

United States[®]
Census
2010



2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN PLAN

THE SUCCESS OF THE **CENSUS** IS IN OUR HANDS

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INTRODUCTION

INTRODUCTION TO THE CAMPAIGN

Background and Purpose

The Integrated Communications campaign for 2010 Census will be one of the most extensive and far-reaching marketing campaigns ever conducted in this country. It seeks to motivate the entire population of the 50 states, the District of Columbia, Puerto Rico, U. S. Virgin Islands, the Commonwealth of the Northern Mariana Islands, Guam and American Samoa to participate in the upcoming Census.

It will ignite mass participation on an unprecedented scale.

And the campaign must achieve this overall goal by meeting three others:

- Increasing mail response
- Improving accuracy and reducing the differential undercount
- Improving cooperation with enumerators

For every one percent of households that mail back the Census forms, the government saves \$75 million in enumeration costs. Therefore the ability of the campaign to achieve its objectives is critical not only for ensuring an accurate count of the population as mandated by the Constitution, but also for achieving significant cost savings.

CAMPAIGN OVERVIEW

Targets and Audiences—A Balancing Act

The campaign targets literally everyone. Unlike most marketing campaigns that find their most likely prospects and concentrate their resources on them, the Integrated Communications campaign for 2010 Census must target every household to achieve its goals. But the challenge it faces is that some population segments are much more difficult to motivate than others. It may be because they do not speak English, are highly mobile, don't see the benefits or just simply are fearful of participating. The campaign must balance additional effort and resources to reach these groups effectively while still maintaining sufficient presence among the rest of the audience.

A delicate balance of communications channels and messages is needed.

Fully Integrated Partnerships at the Core

The campaign integrates one of the broadest arrays of communications vehicles ever brought together. At its core is the use of over one hundred thousand partnerships. These partnerships are forged between the Census Bureau and businesses, faith-based groups, community organizations, groups of elected officials, ethnic organizations and others. They enable the Census message to reach deep into all populations, including the most linguistically and geographically isolated, assuring an accurate and complete count.

All components of the campaign—public relations, television, magazines and newspapers, Internet advertising and Web sites, radio, out-of-home and other new emerging vehicles—are fully synchronized in timing and synergistic in messaging. This is achieved nationally, regionally and locally to harness the powerful effect of many mutually reinforcing messages surrounding the campaign's audiences.

Campaign Communications in 14 Languages

To ensure that everyone is reached with relevance, campaign materials are to be produced in 14 languages—English, Spanish, Mandarin, Cantonese, Tagalog/Taglish, Vietnamese, Korean, Japanese, Khmer, Hindi/Hinglish, Arabic, Russian, Polish and French Creole. In a perfect world, as many languages as there are speakers would be chosen for the campaign. But a combination of factors—population size, in-language preference, limited English proficiency and in-language media vehicle availability—has channeled efforts to these 14 languages for the campaign, with the anticipation that Regional and Local Census Bureau offices and partners will extend in-language outreach beyond the 14.

As such, campaign materials will be transcreated, translated and adapted accordingly. There are two language tiers, namely:

Tier 1 (Paid Media)—14 languages

Language selection is based on the current paid-media plans. These are as follows: English, Spanish, Mandarin, Cantonese, Tagalog/Taglish, Vietnamese, Korean, Japanese, Khmer, Hindi/Hinglish, Arabic, Russian, Polish and French Creole.

Tier 2 (Public Relations and Partnerships)—19 languages

In addition to the 14 paid-media languages listed above, five additional languages—Hmong, Laotian, Thai, Bengali and Urdu—will be added to support public relations and partnerships. Language selection is based on population and marketplace factors, as well as the Census 2000 experience.

The languages are as follows: English, Spanish, Mandarin, Cantonese, Vietnamese, Tagalog, Korean, Japanese, Hmong, Laotian, Khmer, Thai, Bengali, Urdu, Hindi, Arabic, Russian, Polish and French Creole.

The following chart provides for each ethnicity targeted by the campaign actual rankings and percentages based on population ranking, speaking native language at home, limited English proficiency and media vehicle availability.

2010 Census Ethnic Group Language Data

Ethnicity	Population Ranking (ACS 2006)	Speak Native Language at Home (Census 2000)	Linguistic Isolation (Census 2000)	Media Vehicle Availability*
Asian				
Chinese	1	85%	35%	High
Asian Indian	2	61%	8%	High
Filipino	3	69%	11%	High
Vietnamese	4	92%	46%	High
Korean	5	81%	41%	High
Japanese	6	46%	22%	High
Cambodian	7	91%	32%	Low
Hmong	8	96%	35%	Low
Laotian	9	92%	32%	Low
Pakistani	10	91%	14%	Low
Thai	11	80%	35%	Moderate
Indonesian	12	74%	28%	Low
Bangladeshi	13	94%	30%	Moderate
Sri Lankan	14	54%	8%	Low
Malaysian	N/A	79%	25%	Low
Mongolian	N/A	N/A	N/A	Low
Nepalese	N/A	N/A	N/A	Low
Singaporean	N/A	N/A	N/A	Low
Burmese	N/A	N/A	N/A	Low
Hispanic/Puerto Rico: Spanish	1	78%	33%	High
Emerging Audiences				
Arab	1	N/A	21%	High
Russian	2	N/A	53%	High
Polish	3	N/A	32%	High
Black: French Creole**	N/A	82%	16%	Low

Source: U.S. Census American Community Survey, 2006, U.S. Census 2000 and New America Media Directory and Directory of Multicultural Advertising from American Multicultural Marketing (AMM).

***Media Vehicle Availability**

The New America Media Directory and Directory of Multicultural Advertising from AMM houses the most updated Asian media list across all communication vehicles (i.e., TV, Radio, Print, Online and Out-of-Home).

High: 41 – 60+ in-language media vehicles available

Moderate: 21 – 40 in-language media vehicles available

Low: 0 – 20 in-language media vehicles available

** All information was taken from 2006 ACS data. However, there is no population information ranking for French Creole on the ACS.

Only the Second Time for Paid Media

By law, the Census occurs every ten years. For the first time ever, Census 2000 used paid media along with public relations, promotions and partnerships. That effort was highly successful, reversing decades of declining participation. Learning from that campaign has been extensively leveraged in designing the 2010 campaign, including the continued use of paid media.

