONAL ITEMS (TRINKETS / GIVEAWAYS)</b>			
1	2010 Census Stickers	English	650,000
2	2010 Census Stickers	Spanish	250,000
3	2010 Census Stickers	Spanish (PR)	25,000
4	Note Pads	English	400,000
5	Note Pads	Spanish	200,000
6	Note Pads	Spanish (PR)	25,000
7	Pencils for General Public	English	425,000
8	Pencils for General Public	Spanish	200,000
9	Pencils for General Public	Spanish (PR)	25,000
10	Pens for Partner Organization Leaders	English	9,500
11	Pens for Partner Organization Leaders	Spanish	2,700
12	Pens for Partner Organization Leaders	Spanish (PR)	730
13	Pens for General Public	English	200,000
14	Pens for General Public	Spanish	90,000
15	Pens for General Public	Spanish (PR)	25,000
16	Mouse Pads	English	10,000
17	Drawstring Backpacks	English	10,000
18	Special Event 2010 Census Multi-Color Balloons	English	202,500
19	Special Event 2010 Census Multi-Color Balloons	Spanish	95,000
20	Special Event 2010 Census Multi-Color Balloons	Spanish (PR)	5,000
21	2010 Census "Hands" Magnets	English	400,000
22	2010 Census "Hands" Magnets	Spanish	200,000
23	2010 Census "Hands" Magnets	Spanish (PR)	25,000
24	Business Placards "Proud Partner for 2010 Census"	English	400,000
25	Business Placards "Proud Partner for 2010 Census"	Spanish	180,000
26	Business Placards "Proud Partner for 2010 Census"	Spanish (PR)	25,000
27	Chip Clips	English	200,000
28	Chip Clips	Spanish	90,000
29	Chip Clips	Spanish (PR)	25,000
30	Eco-Friendly Census Bags (Large Size)	English	700,000
31	Eco-Friendly Census Bags (Large Size)	Spanish	200,000
32	Eco-Friendly Census Bags (Large Size)	Spanish (PR)	25,000
33	Post-It Pads	English	200,000
34	Post-It Pads	Spanish	90,000
35	Post-It Pads	Spanish (PR)	25,000
36	Water Bottles	English	200,000

37	Water Bottles	Spanish	90,000
38	Water Bottles	Spanish (PR)	25,000
39	Coffee Mugs	English	200,000
40	Coffee Mugs	Spanish	100,000
41	Coffee Mugs	Spanish (PR)	25,000
PROMOTIONAL ITEMS WAVE 1 TOTAL			6,275,430

**Source: Public Information Office**

## WAVE 1A - AWARENESS IN-LANGUAGE MATERIALS

*Distribution Timeframe - July 2009 - December 2009*

	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
<b>WAVE 1A PRINTED PROMOTIONAL MATERIALS- IN LANGUAGE</b>			
1	General Fact Sheet	Spanish	257,125
2	General Fact Sheet	Russian	40,801
3	General Fact Sheet	Polish	40,802
4	General Fact Sheet	Arabic	40,800
5	General Fact Sheet	Chinese	40,801
6	General Fact Sheet	Vietnamese	40,802
7	General Fact Sheet	Korean	40,800
8	General Fact Sheet	Tagalog	40,801
9	General Fact Sheet	Khmer	20,104
10	General Fact Sheet	Hmong	19,679
11	General Fact Sheet	Laotian	40,800
12	General Fact Sheet	Bengali	40,800
13	General Fact Sheet	Urdu	40,800
14	General Fact Sheet	Hindi	40,801
15	General Fact Sheet	Japanese	40,801
16	Consolidated Fact Sheet / Sell Sheet	American Indian Alaskan Native	82,450
17	Consolidated Fact Sheet / Sell Sheet	Native Hawaiian Pacific Islander	81,600
18	Community Based Organization Fact Sheet	Spanish	257,125
19	Community Based Organization Fact Sheet	Russian	40,801
20	Community Based Organization Fact Sheet	Polish	40,802
21	Community Based Organization Fact Sheet	Arabic	40,800
22	Community Based Organization Fact Sheet	Chinese	40,801
23	Community Based Organization Fact Sheet	Vietnamese	40,802
24	Community Based Organization Fact Sheet	Korean	40,800
25	Community Based Organization Fact Sheet	Tagalog	40,801
26	Community Based Organization Fact Sheet	Khmer	20,104
27	Community Based Organization Fact Sheet	Hmong	19,679
28	Community Based Organization Fact Sheet	Laotian	40,800
<b>PRINTED PROMOTIONAL MATERIALS WAVE 1A TOTAL</b>			<b>1,573,882</b>

