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July 25, 2012

**2010 CENSUS PLANNING MEMORANDA SERIES**

**No. 218**

MEMORANDUM FOR        The Distribution List

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

Subject:                  2010 Census Integrated Communications Program Portrait of  
                              America Road Tour Assessment Report

Attached is the 2010 Census Integrated Communications Program Portrait of America Road Tour 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

July 17, 2012

**2010 Census  
Integrated Communications Program  
Portrait of America Road Tour  
Assessment Report**

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

**Final**

**Bárbara Zamora-Appel**

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Census 2010 Publicity Office



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## Executive Summary

The Census Bureau developed the 2010 Census Portrait of America Road Tour as a supplement to the 2010 Census Integrated Communications Program to further promote census participation throughout the nation. The road tour was implemented by the Census 2010 Publicity Office, Public Information Office, Field Partnership and Data Services Branch, and the 12 Census Bureau regional offices. There were 13 vehicles, one for each of the 12 regional offices and one national vehicle. The vehicles were specifically designed to educate, engage, and encourage participation across the entire population. The road tour delivered an interactive experience integrated with the rest of the communication efforts through the use of common images and digital media as it aimed to reach hard-to-count populations in their communities. Messaging included in the tour materials affirmed that census participation was safe, easy, and important.

The road tour brought the 2010 Census to towns and cities across the country, generating grassroots efforts, encouraging neighborhood events, and garnering media attention. The vehicles traveled to festivals, sporting events, schools, libraries, housing projects, and street corners throughout the United States. The following highlights a few of the events visited by the road tour:

- Boston's St. Patrick's Day parade
- Macon's Cherry Blossom Parade
- San Antonio's Tijuana Music Awards Fan Fair
- Gold Cup Soccer Championship
- San Diego African American Heritage Festival
- Rosebud Indian Reservation (also shown on "Today in South Dakota")
- An unveiling of the "Census Mural" painted by a student from the University of Arkansas at Pine Bluff
- Cambodian New Year celebration in Long Beach
- Interfaith breakfast attended by 1,000 ministers in Chicago
- Federal Emergency Management Agency Flood Relief Village in Rocky Mount, North Carolina
- The Today Show
- National Association for Stock Car Auto Racing Daytona 500
- Denver Pow Wow
- San Francisco Chinese New Year Parade
- National Collegiate Athletic Association Final Four
- Atlanta's Martin Luther King, Jr., Day Parade

Some major recommendations for planning the 2020 Census are:

### Planning Stage

- Develop detailed itineraries during the planning stage to identify critical or key events for the itineraries and then build from there in order to maximize exposure and visibility.
- The Census Bureau should develop a master schedule for the road tour (that includes all regions) and assign a master scheduler within the regions to manage the itineraries. An



example of what an itinerary should look like (template) should be provided well in advance. It should also have in place a centralized point of contact for ROs to work with and handle road tour schedule issues. Additionally, the Census Bureau should have a workshop on itinerary building.

- Early assessment of venues and determination of permitting needs will help enable flexibility of scheduling for contractor, regional offices, and National road tour events.
- Clearly define and communicate the roles and responsibilities for all Census Bureau participants in the Road Tour Program.
- Provide Census Bureau staff with a “Road Tour 101” session early to help to educate all involved.
- Secure partnerships early to allow for greater integration into the road tour.
- Develop road tour metrics for all major aspects of the road tour during the planning phase.
- Determine insurance limitations and regulations/law prior in the planning phase before making decisions on creative elements, vehicles, etc.

#### Implementation Stage

- Have a back-up plan in the event of an equipment failure, inclement weather, and other issues to ensure that creative elements can function regardless of the weather and have a risk management plan as it helps with dealing with real time issues and adjust plan of actions.
- Reduce the size of road tour vehicles based on the 2010 Census Road Tour or provide vehicles appropriate to regional needs. One size does not fit all.
- Give regions more control of their road tour. Use the model of those regions who did their own road tour.
- Include materials on the road tour in the languages that the questionnaire is available.

#### Ongoing

- Road tour should be a standard program of the decennial census with a contractor to help develop and implement it.
- Provide training for contractor staff on census operations and the different protocols in the field (i.e. working with American Indian and Alaska Native populations).

# **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. Analyzing, interpreting, and synthesizing the effectiveness of the ICP is beyond the scope of this study.

The 2010 Census Portrait of America Road Tour Assessment documents the: (1) planning and implementation of the road tour; (2) measurable impact on the achievement of strategic goals for the ICP; (3) effectiveness of regional coordination; and (4) recommendations for the 2020 Census. For this assessment, the Public Information Office (PIO) used materials created for and collected during the road tour such as:

- Final Road Tour Report submitted by the contracted firm DraftFCB;
- Final Road Tour Task Order;
- Weekly Status Reports written and submitted by PIO, Regional Office (RO) Staff and the contractor staff;
- Lessons Learned Meetings and Reports organized by PIO and RO staff;
- Media materials;
- Final Road Tour Operations Manual; and
- Road Tour Pricing Summary.

## **1.2 Intended Audience**

The intended audiences for this 2010 Census Portrait of America Road Tour Assessment are the program managers and staff responsible for planning the 2020 Census.

# **2. Background**

## **2.1 Census 2000**

As part of the campaign to inform and educate the U.S. public on Census 2000, the Census Bureau initiated a road tour to increase visibility and awareness, especially for populations that may have been difficult to reach otherwise. The road tour for Census 2000 set three objectives (U.S. Census Bureau, 2000):

1. Provide additional and complementary support to regional and local initiatives;
2. Educate the public about the importance and benefits of participating in Census 2000 and raise awareness of the arrival of the census questionnaire; and
3. Reinforce established advertising, educational, and promotional messages.

From February 15, 2000 to April 15, 2000, 12 Road Tour Vehicles (RTVs) set out from 12 RO locations across the U.S. to promote Census 2000. Each vehicle was equipped with three-

dimensional exhibits, videos showing the history of the census, videos geared for children, printed information, and giveaways such as pencils, hats, lapel pins, and buttons (U.S. Census Bureau, 2010b).

The road tour spread the message that Census 2000 was coming and that everyone living in the U.S. should be counted. It was designed to generate media attention in various markets, from small towns to large cities including major media markets. The road tour also helped reinforce the advertising messages that were on television, radio, billboards, magazines, and newspapers (U.S. Census Bureau, 2010b).

## **2.2 2010 Census**

The Census 2000 Road Tour served as a basis for implementation of a similar effort for the 2010 Census. Funds from The American Recovery and Reinvestment Act (ARRA) enabled the Census Bureau to plan for and execute a road tour as part of the ICP.

### **Vehicles**

The road tour included 12 vehicles for regional events and one national vehicle. The regional vehicles were sprinter vans with a 12 foot trailer. A sprinter van is type of vehicle used primarily for business, not private users. Each vehicle contained an onboard Global Positioning System (GPS), five flip cameras, two kiosks complete with laptops (one kiosk with Internet connection) and outside items such as: a tent, tables, chairs, ottomans, and banners. The regional vehicle offered an “outside” experience in that the creative elements including the kiosks were outside the vehicle.

The national vehicle was a 42 foot gooseneck trailer pulled by a four-wheeled rear-axle pick-up truck. The vehicle contained onboard GPS, five flip cameras, two kiosks complete with laptops (one kiosk with Internet connection) and outside items such as: a tent, tables, chairs, ottomans, and banners. It offered a walk-through experience with the kiosks placed on the inside of the vehicle as well as in the tent and on the tables (DraftFCB, 2010).

### **Itinerary Planning and Goals**

A major component of the 2010 Census Road Tour was the national and regional itineraries. PIO developed the itineraries for the national vehicle and focused on high-profile events such as the National Association for Stock Car Auto Racing (NASCAR), the Super Bowl, Chinese New Year, and the Denver Pow-Wow. Additionally, the national vehicle made appearances at smaller venues such as the Missouri History Museum, Kansas State University, and the Farmers Market in Los Angeles in an effort to reach the hard-to-count (HTC) communities.

The Regional Road Tour producers worked with their local and regional partners to create events and seized opportunities to reach out to their HTC communities. Each RO had a different set of goals for the road tour whether to reach the HTC communities or raise awareness of the 2010 Census. The goals/objectives of the road tour for each region were (U.S. Census Bureau, 2010c):

- **Atlanta, Boston, Charlotte Regions** – focused their efforts to educate the public on the importance of participating in the census and increasing mail response rates.
- **Chicago Region** – worked with the Complete Count Committees (CCC) to identify areas with the greatest reach in urban and rural areas.
- **Dallas Region** – focused on capturing the attention of HTC communities and raising awareness of the 2010 Census. The itinerary focused on the Gulf Coast hurricane-hit areas and cultural enclaves in Houston, San Antonio, Austin, and Dallas where there are language barriers with the Vietnamese, Chinese, Russian, and Hispanic communities. From April 14 through May 8, 2010 an extension of the road tour in the Colonias of south Texas was approved and added due to a need for additional outreach in that area. This extension of the tour for one regional vehicle did not require additional funding.
- **Denver Region** – focused on generating media buzz in major media markets and integrating with the Census in Schools program.
- **Detroit and Philadelphia Regions** – focused on raising awareness in media markets and in HTC communities.
- **Kansas City Region** – worked with governmental and nongovernmental units, faith-based organizations, American Indian nations, community based organizations, schools, media, and businesses to create awareness and to increase mail response rates.
- **Los Angeles Region** – focused on non-traditional ways to reach out to foreign-born, non-English speaking populations, homeless individuals, migrant farmers, and urban American Indian and Alaska Native reservations.
- **New York Region** – focused on the engagement and education of multicultural groups in highly dense areas.
- **Seattle Region** – focused on increasing mail response rates and educating the public at small and large events in both the urban and rural areas.

See Appendix D for a list of goals and objectives for the 2010 Census Portrait of America Road Tour and the list of the strategies used to accomplish the goals of the 2010 ICP, which were modified to fit the 2010 Census Road Tour.

### **Staff Responsibilities**

Census Bureau staff were responsible for identifying and supporting events through engagement with the public and the media. Contractors were responsible for maintaining the schedules, securing permits for events, routing the vehicles, setting up equipment, uploading content/blogs, and maintaining the vehicle/equipment. Contractors did not engage the public or handle media inquiries.

The ROs were responsible for identifying events, resolving any schedule conflicts, and ensuring enough Census staff provided onsite support at each event. The ROs worked with local and regional partners, CCC. The CCCs were volunteer committees established with representatives of various community interests to raise awareness about the census and motivate residents in the community to complete and return their census forms. ROs used existing events such as parades, fairs, holidays, sporting events, and many others as an opportunity to have a road tour event. The

ROs took ownership of their itineraries and focused on the particular audiences where additional outreach was deemed beneficial.

PIO was responsible for identifying events and coordinating media opportunities for the national vehicle. PIO staff worked with the contractor to identify events, coordinate media opportunities, and provide onsite support to engage the public and handle media inquiries. Additionally, PIO staff reviewed and approved the media file content from all 13 vehicles for possible placement on the 2010 Census website and social media sites.

## **Target Audiences**

The 2010 Census Road Tour targeted historically HTC populations across the U.S., with vehicles attending events from small church picnics to high attendance events including Atlanta's Martin Luther King Parade, San Francisco's Chinese New Year Parade, and the Super Bowl. The tour also targeted young, mobile residents who are historically HTC by using new communication technologies websites and social media including Twitter, Facebook, Ustream, Flickr, and YouTube.

To help reach linguistically diverse communities, the road tour utilized ethnic media outlets to promote tour events, bi-lingual staff and multi-lingual materials created specifically for individual events. Congressional Affairs staff successfully reached out to elected officials throughout the country who attended and participated in events on a massive scale, as did local and national celebrities. The road tour had the support of corporate partners such as: Best Buy, Black Entertainment Television (BET), Country Music Television (CMT), Google, Music Television (MTV), Sesame Street, and Telemundo, to reach out to diverse audiences.

## **3. Methodology**

### **3.1 Methods**

Primary data to answer the research questions below were obtained from: PIO Lessons Learned, the Road Tour Final Report, Road Tour Plan, Road Tour Operational Manual, and weekly reports. Supplemental data sources were obtained by conducting in depth informant interviews with Census Bureau staff and contractors who worked on the road tour. Documentation relating to the paid advertising campaign including memoranda, responses to public inquiries, lessons learned reports, and the like are also included.

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

1. What strategies did the Census Bureau pursue to plan, organize, and implement the 2010 Road Tour?
2. How was each of the 12 regions involved with the 2010 Road Tour during the planning and implementation phases?
  - a. Development of events and itineraries
  - b. Coordination with Census Headquarters (HQ) and contractors before and during events

- c. Roles and responsibilities
  - d. Provisioning
3. During the 2010 Road Tour Planning and Implementation Phases, how did the principal stakeholders interact and communicate?
    - a. HQ Census – Census 2010 Publicity Office (C2PO), Field Division (FLD), Public Information Office (PIO)
    - b. 12 Regional Offices
    - c. Contractors – DraftFCB, Weber Shandwick, Jack Morton, Red Cloud
    - d. Major external partners
  4. How did the implementation phase of the 2010 Road Tour engage and satisfy contract and planning phase requirements, materials, resources, operations, and the regional goals/objectives?
    - a. Planned and actual events, attendance, and distribution of promotional items
    - b. Schedule
    - c. Hard-to-count (HTC) populations
    - d. Use of creative elements and technology
    - e. Messaging and branding
    - f. Flexibility and adjustments with vehicles and creative elements to support different type of events
    - g. How did the Census Bureau (HQ, regions, other) benefit by having both national and regional vehicles and itineraries? Were there any changes from having both?
    - h. Different purpose and mission
    - i. Different target populations
    - j. Different impact and scale
  5. How was the national vehicle coordinated with the regions?
  6. How was the 2010 Road Tour budget planned and implemented?
    - a. American Recovery and Reinvestment Act (ARRA) impact, requirements, benefits
    - b. Cost/benefit analysis
  7. How were the non-continental United States (CONUS) sites integrated into the planning and implementation of the 2010 Road Tour?
    - a. Budget
    - b. Vehicles
    - c. Language and creative elements
    - d. Logistics
    - e. Expectations
  8. How were language and cultural issues addressed during the Planning and Implementation Phases of the 2010 Road Tour?
    - a. Promotional items
    - b. Vehicles and creative elements
    - c. Contractor personnel
    - d. Regional partnership specialists
    - e. Decision making
  9. Were in-language materials created specifically for the Road Tour? If so, in what languages?
  10. How were the 2010 Road Tour partners identified and integrated into the 2010 Road Tour and into specific Road Tour events?