An Unconventional Campaign

Conventional marketing campaigns tend to be ongoing and establish familiarity in the minds of their audience over time. The campaign for the Census is very different. Its “every ten years” interval means it operates more like the introduction of a new product than a continuing campaign. This creates many unique communications needs driven by the Census operations timetable. Some key examples are the hiring of partnership specialists, the beginning of their outreach to partners that must happen well in advance of the national media campaign, the opening of local census offices, and of course mail-out/mail-back. The campaign has to be ready to meet these needs at the precise moment when required. Being late to market is not an option.

A Foundation of Research

As in 2000, the campaign will be fully based on research. Every element of the campaign will be researched among its intended target audience(s) to ensure effectiveness before it is deployed in the marketplace. Each piece of promotional material is based on validated communications strategies, ensuring that the overall intended message is clear, compelling and persuasive and, more important, not potentially off-putting to other groups that may see or hear it. Research is conducted in-language as needed.

There will also be a continuous tracking study to assess the progress of the campaign. It will employ metrics that permit a comprehensive assessment of whether it’s hitting its marks at key milestones. And there will be diagnostic tools to help determine corrective actions if needed.

Reality Check

This plan is an overarching strategy for the 2010 Census Integrated Communications campaign. It is not meant to be an exhaustive list of activities that will be undertaken for the 2010 Census. Detailed program plans will be developed by the Census Bureau that provide the specificity required for the implementation of activities.

Also, this document describing the campaign should be viewed as a living, breathing volume. Like a version of software, it is as final as the date it was created. This is highly appropriate, as the Census exists in a dynamic, evolving environment. Therefore the campaign must be flexible in order to ensure success. And the document will be revised as additional materials are created. Those changes will be reflected in supplementary appendixes.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The 2010 Census Integrated Communications campaign is a multichannel, multidimensional and multiphase initiative utilizing 14 languages that were selected based on a combination of factors—population size, in-language preference, limited English proficiency and in-language media vehicle availability (please refer to pages 4-5). It seeks to ignite the most massive participation movement ever in our country, including Puerto Rico and the Island Areas.

Campaign Goals

The campaign is designed to achieve three goals:

- Increase mail response
- Improve overall accuracy and reduce the differential undercount
- Improve cooperation with enumerators

Fully Integrated from the Onset

The campaign integrates partnerships, public relations, Census in Schools and paid media, including online experiences and new and emerging vehicles. Unlike Census 2000, the 2010 campaign has been created through an extensive, best-practice, integrated communications development process. The process has brought together experts in advertising, public relations, partnerships and online, earned and paid media, as well as experts in multicultural audiences, metrics, measurement and consumer research.

Research Foundation

The campaign is research-based. All marketing decision making is guided and validated by a rigorous foundation of research studies: qualitative, quantitative, attitudinal and behavioral.

Underlying its design is an extensive review of learning from the Census Bureau, including input from Regional Offices, Advisory Committees, consumer trends and perceptions, and communications industry best practices.

The following outlines the structure and high-level rationale for the campaign.

2010 CENSUS

Integrated Communications Campaign Architecture

Campaign Goals

Insights, Learnings, Trends,
Research Findings

Unifying Idea for Communications

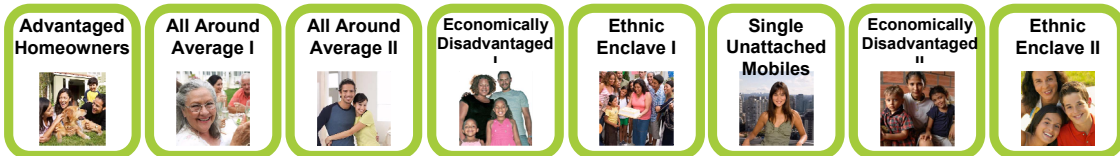
Its Expression

"It's In Our Hands"

The Approach

Ignite Mass Participation

AUDIENCE SEGMENTATION



"Ignite Conversations"

Integration across Partnerships, Public Relations, Interactive and Paid Media

Measurement and Tracking

Goal Driven

It begins with a thorough understanding of the goals. All activities must map back to those goals or they cannot be considered as falling within the scope of the campaign. The goals define “success” for the campaign and provide high-level measurement for all activities.

Three Pillars: Unifying Communications Idea, Its Expression and Campaign Approach

Next, the extensive body of learning from Census 2000, supplemented with additional primary research, in-depth analysis of societal trends and the mood of the nation form the basis for the campaign’s three pillars (Source: Census Bureau Focus Groups 2006 and 2007, New York Times/CBS News Poll July 2007; Yankelovich Monitor 2006–2007; Pew Research 2006–2007, Phase I).

The unifying idea for all communications:

Only YOU can make the Census OURS

This is the recommended strategy for all communication activities. Only with universal participation can the Census become an embodiment of the people, not an instrument of government, and therefore be more appealing and important to everyone.

This idea has been extensively validated through focus groups and quantitative research conducted in 2006 and 2007.

How it will be expressed in the marketplace:

It’s In Our Hands

This is the broad, overarching platform, unifying all messaging. “It’s the people’s responsibility to participate. It’s up to each of us to make certain that the goals of the Census are achieved. We must participate as individuals with a stake in the outcome and become advocates who inspire the participation of others.”

While several other ideas were developed and brought to consumers, this is the unifying idea that best aligned with the campaign’s three goals and resonated across all audiences (Source: Phase II Creative Expression Research Jan. 2008).

As of this writing, the broad, overarching creative idea has been developed and validated. Development of specific messages, by audience and by communication channel, and specific creative executions that will carry them, will take place primarily between November 2008 and April 2009. These executions will be researched, shared with stakeholders and then produced for release into the marketplace later in 2009 and early 2010.

And its approach (the delivery mechanism for the campaign):

Ignite Mass Participation in the 2010 Census

The world of communications is undergoing sweeping change. More than ever, word of mouth and authentic voices are critical components of effective public education and motivation. Census communications cannot merely aim messages at its audiences as it once did. These messages must tell the Census story through the voice of the people. And in doing so, they must spark conversations that lead to more and more conversations in the people's voices.

This does not mean that the campaign will migrate completely out of traditional media. In fact, traditional mass media is the foundation of the campaign. But it does mean newer forms of media will be utilized, leveraging emerging paradigms of how people communicate and share information.

Audience Segmentation: The Clusters

Our country and its populations are far too vast and far-flung for there to be a single linear communications solution for the campaign. Therefore, the campaign makes extensive use of audience segmentation data that divide the audience into clusters based upon responses to Census 2000. These clusters are described in much greater detail on pages 34 – 39. Dividing the audiences into clusters helps to precisely interpret the overall idea, its specific expression and approach for effectively motivating different audiences to participate. The segmentation model uses actual Census 2000 response data, updated using 2006 American Community Survey data, grouping audiences by actual Census participation. It enables a rich and deep understanding of their lifestyles, media consumption habits, race and ethnicity.