Source: Public Information Office



	DESCRIPTION	LANGUAGE	TOTAL (RCC+HQ)
<b>WAVE 1A - PROMOTIONAL ITEMS (TRINKETS) - IN LANGUAGE</b>			
1	Business Placard "Proud Partner"	Russian	62,500
2	Business Placard "Proud Partner"	Polish	62,500
3	Business Placard "Proud Partner"	Arabic	62,500
4	Business Placard "Proud Partner"	Chinese	93,600
5	Business Placard "Proud Partner"	Vietnamese	62,500
6	Business Placard "Proud Partner"	Korean	62,500
7	Business Placard "Proud Partner"	Tagalog	62,300
8	Business Placard "Proud Partner"	Khmer	31,400
9	Business Placard "Proud Partner"	Hmong	31,400
10	Business Placard "Proud Partner"	Laotian	62,500
11	Business Placard "Proud Partner"	Bengali	62,500
12	Business Placard "Proud Partner"	Urdu	62,500
13	Business Placard "Proud Partner"	Hindi	62,500
14	Business Placard "Proud Partner"	Japanese	62,500
15	Business Placard "Proud Partner"	Native Hawaiian Pacific Islander (Eng)	62,500
16	2010 Census Magnets	American Indian Alaskan Native (Eng)	12,724
17	2010 Census Chip Clips	American Indian Alaskan Native (Eng)	15,000
<b>PROMOTIONAL ITEMS WAVE 1A TOTAL</b>			<b>933,924</b>

Source: Public Information Office

**WAVE 2 - AWARENESS/MOTIVATION MATERIALS**

*Distribution Timeframe - April 2009 - December 2009*

	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
<b>WAVE 2 - PROMOTIONAL MATERIALS - IN LANGUAGE</b>			
1	Census in Schools Revised Fact Sheet	English	315,100
2	Census in Schools Revised Fact Sheet	Spanish (PR)	46,750
3	18-month Census Calendar*	English	240,020
4	18-month Census Calendar	Spanish	92,735
5	18-month Census Calendar	Spanish (PR)	34,000
6	Awareness Poster	English	509,900
7	Awareness Poster	Spanish	344,250
8	Awareness Poster	Spanish (PR)	42,500
9	Awareness Poster	Native Hawaiian Pacific Islander (Eng)	50,000
10	Awareness Poster	American Indian (SW)	55,420
11	Awareness Poster	Am. Indian Mtn. & Plains	138,720
12	Awareness Poster	American Indian (E)	49,640
13	Awareness Poster	Alaska Native	28,220
14	Awareness Poster	African American	344,250
15	Awareness Poster	Russian	170,850
16	Awareness Poster	Polish	171,020
17	Awareness Poster	Arabic	160,905
18	Awareness Poster	Chinese	259,250
19	Awareness Poster	Vietnamese	255,850
20	Awareness Poster	Korean	255,850
21	Awareness Poster	Tagalog	170,085
22	Awareness Poster	Khmer	43,435
23	Awareness Poster	Hmong	42,585
24	Awareness Poster	Laotian	42,587
25	Awareness Poster	Bengali	63,835
26	Awareness Poster	Urdu	42,585
27	Awareness Poster	Hindi	42,588
28	Awareness Poster	Japanese	170,085
29	Brochure - How People Are Counted	English	920,100
30	Brochure - How People Are Counted	Spanish	392,785
31	Brochure - How People Are Counted	Spanish (PR)	43,350
32	Brochure - How People Are Counted	Native Hawaiian Pacific Islander	255,680
33	Brochure - How People Are Counted	American Indian Alaskan Native	511,700
34	Brochure - How People Are Counted	Russian	255,850
35	Brochure - How People Are Counted	Polish	255,850
36	Brochure - How People Are Counted	Arabic	255,850