- a. Differences between planned and actual process
  - b. Timing
  - c. Limitations
  - d. Expectations
11. What were the developmental and decision making processes for 2010 Road Tour promotional premiums, printed materials, and materials provided by the regions?
- a. Type of item
  - b. Quantity
  - c. Design
  - d. Availability
  - e. Storage
12. How was social media developed and used to promote, track, and support the 2010 Road Tour?
- a. Web site content and language
  - b. Collected, uploaded, reviewed (vetted) media
  - c. Blogs
  - d. Metrics
  - e. Public contribution
  - f. Public access
  - g. Technology
13. What were the developmental and decision making processes for technology selection, development, and use in support of the 2010 Road Tour?
- a. Type of equipment
  - b. Manufacturer
  - c. Reliability, usability, etc.
  - d. Security
  - e. Incorporation/integration into other aspects of the 2010 Road Tour implementation
14. What planned metrics and reports were most beneficial to the Census Bureau during planning and implementation of the 2010 Road Tour?
- a. Weekly status report
  - b. Road Tour event summaries
  - c. Risk Register
  - d. Weekly Budget Tracker
  - e. Incident Reporting
  - f. Program Schedule
  - g. Road Tour Plan
  - h. Operational Manual
15. What additional, unplanned, or ad hoc metrics and reports were (or could have been) most beneficial to the Census Bureau during planning and implementation of the 2010 Road Tour?
- a. Road Tour event statistics
  - b. Road Tour media statistics
  - c. Projected Surplus of Promotional Items
  - d. Incident Report Summary
  - e. Targeted Audiences by Region

16. What concepts, processes, terms, and definitions should the Census Bureau retain and include for future Road Tours or similar (related) activities?

## **4. Limitations**

The effects of the 2010 Census Portrait of America Road Tour 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 activities undertaken, rough inferences of impressions generated, the amount of national events, and the cost of the program. It is limited to this scope, and should be used as one of many tools for a truly thorough review of the Portrait of America Road Tour.

## **5. Results**

### **5.1 What strategies did the Census Bureau pursue to plan, organize, and implement the 2010 Road Tour?**

When the ARRA funding was made available, the Census Bureau hired the contractor DraftFCB to support the road tour. As part of the ICP, the 2010 Census Portrait of America Road Tour was executed under Task Order 22. Strategies employed included engaging tour visitors in telling their own stories to personalize the census and strengthen individual commitment to fill out the form; creating social media buzz to extend its reach through viral means; encouraging communities to become “cocreators” by offering a forum to showcase their priorities; and positioning the road tour as a legacy project. Filling out the form has a lasting impact on communities and individual participation will make a difference to future generations.

Under this task, the contractors — DraftFCB, Weber Shandwick, and Jack Morton — provided the following services in support of the road tour:

- Direct project management for road tour planning and deployment
- Infrastructure — vehicle, technology and staffing
- Design and creative elements
- Partnership involvement
- Integration with Census Bureau operations and programs
- Logistics, schedule and itinerary planning, and tour operations
- Inventory management
- Public relations and media relations support
- National partnerships
- Interactive, web and social media support

The Field Partnership and Data Services Branch (FLD PDS) was responsible for ensuring the regional road tours were executed on time and according to the itineraries created in conjunction with the contractor Jack Morton.



The Portrait of America Road Tour planning team sought to integrate the road tour with the ICP, which was developed to promote census participation among all audiences and avenues including advertising, public relations, sports marketing, digital and social media outreach, Census in Schools, and partnerships. The strategic objectives of the integrated campaign were to:

- Increase mail response to the census form;
- Improve accuracy and reduce the differential undercount;
- Encourage cooperation with enumerators during nonresponse follow up operations (DraftFCB et al., 2010).

The Census Bureau worked with the contractor DraftFCB and subcontractor Jack Morton to plan, organize and implement the road tour. Weekly planning meetings were held between the contractors and a cross-divisional road tour team. The road tour team included representatives from the Associate Director for Communications (ADCOM), PIO, Congressional Affairs office, Budget Division, and FLD PDS. Training sessions were held for FLD PDS staff before the road tour launch, as well as brainstorming sessions during FLD PDS media and planning meetings that allowed regional staff input in the planning process.

The Census Bureau integrated social and digital media tools into the road tour, and launched an interactive website that tracked the vehicles using GPS technology and allowed participants to share their stories through videos and photos collected at events and posted online at [2010.census.gov](http://2010.census.gov). The road tour staff used Twitter, Facebook, and blogging to interact with event participants and those who could not attend an event in person.

The road tour planning team integrated the road tour into all aspects of the ICP, including integrating sports partnerships, [i.e. NASCAR, National Collegiate Athletic Association (NCAA) and National Football League (NFL)] and working with local, state and national partners to plan events, showcase ads, and develop public service announcements for events. The road tour planning team also arranged events around key programs such as: April 1 Census Day, March to the Mailbox, and Census in Schools. In addition, the road tour participated in events with the Steve Harvey, Tom Joyner, and Michael Baisden bus tours.

PIO staff worked closely with the road tour and the contracted public relations firm Weber Shandwick to generate media interest for the tour, including pitching all events for calendar listings and day-of/post event coverage. The national vehicle debuted on the National Broadcasting Company (NBC) Today Show on January 4, 2010 and gathered national media attention, along with 12 regional launch events. Planning staff successfully utilized local celebrities, athletes, politicians, and partners to increase media attention at events.

At the request of the U.S. Census Bureau Director, the Dallas road tour was extended until May 8, 2010 to be able to reach the HTC communities and neighborhoods along the borders of Texas and New Mexico, also known as the Colonias. Outreach and planning for the extension were done in partnership with FLD PDS, the Congressional Affairs office, and PIO.

- 5.2 How was each of the 12 regions involved with the 2010 Road Tour during the planning and implementation phases?**
- a. Development of events and itineraries**
  - b. Coordination with Census Headquarters (HQ) and contractors before and during events**
  - c. Roles and responsibilities**
  - d. Provisioning**

Management and staff from the 12 ROs participated in the road tour planning and implementation phases. The planning effort began with a kick-off meeting held in April 2009, with Census Bureau HQ staff to discuss the approach for developing requirements and identify team members who needed to be involved in the requirements discussions. The team agreed the requirements needed to be defined by June 2009. Therefore a series of brainstorming sessions were held throughout May 2009 in order to develop and finalize requirements. Team members included representatives from FLD PDS, Customer Liaison and Marketing Services Office (CLMSO), PIO, Acquisition Division (ACQ), Decennial Management Division (DMD), Census 2010 Publicity Office (C2PO), and regional directors for the Boston, Philadelphia, Denver, and Seattle regional offices.

Census Bureau HQ staff and staff from the 12 ROs participated in the planning of the national launch by creating a synchronized event using their regional vehicles. The regions coordinated their events on January 4, 2010 with the national launch, a two-day large-scale media blitz. The Census Bureau and contractor DraftFCB worked to strategically plan and execute the national launch with the goal of garnering national media coverage. The multi-day launch included a mix of traditional and social media outreach, a satellite media tour (SMTs) that generally consisted of a series of television interviews over a two, to four-hour time period with a company's spokesperson and the media, in-person briefings, and B-roll distribution. The national launch and the coordinated efforts between the DraftFCB, Census Bureau HQ, and the ROs resulted in extensive media exposure for the road tour (DraftFCB et al., 2010). This exposure yielded coverage in 49 news outlets, totaling more than 102 million media impressions in five days. Below is a listing of each region's launch event location:

1. Atlanta – Metropolitan Atlanta Transit Authority 5-Point Station; Atlanta, GA
2. Boston – USS Constitution at Charleston Navy Pier; Boston, MA
3. Charlotte - intersection of Trade and Tryon streets; Charlotte, NC
4. Chicago – Walgreen's Greektown; Chicago, IL
5. Dallas – Minyard Food Stores; Dallas, TX
6. Denver – 39<sup>th</sup> Annual Tostitos Fiesta Bowl Tailgate Party; Glendale, AZ
7. Detroit – Duke Energy Convention Center; Cincinnati, OH
8. Kansas City – The Gateway Arch at Old Courthouse; St. Louis, MO
9. Los Angeles – Santa Monica Pier; California, CA
10. New York – New Community Senior Adults Medical and Day Care Center; Newark, NJ
11. Philadelphia – The Liberty Bell Pavilion; Philadelphia, PA
12. Seattle – Golden Gate Bridge; Sausalito, CA

The 12 regions led road tour planning and implementation efforts within their regions, with assistance from DraftFCB's subcontractors Jack Morton and Weber Shandwick. Each RO had two dedicated staff members – a Road Tour Producer and an Assistant Road Tour Producer. The regions, lead by these staff, played a vital role in the identification of events for their region, working with Jack Morton to make the event happen, and providing staff at each event to engage the public.

#### **a. Development of events and itineraries**

Both the Census Bureau and Jack Morton agreed to specific terms regarding the timing of the deliverables and the minimum amount of content. The ROs were to provide itineraries for their vehicles by October 30, 2009 (first version) and December 1, 2009 (final version). The itineraries included, physical address, name, email, telephone number for venue contact, date of event, start/end times, and event type such as indoor/outdoor venue, full set-up, or whistle stop. The contractor would use the information to assess the event, secure permits and insurance, and ensure routing needs were within the prescribed Department of Transportation (DOT) rules and regulations (DraftFCB et al., 2010).

The contractor researched local and regional markets to identify regional events that would maximize exposure of the road tour by leveraging existing events, then provided a master events list in September 2009. The list consisted of regional events targeted to the HTC audiences including emerging markets, Hispanic, American Indian, Black, and Asian audiences. The master events list served as a starting point for the regions to develop their individual itineraries while fulfilling contract requirements. FLD PDS provided the master events list to the regions who could select to use an event or replace it with preferred events. However, regions did not utilize this list and instead focused efforts creating events for the road tour in locations where communities worked and socialized. The national vehicle utilized this list and focused on higher profile, large-attendance events such as the Super Bowl, Mardi Gras, NCAA Final Four, and Daytona 500 (DraftFCB, 2010).

The development of itineraries was a collaborative process between the regions and their respective teams, also known as Production Organizational Structures (PODs). Given the contractor's understanding of the importance of this deliverable, the staffing of the road tour was designed around supporting the building of itineraries. The contractor created five PODs (four regional and one national) to support the 13 different itineraries that needed to be created. In addition to effectively dividing the workload and providing personalized support to Census Bureau staff, placing these teams in similar time zones allowed for timely support (DraftFCB et al., 2010).

The regional road tour producers worked with their local and regional partners to create events and seized opportunities to reach out to their HTC communities. Each RO had a different set of goals for the road tour whether to reach the HTC communities or raise awareness of the 2010 Census (See Attachment A- Goals and Objectives for Each Region).

At the implementation meeting held in Wichita, Kansas on October 7 and 8, 2009, the regions and the sub-contractor, Jack Morton participated in a review of the first draft of the itineraries for

gaps and to develop ideas to maximize exposures while the vehicles were on the road. The first draft was provided by October 30. However since the regions failed to provide their final itinerary by December 1, this inhibited the contractor's ability to fully access each event for permits, vehicle accessibility, and DOT regulations prior to the implementation phase. C2PO analyzed all itineraries by January 4, 2010 and found that regions were on average 50 percent complete with Philadelphia having the highest percentage complete at 74 percent.

The development of the itineraries continued throughout the implementation phase. C2PO's analysis showed that the itineraries were improving throughout implementation with February (average 77 percent complete), March (average 87 percent complete) and April (92 percent complete). The regions provided multiple changes to the itineraries (up to 120) changes per week which did not allow the contractor time to fulfill their pre-event planning obligations for each event. Due to the numerous, wide-spread issues with itinerary development across all regions, the contractor proposed to allow for last-minute changes to the itineraries by allowing 48-hours notice to add an event to the itinerary and five-days for a change to an existing event (DraftFCB et al., 2010). Additionally, the contractor budgeted resources for itinerary development during the planning phase only. The contractor restructured the POD management team in January 2010 to include a fourth member at no-cost to the government (DraftFCB et al., 2010) to ensure on time implementation.

In January 2010, the team was alerted to many issues with the development of the New York City itinerary since the events were to be street-type events with no specific address available to the contractor. The lack of an actual address caused many issues for the contractor. Depending on the event location, permits were to be issued from the Street Activity Permit Office, the NYC Parks Department, local Police Precincts, the Department of Transportation, the Department of Housing, or the Mayor's office. At the contractor's recommendation, a permit expeditor was hired to obtain as many permits as possible in the short amount of time remaining. In the event the permit was not obtained for amplified sound, street activity, fire and/or parking, then the region and contractor implemented the Plan B activation which called for the vehicle to park in a legal spot and be used as a backdrop only and the event would have no other creative elements (DraftFCB et al., 2010).

#### **b. Coordination with Census Headquarters (HQ) and contractors before and during events**

The communication and coordination between Census HQ and contractors occurred at many different levels and frequencies, given the complexity of the program. Weekly status meetings occurred every Tuesday from August 2009 through May 2010, and included staff from FLD PDS, PIO, ACQ, and C2PO. These meetings provided an opportunity to collaborate and resolve issues facing the program.

For the national vehicle, the communication between Census HQ PIO and the contractors occurred via phone calls before and after events. Weekly, and then daily calls with the regions, their assigned POD, and the FLD HQ became the primary means of communication through the implementation phase. What began as weekly calls in October and November 2009, progressed into daily 20-minute calls to handle the demands of the national launch and the start of the

implementation phase. The daily calls continued through January 2010 and then scaled back to bi-weekly calls for the remainder of the tour. After each call, FLD HQ distributed post-call meeting notes to all team members to ensure timely and accurate information was made available (road tour call notes, internal communication).

Further communication and coordination occurred through email which was used to alert the POD on issues, request information and changes to the itinerary. The road tour utilized a crisis communication plan creating a process to alert the Road Tour Crisis Response Team in a timely manner in the event that a crisis emerged. The Road Tour Crisis Response team included representatives from their POD, ROs, FLD HQ, PIO, and C2PO. Protocol included: the on board staff alerting the POD team of any potential issues with the vehicle, event, media, personnel, or any other issue; and the entire team assembling the facts, assessing the situation and assigning an alert level (yellow, orange, and red) depending on the critical nature of the issue and the pre-assigned action plan for each color (DraftFCB, 2010). The need for timely communication for a potential or actual crisis situation was planned to take place before, during, or after an event.

### **c. Roles and responsibilities**

In the technical proposal, the contractor proposed an organizational structure which divided their staff into regional teams in order to facilitate communication and organization for the road tour. The POD was adopted by FLD HQ for the regions during the planning phase and used throughout the implementation phase. The POD was comprised of members from the region, contractor and Census HQ. The POD became vital to the communication and coordination efforts by the regions (DraftFCB et al., 2010). The makeup of the POD consisted of the Census Regional Field Road Tour staff, contractor POD staff, and Census HQ oversight staff.