This information forms the backbone for all decision making regarding resources, media selection and tailored messaging.

Timing

2008–2009

The campaign will run from mid 2008 through June 2010. The activities in 2008 and most of 2009 are focused on preparing and mobilizing partnerships in order to establish the infrastructure and mobilize the most influential outreach, public relations and “trusted voice” network possible.

Throughout this period, both proactive and reactive public relations will be in place to address ongoing as well as unforeseen issues and capitalize on opportunities in the marketplace. This will continue during the entire campaign.

2009

Beginning in mid 2009, communications will be delivered, mostly through partnerships, to Ethnic Enclave I and II, Economically Disadvantaged I and II and Single Unattached Mobiles. Communications to these populations will begin first because they require a longer education process to overcome the barriers that inhibit them from participation (Source: Joint Advisory Committee Meetings Oct. 2007, Regional Visits Nov.–Dec. 2007, Phase I Unifying Idea Research Nov. 2007).

2010

Mainstream activities launch in January 2010 targeting All Around Average I and II and Advantaged Homeowners, as well as continuing to target the other audience clusters that were targeted in 2009. Paid media will launch, inviting all audiences—mass and ethnic segments—to participate. In doing so, emphasis will focus on those harder to motivate, with proportionately less on the more likely to be motivated, while ensuring that no audiences are neglected.

Conversations That Inspire Action

Beginning in March 2010, the campaign will reach its crescendo, with all activities peaking around mail-out/mail-back.

Paid media activities, partnership support and public relations, nationally and locally to all audiences, will be at their highest levels. Messaging will urge audiences to “act now,” to participate in the Census by filling out their forms, mailing them back and encouraging others in their communities to do the same. This is when awareness of the Census will be at its greatest. At this time, all media activities will be in full swing. It is anticipated that during this window the Census will be the most visible and pervasive advertiser in our country.

It is anticipated that daily feeds of cumulative response data will enable this campaign phase to make real-time changes that will rapidly reallocate communications resources to areas needing them the most.

Nonresponse Follow-Up Support

In mid May, the campaign will change gears. Support will focus on those areas that, due to their lagging response, will require enumerator visitation awareness.

Measurement and Metrics

To ensure accountability and effectiveness, all activities of the campaign, including partnerships, will be tracked in the marketplace. At key milestones, achievement will be evaluated against designated metrics. Cutting-edge tracking solutions like Smart Suite™ will allow for rapid and real-time course correction if needed, as there is only one chance to achieve success.

Risk Assessment

In addition, a full assessment of potential risks to the campaign has also been developed. It provides guidance and scenario planning in the event of marketplace changes or unforeseen events.

Management Reserve

Within the Integrated Communications campaign budget, a management reserve will be established to provide insurance against unforeseen financial needs and provide the resources to take advantage of emerging opportunities.

INSIGHTS THAT
DRIVE THE CAMPAIGN

Census Insights

The Changing Media Landscape

The Public's Mindset Approaching 2010

CENSUS INSIGHTS

It's History

The Census is an extraordinary initiative and the largest peacetime mobilization in America's history. It takes a snapshot of the population every ten years, determining how many people lie within its borders, who they are and where they live. The Census is a Constitutional mandate—therefore it is a certainty.

As the size, diversity and complexity of our population increase, so have the challenges to conducting an accurate Census. From 1970 to 1990, the percentage of housing units responding by mail fell from 78 percent to 65 percent. After the 1990 Census, the mail response rate in 2000 was projected to be a mere 61 percent.

To reverse the downward trend, the Census Bureau undertook an ambitious integrated marketing effort in 2000 that included, for the first time ever, a paid advertising campaign and comprehensive partnership program. Combined with media relations, promotions and special events, the efforts were designed to educate people about the Census, motivate them to return the questionnaire and encourage cooperation with enumerators.

This initiative paid off. Census 2000 mail response rates increased to 67 percent—two percentage points over 1990 levels and six percentage points over the projected rate of 61 percent.

New Operations in 2010 to Improve Participation

While Census 2000 was a success, there are still concerns about maintaining high mail response in 2010. To that end, 2010 Census has been reengineered to drive efficiency and accuracy.

Specifically, the following operations were developed:

- The 2010 Census is short form with only a few simple questions. The American Community Survey (ACS), conducted throughout each year, will gather information that was formerly on the long form. While simplifying the form will drive participation, a new challenge arises from potential confusion with the distribution of the ACS in conjunction with the decennial census.
- This is the first time a **replacement questionnaire** will be sent to nonresponders after an initial period of time. The replacement questionnaire is expected to significantly increase mail response and, therefore, reduce the cost of the enumeration process.
- Based on the growth of the Spanish-speaking population, a **bilingual questionnaire** will be available in areas where the majority of the household (HH) are of Hispanic origin.

Overarching Challenges

While improvements have been made to the Census operation to adapt to today's marketplace, some overarching challenges still exist.

- **Census favorability is back down.** Favorability towards Census reached a high point of 71 percent in July 2000, but has fallen back to 63 percent (Source: GfK Roper Report 2007).
- **The ultimate challenges faced in 2000 still exist.** Today the Census is still perceived as being negatively tied to the government, its intentions are generally misunderstood, apathy prevails and the real benefits of participating are not well known. Many believe they will never see results from participation in their communities or neighborhoods and many still view it as nothing more than “Uncle Sam’s Headcount” (Source: Phase I Unifying Idea Research Nov 2007).
- **Key motivators driving success in 2000 are still important today.** The factors that drove response in 2000 are still relevant today—personal relevance to you, your family and your community (Source: Census Focus Groups 2006 & 2007, Omnibus Survey of Attitudes and Motivations Jan 2007).

High-Level Regional Considerations

The magnitude of the Census is so huge that the campaign needs to go beyond the national level and be supported locally and regionally. The Regional Offices understand their territories geographically, as well as understanding the people living in them. To that end, the regions provide insight as they see it on the front lines.

The following are highlights from the Census Regional Offices, conducted in the fall of 2007. They describe insights into what would make a successful 2010 Census:

- Plan nationally and implement locally. Local is where it happens.
- The environment of the country has changed since 2000 and in 2010 the hard-to-count population will continue to grow, making it more important than ever to focus on and reduce the differential undercount. As one of the three goals for the 2010 Census, this must be top-of-mind. It is critical in determining the success of the campaign.
- With displaced Katrina victims and growing Hispanic and Black populations, regions are experiencing shifts in the population, causing substantial changes. Areas that were not considered diverse in 2000 are now experiencing an influx of ethnic populations. This must be considered.
- The Integrated Communications campaign strategy/timeline should map back and complement the Census operations timeline.
- The partnership program was a major contributor to the success of Census 2000. At this point during the planning stage of the 2000 campaign, partnership support had already begun. Because of its expected pivotal role in the success of the 2010 Census, it has been stressed that partnership support must begin immediately.
- Having materials available in-language to reflect the populations of the regions was considered to be very important.