37	Brochure - How People Are Counted	Chinese	256,692
38	Brochure - How People Are Counted	Vietnamese	255,850
39	Brochure - How People Are Counted	Korean	255,851
40	Brochure - How People Are Counted	Tagalog	255,850
41	Brochure - How People Are Counted	Khmer	85,850
42	Brochure - How People Are Counted	Hmong	85,850
43	Brochure - How People Are Counted	Laotian	85,935
44	Brochure - How People Are Counted	Bengali	134,810
45	Brochure - How People Are Counted	Urdu	85,850
46	Brochure - How People Are Counted	Hindi	85,850
47	Brochure - How People Are Counted	Japanese	256,020
48	Final General Public Fact Sheet	English	2,420,100
49	Final General Public Fact Sheet	Spanish	858,585
50	Final General Public Fact Sheet	Spanish (PR)	86,275
51	Final General Public Fact Sheet	Native Hawaiian Pacific Islander	50,000
52	Final General Public Fact Sheet	American Indian Alaskan Native	763,300
53	Final General Public Fact Sheet	Arabic	161,330
54	Final General Public Fact Sheet	Russian	511,190
55	Final General Public Fact Sheet	Polish	171,445
56	Final General Public Fact Sheet	Chinese	511,173
57	Final General Public Fact Sheet	Vietnamese	511,190
58	Final General Public Fact Sheet	Korean	511,190
59	Final General Public Fact Sheet	Khmer	86,275
60	Final General Public Fact Sheet	Hmong	86,275
61	Final General Public Fact Sheet	Laotian	86,360
62	Religious Leaders Promotional Guide	English	1,510,100
63	Religious Leaders Promotional Guide	Spanish	642,901
64	Religious Leaders Promotional Guide	Spanish (PR)	85,000
65	Religious Leaders Promotional Guide	Russian	153,085
66	Religious Leaders Promotional Guide	Polish	170,255
67	Religious Leaders Promotional Guide	Arabic	160,140
68	Religious Leaders Promotional Guide	Chinese	153,051
69	Religious Leaders Promotional Guide	Vietnamese	153,085
70	Religious Leaders Promotional Guide	Korean	152,235
71	Religious Leaders Promotional Guide	Tagalog	153,000
72	Religious Leaders Promotional Guide	Khmer	85,085
73	Religious Leaders Promotional Guide	Hmong	85,085
74	Religious Leaders Promotional Guide	Laotian	85,170

75	Action Poster	English	509,900
76	Action Poster	Spanish	344,250
77	Action Poster	Spanish (PR)	21,250
78	Action Poster	Native Hawaiian Pacific Islander	50,000
79	Action Poster	American Indian (South West)	55,420
80	Action Poster	American Indian Mountain and Plains	138,720
81	Action Poster	American Indian (Eastern)	49,640
82	Action Poster	Alaska Native	28,220
83	Action Poster	African American	344,250
84	Action Poster	Russian	170,850
85	Action Poster	Polish	171,020
86	Action Poster	Arabic	160,905
87	Action Poster	Chinese	259,250
88	Action Poster	Vietnamese	255,850
89	Action Poster	Korean	255,850
90	Action Poster	Tagalog	170,085
91	Action Poster	Khmer	43,435
92	Action Poster	Hmong	42,585
93	Action Poster	Laotian	42,587
94	Action Poster	Bengali	63,835
95	Action Poster	Urdu	42,585
96	Action Poster	Hindi	42,588
97	Action Poster	Japanese	170,085
98	Confidentiality Poster	English	509,900
99	Confidentiality Poster	Spanish	344,250
100	Confidentiality Poster	Spanish (PR)	21,250
101	Confidentiality Poster	Native Hawaiian Pacific Islander	50,000
102	Confidentiality Poster	American Indian (South West)	55,420
103	Confidentiality Poster	American Indian Mountain and Plains	138,720
104	Confidentiality Poster	American Indian (Eastern)	49,640
105	Confidentiality Poster	Alaska Native	28,220
106	Confidentiality Poster	African American	344,250
107	Confidentiality Poster	Russian	170,850
108	Confidentiality Poster	Polish	171,020
109	Confidentiality Poster	Arabic	160,905
110	Confidentiality Poster	Chinese	259,250
111	Confidentiality Poster	Vietnamese	255,850
112	Confidentiality Poster	Korean	255,850
113	Confidentiality Poster	Tagalog	170,085
114	Confidentiality Poster	Khmer	43,435
115	Confidentiality Poster	Hmong	42,585
116	Confidentiality Poster	Laotian	42,587