There were five PODs-- one POD for each four regions and one POD dedicated to the national vehicle. The regions were assigned to their POD by geography so that all members of the POD were close to the same time zone. The PODs and their responsible regions were as follows: San Francisco POD (Seattle, Los Angeles, and Denver regions), Chicago POD (Kansas City, Dallas, and Chicago regions), Detroit POD (Detroit, Atlanta, and Charlotte regions), Boston POD (Boston, Philadelphia, and New York regions) and National POD (National vehicle) (DraftFCB, 2010). Each POD consisted of the following contractor staff who coordinated event participation, secured permits, managed the itineraries, and managed the on board staff to name a few. The members included:

- Associate Producer - lead the project and oversaw the team.
- Production Coordinator - managed components of the program such as the itinerary and budget.
- Production Assistant - supported the account team by updating the status reports, processing invoices, and updated the itineraries.

PODs consisted of the following Field regional road tour staff:

- Road Tour Producer - coordinated with senior managers at the regions, media teams, identified on-site coordinator, and managed/developed the itinerary.
- Assistant Road Tour Producer - helped the road tour producer to manage, lead, and direct the 2010 Road Tour within their region.
- On-Site Event Coordinator - responsible for onsite management for each event, directed staff at the event, and was trained in crisis management.
- Event Support Staff - responsible for providing on-site event support by engaging with the public, distributing promotional items, directing traffic, etc.

PODs also consisted of oversight staff members from the Census Bureau and the contractor-- their responsibilities varied depending on their roles. These members included the following:

- FLD HQ Road Tour Producer (Census Bureau/HQ) - coordinated the day-to-day operations, conducted training, provided assistance to regions in development of itineraries, identified and communicated issues from the regions to other areas in ADCOM (and vice versa).
- Public Affairs Specialist (Census Bureau/PIO/ADCOM Management Strike Team) - ensured coordination with national media opportunities with the regional vehicles, responded to questions on website/social media, and on the program overall making changes to the program when necessary.
- Task Manager (Census Bureau/C2PO/ADCOM Management Strike Team) - ensured the contractor performed as required by the contract: stay within scope, budget and schedule as outlined in the contract
- Media Liaison (contractor) - provided a strategy on itineraries, events, and offered public and media relations counsel to the regions.
- Executive Producer (contractor) - ensured that all aspects of the program were successfully delivered and met all requirements as stated in the contract.

#### **d. Provisioning**

The Census Bureau team members (HQ staff as well as four regional directors) who helped to define the requirements for the 2010 Census Road Tour were involved with selecting a creative concept for the road tour. The overall creative concept and number of creative elements (size, weight, dimensions) played an important role in the configuration and size of the vehicle and trailer. The vehicle and trailer had to meet the Census Bureau's requirements as well as meet the space and weight limitations for safe operation of the vehicle while on the road. Once the Census Team approved the creative elements (tent, kiosks, and ottomans) for the regional and national road tour, the contractor could then find the most appropriate vehicle and trailer options for the 2010 Census Road Tour.

Regional vehicles had a limited amount of storage space, with 460 cubic feet for the vehicle and 500 cubic feet for the accompanying trailer (U.S. Census Bureau, 2010a). The national vehicle had 950 cubic feet of storage space and the accompanying tow vehicle had seating for five passengers.

An inventory management plan was created in order to keep the vehicle and trailer at a safe capacity while transporting both the creative elements and the promotional items. This included shipping and receiving promotional items throughout the tour while the vehicles were on the road. This impacted the event itineraries since the vehicles had to make repeated stops to pickup promotional items. There were a few instances where promotional item pick ups were delayed and the amount of promotional items for an event was subsequently affected. In more cases, however, there were more promotional items for an event than were given out, and space limitations on the vehicle made keeping the overflow on the vehicles impossible, so the regional staff were tasked with keeping overflow items to use at other events.

**5.3 During the 2010 Road Tour Planning and Implementation Phases, how did the principal stakeholders interact and communicate? Stakeholders include:**

- a. Census Bureau HQ – Census 2010 Publicity Office (C2PO), Field Division (FLD), Public Information Office (PIO)**
- b. 12 Regional Offices**
- c. Contractors—DraftFCB, Weber Shandwick, Jack Morton, Red Cloud**
- d. Major external partners**

The 2010 Census Road Tour comprised of the following three phases:

- 1. Planning Phase** - July 27, 2009 through December 31, 2009 – Planning, design, and acquisition of documents, products, and activities in preparation for the Implementation phase.
- 2. Implementation Phase** - January 4, 2010 through April 13, 2010 (except the Dallas region, which continued through May 8, 2010) – Travel, equipment setup and takedown, and participation at events throughout the country and within Census regions according to established itineraries and priorities.
- 3. Closeout Phase** - April 13, 2010 through July 15, 2010 – Distribution and disposition of road tour materials, equipment, other resources, and the comprehensive review and documentation of the road tour for lessons learned and future planning.

**a. Census Bureau HQ – Census 2010 Publicity Office (C2PO), Field Division (FLD), Public Information Office (PIO)**

HQ road tour planning staff communicated using a variety of different methods throughout the planning and implementation process. ADCOM staff members were part of a Management Strike Team that met weekly with the ADCOM, reporting on major milestones and any problems that needed immediate solutions. Before the weekly meeting, PIO staff (who led the planning stage of the road tour) met internally.

In addition, weekly conference calls were held between FLD PDS, Congressional Affairs Office, Jack Morton, and Draft FCB contract teams, to chart progress and report on items due each week. The team also provided input via email and impromptu phone conversations.

## **b. 12 Regional Offices**

Communication between the HQ road tour planning team and regional offices was lead by the FLD PDS staff leads on the road tour planning team. Additional information was provided to the field PIO officers through the HQ PIO weekly regional conference calls. HQ field staff provided updates on weekly conference calls (eventually bi-weekly but daily during implementation) and via email.

## **c. Contractors – DraftFCB, Weber Shandwick, Jack Morton, Red Cloud**

DraftFCB, a full-service marketing communications agency was awarded the 2010 Census communications contract in September 2007. DraftFCB and its partner’s agencies, Weber Shandwick, Jack Morton, Red Cloud, and a number of ethnic partner agencies serving African, Asian, Hispanic and Native American populations supported the road tour with funding made possible by ARRA funds.

Headquarters road tour planning staff communicated with the contract team on a regular basis via weekly conference calls and daily emails and phone calls. Census Bureau feedback on reports and creative deliverables was usually provided via email (with thoughts from each team member collected and reported back in one document) and on conference calls with the Management Strike Team (MST).

## **d. Major external partners**

Road tour partners were recruited and managed by DraftFCB and the Census Bureau’s National Partnerships office within ADCOM. All communication to potential and recruited partners about the road tour was made by these team members. One conference call before the road tour launch was conducted with national partners to update them on the tour and invite partners to “get involved” including attending the national launch event. More communication between tour planning staff and the National Partnerships office would have resulted in better integration of partners into the tour. Time constraints (partners signed up late, right before the road tour launch) also impacted partner integration into the tour.

## **5.4 How did the implementation phase of the 2010 Road Tour engage and satisfy contract and planning phase requirements, materials, resources, operations, and the regional goals/objectives?**

- a. Planned and actual events, attendance, and distribution of promotional items**
- b. Schedule**
- c. Hard-to-count (HTC) populations**
- d. Use of creative elements and technology**
- e. Messaging and branding**
- f. Flexibility and adjustments with vehicle and creative elements to support different type of events**
- g. How did the Census Bureau (HQ, regions, other) benefit by having both national and regional vehicles and itineraries? Were there any changes from having both?**



- h. Different purpose and mission**
- i. Different target populations**
- j. Different impact and scale**

Based on the road tour contract requirements and the use of the schedule and road tour plan, the contractor Jack Morton satisfied the implementation phase requirements. Materials, including vehicles, promotional materials and onboard technology were provided on time. All vehicles had onboard staff and resources needed to execute the road tour. The regional staff created their itineraries based on the needs and goals of their regions and communities and implemented the road tour within the time-frame and parameters as planned.

**a. Planned and actual events, attendance, and distribution of promotional items**

The number of events for the 2010 Census Road Tour exceeded expectations by 13 percent with the regional vehicles completing 948 events and the national vehicles completing 57 events. The regions had an average of 79 events during the tour, with the Denver region having the most events (118) and the Chicago region with the fewest (52 events) (DraftFCB et al., 2010).

Promotional items and materials created to support road tour events were produced in English, Spanish, and Puerto Rico Spanish. Items were selected in consideration of cost-effectiveness to print and transport given the limited storage in the vehicles (DraftFCB et al., 2010). The contractor managed the production of items, including banners and signage; and recommended quantities for events based on type, location and expected attendance. To supplement the road tour event items, regions provided in-language and area-specific materials (DraftFCB, 2010).

At each road tour event, Census Bureau staff distributed promotional items. The promotional items available included: pens, pencils, tote bags, stickers, water bottles, chip clips and photo frames. In addition, VIP polos, baseball caps and knit caps were available for VIP guests such as special guests, speakers, partners, media spokespersons, talent and senior officials. Visitors were often excited about the promotional items. However, the magnetic photo frames were less well received, but it is unclear whether the public misunderstood what they were or did not like them. Promotional items helped entice people to visit the vehicle, experience the interactive kiosks and served as a way for the public to take a reminder about the 2010 Census home. In addition to promotional items, the road tour was equipped with printed materials in English and Spanish which proved difficult to hand out at events, because the regions often handed their own localized printed materials instead and sometimes there were not enough regional staff available to hand out materials assigned to the event (DraftFCB et al., 2010).

Of the 6 million promotional items purchased for the road tour, 22 percent of the promotional items were used to support road tour events and the remaining 78 percent were repurposed for FLD outreach and Census in Schools. There were no road tour promotional items remaining at the end of the tour. Extra items were shipped to the regions who requested them for use at future regional events (DraftFCB et al., 2010).

## b. Schedule

The road tour scheduled events from January to April 2010 to coincide with the ICP Awareness and Motivation phases. The timeframe for some regions proved challenging because the cold weather during those months affected the performance of the vehicles and equipment. To combat the cold weather, affected regions created indoor events in malls, community centers, schools and other places. The national vehicle attended numerous high-attendance events such as the Super Bowl, NASCAR, Final Four, and Chinese New Year celebrations. During the implementation phase, at the request of the Census Bureau Director, the Dallas road tour was extended from April 14 to May 8, 2010, to be able to reach the HTC communities and neighborhoods along the borders of Texas and New Mexico, also known as the Colonias.

## c. Hard-to-count (HTC) populations

The contractor researched and identified events that targeted various HTC audiences across the U.S., including working with the race and ethnic partner agencies to identify events for the African American, Asian, Hispanic, Native Hawaiian or Other Pacific Islander (NHPI), American Indian/Alaska Native (AIAN), Russian, Arabic, and Polish audiences. A master events list was created and shared with the regions to start the process of itinerary-building. This enabled them to take the lead in finding additional event locations targeting their hard to count communities. The national vehicle visited a number of high profile events in HTC communities, including the Martin Luther King march and festival in Atlanta, GA; the Chinese New Year celebration in San Francisco, CA and the Denver Pow Wow, one of the largest tribal gatherings in the nation. The final itineraries included a diverse range of events targeting HTC communities.

## d. Use of creative elements and technology

The contractor created a visually appealing wrap for the road tour vehicles that matched the design of the ICP. When not at an event, each vehicle served as a moving billboard, travelling throughout the nation raising awareness of the 2010 Census. Central to the creative design was the use of headshots arranged in the outline of the United States Map as shown in Figure 1 (DraftFCB et al., 2010).

**Figure 1: Outline of United States Map for Vehicles**



Source: 2010 Census Portrait of America Road Tour: Operations Manual

There were an estimated 12,095,131 over-the-road impressions earned due to the presence of the vehicles in communities across the U.S. as they travelled from event to event. The vehicles traveled 162,664 miles along interstates, secondary high capacity urban roads, and city streets on their way to events in rural, urban and suburban locations. Los Angeles (1.8 million), Dallas (1.5 million) and Seattle (1.3 million) were the three regions with the highest vehicle awareness impressions (DraftFCB et al., 2010).

The tour's use of technology, including using interactive kiosks to receive and post user-generated content on the 2010 Census website generated additional interest in the media and the public. Visitors could leave messages at the interactive kiosks, sharing their experience with viewers of the Census Bureau's web site and social media accounts; bringing the tour to those who could not visit it in person. Road tour staff also blogged and "tweeted" from the tour, sharing their stories on the 2010 Census web site.

Every event site had the ability to display each of the 10 questions that were asked on the 2010 Census form. Each question was given its own "panel" made up of three columns that formed a triangle. One column had a collage of pictures, the second had an explanation on why the question was asked and the third was a clear plexiglass overlay with the question printed on it. In the national vehicle these panels were built into the trailer. For the regional vehicle these panels joined together to create a free standing wall.

The overall creative look and feel of the tour helped generate interest in the messages it was designed to promote. Specifically, the tour's 10 question display wall, inflatable "10" and staff uniforms were well received. The interactive elements and the ability to generate user-content were also well received (DraftFCB et al., 2010).

#### **e. Messaging and branding**

The contractor developed a concept, strategic principles, images, branding, and designs for the road tour. The strategic principles included:

- Focus on the most influential members of the HTC communities;
- Serve to attract and educate;
- Integrate advertising messages proposed for different media and audiences (DraftFCB, 2010).

The overall branding included the road tour name "2010 Census Portrait of America Road Tour" and the overall theme "Portrait of America".

#### **f. Flexibility and adjustments with vehicle and creative elements to support different type of events**

The design of the vehicles allowed for support of multiple types of events, onsite scenarios and visitor experiences. The types of scenarios included (DraftFCB, 2010):

- General event where the vehicle arrives and attracts a crowd

- Higher profile events
- Appearance at a regional or national event
- Multiple events simultaneously by separating vehicle and trailer
- Other events

**Figure 2: Vehicles**



**Source: 2010 Census Portrait of America Road Tour: Operations Manual**

The overall creative concept and experience was scalable and thus allowed onboard staff the flexibility to set up the experience at a variety of event types and locations, from a high profile NASCAR race to an indoor mall event. The scalable features allowed for use at different venues, weather or time allotted for a particular events (DraftFCB et al., 2010). However, due to the contractor’s required compliance with the DOT rules of maximum “on-duty time,” (maximum number of hours a driver may drive a vehicle), there was limited flexibility to execute more than one event at the same time or to attend ad-hoc events. (See Appendix A)

All vehicles included the following equipment (DraftFCB et al., 2010):

- **10 Question Display Wall** - featured each question on the 2010 Census form and provided an education on the content and context of each question. The display wall invited the public to participate in the census by driving awareness of the census form both its content and format.
- **Inflatable “10”** - A ten-foot-tall, inflatable number “10” on each regional vehicle (and a twelve-foot-tall number “10” for the national vehicle) drew attention to the vehicle at larger events and became a conversation starter between FLD representatives and the public. The inflatable “10” was especially liked by children and was the most photographed element of the tour. It paralleled 2010 Census messaging: 10 Questions, 10 Minutes.
- **Pull-up banners** - Each vehicle had five pull-up banners which due to their portability and simple set-up design proved to be the most versatile scenic elements available. Due to their simple set-up, the banners were designed to be able to support a variety of events and served as a striking backdrop for media events.