THE CHANGING MEDIA LANDSCAPE

The New Frontier

Since Census 2000, a radically new era of mass media has emerged that facilitates personal and participatory interactions. Where the focus use to be about interrupting and intercepting individuals to convey a brand story, now it's centered around *brands as enablers of individuals' stories*. The role of brands has changed from “pushing out” information to enabling people to put information into their own words and to tell others.

There have been five reasons for this tectonic shift:

- Increased media clutter and fragmentation
- The changing platforms for traditional media content
- Individuals are the masters of their own “mission control”
- Shifting away from “manufactured” messages
- Rise of new media

The implications for tactics, media strategy and even more fundamental changes about personal interactions are just beginning to be comprehended by marketers. The 2010 Census must be at the forefront of these changes, using them to achieve its goals.

Increased Media Clutter and Fragmentation

Today, more and more media is squeezed into every moment of our daily lives. How many ads are really seen per day? Depending on the source, anywhere from 300 – 3,000 ads a day—so marketers are searching for new ways to cut through the clutter.

A 2006 survey by Interpret found that:

- 28 percent of Americans are “less likely to pay attention to TV ads”
- 56 percent “would fast-forward through every commercial on TV” if given the option
- 13 percent would pay “to avoid having to watch ads”

People have developed mental filters to guard against stimulus bombardment and a plethora of ads. A greater familiarity with the Internet and the way content is presented as chunks has hastened and honed this filter. Even with a daunting amount of media clutter comes opportunity through media fragmentation. People are more connected, not necessarily only in the literal sense of being attached to multiple devices, but also in terms of having access to more information, more people and more products and services. Because of this, people are also becoming more *demanding*—“My information or services should be available when and where I want them.”

The Changing Platform for Traditional Media Content

As interactive and nontraditional advertising continues to rise, traditional media remains an effective means to reach the general public. Based on a 2006 Media Dynamics study of U.S. adults, TV still accounts for 4.5 hours of viewership a day, in relation to 30 minutes of online use.

Yet content that is traditionally linked to television programming is slowly becoming the cornerstone for online experiences. In January 2007, Harris Interactive reported that YouTube is “stealing” viewers from broadcast television, particularly young males. The survey found that one in three YouTube viewers said they are watching less TV as a result of the site’s existence.

In addition, a 2007 Mintel study (“Attitudes Towards Media”) found that Internet use has been expanding beyond simple information sites to new categories like entertainment and community:

- 70 percent of American adult Internet users watch TV online
- 61 percent of American adult Internet users listen to the radio online
- 33 – 36 percent of American adult Internet users read newspapers and magazines online
- 50 percent of Americans 18 – 24 years old participate in online social networking

Individuals Are the Masters of Their Own “Mission Control”

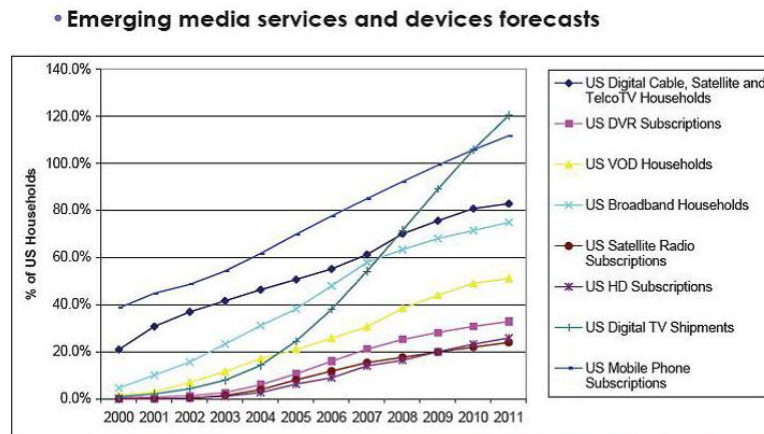
Compared with 2000, when people still needed to be empowered, today’s population is very comfortable exerting the control they have in many aspects of their lives. People are no longer passive receivers of mass messages. The control has shifted from media and marketers to the consumer. Individuals now control information technology (Blogger, YouTube, eBay, etc.), media (TiVo, DVR, American Idol, etc.), the information source (Wikipedia), and even products and services (customization of Nike sneakers, your tailored Select Comfort beds, etc.). As new technologies continue to emerge to support more individual control, brands need to find new ways to stay relevant and top of mind with individuals.

Shifting Away From “Manufactured” Messages

More of the U.S. public is moving away from “manufactured” messages to trusting their friends and peers. Eighty-eight percent of people trust “advertising” messages via friends and peers, while only 56 percent said newspapers were trustworthy and 47 percent said the same for TV and radio (Source: MediaPost’s Ten Reasons Why Word-of-Mouth Marketing Works Sept 2005). That’s why *Time* magazine named YOU as the most important influencer (Source: Time Magazine, Jan. 2007). As a result, the public has embraced the need for public-generated content to communicate more effectively with each other. New content creation platforms have emerged across all media types, most notably in interactive marketing.

Rise of New Media

Since Census 2000, there has been an increase in new emerging media services and devices, and this is expected to grow significantly by 2010:



(Source: MAGNA Global)

Lighter laptop computers, high-speed networks and the evolution of cellular device technology have given people the opportunity to stay more connected while on the go and expand beyond being just readers of information to becoming content creators. Multimedia content, like digital music and photographs, can be created and shared almost instantly. Online social networking experiences are no longer just a trend but are becoming more mainstream, with sites like MySpace and YouTube being in the top 5 Web sites visited by the U.S. population (Source: Alexa Global Traffic Rankings June 2007).

As people continue to connect over online social networks, these virtual conversations help enforce the desire to continue that connection in the offline world through real, personal interactions. Linking online networks with offline events is becoming a popular practice on sites like Facebook and Linked-In.

Information assets are also more readily available through online distribution. Stakeholders and partners are able to push out new assets as digital outputs to all their extended audiences in a fast and customized fashion.

As the digital typology continues to evolve and information and communication technology adoption increases, new experiences will emerge that will enable people all over the United States to communicate with each other instantaneously and inexpensively.