117	Confidentiality Poster	Bengali	63,835
118	Confidentiality Poster	Urdu	42,585
119	Confidentiality Poster	Hindi	42,588
120	Confidentiality Poster	Japanese	170,085
121	Confidentiality Poster	Thai	42,585
<b>PRINTED PROMOTIONAL MATERIALS WAVE 2 TOTAL</b>			<b>26,230,373</b>

**Source: Public Information Office**

## WAVE 3 - AWARENESS IN-LANGUAGE MATERIALS

*Distribution Timeframe - November - December 2009*

	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
<b>WAVE 3 - PROMOTIONAL MATERIALS - IN LANGUAGE</b>			
1	Political Representation Poster	English	7,500
2	Political Representation Poster	Spanish (Puerto Rico)	500
2	Awareness Poster	Thai	42,585
3	Brochure - How People Area Counted	Thai	85,850
4	Final Fact Sheet/Handout - General Public	Thai	86,275
5	Religious Leaders Promotional Guide with Census Month Programming Ideas/bullet insert	Thai	85,085
6	Community-based Organizations Fact/Sell Sheet	Thai	20,104
7	General Fact/Sell Sheet	Thai	20,104
8	Confidentiality Flyer/Fact Sheet	English	2,420,100
9	Confidentiality Flyer/Fact Sheet	Spanish	766,785
10	Confidentiality Flyer/Fact Sheet	Spanish (Puerto Rico)	86,275
11	Confidentiality Flyer/Fact Sheet	Chinese	511,173
12	Confidentiality Flyer/Fact Sheet	Vietnamese	511,190
13	Confidentiality Flyer/Fact Sheet	Korean	511,190
14	Confidentiality Flyer/Fact Sheet	Russian	511,190
15	Confidentiality Flyer/Fact Sheet	Polish	171,445
16	Confidentiality Flyer/Fact Sheet	Arabic	161,330
17	Confidentiality Flyer/Fact Sheet	Native Hawaiian Pacific Islander	256,105
18	Confidentiality Flyer/Fact Sheet	American Indian Alaskan Native	763,300
19	Confidentiality Flyer/Fact Sheet	Tagalog	86,275
20	Confidentiality Flyer/Fact Sheet	Khmer	44,775
21	Confidentiality Flyer/Fact Sheet	Hmong	86,275
22	Confidentiality Flyer/Fact Sheet	Laotian	54,680
23	Confidentiality Flyer/Fact Sheet	Bengali	180,040
24	Confidentiality Flyer/Fact Sheet	Urdu	63,500
25	Confidentiality Flyer/Fact Sheet	Hindi	58,790
26	Confidentiality Flyer/Fact Sheet	Japanese	60,075
27	Confidentiality Flyer/Fact Sheet	Thai	44,775
<b>PRINTED PROMOTIONAL MATERIALS WAVE 3 TOTAL</b>			<b>7,652,496</b>

Source: Public Information Office

<b>PROMOTIONAL ITEMS (TRINKETS / GIVEAWAYS)</b>			
1	Book Marks	English	399,999
2	Book Marks	Spanish	180,000
3	Book Marks	Spanish (Puerto Rico)	25,000
4	Eco Friendly Census Bag	English/Multi	700,000
5	Eco Friendly Census Bag	Spanish (Puerto Rico)	25,000
6	Pens for Public	English	200,001
7	Pens for Public	Spanish (Puerto Rico)	25,000
8	Pencils for Public	English	425,001
9	Pencils for Public	Spanish (Puerto Rico)	25,000
10	Travel Mugs	Spanish (Puerto Rico)	25,000
11	Reporter Notebook	English	10,000
12	Chip Clip	English	200,001
13	Chip Clip	Spanish (Puerto Rico)	25,000
<b>PROMOTIONAL ITEMS WAVE 3 TOTAL</b>			<b>2,265,002</b>