- **User-Generated Content Kiosk with Flip Video Cameras** - Each vehicle was equipped with one user-generated kiosk, one web-enabled kiosk and five flip video cameras. The user-generated kiosk helped to engage the public by walking the public through the 10 questions on the 2010 Census form and solicited a person's comments to the question, "Why do you count?" The kiosk also had frequently asked questions available for viewing. Additionally, FLD staff used the flip cameras to collect the public's points of view on why participation in the census is important. The Census Bureau vetted the content collected from the kiosk and flip cameras and some videos and pictures appeared on the 2010 Census website. Content was rigorously screened before posting, meeting the goal of 5 percent of content collected appearing on the Census Bureau's website and social media platforms. The user-generated kiosk content collected and approved by the Census Bureau was also fed into a flash-based photo mosaic on the digital signage at the events, so the images changed as the tour progressed. The mosaic was comprised of photos of event attendees, including high profile spokespersons and painted a "Portrait of America." (DraftFCB, 2010)
- **Web-enabled Kiosk** - Each vehicle had one web-enabled kiosk which allowed the public to view the newly-launched 2010 Census website. Showcasing the online in-language 2010 Census forms was particularly useful, as was a map showing the locations where forms could be picked up and dropped off. Road tour content gathered via the user-generated kiosk and the flip cameras was also available for viewing.
- **A-frame** - Two A-frame signs on each road tour vehicle proved to be valuable components of the set-up. Often the signs were placed outside venues or at entrances of large venues to announce the presence of the 2010 Census Road Tour.
- **Public Address System** - Each vehicle had a portable public address (PA) system to support events, both inside or outside, and up to 500 people (based on range of hearing). The PA system was used for press conferences and local band performances (DraftFCB et al., 2010).
- **Tent, Ottomans, and a Stage** - each vehicle had a large (20' X 20') tent which was used to define the event footprint and announce the presence of the 2010 Census Road Tour at larger events. Its most important use was to protect the interactive and scenic elements from inclement weather (DraftFCB et al., 2010).

**g. How did the Census Bureau (HQ, regions, other) benefit by having both national and regional vehicles and itineraries? Were there any challenges from having both?**

Having the national and regional vehicles had a variety of benefits. The national vehicle was designed to feature enhanced displays, interactivity and social media for an onboard experience. Its purpose was to participate in large-scale events where national media coverage was expected. The regional vehicles generated participation in community-based events and were designed to visit smaller venues and community based-organizations. The regions benefited from having both because of the media coverage they generated. For example, when the national vehicle visited a city, it generated national media coverage that was picked up by local media.

The national vehicle team worked with the regional teams to coordinate the visits and ensure the tour stops were part of both itineraries. The only challenge found was the regions wanting the

national vehicle to participate in more events in their regions and not being able to accommodate those requests because of the national vehicle's itinerary of driving across the country.

## **h. Different purpose and mission**

### **Regions**

Due to the vast differences among the regions, each region chose a different methodology to facilitate a smooth interaction with the HTC communities. Some regions concentrated on reaching the public by having a strictly grassroots approach whereas others chose a more mainstream or media oriented approach. The types of vehicles available facilitated for a variety of events the regions could attend.

The regional vehicles were comprised of 2008 Dodge Sprinter Cargo Vans towing a 12-Foot (12') American Hauler bumper pull trailer and were designed and equipped to participate in a variety of public facing activities. Due to their size and maneuverability, these vehicles were geared toward community level education and awareness building. (U.S. Census Bureau, 2010a)

### **National**

The National Road Tour team attended national, high-profile events. Events for national stops included the Super Bowl, Denver Powwow, and NCAA Final Four. In addition, it attended large events such as NASCAR and the Chinese New Year festival.

The national vehicle was a Featherlite 46' gooseneck trailer pulled by a dual-axle, 2009 Ford F450 super duty pick-up truck ("dually"). The vehicle was designed as an on-board, throughput experience for the public with exterior scenic elements designed to provide a platform for a variety of events with large, ambient populations and expected media coverage. (Road Tour plan, page 22). The National vehicle had a design and configuration specifically for larger, higher profiled events especially given its large amount of space required for setup. The experience was scalable and was activated at higher profile events such as the Super Bowl and NASCAR as well as local, smaller venues. The size of the vehicle and national public relations support it brought with it enhanced road tour events in the communities it visited, generating large attendance and media interest.

**Table 1: Footprint Needed**

<b>FOOTPRINT NEEDED</b>		
<b>REGIONAL VEHICLES</b>		
<b>Set Up</b>	<b>Elements</b>	<b>Size of Footprint (approx.)</b>
Full outdoor set up	All Mandatory and Optional Equipment	41' Long x 30' Wide
Reduced Outdoor Set up	All Mandatory Elements	20' Long x 20' Wide
Outdoor Press Event	Vehicle and Banners	16'3 – 41' Long x 7' Wide
Full Indoor Set up	All Mandatory and Optional Equipment	20' Long x 20' Wide
Standard Indoor Set up	All Mandatory Elements	20' Long x 20' Wide
Multiple Events	Flexible Based on Needs	Flexible Based on Elements Used
<b>NATIONAL VEHICLE</b>		
<b>Set Up</b>	<b>Elements</b>	<b>Size of Footprint (approx.)</b>
Full outdoor set up	All Mandatory and Optional Equipment	70' Long x 40' Wide
Reduced Outdoor Set up	All Mandatory Elements	50' Long x 20' Wide
Media Event	Trailer and Banners	50' Long x 10' Wide

**Source: Road Tour Final Plan**

The national vehicle and regional vehicles had the same creative elements with the kiosks, tent, ottomans, stage, etc. The main difference was the national vehicle had a walk-through experience including the kiosks and display wall inside; with the remaining elements such as the tent, ottomans, and stage set up in the area immediately around the vehicle. Given the smaller size of the trailer, the regional vehicle was not a walk-through experience. Its elements could be setup around the vehicle or inside a venue.

### **i. Different target populations**

Both vehicles and itineraries targeted similar HTC audiences. The national vehicle could serve more people at each event because of a larger footprint and greater staff support. The national vehicle also generated extensive media interest and participated in more media oriented events and large venues such as stadiums and race tracks. The regional vehicles participated in grass-roots style events in smaller venues such as community centers, parking lots, and street corners.

### **j. Different impact and scale**

The national vehicle was made up of a gooseneck trailer pulled by a four-wheeled rear-axle pick-up truck. It was designed specifically for large event venues. The maximum footprint size was 70' long and 40' wide (DraftFCB, 2010). The national vehicle was a walk-through experience and included elements immediately adjacent to the vehicle.

The regional vehicle configuration was a Sprinter van paired with a 12' bumper-pulled trailer. The maximum size of the footprint was 41' long and 30' wide (DraftFCB, 2010). The setup was designed so the regional vehicles could participate in community-based events at a variety of different locations. The experience was scalable and could be activated adjacent to the vehicle location or brought inside to a venue.

## **5.5 How was the national vehicle coordinated with the regions?**

Headquarters staff coordinated all national road tour vehicle events with regional road tour staff. The events were scheduled in two different ways. About half of the national vehicle's events were "high profile" events selected by headquarters for their high attendance and ability to target specific audiences (NASCAR, Super Bowl, Atlanta, and Martin Luther King Day March). Additional HQ staff and media spokespersons were provided at high profile events. The remaining events were selected by working with the ROs to identify large-attendance events in their region within a specific time frame (when the vehicle was passing through the area between marquee events). For each event on the national vehicle's schedule, regional road tour staff was informed of the event and all event details as soon as they were finalized and a staffing request was made at that time (number of regional staff needed to work at the event). National vehicle onboard staff provided staff training one hour before each event and headquarters provided at least one media specialist for HQ for each event.

## **5.6 How was the 2010 Road Tour budget planned and implemented?**

### **a. American Recovery and Reinvestment Act (ARRA) impact, requirements, benefits**

The 2010 Census Road Tour was part of the initial planning for the 2010 Census ICP, but it remained an unfunded effort until the passage of the American Reinvestment and Recovery Act of 2009 (ARRA). The Census Bureau developed a high-level set of requirements for the road tour as part of their planning efforts but was unable to implement it due to the lack of funding. With the passage of ARRA, the Census Bureau now had a ceiling budget of 17 million dollars available to implement a road tour to help build awareness of the 2010 Census. ARRA funding for the road tour was approved on July 1, 2009 which did not leave much time to define detailed requirements, award a task, develop a meaningful experience for visitors (and build awareness), and implement a road tour that took place from January 1 to April 14, 2010.

As part of the ARRA requirements, the contractor had to provide specific, detailed information to the government. The contractor provided information using the online reporting tool available on the [Federalreporting.gov](http://Federalreporting.gov) website. A list is provided below to show an overview of the reporting requirements. Note, that all reports were available to the public.

- The amount of ARRA funds invoiced by the contractor for the reporting period.
- A list of all significant services performed.
- A description of the overall purpose and expected outcomes or results of the contract, including significant deliverables.
- An assessment of the contractor's progress towards the completion of the overall purpose and expected outcomes or results of the contract.
- A narrative description of the employment impact of work funded by the Recovery Act with number of jobs created description of types of jobs, etc.



## **b. Cost/benefit analysis**

The Census Bureau planned the 2010 Census ICP using the actual cost information from Census 2000 and the preliminary estimates from the contractor. Once the budget level was set, the Census Bureau and DraftFCB determined the requirements that were within budget. The road tour program was not within budget and therefore was placed on the wish list in the event additional funding became available in the future. The Census Bureau had much success in Census 2000 with a road tour and the public relations media exposure was worth the expense to repeat in the 2010 Census.

C2PO and the contractors established a budget process that allowed C2PO to track and monitor the budget throughout the entire road tour project. The ARRA funding available for the road tour was \$17 million and the road tour budget was \$15.2 million. The road tour project was completed at a cost of \$14.8 million; under budget by \$390,000.

Given the road tour budget was able to absorb the unexpected costs of extending the Dallas region road tour for example, and still finish under budget is an incredible success.

### **5.7 How were the Non-Continental United States (CONUS) sites integrated into the planning and implementation of the 2010 Road Tour?**

- a. Budget**
- b. Vehicles**
- c. Language and creative elements**
- d. Logistics**
- e. Expectations**

Site planning for Non-CONUS areas of Puerto Rico, Alaska and Hawaii was considered in detail from the beginning of the tour. Discussed were logistics, pricing, target audiences, types of vehicles needed, additional/different promotional items and colors. The overall agreement of the team was that the Non-CONUS areas needed vehicles that were easier to transport and maneuver than the ones selected for the rest of the regional events. Also needed were additional sound equipment, local promotional items and less emphasis on technology.

The 2010 Census Regional Road Tours were an independent extension of the 2010 Census Road Tour implemented by the Boston, Los Angeles, and Denver regions as a way to reach HTC communities in Puerto Rico, Hawaii and American Indian tribal lands. These regional road tours were designed to be flexible to be routed to communities that were deemed HTC and in remote areas. Funded, staffed and implemented by the regions, these road tours utilized eight vehicles and achieved the following milestones:

**Table 2: Milestones**

	<b>Number of Events</b>	<b>People Reached</b>	<b>Event Days</b>	<b>Miles Travelled</b>	<b>Locations Visited</b>
<b>PUERTO RICO</b>	53	50,000	51	1,500	30 Towns
<b>DENVER TRIBAL LANDS</b>	133	30,000	45	2,500	55 Tribes
<b>LOS ANGELES AMERICAN INDIAN AND ALAKSA NATIVE</b>	64	6,300	83	12,682	21 Reservations
<b>HAWAII</b>	48	46,000	80	11,000	5 Islands
<b>Totals</b>	<b>298</b>	<b>132,300</b>	<b>289</b>	<b>27,682</b>	

Source: 2010 Regional Road Tours FLD PDS Final Report

**a. Budget**

The contractor provided a creative recommendation and budget for full activation in all Non-CONUS areas, but after a thorough cost/benefit analysis the budget was deemed too expensive so the decision was made not to have road tours in these areas.

After HQ made the decision not to have road tours in Puerto Rico, Alaska and Hawaii, the New York and Los Angeles regions took the lead on extending the tours into Non-CONUS areas of Puerto Rico and Hawaii. The Seattle region decided not to have a road tour in Alaska and instead focused outreach efforts without vehicles. In addition to Puerto Rico and Hawaii, the Denver and Los Angeles regions planned and implemented regional road tours to reach the American Indian and Alaska Native (AIAN) populations in those regions. Budget data were not made available to headquarters staff, however, feedback from these regional teams stated that the main expenses to plan and implement these road tours included leasing the vehicles, buying the creative elements (wrapping the vehicles), per diem for the staff, maintenance when needed and gas.

**b. Vehicles**

The Los Angeles and Boston regions leased Sprinter Vans for Hawaii, Los Angeles Tribal lands and Puerto Rico to ensure uniformity with the 2010 Census Road Tour. The Denver regional staff needed an all-terrain 4-wheel drive vehicle that was practical, good on dirt roads, could handle extreme weather conditions and could carry exhibit elements. Following these parameters, the regional staff chose a GSA Dodge Durango sport utility vehicle with an overhead carrier. Although this was a very practical vehicle, storage space was sometimes a problem because in addition to all the elements for the exhibits, it also carried the driver’s luggage and a small refrigerator. See Appendix C for images of vehicles.

The planning and implementation was made by existing regional staff who took turns driving the vehicles in the Los Angeles AIAN, Hawaii and Puerto Rico Road Tours. The Denver region assigned a driver for the Denver Tribal road tour who, following DOT regulations, drove the vehicle for its entirety. Due to the high costs of shipping a vehicle inter-island, the Los Angeles regional staff secured Sprinter van vehicles on the islands of Oahu, Hawaii, Kauai, Maui and Molokai and utilized magnetic signs easily attached to each van.

### c. Language and creative elements

The road tour contractor did not provide vehicles or staffing for the Hawaii, Puerto Rico, Los Angeles AIAN or the Denver Tribal Road Tours. However, it designed and shipped the following event components to Hawaii: one tablecloth, two banners and promotional items as shown below.