THE PUBLIC'S MINDSET APPROACHING 2010

Events over the past eight years have only served to elevate key existing barriers to participation in the Census:

- **Distrust in government is higher than ever.** Since the events of 9/11, the Iraq War and Hurricane Katrina, trust in the government has plummeted. Today, only 24 percent of people report that they can trust the government to do what is right *just about always or most of the time*; with 75 percent saying the government could be trusted *only some of the time or never* (Source: New York Times/CBS Poll July 2007).
- **Confidentiality and security issues are heightened.** The public is more concerned about confidentiality than ever before. In addition to concerns regarding the potential misuse of personal data since 9/11, identity theft has also become more prevalent and a true concern for many Americans, as technological advances have allowed financial and personal transactions to become more electronic.
- **Immigration policies are polarizing the country.** Immigration, a topic once limited to undocumented immigrants or their documented family members, has now become a heated topic in this nation. Many states have drawn up anti-immigration initiatives and this has the potential to affect millions. An estimated 11.1 million undocumented immigrants were living in the United States in 2005 (Source: Pew Hispanic Center Analysis 2005). It will not be enough for the Census to just assure confidentiality. This is a constantly evolving issue, drawing more and more people into the discussion, and it has the potential to draw the Census into the fray. Timely monitoring of attitudes will be imperative. Keeping a close watch is crucial, so that crisis management can address, at a moment's notice, anything that may have the potential to exacerbate the situation and affect participation in the Census on both a national and local level. To those most impacted—race and ethnic audiences, migrant workers, etc.—the fear of deportation and loss of health benefits now takes precedence over filling out the Census form. The importance of Census participation among both the undocumented and documented groups is not top-of-mind. Yet, their desire to be recognized through recent demonstrations and the press coverage of highly positive contributions of immigrants in the United States are starting to come into play and help put this issue in proper perspective. Of all the issues facing this campaign, this may prove to be the most volatile. As messaging is developed and researched in late 2008, a current assessment of the temperature of the issue will inform this work.

These events have had even greater repercussions on specific target audiences, further exacerbating these mainstream issues. (For example, 9/11's impact on Arab Americans, Katrina's effect on Blacks and the status of immigrants among the Asian and Hispanic communities.)

A significant shift in the country's core values is occurring. A shift away from money, work and power, and towards a mindset driven more by family, values and quality-of-life issues.

- In 2006, 68 percent of the American public felt it was important to find enough time for friends and family; today that number has risen to 73 percent (Source: Yankelovich 2007 – 2008).
- Consumers are placing more value on connecting person-to-person, with 81 percent indicating a growing need to share and observe important occasions with others.
- The importance of being a good neighbor is up dramatically to 79 percent today (from 57 percent in 2001) (Source: Yankelovich 2007 – 2008).
- Further, 75 percent of young adults and 66 percent of all people over 30 believe “community groups” are doing the most to solve the nation’s problems (Source: GfK Roper Report 2006).

The definition of community is broadening. As community becomes more important, how “community” is defined is broadening. Traditionally, community has been defined as a social group of any size whose members reside in a specific locality, share government and often have common cultural and historical heritage. More recently communities have stopped being limited by physical boundaries and have expanded to include virtual communities (MySpace, iVillage, Second Life, fantasy football, etc.) and interest and affinity groups (book clubs, faith-based groups, gaming groups, etc.). Even more informal “communities” are increasingly being formed around a unique set of issues or topics, where likeminded individuals share conversations about similar experiences or points of view.

Today's most important influencers are the people themselves. People know where to seek information and how to get it at their fingertips. Book smart and street smart, they are placing growing trust in their own instincts. They trust themselves to see through the “hype.” They see themselves as the “experts” and are not above questioning authority figures—whether it’s taking charge of their own healthcare needs or becoming their own stockbrokers. Yankelovich predicts the future will bring more independent decisions and *faster*, better decisions from the American public in the years ahead. And when it comes to solving the nation’s problems, 65 percent of adults think individuals (not government) are doing a great deal to solve them. *When asked what it means to be a good citizen today, 61 percent of Americans say it means “speaking out when you feel strongly about the direction of government decisions and policies”* (Source: Yankelovich 2007 – 2008).

The one-way, impersonal flow of communications to consumers has been met with resistance and that resistance has now become mainstream. Consider what it will become in 2010, when technology will only further enhance consumers’ control over what they see, read, hear and interact with; what form, what sequence and from what sources. Marketers have been seeking new ways to connect with people. According to recent research, people now place far more trust in individuals—in particular, in friends, family and colleagues—than they do in traditional marketers and advertisers (Source: Forrester’s North American Technographics® Technology, Media, And Marketing

Benchmark Survey 2007). And that has led to the explosive growth of word-of-mouth/viral marketing—a cultural phenomenon that has enabled marketers to join in the conversation.

Impact on the 2010 Campaign

The shifts observed since 2000 within the media environment, in the American public's mindset and in attitudes toward the Census offer newfound opportunities.

Census communications can leverage the broadened definition of community, tap into the emerging multimedia environment, mobilize affinity groups to extend reach beyond geography and find new ways to channel the power of the individual to increase participation.

Importantly, people have become comfortable with being in control. This allows the campaign to tap into the influence of the already-empowered people.

To harness these opportunities, extensive research has been conducted and reviewed, in order to shape and refine the approach for the overall campaign.

Research is the Foundation of the Campaign

In an effort to craft the most effective and informed campaign communications possible, guidance derived from research has been incorporated at every stage of communications development. Research conducted as part of the 2010 Census campaign builds upon earlier insights and learnings from a variety of primary, secondary and other research sources, including:

- Census research
 - Asian, Arabic-speaking, Multiracial, and White Focus Groups (Fall 2006)
 - Hispanic Focus Groups (Fall 2006)
 - African American, Caribbean and African Focus Groups (Fall 2006)
- Contractor Request for Proposal (RFP) research
 - Omnibus Survey of Attitudes and Motivations (January 2007)
 - One-on-one Interviews (January 2007)
- Additional Census learning
 - Debriefings of the Advisory Committees on Census 2000 (2001)
 - Joint Advisory Committee meetings (October 18 – 19, 2007)
 - Video conference calls with Census Program Staff (October – November 2007)
 - Census regional site visits (November – December 2007)
 - Draft of the AI/AN Tribal Consultation Report (January 2008)

These studies consistently show that messages that increase knowledge of the benefits of filling out the Census improve motivation and favorability towards Census participation.