**Source: Public Information Office**

**WAVE ARRA - AWARENESS IN-LANGUAGE MATERIALS**

*Distribution Timeframe - November 2009 - March 2010\*\**

	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
<b>Promotional Materials</b>			
1	Action Poster	Haitian Creole (French)	75,000
2	Action Poster	Italian	25,000
3	Action Poster	Portuguese	75,000
4	Action Poster	German	25,000
5	Action Poster	Iranian (Farsi)	70,000
6	Action Poster	Ukrainian	50,000
7	Action Poster	Armenian	25,000
8	Action Poster	Greek	25,000
9	Action Poster	Yiddish	25,000
10	Action Poster	Chinese-Simplified	75,000
11	Action Poster	French	25,000
12	General Public Fact Sheet	Haitian Creole (French)	750,000
13	General Public Fact Sheet	Italian	250,000
14	General Public Fact Sheet	Portuguese	750,000
15	General Public Fact Sheet	German	250,000
16	General Public Fact Sheet	Iranian (Farsi)	750,000
17	General Public Fact Sheet	Armenian	250,000
18	General Public Fact Sheet	Greek	250,000
19	General Public Fact Sheet	Yiddish	250,000
20	General Public Fact Sheet	Urdu (Pakistani)	500,000
21	General Public Fact Sheet	Bengali (Bangladeshi)	500,000
22	General Public Fact Sheet	Ukrainian	500,000
23	Awareness Poster	French	25,000
24	Awareness Poster	Italian	25,000
25	Awareness Poster	German	25,000
26	Awareness Poster	Iranian (Farsi)	70,000
27	Awareness Poster	Armenian	25,000
28	Awareness Poster	Greek	25,000
29	Awareness Poster	Yiddish	25,000
30	Awareness Poster	Ukrainian	50,000
31	Hispanic Targeted Poster	English	500,000
32	CIS Coloring book and activity book	English	420,000
33	Teacher companion to CIS Coloring book	English	14,004
34	CIS Coloring book and activity book	Spanish	180,000
35	Teacher Companion to CIS Coloring book	Spanish	6,000



36	TQA Calling Card	English-based, with 5 additional languages	7,500,000
<b>PRINTED PROMOTIONAL MATERIALS WAVE ARRA TOTAL</b>			<b>14,385,004</b>

Source: Public Information Office

	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
<b>Promotional Items (Trinkets)</b>			
1	Drawstring Back Packs- assorted colors	English/Multiple Language	750,000
2	Lapel Pins	English	250,000
3	Fotonovela	Spanish	750,000
4	Luggage tag with separate address card (assorted colors)	English	250,000
5	travel mugs (possibly omega) (assorted colors)	English	1,500,000
6	Stickers for Children	English	5,000,000
7	American Indian Alaskan Native Bookmarks	English	190,000
8	Religious Fans	English	2,003,000
9	Religious Fans	Spanish (Puerto Rico)	55,000
10	Religious Fans	Spanish	1,999,000
<b>PROMOTIONAL ITEM WAVE ARRA TOTAL</b>			<b>12,747,000</b>

Source: Public Information Office

	DESCRIPTION	LANGUAGE	TOTAL QUANTITY
<b>REPRINT Promotional Materials</b>			
1	Action Poster	English-	1,500,000
2	Action Poster	Spanish	750,000
3	Action Poster	Spanish (Puerto Rico)	50,000
4	Action Poster	Russian	75,000
5	Action Poster	Vietnamese	75,000
6	Action Poster	Korean	75,000
7	Action Poster	Bengali	50,000
8	Action Poster	Thai	25,000
9	General Public Fact Sheet	English	700,020
10	General Partner Fact Sheet	English	700,020
<b>TOTAL QUANTITIES</b>			<b>4,000,040</b>
<b>REORDER Promotional Items</b>			
1	Partner Leader Pens	English	140,000
2	Mouse Pads	English	140,000
<b>TOTAL QUANTITIES</b>			<b>280,000</b>