**Table 3: Event Components for Hawaii and Puerto Rico**

PROMOTIONAL ITEMS	HAWAII (English)	PUERTO RICO (Spanish)
VIP Polo Shirt	800	N/A
VIP Baseball Cap	1,000	N/A
VIP Knit Cap	800	N/A
Magnetic Photo Frame	47,000	20,000
Pen	9,500	5,000
Pencil	7,000	5,000
Canvas Tote Bags	4,200	2,500
Stickers	20,000	N/A
Water bottles	1,900	1,000
Chip Clips	17,600	10,000
General Public Fact Sheets	53,300	N/A

Source: 2010 Regional Road Tours FLD PDS Final Report

Members of the media team and a graphic specialist designed the wrap for the Puerto Rico Road Tour vehicle taking some creative elements from the 2010 Census Road Tour and applying the purple color. The vehicle was fully wrapped with a white/purple theme with graphic elements including: the Puerto Rico 2010 Census logo, a graphic of the questionnaire, the “10 minutes/10 questions” tagline, “Fill it out, Send it back” tagline, a map of Puerto Rico, the “Its in Our Hands” tagline and the 2010 website URL. The use of vibrant colors created curiosity and invited people to visit the exhibit. The contractor shipped promotional items in Spanish created specifically for Puerto Rico.

The contractor did not provide planning, creative or implementation services for the AIAN Road Tours. However, due to a surplus of promotional items, it made a few shipments to the Los Angeles and Denver regions for these road tours.

### d. Logistics

Once the decision was made to ship promotional materials to Puerto Rico, the contractor, Jack Morton was responsible for shipping the promotional items, and the regional staff in Puerto Rico was responsible for picking them up and distributing materials at their road tour stops.

Jack Morton shipped promotional items to Hawaii, and the regional staff on the island of Oahu was responsible for shipping and distributing among the islands for the road tour stops. In addition, Jack Morton produced and shipped the following creative elements: 2 pull up banners and 2 table covers.

All logistics within the islands of Puerto Rico and Hawaii were taken care of by regional staff (Draft FCB, 2010).

## **e. Expectations**

The expectation during the planning phase was there would be road tour activation in Hawaii, Alaska and Puerto Rico. However, due to this being cost prohibitive, the decision was made to only ship promotional items to Puerto Rico and promotional items and 4 creative elements to Hawaii. There was no activation in Alaska.

Once Jack Morton shipped the promotional items to the islands, the expectation was that the regional staff would be responsible for the planning and implementation of their respective road tours on the islands. At this point, the expectation was also that these road tours would not officially be part of the 2010 Portrait of America Road Tour and instead would be considered regional road tours.

## **5.8 How were language and cultural issues addressed during the Planning and Implementation Phases of the 2010 Road Tour?**

- a. Promotional items**
- b. Vehicles and creative elements**
- c. Contractor personnel**
- d. Regional Office partnership specialists**
- e. Decision making**

Language and cultural issues were addressed during the Planning and Implementation Phases. In general, agency partners recommended that additional in-language materials and promotional products be provided, should additional funds become available.

During the planning phase the contractor DraftFCB recommended that culturally relevant, in-language materials be provided to the extent possible. However, because there was no additional funding, the Strike Team (team comprised of PIO, C2PO and ADCOM) decided to have promotional materials in English, Spanish and Puerto Rico Spanish. The Jack Morton contractor's staff was required to take a diversity training and "Census 101" training to have a better understanding of language and cultural differences they would encounter during the road tour. During implementation, language and cultural issues were mostly addressed by the regional staff.

During the planning phase, FLD PDS addressed the language and cultural issues by polling the regional road tour producers on their needs according to location. Based on the information received, FLD PDS purchased additional in-language promotional items the regions requested for their communities. During the planning phase, FLD PDS created an Event Plan template used for all road tour events where language and cultural questions were addressed. This plan was the guide they used to plan and support the events through the implementation phase. For example, the event plan was used for all events and included information on HTC communities expected at an event, languages and cultural heritage representation needed. Based on the information collected via these templates, the regional staff then planned what additional in-language promotional items to take to events and identified staff members who had similar backgrounds or experiences with the community (U.S. Census Bureau, 2010c).

The Field Road Tour Producers coordinated event staff based on the languages and cultural needs of the attendees. In addition, FLD PDS provided in-language promotional materials to supplement the needs of the public attending road tour events.

**a. Promotional items**

Promotion items were produced in English and Spanish. Additional language-specific items were created in Spanish for Puerto Rico (using different colors). Due to the large nature of the road tour, regional or area-specific promotional items were not considered. However, FLD PDS secured and provided to the regional staff in-language promotional items for each road tour stop. These additional promotional items included printed materials in a variety of languages.

**b. Vehicles and creative elements**

All creative elements for the road tour were designed and produced in English. Cultural and language barriers were discussed in the planning stages, including which colors might prove to be barriers in some markets. Digital signage was designed and created to give event staff the ability to personalize events, write welcome messages in any language and thank local partners on the video signage at events. Video content was collected in all languages, however, editing and posting content in languages other than English and Spanish was not completed due to lack of bilingual staff in some languages. The regional road tour producers were tasked with providing the first review of the video content and PIO staff was responsible for editing and posting approved content.

**c. Contractor personnel**

Some of the Jack Morton's on-board staff were bi-lingual (English and Spanish) and consideration was taken in where they were placed on the tour. All on-board staff had experience on national road tours, working within a variety of different markets. Although discussions took place about the on-board staff's background, the staff hired had the qualifications the Census Bureau required.

**d. Regional Office partnership specialists**

Regional staff supplemented the contractor's on-board road tour staff at events, bringing with them knowledge about the local area and event venue, as well as a variety of languages and media outreach support.

**e. Decision making**

Language and cultural issues were discussed during the planning meetings that took place on May 11 and May 15, 2009. Regional Directors from Philadelphia, Boston, Los Angeles and Denver provided insights on these issues and based on that, the Strike Team decided to have promotional items in English, Spanish and a version of Spanish for Puerto Rico.

FLD PDS headquarters staff addressed language and cultural issues by polling the regional staff and providing tools such as the Event Plan template to help identify and support these needs at the regional level.

**5.9 Were in-language materials created specifically for the Road Tour? If so, in what languages?**

Promotional items, including printed information sheets were created in English and Spanish, as well as Puerto Rico Spanish for the road tour. Field staff was directed to supplement event stock with in-language, regionally appropriate promotional and informational items. As shown below, the following promotional items were produced in English and Spanish: magnetic frames, chip clips, pens, pencils, canvas bags, water bottles and stickers. The same promotional items were produced specifically for Puerto Rico using colors appropriate for the region. Printed materials in English and Spanish included: 2010 Census - How People are Counted and 10 Questions, 10 Minutes.

**5.10 How were the 2010 Road Tour partners identified and integrated into the 2010 Road Tour and into specific Road Tour events?**

- a. Differences between planned and actual process**
- b. Timing**
- c. Limitations**
- d. Expectations**

**a. Differences between planned and actual process**

The Road Tour Partnership Program sought to secure high-value corporate partners who would provide support for components of the road tour. In addition, these partners were asked to help the Census Bureau deliver 2010 Census messages to HTC populations via road tour and non-road tour activities. The contractor was tasked with securing partners to provide in-kind support for the road tour given that financial support would not be allowed. The contractor worked to coordinate partnerships with companies that could provide identified equipment and services when possible (DraftFCB et al., 2010).

To secure partners for the 2010 Census Road Tour, a two-tier outreach strategy was recommended:

1. Exclusive National Partners
  - Exclusive National Partners to provide sole support for a specific component of both the Regional and National Road Tours and receive recognition as the exclusive sponsor of the component.
2. Non-Exclusive National Partners
  - Multiple corporations were offered the opportunity to provide support for components of the road tour not previously identified as an exclusive partnership component. This included providing in-kind donations such as offering to host road tour visits, promoting the tour or providing entertainment or speakers.

Based on the needs of the road tour, the team identified priority, national targets in each of the following categories (DraftFCB, 2010):

- Apparel
- Cameras and Video
- Cellular and Wireless hardware and support
- Census in Schools on the Road Tour
- Computers and Technological Support
- Environmental
- Food and Beverage
- Oil and Gas
- Online Photo Distribution
- Printing and Materials

The contractor secured partnerships by December 10, 2009, prior to the national launch and the commencement of the road tour implementation phase. Each partner logo was placed on the vehicles. The 2010 Census Road Tour partners were Google, Music Television (MTV), Country Music Television (CMT), Black Entertainment Television (BET), Telemundo, Valero, Sprint, 3M, Best Buy, and Carbonfund.org (DraftFCB et al., 2010).

**Table 4: Tour Partners In-Kind Support**

<b>Secured National Partnerships: in-kind support</b>	
<b>3M</b>	Featured logo on back of Road tour vehicles to show support.
<b>BET</b>	Featured logo on back of Road tour vehicles to show support. Attended national Road Tour launch event. National vehicle attended BET-sponsored Super Bowl event in Miami.
<b>Best Buy</b>	Featured logo on back of Road tour vehicles to show support.
<b>The Carbon Fund</b>	Featured logo on back of Road Tour vehicles to show support. Donated a 223-metric ton carbon offset to cover the Road Tour’s entire carbon footprint. Provided materials to distribute at a national stop in Washington, D.C. Distributed a press release and engaged in media interviews explaining the benefits of the carbon offset.
<b>Google</b>	Featured logo on back of Road tour vehicles to show support.
<b>MTV Networks/CMT</b>	Featured logo on back of Road tour vehicles to show support.
<b>Sesame Workshop</b>	Featured logo on a sticker that was placed on Road Tour vehicles to show support.
<b>Sprint</b>	Featured logo on back of Road tour vehicles to show support. Sprint provided Blackberry devices to the On Board Staff for all 13 vehicles. Attended national Road Tour launch event.
<b>Telemundo</b>	Featured logo on a sticker that was placed on Road Tour vehicles to show support.
<b>Valero</b>	Featured logo on a sticker that was placed on Road Tour vehicles to show support.

Source: Road Tour Final Report

## **b. Timing**

The short timeframe for planning the road tour due to the availability of funding in July 2009 and the contractor not starting until mid-July 2009 left a short window for signing national partners. This short time-frame adversely impacted the ability to secure high level partners and the level of support each was able to provide. For example, MTV offered to provide downloadable music for entertainment purposes at events and Best Buy offered use of its stores to host events. However, due to time constraints, there was not enough time to work through the complex legal requirements to allow for this support.

## **c. Limitations**

The short timeframe for planning the road tour created some limitations for securing more national partners. This was because the ARRA funding was not available until early July 2009 and the contractor did not start until mid-July 2009.

Some companies offered direct support for the road tour, but those proposed contributions were not realized due to time restraints and complex legal requirements related to implementation. For example, MTV had offered to provide downloadable music accounts for entertainment purposes at events, and Best Buy had offered use of its stores to host road tour events, but was unable to provide this support for varying reasons.

## **d. Expectations**

The contractor developed a partner activity guide to inform all 2010 Census partners about the 2010 Census Road Tour and encourage their involvement. This guide was designed for local partners, who were identified by the regions and supported the tour through varied activities, including providing event space, promoting events and providing promotional items. The “Promoting the 2010 Census Portrait of America Road Tour: An Activity Guide for Partners, provided partners with the tools they needed to communicate information about the road tour and conduct supporting activities of their own (DraftFCB et al., 2010).

### **5.11 What were the developmental and decision making processes for 2010 Road Tour promotional premiums, printed materials, and materials provided by the regions?**

- a. Types of items**
- b. Quantity**
- c. Design**
- d. Availability**
- e. Storage**

The contractor was responsible for the design, production and transportation of promotional items in support of the road tour. The items were designed specifically for the tour and incorporated into the “Portrait of America” theme. As requested by the Census Bureau — and mandated by the Buy America Act (BAA) — the promotional items were manufactured in the United States by small business factories. The promotional items were produced in English and



Spanish for distribution by the 13 road tour vehicles. The contractor also produced Spanish items specifically for Puerto Rico that were given out by local Census Bureau staff in Puerto Rico.

FLD PDS polled the regional road tour producers on their additional in-language promotional items needs according to location. Based on the information received, FLD PDS purchased additional in-language promotional items the regions requested for their communities. In addition, the regional staff utilized existing in-language printed materials to distribute at road tour events (U.S. Census Bureau, 2010).

**a. Types of items**

Road tour promotional items included promotional items for the general public and promotional items for VIPs (special guests, speakers, partners, media spokespersons, and talent and senior officials). The promotional items included: photo frames, pens, pencils, tote bags, stickers, water bottles and chip clips. A small number of VIP promotional items included: VIP polos, VIP baseball caps and VIP knit caps. The contractor produced all items in English and Spanish, and tailored each item for use in Puerto Rico using different colors. All items, including staff uniforms, were made in the USA.

**b. Quantity**

The contractor produced around 6.2 million items with 4.7 million in English, 1.4 million in Spanish, and 43,000 in Puerto Rico Spanish. The VIP items (polos, baseball caps, and knit caps) were produced in smaller quantities since they were designed to be distributed for special guests, speakers, partners, media spokespersons, talent, and senior officials.

**Table 5: Road Tour Promotional Items Produced**

Promotional Item	Quantity (English)	Quantity (Spanish)	Quantity (Spanish for Puerto Rico)	Total Quantity Produced
VIP Polos	16,000	N/A	N/A	16,000
VIP Baseball Caps	20,000	N/A	N/A	20,000
VIP Knit Caps	16,000	N/A	N/A	16,000
Photo Frames	2,000,000	800,000	20,000	2,820,000
Pens	400,000	160,000	5,000	565,000
Pencils	400,000	160,000	5,000	565,000
Tote Bags	200,000	80,000	2,500	282,500
Stickers	800,000	N/A	N/A	800,000
Water Bottles	80,000	40,000	1,000	121,000
Chip Clips	800,000	200,000	10,000	1,010,000
<b>Total</b>	<b>4,732,000</b>	<b>1,440,000</b>	<b>43,500</b>	<b>6,215,500</b>

Source: Road Tour Final Report

Of the 6.2 million promotional items purchased for road tour, 22 percent of the promotional items were used to support road tour events and the remaining 78 percent were repurposed for FLD outreach and Census in Schools. There were no road tour promotional items remaining at the end of the tour (DraftFCB et al., 2010).

### **c. Design**

Promotional products for the road tour were used to educate audiences about the 2010 Census, support partnership outreach efforts and promote participation in the census. (U.S. Census Bureau, 2010a) The promotional items were designed to be easily transportable and to attract visitors to the road tour stops.

### **d. Availability**

The contractor recommended the types of promotional items and quantity for the tour based on the vehicles configuration (available space) and the expected number of events planned, target audiences and projected attendance (DraftFCB et al., 2010).

### **e. Storage**

The promotional items were kept in a fulfillment facility in Texas. Items were consolidated into organized, wrapped pallets of approximately 10,000 items each. Each week one pallet was shipped out to each vehicle. When needed, additional promotional items were shipped directly to hotels or next event locations (DraftFCB et al., 2010).