New primary research among a wide range of target audiences further confirms the importance of communicating Census benefits. But new research has also advanced learning by aiding in framing both the right benefits message(s) to communicate and how to express them.

Focus groups among numerous targets were conducted around the United States from November 2007 to January 2008. They were conducted to identify current issues, such as increased privacy concerns, to understand the relative importance of various obstacles to responding, and to begin to identify messages needed to persuade reluctant or disinterested individuals. In the focus groups, participants saw preliminary versions of strategic and creative ideas designed to help address and overcome the identified issues.

The groups took place in two phases: Phase One, November and December 2007: Unifying Idea Research; and Phase Two, January 2008: Creative Expression Research.

Phase I: Unifying Idea Research: *Determining the right message to communicate.*

The objective of this research was to ensure that proposed strategic and creative ideas resonated effectively across a broad array of audiences and also to gain preliminary insights into how best to tailor the messaging for these different audiences.

The following audiences were interviewed:

- Single unattached mobiles (Philadelphia, PA area)
- Suburban African American (Chicago, IL)

- American Indian/Alaska Native (urban) (Seattle, WA)
- Native Hawaiian/Other Pacific Islander (Los Angeles, CA)

Respondents were asked to rank a list of messaging statements that referenced potential reasons to participate in the Census. The list included the categories:

- Benefits to individuals, family and community
- Civic duty
- Accuracy of the count
- Legal duty
- Desire to be counted
- Minimal time required
- Minimal information asked

Findings: Consistently, across all audiences, statements related to the benefits of Census participation were motivating to respondents.

- Filling out the Census provides an opportunity to help people in your local community get certain benefits, such as healthcare, school programs, day care and job training.
- The Census determines how over \$300 billion per year in federal funds get divided among states and local areas of the country.
- Information from the Census helps the government plan for future improvements to schools, roads, and fire and police stations.

This research confirmed similar findings from the earlier research, as well as Census Bureau-sponsored research, showing that messages containing information about “benefits” to individuals, family and community were most compelling in comparison to other types of messages. *This provided continued strong support for a benefits-based strategy and specific themes that resonated.*

Phase II: Creative Expression Research: *The right expression of the message.*

Phase II focus groups were conducted to determine the most relevant and motivating way to express the unifying campaign idea across a variety of audiences:

- English speaking adults (regardless of race and ethnicity)
 - Single unattached mobiles (Los Angeles, CA)
 - Diverse America (Kansas City, KS)
- African American
 - South/Gulf Coast area (New Orleans, LA)
 - Young 18- to 24-year-old males (Atlanta, GA)
 - Diverse African American (Atlanta, GA)
- Black Africans
 - Nigerian (New York, NY)
 - Ethiopian (New York, NY)

- Hispanic
 - Cuban (Miami, FL)
 - Puerto Rican (New York, NY)
 - Mexican (Garden Grove, CA)
- Asian
 - Vietnamese (Garden Grove, CA)
 - Chinese (San Francisco, CA)
 - Filipino (Garden Grove, CA)
- American Indian/Alaska Native (Albuquerque, NM)
- Puerto Rican (San Juan, PR)
- Arab American (Detroit, MI)

In this research, respondents were presented with three creative expressions:

- “It’s time to make your mark. Start here.”
- “The Potential of We”
- “The success of the Census. . . It’s In Our Hands”

These ideas were demonstrated using a description of the creative expression along with rough creative executions representing TV and print. Respondents were asked to choose which idea would most motivate them to participate in the Census. Although there was some degree of preference for all ideas, there was most convergence and support for one specific idea, as it was universally appealing, direct and clear. *This idea resonated because it strongly reflected the country’s current mindset of personal empowerment and willingness to take matters into one’s own hands.*

Ongoing Research

Going forward, research will continue to be instrumental in guiding creative development. Once creative executions have been developed, copy testing of specific executions will determine if communications are effectively resonating with the intended audiences. Extensive research combining quantitative and qualitative approaches will be conducted on all creative executions among all target audiences. Testing of “experiential” programs (e.g., events, community outreach, partnership tool kits), as well as public relations ideas, will also be conducted.

Measurement will focus on respondents’ understanding of the main idea, persuasiveness, believability or attitudes based on communications. As utilized in 2000, a wireless, hand-held system will be used to collect opinions about the communication messages individually and anonymously before a follow-up focus group discussion. The portable system allows survey research to be conducted among harder-to-reach target audiences, no matter where they are located (e.g., isolated American Indian reservations, rural community centers, motels at truck stops and inner city neighborhoods).

SUMMARIZING THE UNIFYING IDEA
FOR COMMUNICATIONS

The Campaign Challenge:

Speaking to this diverse audience with “one voice,” while delivering multiple relevant messages at the same time.

Effective integrated communication campaigns are driven by a unifying idea—the **one thought** that people need to take away from all messaging.

This starts with a relevant insight into the mindset of the target.

The insight, based upon all the research reviewed and conducted, can be summarized as follows: In the past, the public looked to the government to make decisions for them. That is the one reason why the Census seemed irrelevant and apathy prevailed. Now, the power has shifted. **The public trusts itself more than it trusts the government.** People are emerging empowered and in control. They are the influencers. And they are increasingly using their influence to influence others.

So, enabling the Census to be seen as an **embodiment of the people, and the voice of the Census to come from the people**, instead of the government, means it can potentially take on a new relevance and importance that it was never able to achieve before.

It continues with a concise description of the core communications message that will drive all its expression in the marketplace and all individual creative materials.

The Unifying Idea for Messaging:

Only **YOU** can make the Census **OURS**

It Takes YOU:

- Your personal/individual participation could really make a difference for yourself and those who are important to you
- It's up to you to take ownership of the message/take responsibility to spread the messages to others

It Benefits:

- You personally
- Your family
- Your community/geographic location
- Your ethnic group
- Your affinity

What “Only You Can Make the Census Ours” Means

“I have an opportunity to help make a difference for my community, my family and myself. It’s literally in my hands, in the form of the 2010 Census questionnaire. The Census is much more than a piece of paper. It’s a tool that I can put to work to ignite positive change.

My participation in the 2010 Census can be the tipping point that helps make change possible. And the more of us who fill out and mail back the Census, the more of us who want to tell a friend, to tell a friend, to tell a friend, the more funding we might get to help improve our lives and the lives of those who are important to us.”

It ends with how the idea will be expressed in the marketplace and, ultimately, the specific creative materials when they are developed.