Source: Public Information Office

## Appendix C: Initial Product Review Process

Communications Products	REVIEWERS		APPROVERS											
	COMM C2PO OIT	7 days	C2PO	FLD Recruiting 4 days	*FLD	*PIO	*Legal Office	*Policy Office	*CLMSO	DMD 2 days	ADCOM 2 days	BOC Director/ Deputy 2 days?	DOC/ESA 4 days	Estimated Duration
					Concurrent Review (1 day)									
Press Releases					As needed	X				X	X	X	X	18 days
Promotional Materials														
Brochures	X	X	X		X	X	X	X	X	X	X			12 days
Poster	X	X	X		X	X	X	X		X	X			12 days
Factsheet	X	X	X		X	X	X	X	X	X	X			12 days
Newsletter	X		X		X	X	X	X	X	X	X			5 days
Bookmarks/wheels & other printed items	X	X	X		X	X	X	X		X	X			12 days
Trinkets (DMD)	X	X	X		X	X	X	X		X	X			12 days
Speeches/PowerPoint Presentations/Talking Points	X		X		X	X	X	X	X	X	X			5 days
FAQs	X	X			X	X				X	X			12 days
Drop in Articles	X	X	X		As needed	X	X	X	X	X	X			12 days
Audios/Videos	X		X			X	X	X		X	X			5 days

**Incorporate Consolidated Comments**

**Incorporate Consolidated Comments**

<i>PSAs</i>	X		X		<i>As needed</i>	X	X	X		X	X			5 days
<i>Core Messages</i>	X	X	X		X	X				X	X	X		14 days
<i>2010 Logo</i>	X		X			X				X	X			5 days
<i>Census In Schools Materials</i>	X	X	X			X	X	X	X	X	X		X	16 days
<i>Paid Advertisements</i>														
<i>Scripts</i>	X		X			X	X	X		X	X	X	X	18 days
<i>Concepts</i>	X	X	X			X	X	X		X	X	X	X	11 days
<i>Advertisements</i>	X		X			X				X	X	X	X	11 days
<i>Web pages</i>	X	X			<i>As needed</i>	<i>As needed</i>	X			X	<i>As needed</i>	X		18 days
<i>Recruiting Materials</i>		X			X	X				X	X	X		14 days

**Source: Public Information Office**

## Appendix D: Revised Review Process Matrix

Communications Products	REVIEWERS									TOTAL ESTIMATED DURATION			
	C2PO	DM	PI	CLMS	FL	ACS	Policy	Legal	ADCOM CLEARANCE TEAM		Assistant Director for the Decennial Census	Assistant Director for Communications	
	CONCURRENT REVIEW: 4 DAYS								2 DAYS		1 DAY	1 DAY	8 DAYS
Press Releases	X	X	X	X	X	X	As Needed	As Needed	X	Incorporate Consolidated Comments	X	X	Final
Promotional Materials	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Brochures	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Posters	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Factsheets	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Newsletters	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Bookmarks/Wheels	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Other Printed Items	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Trinkets (DMD)	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Core Speeches, PPTs	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
FAQs	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Drop-in Articles	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Audios/Videos	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
PSAs	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Core Messages/Talking Points	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
2010 Logo	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Census in Schools	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Paid Advertisement	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Advertisement	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Web pages	X	X	X	X	X	X	As Needed	As Needed	X		X	X	Final
Recruiting Materials	X	X	X	X	X	X	As Needed	As Needed	X	X	X	Final	