## **5.12 How was social media developed and used to promote, track, and support the 2010 Road Tour?**

- a. Web site content and language**
- b. Collected, uploaded, reviewed (vetted) media**
- c. Blogs**
- d. Metrics**
- e. Public contribution**
- f. Public access**
- g. Technology**

The digital elements of the 2010 Census Road Tour worked toward one primary goal – to capture the “living portrait of America” through videos, audio, images and text. By capturing the activities, events and, most importantly, the spirit of the people engaged in the tour, the road tour offered the potential of reaching millions of Americans – in addition to those who experienced the tour in person.

The contractor was responsible for strategizing, conceptualizing, designing and programming all road tour digital elements. Weber Shandwick and Regional staff provided initial reviews. However, all user-generated content procured on the tour was vetted by the Census Bureau before being posted live (DraftFCB et al., 2010).

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 ICP social media strategy to help generate event attendance, collect a digital record of the tour

for the 2010 Census website and 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 webpage of the newly developed 2010 Census website and in the site's Multimedia Center (DraftFCB, 2010). The newly developed website and strong use of social media allowed the Census Bureau to reach one hard-to-reach audience, tech-savvy "mobiles". Challenges included staffing time constraints and lack of programming resources making it difficult to post User Generated Content (UGC) clips in a timely manner.

#### **a. Web site content and language**

One goal of the road tour was to allow for "virtual" attendance at road tour events, giving people a chance to follow the road tour even if they could not make it to an event in person. Road tour content existed on a section within the 2010 Census website. Metrics are not available that show who clicked on to see events. The page's look and feel captured the appeal of the road tour creative while integrating within the overall 2010 Census site. The road tour site experience revolved around the vehicles via onboard GPS, allowing users to follow each road tour vehicle as it toured the country using Google maps. However, due to the delay in approval of media content (video, audio and photos), the road tour site experience was populated at the end of the road tour.

The site contained the following elements (DraftFCB et al., 2010):

- Information explaining the purpose and scope of the road tour and how to get involved/attend an event;
- Feature area showcasing content gathered at events (video/photo/audio/blog/event details);
- Interactive map allowing users to explore event information and follow the vehicles;
- Shareable widget allowed fans to share content on their own websites and through social media; and
- Road tour blog.

#### **b. Collected, uploaded, reviewed (vetted) media**

User-generated content brought the road tour experience to those who could not attend an event in-person. This content allowed people to contribute their thoughts and experiences to the tour. Event participants interested in participating were asked "Why is the census important to you?" and "Why do I count?" Their responses were captured in the form of videos and audio recordings with photos. On board staff uploaded content and it began an extensive editing/vetting process.

The contractor was responsible for reviewing all uploaded content to screen out offensive/irrelevant content, poor quality content, blank files, and respondents under the age of 18. They noted when another language was spoken and any other information helpful for the next step in the review process. The regions then reviewed the content and selected what they viewed as the best content for each event. PIO gave the final review and edited content for posting.

The lengthy review process created a gap in the time content was recorded and posted, which was a barrier to the program's success. Social media content must be fresh and engaging to be successful. Instead of focusing on gathering a lot of content, the team would have been more successful focusing on gathering great content and uploading it in an expeditious manner. Additional staff support was needed at the regional and HQ level to review, approve and upload content.

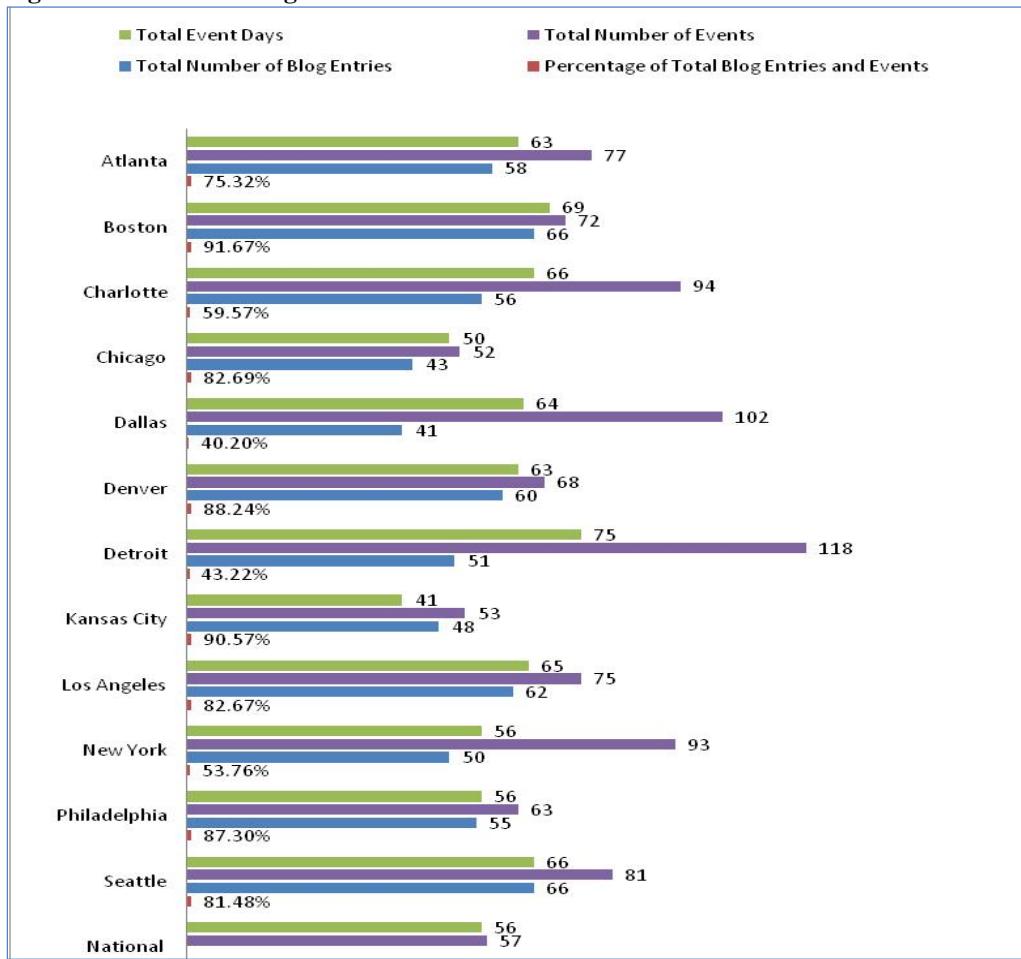
Photos and event details for the road tour provided additional content for the U.S. Census Bureau's Facebook and Flickr (photo) pages. Individual road tour pages were not created.

### **c. Blogs**

On board staff 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 (DraftFCB et al., 2010). Staff was trained on appropriate blog content before the tour launch. 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.

Each of the 13 road tour vehicles had a unique Twitter handle managed by the on-board staff. While Twitter is a medium based in immediacy, blog posts can be posted 24 hours after an event and still remain relevant. Staff tweeted at least once for each event and were encouraged to identify local landmarks and thank partners. Staff were trained in social media and approved use before the tour.

**Figure 3: Number of Blog Entries and Total Number of Events**



Source: FLD PDS Program Analysis

**d. Metrics**

Over the course of the tour, the Census Bureau tracked the number of Tweets, Blogs, and audio/photo/video files. By the end of the road tour, over 15,000 audio, photo and video files were collected and 1,800 digital files were posted on the website. The Jack Morton’s onboard staff wrote 656 blog entries and sent 1,549 Tweets. The 13 vehicle Twitter accounts had 987 followers (most: Los Angeles region, least: Dallas region). Metrics on user-generated content were not identified as a deliverable in the task order. Therefore, no process was devised or implemented to measure this content (DraftFCB, 2010).

**Website**

Road tour web content existed as a section within the 2010 Census site. The look and feel of the Road Tour web content remained similar to that of the road tour creative while also integrating well with the overall 2010 Census website. The road tour site was comprised of the following elements:

- Copy explaining the purpose and scope of the road tour and how to get involved;
- Feature area showcasing the audio, photo and video content gathered from the road (as well as blog and microblog content);
- An interactive map allowing users to explore event information and content collected on the tour (users could explore this content based on various criteria such as event type, ZIP code, and region);
- Shareable and embeddable widget to distribute key road tour event information and content collected from the road out to social media sites;
- Cross-promotion to Online Newsroom for road tour news and materials; and
- Road tour blog (this feature was housed independently from the road tour site section).

The road tour site experience revolved around following the vehicles via onboard GPS, using Google maps. The road tour map went live after the road tour kick-off in order to allow testing of the GPS (DraftFCB, 2010).

Total visitation for the road tour website over the duration of the tour was more than 47,000 views (DraftFCB et al., 2010).

#### **e. Public contribution**

Road tour web content existed as a section within the 2010 Census site. The look and feel captured that of the road tour creative while also integrating well with the overall 2010 Census site. Functionally, the section accomplished and allowed for the following:

- Provided an overview of the purpose of the road tour
- Tracked the tour as it happened from January to April 2010
- Presented stories (videos, images, text and audio) collected on the tour
- Functioned as a distribution source for all content gathered on the road
- Encouraged press to attend and cover road tour
- Reinforced overall 2010 Census messaging
- Provided easy access to additional road tour news coverage and materials housed within the 2010 Census Online Newsroom

Many event attendees were interested in sharing their stories with the road tour, providing user generated content for the road tour website. Success was overwhelming based on staff interest, support, and those events that were well staffed produced better and more content. The kiosks were not easy enough to use or approachable enough for most people to walk up and use without staff assistance. The road tour vehicles had 987 followers on the 13 Twitter accounts. Data available show over 15,000 audio/photo/video files were collected during the road tour and over 47,000 views were tracked on 2010.census.gov.

#### **f. Public access**

The goal of road tour digital elements was to increase “attendance” at road tour events by allowing people who could not attend in person to experience the tour online. The road tour

employed various digital elements that worked together to create an integrated approach. The website and Twitter handles were promoted in all promotional and written materials. In addition, the 2010.census.gov URL and the Twitter handles were placed on all 13 vehicles, and regional and onboard staff reminded the public about visiting and following by providing 2010.census.gov URL and the specific Twitter handles. Census Bureau websites followed strict 508 compliance guidelines for disabled users. Using social media and web tools in the road tour extended its reach to members of the public who were active social media users.

#### **g. Technology**

The digital elements were designed with one primary goal – to capture the “living portrait of America” through text, images, and audio and videos. By capturing the activities of people engaged in the tour and sharing them on the Census Bureau’s website and social media accounts, the tour had the potential of reaching many more people than those who could experience the tour in person.

Each vehicle had the following technical capabilities (DraftFCB, 2010):

- Two laptops for tour data collection from visitors and on board work (data collection and submission, blogging)
- Onboard GPS to be used for directions and digital media experiences on the website
- Ability to support audio, video, photo, interview and video capture capabilities
- Wireless environment with Internet access via air cards for data uploads and downloads when available
- Five high-definition flip cameras
- Capability to display photos and videos on two 40” monitors
- Two video kiosks equipped with a laptop, digital camera, and air card for Internet use.

#### **5.13 What were the developmental and decision making processes for technology selection, development, and use in support of the 2010 Road Tour?**

- a. Types of equipment**
- b. Manufacturers**
- c. Reliability, usability, etc.**
- d. Security**
- e. Incorporation/integration into other aspects of the 2010 Road Tour implementation**

#### **a. Types of equipment**

The types of technology equipment selected for the road tour were based on the goals for the tour – number of people reached, hard to count communities targeted and media friendly events. A goal of reaching audiences not able to attend in person, via web and social media was also considered.

**b. Manufacturer**

The type of events and audiences targeted, as well as the amount of spaced needed to carry road tour event items, safety concerns and budget played a role in selection. Selection decisions were made through consulting the contractor Jack Morton and the Census Bureau Road Tour Management Strike team, as well as regional and budget staff. The vehicles were equipped with the following equipment:

**Table 6: Vehicle Equipment**

	National Vehicle	Regional Vehicles
IBM Thinkpads (laptops)	9	6 each
Toughbooks (kiosks)	1	3 each
GPS Garmin Nuvi	1	1 each

Source: 2010 Census Portrait of America Road Tour: Operations Manual

**c. Reliability, usability, etc.**

There were some extreme-weather situations (mostly due to cold) in which some road tour items and equipment did not work as well as predicted. For example, the Kansas City region vehicle was late to an event because it could not start due to the cold weather. Events were canceled because of bad weather in the Philadelphia, Kansas City, Charlotte and Detroit regions (in some instances the vehicles would not start, or the computers took a while to turn on and in other instances, heavy snow lead to cancellation of events). Some regions did not use the ottomans or stage when it was too cold. Though the Portable PA system was a good piece of equipment to have, many regions did not use it because of the lack of special permits needed. In addition, the Census Bureau did not have music licensing agreements to use the PA system to play music to attract the public.

**d. Security**

Security of the vehicles, staff, items and visitors was considered throughout the entire planning process. Census IT and IT security staff helped ensure success. There were no major security issues that occurred during the tour.

**e. Incorporation/integration into other aspects of the 2010 Road Tour implementation**

Integration into all other aspects of the ICP was a major goal of the tour. Most successful were use of advertisements and public service announcements on road tour screens and public relations/social media integration, including the road tour website, GPS-enabled tracking map, Twitter/Facebook updates and blogging.



**5.14 What planned metrics and reports were most beneficial to the Census Bureau during planning and implementation of the 2010 Road Tour?**

- a. Weekly status reports**
- b. Road Tour event summaries**
- c. Risk Register**
- d. Weekly Budget Tracker**
- e. Incident Reporting**
- f. Program Schedule**
- g. Road Tour Plan**
- h. Operational Manual**

The contractor, DraftFCB was required to provide a number of metrics to measure performance: Output, Outcome and Impact. Examples of measurement for road tour success included the number of people reached through the tour, with specific metrics on HTC populations. In addition, the contractor was responsible to track media outlet circulation and the number of clips secured. Where possible, the contractor was required to compile web metrics.

The metrics included in the final report to the Census Bureau comprised of a compilation of all event reports and included the following quantitative event data:

- Total number of events executed
- Listing of all events executed by region, date and location
- Total estimate of attendance at all events
- Total number of promotional items distributed
- Total number of over the road impressions derived from total mileage of all tour vehicles
- Total number incidents, organized by category

The contractor, Jack Morton provided reports with metrics that were beneficial to the Census Bureau in tracking milestones. For example, metrics were provided on a weekly basis and included (DraftFCB et al., 2010):

- On the road experience: 1,005 total number of events, 1,730,026 estimated in attendance, 1,357,288 promotional items distributed, 333,222 printed materials distributed and 162,664 estimated number of miles traveled.
- Total Number of Incidents, Organized by Category and Region: 72 incidents, 54 canceled events.
- Total number of over-the-road impressions derived by total mileage of all vehicles: 162,664 miles traveled and 12,095,131 estimated total over the road impressions.
- Earned Media: coverage by 49 outlets totaling more than 102 million media impressions in the first five days of the tour.
- Media relations: total media coverage for the tour: 9,300 total clips, 217,474,515 total impressions, \$22,363,374 estimated Advertising Value Equivalency (AVE) and 4,195 number of outlets AVE.