The Expression for the Campaign:

**“It’s In Our Hands.”
2010 Census**

The expression is designed to be modular, so that it can be tailored to address the needs of specific targets and populations. For example:

- Partners / Internal Audiences
 - “The success of the Census...It’s In Our Hands”
- Families
 - “The education of our children...It’s In Our Hands”
- Older People / Relevant Partners for the Elderly
 - “The health of the elderly...It’s In Our Hands”
- American Indian / Alaska Native
 - “The survival of our culture...It’s In Our Hands”
- Ethnic Enclaves I and II
 - “A voice that is heard...It’s In Our Hands”
- Economically Disadvantaged I and II
 - “The power to matter...It’s In Our Hands”

***“It’s In Our Hands”*: Why will this work?**

- Provides individual/personal empowerment, but also promotes the value of collective participation
- Creates a clear, direct linkage between your own “hands,” the form itself and the outcomes that can be achieved to benefit a self-defined “community”
- Census as a “tool” to achieve outcomes serves to buffer any over-promise
- Allows for relevant sub-messaging that is specific to different demographics, cultures, ethnic groups
- Serves as an effective organizing principle across all aspects of the campaign

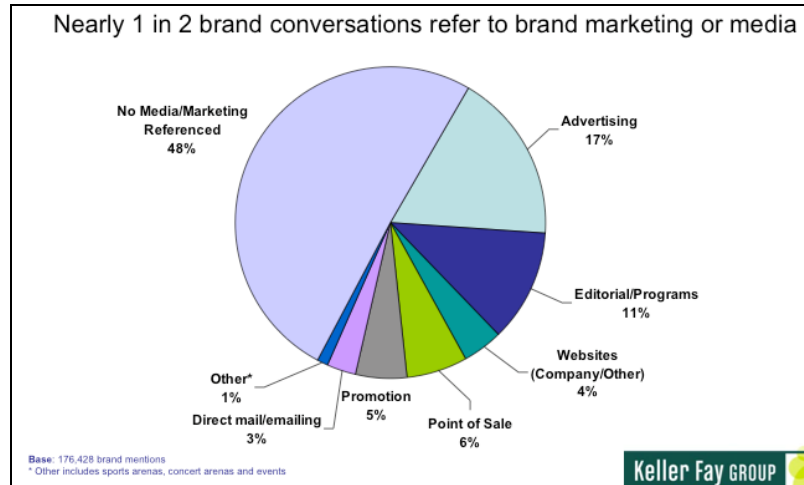
The Approach: Creating Mass Participation

While participation ultimately means filling out and mailing back the Census questionnaire, it also means taking part in a bigger conversation of why the Census is vitally important. The Multimedia campaign is designed to create Mass Participation by:

- creating an infrastructure of advocates who will communicate the benefits of the census on a personal level
- telling the Census story through the voice of the people, not a message from the government
- harnessing the reach and relevance potential of mass media to build widespread awareness and education
- leveraging new technology platforms that enable people to share opinions and encourage involvement
- expressing the benefits of the Census in the right language and in the right context for people to understand and to act.

Through mass participation, the multimedia campaign will help make all individuals feel like they are stakeholders in the 2010 Census. The more communications can forge an emotional and educational connection, the greater the likelihood for participation and success.

The Keller Fay Group, a prominent research-based marketing consultancy has found that traditional marketing and media are a key part of generating these emotional connections and conversations:



(Source: Keller Fay TalkTrack™, Jun 2006 – Jun 2007)

Since research indicates that nearly 1 in 2 brand conversations refer to marketing or media, paid media and public relations, etc. will form the foundation of the 2010 Census efforts. It is important to note, however, that the campaign will be integrated across communication channels to further promote mass participation:

- **Paid Media** will not just encourage filling out the form; it will invite everyone to participate in a dialogue. Radio, for example, will become a live conversation between trusted community leaders; trusted DJs and radio personalities will generate “conversation starters” to further initiate and facilitate discussion. A billboard will become an interactive conversation where people can text their points of view on quiz questions about why the Census matters. Placed-based media (e.g., in local barbershops) will spark dialogue
- **Partnerships** will take on an even greater prominence. They will have materials that foster involvement on a personal level. Alliances will be built with community, corporate, faith and civic partners, where key influencers will not only inform and support the education of individuals but also will encourage personal engagement
- **Public relations** will guide the way people learn and hear about the Census and the benefits of participation. Press events will also be able to suggest new ways for people to get involved and share their views with others
- **Event materials** will not only be designed to engage audiences, but also to energize and inspire people to become advocates of the Census to their family, friends and community. Educational materials, tools and messages for attendees to take back to their communities will be designed to further activate discussions. They will encourage people to engage in authentic dialogue with Census leaders, community leaders and everyday people

- **Interactive** will be critical in achieving our goal to create mass participation. It will become a key destination for further exploration. A “community” Web site will be created to generate a 24/7 movement through real-time access, education and inspiration. The Web will become a massive social network where people can share their views on “our history and our future possibilities”

The marketing components of the 2010 Census Integrated Communications campaign will all be interconnected. Each is designed to reinforce the others and none will stand alone in its effort to ignite mass participation in the 2010 Census.

AUDIENCE SEGMENTATION

With a sense of the overall messaging in hand and the reality of needing to reach everyone, there needs to be a mechanism in place for:

- Customizing the overall messaging so it resonates with everyone
- Tailoring the communications approach so the emphasis is placed where it's most needed

This is what the advanced audience segmentation, available for the 2010 campaign, will enable the campaign to do better than ever.

Segmentation 101: One Size Does Not Fit All

Segmenting a market or population refers to the process of dividing it into smaller subgroups that share similar attributes. The types of attributes used for segmentation can vary, but typically involve characteristics such as demographics, geography, attitudes, needs, motivations, propensity and even awareness or familiarity. Segmentation enables an enhanced understanding of the population, so specific actions can be targeted and tailored.

Segmentation will be the cornerstone of the 2010 Census effort. In order to effectively extend ownership to the population, and ignite participation in the Census, segmenting the population is critical. While the Integrated Communications campaign must reach everybody, given the nation's growing diversity, a *one-size-fits-all* approach will not move the masses of people that need to participate to make the 2010 Census an unprecedented and overwhelming success. Rather, the more tailored and diverse the effort can be in targeting, messaging, and facilitating person-to-person exchanges of thoughts, opinions and feelings—conversations—relevant to Census participation, the more likely the campaign will meet and exceed 2010 Census goals.

2000 Versus 2010 Approach to Segmentation

One of the advances that the 2010 campaign has directly capitalized on is enhanced population data from Census 2000 using actual Census mail response data.

In 2000, the campaign used a predictive model for response to the Census based on civic behaviors, such as voting in elections, school board involvement. The model was used to segment the population into three groups of Census participation likelihood, in order to focus media allocations and tailor messaging.