## Appendix E: 2010 Census Promotional Materials Quantities by Language and Audience (Surplus)

Source: U.S. Census Bureau, Field Division, Partnership and Data Services

Date: June 14, 2010

Language / Audience	Printed Promotional Materials	Give-Away Items	Total Promotional Materials	Percent of Total Materials	Total Clearinghouse (unusable) Items	Percent of Total Clearinghouse Items	Unusable Percent of Total Print Items	Unusable Percent of Total Promotional Materials (print and give-away combined)	Unusable Percent of Total Promotional Materials (print ONLY)
English - Diverse Mass English - African American	19,999,264	47,161,880	67,161,144	56.5%	2,331,838	20.4%	3.85%	1.96%	3.85%
English - AIAN	1,032,750	0	1,032,750	0.9%	108,145	0.9%	0.18%	0.09%	0.18%
English - NHOPi	2,936,750	15,000	2,951,750	2.5%	555,582	4.9%	0.92%	0.47%	0.92%
Spanish (Stateside)	999,490	75,224	1,074,714	0.9%	197,637	1.7%	0.33%	0.17%	0.33%
Spanish (Puerto Rico)	12,534,291	5,859,654	18,393,945	15.5%	601,250	5.3%	0.99%	0.51%	0.99%
Chinese (traditional)	692,650	4,235,730	4,928,380	4.1%	53,000	0.5%	0.09%	0.04%	0.09%
Chinese (simplified)	2,291,441	93,600	2,385,041	2.0%	791,141	6.9%	1.31%	0.67%	1.31%
Arabic	75,000	0	75,000	0.1%	0	0.0%	0.00%	0.00%	0.00%
Armenian	1,302,965	62,500	1,365,465	1.1%	341,666	3.0%	0.56%	0.29%	0.56%
Bengali	300,000	0	300,000	0.3%	129,534	1.1%	0.21%	0.11%	0.21%
Farsi (Iranian)	917,298	62,500	979,798	0.8%	532,490	4.7%	0.88%	0.45%	0.88%
French	890,000	0	890,000	0.7%	355,121	3.1%	0.59%	0.30%	0.59%
French (Haitian Creole)	50,000	0	50,000	0.0%	12,045	0.1%	0.02%	0.01%	0.02%
German	900,000	0	900,000	0.8%	170,397	1.5%	0.28%	0.14%	0.28%
Greek	30,000	0	30,000	0.0%	93,817	0.8%	0.15%	0.08%	0.15%
Hindi	300,000	0	300,000	0.3%	109,733	1.0%	0.18%	0.09%	0.18%
Hmong	277,695	62,500	340,195	0.3%	107,537	0.9%	0.18%	0.09%	0.18%
Italian	510,598	31,400	541,998	0.5%	156,835	1.4%	0.26%	0.13%	0.26%
Japanese	300,000	0	300,000	0.3%	90,410	0.8%	0.15%	0.08%	0.15%
Khmer	867,076	62,500	929,576	0.8%	383,220	3.4%	0.63%	0.32%	0.63%
Korean	513,998	31,400	545,398	0.5%	209,308	1.8%	0.35%	0.18%	0.35%
Laotian	2,354,616	65,932	2,420,548	2.0%	3009,410	7.8%	1.47%	0.75%	1.47%
Polish	500,826	62,500	563,326	0.5%	167,375	1.5%	0.28%	0.14%	0.28%
Portuguese	1,363,659	62,500	1,426,159	1.2%	515,860	4.5%	0.85%	0.43%	0.85%
	900,000	0	900,000	0.8%	0	0.0%	0.00%	0.00%	0.00%

Source: U.S. Census Bureau, Field Division, Partnership and Data Services

Date: June 14, 2010

Language / Audience	Printed Promotional Materials	Give-Away Items	Total Promotional Materials	Percent of Total Materials	Total Clearinghouse (unusable) Items	Percent of Total Clearinghouse Items	Unusable Percent of Total Print Items	Unusable Percent of Total Promotional Materials (print and give-away combined)	Unusable Percent of Total Promotional Materials (print ONLY)
Russian	2,100,467	64,589	2,165,056	1.8%	646,940	5.7%	1.07%	0.54%	1.07%
Tagalog	1,086,982	62,300	1,149,282	1.0%	395,733	3.5%	0.65%	0.33%	0.65%
Thai	489,018	1,772	490,790	0.4%	112,605	1.0%	0.19%	0.09%	0.19%
Urdu	814,405	62,500	876,905	0.7%	192,330	1.7%	0.32%	0.16%	0.32%
Ukrainian	600,000	0	600,000	0.5%	402,519	3.5%	0.66%	0.34%	0.66%
Vietnamese	2,355,469	67,125	2,422,594	2.0%	740,472	6.5%	1.22%	0.62%	1.22%
Yiddish	300,000	0	300,000	0.3%	40,366	0.4%	0.07%	0.03%	0.07%
<b>TOTAL ITEMS</b>	<b>60,586,708</b>	<b>58,203,106</b>	<b>118,789,814</b>	<b>100.0%</b>	<b>11,434,316</b>	<b>100.0%</b>	<b>18.87%</b>	<b>9.63%</b>	<b>18.87%</b>

Source: U.S. Census Bureau, Field Division, Partnership and Data Services, June 14, 2010