- Metrics on user-generated content were not identified as a deliverable in the task order. Therefore, no process was devised or implemented to measure this content (DraftFCB et al., 2010).

#### **a. Weekly Status Reports**

The contractor provided metrics on a weekly basis for each vehicle (DraftFCB et al., 2010). Most useful were number of events, miles driven, projected attendance and promotional items distribution. Also useful were contractor provided lessons learned and suggestions for improving future events.

#### **b. Road Tour event summaries**

Media metrics were the most beneficial. Metrics included how many media outlets attended, covered, and broadcasted information (and whether the coverage was positive, negative, and on message). Also important to measure was the social media impact.

#### **c. Risk Register**

The daily/weekly and incident-specific reports were essential to the success of the tour. Emails were sent immediately after each incident and a phone call in warranted situations. A spreadsheet grid of incidents was also kept.

#### **d. Weekly Budget Tracker**

Budget and scheduling information was collected in detail via spreadsheet and was user-friendly, easy to update and distribute.

The road tour budget included labor, travel and other direct costs. Due to the need to track costs closely and the complexity of the budget, C2PO and the contractor Jack Morton created a weekly budget tracker. Each week, C2PO and Jack Morton reviewed the budget and ensured the project stayed within budget.

Given the budget was closely monitored C2PO and Jack Morton were able to completely fund the Dallas regional tour extension using funds already on the contract.

#### **e. Incident Reporting**

The Road Tour Plan included a section on “issues management” or incident reporting. At the request of the Census Bureau, the issues management protocol was updated to ensure better and faster communications.

#### **f. Program Schedule**

A program schedule was created and followed and included all activities pertinent to the planning, implementation and close-out of the road tour. This program schedule was updated on an ongoing basis and maintained by the Contracting Officer's Technical Representative (COTR).

#### **g. Road Tour Plan**

The Road Tour Plan was beneficial to the Census Bureau because it outlined, in great detail the following information: Theme/Creative, Vehicles, Onboard Technology and Online Experience, Vehicle Onboard Staff, Vehicle Itineraries, Promotional Products and Inventory Management, Tour Partners, Public Relations, National Launch and Tour Deployment, Communication Channels, Issues Management, and Integration with Other Census Bureau Operations and Programs. The initial draft of the plan began in September 2009 and the final version was delivered to the Census Bureau by the contractor, DraftFCB in July 2010.

#### **h. Operational Manual**

The operational manual provided an invaluable tool to the On Board Staff and the Census Bureau staff members. Each vehicle had a printed version of the manual for easy access and the manual was available online too. The contractor made updates to the manual especially for the Issues Management and Contract sections when needed. The manual became a complete reference tool for anyone working on the road tour. The different sections include (DraftFCB et al., 2010):

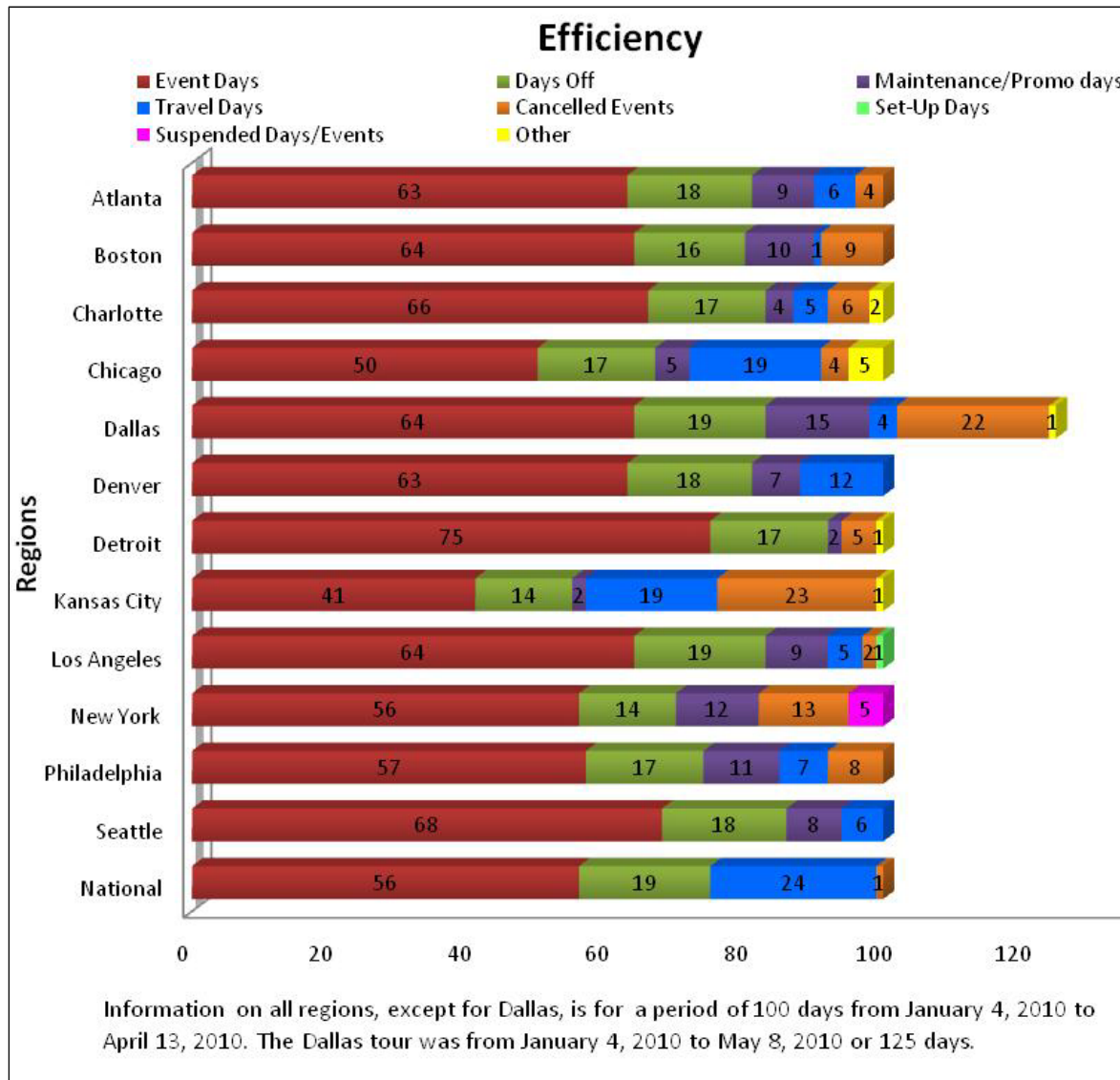
- Road Tour Overview
- Contacts
- Road Tour Operations
- Safety and Security
- Issues Management
- Emergency Procedures
- Media and Public Relations
- Reporting/Financials
- Appendix
- Itineraries

**5.15 What additional, unplanned, or ad hoc metrics and reports were (or could have been) most beneficial to the Census Bureau during planning and implementation of the 2010 Road Tour?**

- a. Road Tour event statistics
- b. Road Tour media statistics
- c. Projected Surplus of Promotional Items
- d. Incident Report Summary
- e. Targeted Audiences by Region

The metrics provided by the contractor, Jack Morton were beneficial for tracking general milestones. However, reports would have been helpful for tracking user generated content (social media). FLD PDS in an effort to measure efficiency, tabulated the following information:

**Figure 4: Measure Efficiency**



Source: FLD PDS Program Analysis

### **a. Road Tour Event Statistics**

Metrics and reports on the targeted audiences by regions, more detailed information on the specific communities, HTC populations planned for and reached at events would have been helpful, as well as information on languages used/needed at events. A column was added to the event spreadsheet grid where regions could identify audiences targeted for each event. More specific information collection was needed, including setting goals before the tour. In addition, metrics on user generated content would have been helpful.

### **b. Road Tour Media Statistics**

The contractor provided the Census Bureau with an earned media report every month, which included a list of earned media clips and circulation/viewership information, estimated advertising equivalency and the source for the included data. In these reports, coverage was shown by print, online, broadcast and blog/microblog categories and indicated whether coverage was a result of regional or national outreach efforts.

The contractor's media relations efforts around the 2010 Census Road Tour launch and national vehicle tour were successful in helping create awareness for the 2010 Census. Over the course of approximately four months, the road tour garnered 9,300 branded media placements, totaling more than 217 million impressions. In addition, the team conducted regional media outreach around the road tour extension in the Dallas region during April and May 2010. As a result of this outreach, 32 placements were secured, totaling nearly 640,000 media impressions (DraftFCB et al., 2010).

### **c. Projected Surplus of Promotional Items**

Several factors contributed to a projected surplus of promotional materials. The 12 ROs road tour vehicles had limited space to transport and distribute larger quantities of promotional items. Inventory management controls lacked adequate planning based on number of events, size of events and number of items needed based on the expected number of attendees. Too many items ordered by the Census Bureau were not interesting to event attendees. For example, the Census Bureau ordered two million magnetic photo frames. On the other hand, for the more popular materials, Census Bureau ordered smaller quantities. All these factors contributed to promotional items not being evenly distributed across all events.

Of the six million promotional items purchased by the Census Bureau for the road tour, 22 percent or 1,357,288 items and 333,222 printed materials were used for road tour events. The remaining 78 percent was re-purposed for non-road tour events in the ROs, Census in Schools, and other areas to deplete the projected surplus of items. During the implementation phase, FLD PDS created a promotional items metrics report that identified the projected surplus. A better metrics report would have identified the projected surplus to ensure a better plan for distribution.

#### **d. Incident Report Summary**

The Incident Report Summary report provided by the contractor Jack Morton was appropriate and had the necessary information about the issues and incidents.

#### **e. Targeted Audiences by Region**

Although tracking targeted audiences by region was discussed during the planning period, this information was not tracked in all itineraries. Some regions added a column on their itineraries for tracking demographic information. However, since it was not mandatory or part of the official list of items to track, this information was not available at the end of the tour.

#### **5.16 What concepts, processes, terms, and definitions should the Census Bureau retain and include for future Road Tours or similar (related) activities?**

The road tour's integration with the advertising, public relations, digital media (web and social media) and regional campaigns ensured success of the tour. Because road tour planning was led by the PIO team, with input from a cross-division team that included C2P0/advertising and FLD PDS, a high level of integration was achieved.

The tour's integration into all aspects of the 2010 Census public relations plan was especially successful, including the national road tour launch on the *Today Show* (NBC), which included regional launches across the country and a planned national media pitch (including b-roll and Video News Release (VNR) packages). Allowing time during the national launch for live satellite interviews from across the country increased the impact of the event and allowed for more viewers.

Event success depended on a number of factors, including regional integration on all levels, partnership support (national and local partners, as well as regional staff), budget (a large event budget allowed for stops at most costly but higher profile events) and high-profile spokespersons (politicians, celebrities).

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

- 2010 Census Partnership Research Project
- 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
  - Promotional Materials
  - Census in Schools

- National Partnership
- Regional Partnership
- Mail Response Rates/Take 10

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

### **Lessons Learned**

- The road tour is a massive undertaking and unplanned issues will occur. By requiring flexibility and building contingency plans into all aspects of the tour vehicles, staffing, itineraries, etc., potential problems can be avoided and solutions will come more naturally.
- To overcome cold weather challenges, consider starting the tour in late February or early March or implement a low-tech solution for regions where extreme weather may affect the functionality of computers or technical devices as well as furniture to be used on the vehicles, such as ottomans and tents. Per the experience in the 2010 Census, one size does not fit all and thus what works in one region may not work in another.
- Using new communication technologies, including social media and user-generated content is essential to broadening the reach of event-specific marketing. In the 2020 Census identify the newest communication tools and use them.
- Local and national media can be engaged using highly visual events and regional and national spokespersons. Planning more than one event in a media market can lessen the media impact.
- National partners should be identified as soon as possible and integrated into the planning of the road tour.

### **Recommendations**

- Planning should begin one to two years before implementation and should include clearly defined goals and metrics, as well as details on funding, partner procurement, staff procurement, creative conception, planning, regional engagement, etc.
- Frequent communication between all parties is essential. Future planning must allow for valid contribution by all parties throughout the planning stages as well as clear communication to all parties throughout the implementation phase.
- Both the contractor and the Census Bureau learned some valuable lessons with respect to itinerary development. In the future, detailed itineraries should be developed during the planning phase so that the contractor can fully assess the venues and determine the permitting needs in the planning period. Flexibility on all sides is needed. Early planning is essential. In addition, any special circumstances such as the issue in New York City should be taken into account during the planning phase so that options can be agreed-upon during the planning phase.
- The Census Bureau should develop a master schedule for the road tour (that includes all regions) and assign a master scheduler within the regions to manage the itineraries. An example of what an itinerary should look like (template) should be provided well in advance. It should also have in place a centralized point of contact for ROs to work with

and handle road tour schedule issues. Additionally, the Census Bureau should have a workshop on itinerary building.

- The roles and responsibilities of the contractor and the Field Regional Road Tour staff were not fully understood by all regional teams. The misunderstanding led to conflicts and personnel issues which affected the execution of events. Additionally, the insufficient staffing onsite at events and staff turnover coupled with the misunderstanding of their roles and responsibilities further led to the difficulty in executing events. The recommendation for the future is to clearly define and communicate the roles and responsibilities for all planning and implementation staff. Hold a “Road Tour 101” session early in the planning process to help to educate all involved and allow for additional staff input from the beginning.
- The key lesson with the creative elements was scalability. The contractor developed a scalable design, but earlier and better communication about all of the elements and choices was needed earlier in the event planning process, to ensure ease of event preparation and implementation. Set up time was different for each type of implementation and varied by location and by staff. More practice and consideration was needed to understand how much time should be allotted to event set up and break down.
- While on-board staff was given permission to directly “Tweet”, more guidance was needed on the blog posts, as that medium generates additional chance of editing/content mistakes.
- Give regions more control over their road tour vehicles and tour routes. Use the model of those regions who did their own road tour.
- Securing partnerships early on would allow for greater integration into the tour.
- Better planning for amount of promotional items and frequency of re-stocking was needed. Better planning is also needed on amounts of promotional items to use at each stop.
- Include FLD PDS on the ADCOM Strike Team as this is a joint venture, both regionally and nationally.
- Develop road tour metrics for all major aspects of the road tour during the planning phase.
- Determine insurance limitations and regulations/law prior in the planning phase before making decisions on creative elements, vehicles, etc.
- The next road tour should include materials for languages in which that the questionnaire is available and more regional office involvement is needed in the development of materials.
- The Census Bureau needs to solve the lack of music for the road tour due to licensing issues.
- In school events, the Census Bureau needs to include costumed characters (e.g. Dora, Sesame Street, Nickelodeon) appropriate for children.
- The road tour should be a standard program of the decennial census with a contractor to help develop and implement it.
- Have a contractor that knows and understands the needs of each region and has staff located within the regions instead of having a contractor in one central location, such as New Jersey in the 2010 Census Road Tour. In addition, the Census Bureau should have a



contractor or Census Bureau staff conduct site visits for all road tour venues in person before the event.

- The Census Bureau should have a back-up plan in the event of an equipment failure, inclement weather, and other issues to ensure that creative elements can function regardless of the weather. Have a risk management plan as it helps with dealing with real time issues and with adjusting plans of actions.
- The Census Bureau should consider reducing the size of road tour vehicles based on regional needs. One size does not fit all.
- The Census Bureau should provide training for contractor staff on census operations and the different protocols in the field (i.e. AIAN audience).
- Have one vehicle per every 10 RCCs or LCOs.

## **8. Acknowledgements**

A number of people contributed to the content in this assessment. Primary research, planning, and production were led by the Customer Liaison and Marketing Services Office. Special thanks for the contributions and dedication of Stacey Jordan. The combined efforts of the Census 2012 Publicity Office, Public Information Office and Field Partnership and Data Services contributed to the completion of this assessment.

## **9. References**

DraftFCB, (2010) “2010 Census Road Tour Plan, Integrated Communications Campaign,” U.S. Census Bureau, April 21, 2010.

DraftFCB, Jack Morton, and Weber Shandwick (2010), “TO-22: 2010 Census Portrait of America Road Tour Final Report,” U.S. Census Bureau, August 26, 2010.

U.S. Census Bureau (2000), “Census 2000 Road Tour,” 2000

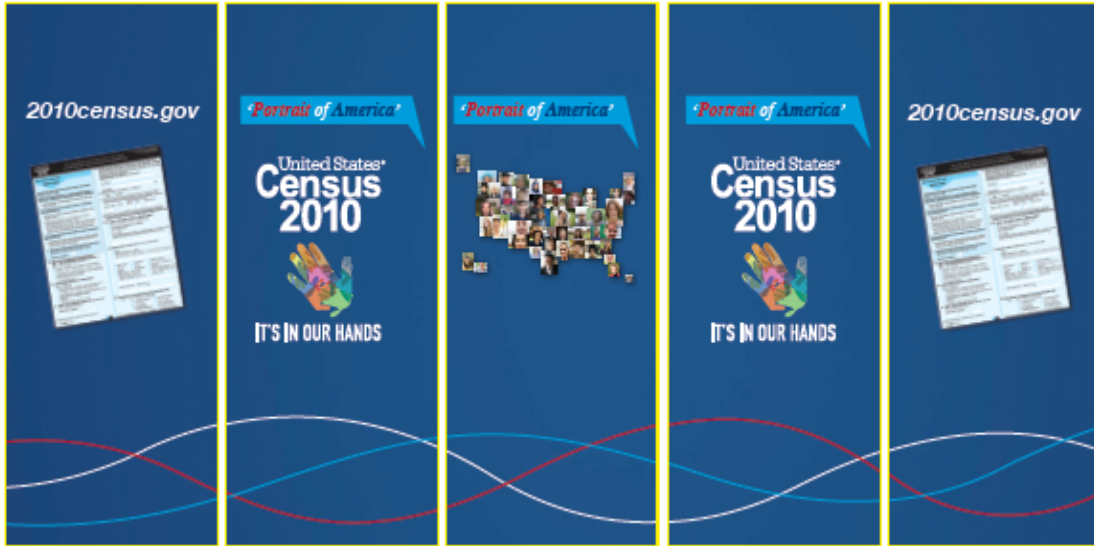
U.S. Census Bureau (2010a), “2010 Census Portrait of America Road Tour: Operations Manual,” April 5, 2010.

U.S. Census Bureau (2010b), “Census 2000: Census Marketing, Road Tour,” last revised June 14, 2010.

U.S. Census Bureau (2010c), “2010 Portrait of America Road Tour Program Analysis,” September 30, 2010.

# Appendix A: 2010 Census Portrait of America Road Tour Overall Creative Look and Feel Elements

## Pull Up Banners



## Kiosk Pages

### Home Page



### Record My Story



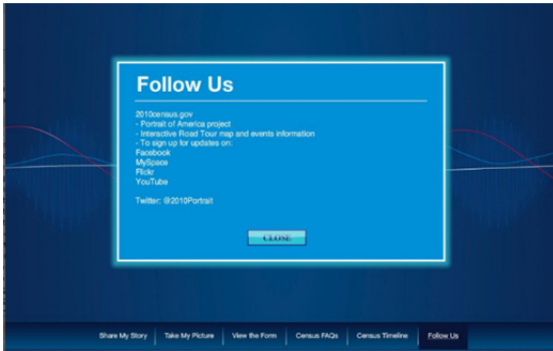
### Take My Picture



### View the Form



## Follow Us



## Census FAQs



## Latest Download Content Announcement



## A Frame



# Graphic Panel Sign

collage



explanation

**Portrait of America**  
**United States Census 2010**  
**IT'S IN OUR HANDS**

At the most basic level it's just a number. How many of us are there?

The census asks this question to get an accurate count of the total number of people living in the United States on Census Day, April 1, 2010.

The census is a once-a-decade Portrait of America and provides a clear and detailed picture of our nation's increasingly diverse and changing population.

The census was created by the nation's "Founders," including Thomas Jefferson and James Madison, to establish the foundation for our representative democracy and is included in Article I, Section 2 of the U.S. Constitution.

Representatives and direct taxes shall be apportioned among the several states which may be included within this union, according to their respective numbers...

The actual Enumeration shall be made within three years after the first meeting of the Congress of the United States, and within every subsequent term of ten years...

Since 1790, census data have been used to distribute congressional seats among the states based on the size of their resident populations. Census data are also used to ensure equal representation in your state legislatures and local schools boards.

**Did you know?**  
 The U.S. House of Representatives currently has 435 voting members. The most populous state, California has the most members, with 53, and seven states have one member (AK, DE, MT, ND, SD, VT and WY).

question/overlay

1. How many people would they created up in the house, apartment, or public house on April 1, 2010?

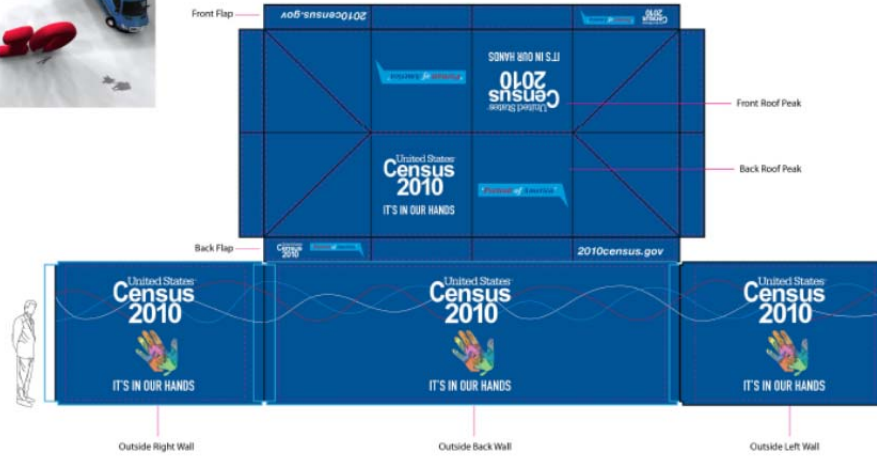
Number of people =

Approved



# Exhibit Elements

## 10' x 20' Tent



Top



Back



**Appendix B: Non-Continental United States and Independent Regional Road Tour Vehicles**

**Puerto Rico Road Tour**



**Denver Tribal Road Tour**



## Hawaii Road Tour



## Los Angeles American Indian and Alaska Native Road Tour



## Appendix C: Goals and Strategies of the 2010 Census Road Tour

### Goals for the 2010 Census

Goal	Objective 1	Objective 2	Objective 3
1. Improve the Mail Response Rate	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.	Develop measurable strategies to maximize paid and earned media coverage of the importance of mailing back the census form.	
2. Improve cooperation with Enumerators	Disseminate messaging about cooperating with enumerators.	Maximize media coverage regarding cooperating with enumerators in national, local and special interest media.	
3. Improve overall accuracy and reduce the differential undercount	Establish local partnerships in HTC 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.	Garner 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."	Establish and implement media activities in local and national media venues to increase media coverage, and ensure integration and consistency on the messaging.

**Source:** Contract # YA1323-07-CQ-0004, Tast Order 22, page 2

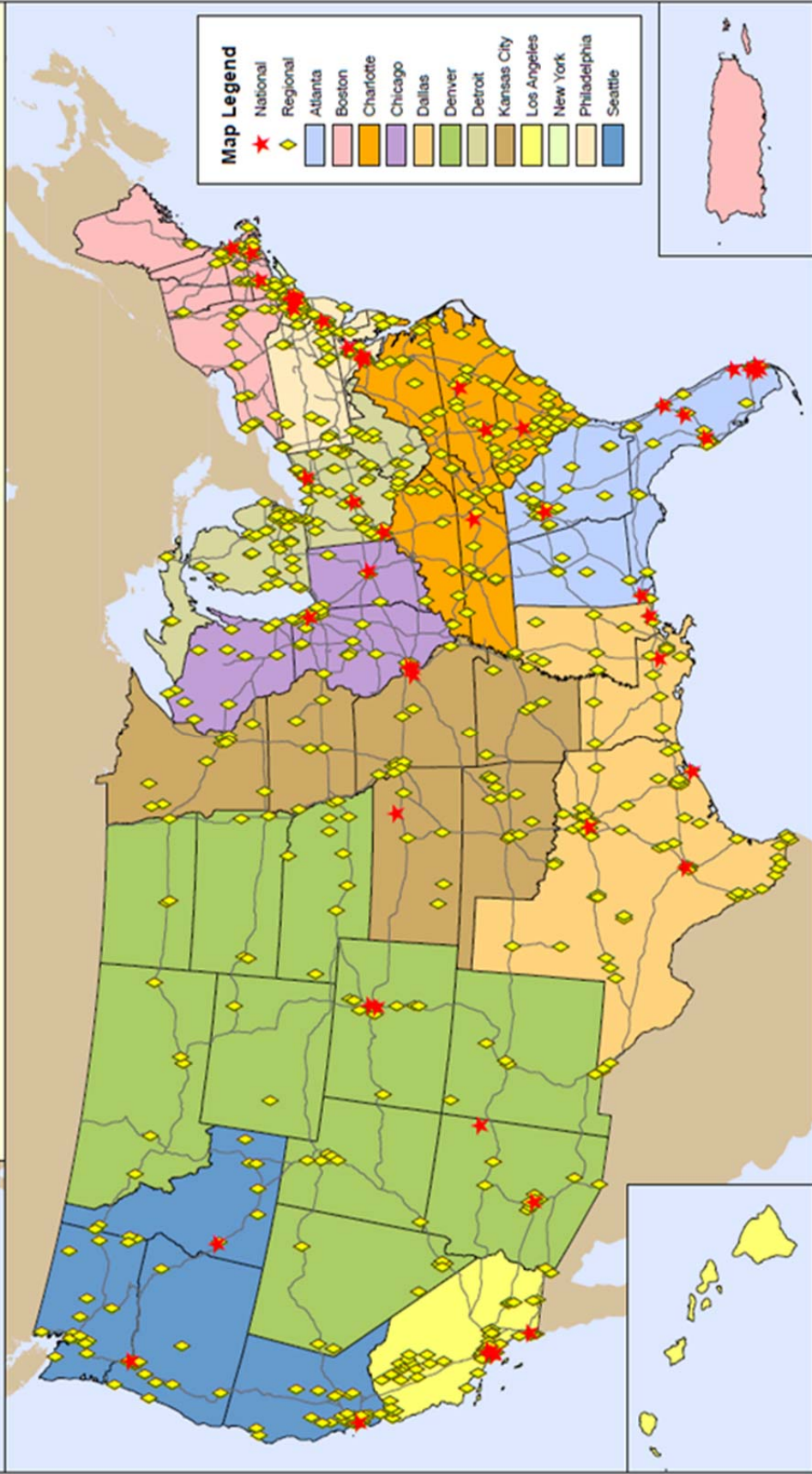


### Strategies to Accomplish Goals

ICP Strategy	Description	Strategy for Road Tour
Leveraging operational milestones	Media strategies for each operational milestone were implemented into the road tour as the vehicles served as moving backdrops for census news stories.	Key milestones were included in the vehicle schedules and media specialists utilized talking points and media materials highlighting milestones.
“Creating news”	Beyond operational milestones, the Census Bureau generated news based on 2010 Census messaging and themes on an “opportunistic” basis.	Generated news through the creation of hundreds of events coast to coast through the road tour. Each event was staffed by a national or regional media specialist.
Leveraging executive travel	Census Bureau staff added media outreach opportunities (editorial board meetings, deskside briefings, news events) to the travel schedules of executive staff as opportunities arose.	The road tour scheduling was integrated into the executive travel schedule promoting the census, with the goal of providing opportunities for face-to-face contact with executives and the community. The road tour generated high profile events for executive staff, including the Secretary of Commerce and Census Bureau Director.
Organizing promotional and special events	Census Bureau RO and HQ plan and implement events around promoting the 2010 Census.	The 2010 Census Portrait of America Road Tour generated hundreds of events coast to coast.
Providing the right tools for the media	Work 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.	Road tour specific media materials were created.
Providing the right tools for target audiences	Tailor background materials and pitches geared to target audiences to generate positive coverage in the media and the in-house publications of stakeholder groups.	Road tour events were created to target specific audiences, including media and hard to count residents.
Providing the right tools for internal audiences	Develop communications guides and other materials needed to help employees talk with one voice about the 2010 Census and developments.	Road tour specific materials were created.
Developing national corporate, media and sports and events partnerships	Work with DraftFCB to develop strategic promotional partnerships with national media and corporate partners and stakeholder organizations.	The road tour partnered with numerous events, including NASCAR, MLS, MLB and others.
Implementing a rapid response system	Rapidly responded to developments in the news— both positive and negative. Responses might have involved news conferences, the issuance of an official statement, proactive pitching, a satellite media tour, or more.	A specific plan was created for the road tour.

**Source:** Contract # YA1323-07-CQ-0004, Tast Order 22

# Geographic Coverage of 2010 Census Portrait of America Road Tour



No. of Events: 1,005  
No. of Miles Traveled: 162,664

Source: Events Statistics Report  
Field operated separate road tours in Hawaii and Puerto Rico

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