For 2010, a behavioral segmentation model has been built based on indicators related to census mail-back behavior. This model segments the population into relatively homogeneous groups that exhibited different mail response rates to the Census 2000. In other words, this model is based on characteristics directly associated with Census mail-back behavior, rather than a surrogate behavior, such as civic participation. The segmentation model has been further enhanced with the addition of media usage information and will be enhanced yet again with attitudinal information.

So the 2010 campaign will base budget and targeting decision-making on data that aggregates Census response likelihood, media usage and insight into participation barriers and motivators. This will improve the precision of the campaign.

Segmentation for the 2010 Census Integrated Communications Campaign

The Base 2010 Segmentation

The approach begins with tract-level demographic, socioeconomic and housing data from Census 2000, along with tract-level mail response behavior, to anticipate participation in the 2010 Census. More specifically, it groups Census tracts into eight clusters with similar characteristics, including housing vacancy, home ownership (tenure), housing structure (multi-unit or single unit), marital status, education (percent who have not completed high school), poverty, public assistance, unemployment level, crowded housing units, lack of telephone, linguistic isolation, and housing turnover (in- and out-movers). These characteristics have been used in previous Census Bureau research to construct a “Hard-to-Count” (HTC) score for Census tracts. HTC scores have been shown to be highly correlated with mail return rates (Source: Antonio Bruce and J. Gregory Robinson, “The Planning Database: Its Development and Use as an Effective Targeting Tool in Census 2000.” Paper presented at the 2003 Annual Meetings of the Southern Demographic Association, Population Division, U.S. Census Bureau, Washington, D.C.).

The resulting clusters are:

- Cluster 1: All Around Average I (homeowner skewed)
- Cluster 2: All Around Average II (renter skewed)
- Cluster 3: Economically Disadvantaged I (homeowner skewed)
- Cluster 4: Economically Disadvantaged II (renter skewed)
- Cluster 5: Ethnic Enclave I (homeowner skewed)
- Cluster 6: Ethnic Enclave II (renter skewed)
- Cluster 7: Single Unattached Mobiles
- Cluster 8: Advantaged Homeowners

(Source: Segmenting the Population for the 2010 Census Integrated Communications Program. Nancy Bates, Census 2010 Publicity Office. Mary Mulry, Statistical Research Division. September 5, 2007)

These eight clusters are rearranged from highest mail return rates in 2000 to lowest mail return rates. They also provide a brief profile of the racial and ethnic composition of each cluster, as well as key demographic and socioeconomic characteristics.

This segmentation system ultimately provides a highly effective means of targeting through in-depth understanding of the foundational characteristics of who is more likely/less likely to respond to the 2010 Census, as well as where they live.

Cluster Validation with the American Community Survey (ACS)

The clusters are essential, as they serve as a road map for communicating to U.S. residences for the upcoming 2010 campaign. Every strategic and tactical aspect of the Integrated Communication Plan hinges on having an accurate and up-to-date segmentation platform.

There are two additional concerns about the segmentation system that need to be addressed:

- 1) The clusters are based on 2000 tract-level data. If substantial changes have occurred across tracts since 2000, then the demographic profile of the clusters may have changed.
- 2) The mail return rates from Census 2000 reflect the effects of the partnership and outreach programs, as well as the paid advertising campaign, so in essence they reflect behavior during a real Census “environment.”

But in order to accurately plan how much education, encouragement and motivation each cluster requires to achieve their targeted mail-back rate, it is helpful, in addition, to know the propensity to return a Census form absent a multifaceted communication campaign. To address these concerns, the Integrated Communications Program research team used the 2006 American Community Survey (ACS) to validate the consistency of cluster characteristics and the usefulness of the segmentation system in differentiating mail response behavior.

The ACS is a monthly nationwide survey designed to provide communities with reliable and timely demographic, housing, social and economic data every year, rather than once a decade. The ACS will replace the 2010 Census long form by collecting detailed information throughout the decade. Beginning in 2005, the ACS has been sent to about 3 million housing units each year. Therefore, it requires five years of ACS data to approximate the sample size of the Census 2000 long form, and to provide reliable data for geographic areas such as Census tracts. As a result, the first ACS tract-level data for the entire United States will require data from the 2005 through 2009 surveys, and will not be available until the summer of 2010. Although it is not possible at this time to use the ACS to compare the characteristics of individual Census tracts from 2000 to 2006, it can be used to assess the consistency of cluster characteristics over this time period.

Cluster codes were assigned to 2006 ACS respondents based on their Census tract of residence. In other words, each ACS respondent was assigned the Census 2000-based cluster code of their Census tract. The individual and household characteristics of ACS reference persons were rolled up to the national level by cluster. Detailed comparisons of the 2006 and 2000 profiles for each cluster indicated that cluster characteristics were very stable across this time period. There were no significant demographic shifts in the underlying composition of the clusters or in their average HTC scores.

Just as with the decennial census, households are required by law to return the ACS form. However, the ACS does not have an ongoing advertising, partnership or outreach program. Therefore, mail response to the ACS is more indicative of the propensity to return a Census form by mail without the benefit of a Census “environment.” The ICP

research team analyzed the proportion of mail-eligible households who returned their 2006 ACS form by mail for each of the eight clusters. Because the ACS is a long form, these mail-back proportions by cluster were lower than those observed for Census 2000. Nonetheless, the proportion of households who returned their ACS form by mail varied considerably across the eight clusters, and followed a pattern very similar to that for Census 2000.

The results from these analyses of 2006 ACS data indicate that the cluster characteristics have remained stable at the national level from 2000 to 2006, and that the segmentation system is useful in differentiating the propensity to return a Census form by mail. Updated characteristic and response data by cluster from the 2007 and 2008 ACS will also be used to further assess and inform the segmentation and to aid in guiding how the clusters will be prioritized for the overall Communications plan.

Base Cluster Profile









A summary profile for each cluster highlighting key distinguishing characteristics. Please see the Appendix for complete mail return rate, HTC score, number of tracts and occupied housing units by cluster.

<p>Advantaged Homeowners</p> 	<ul style="list-style-type: none"> ▪ 27.9% of occupied housing units ▪ Highest mail return rate/lowest HTC 2000 ▪ Stable, married homeowner ▪ Least densely populated ▪ Higher education ▪ 39% with children under age 18
<p>All Around Average I</p> 	<ul style="list-style-type: none"> ▪ 35.3% of occupied housing units ▪ 2nd highest mail response rate/low HTC 2000 ▪ Largest cluster; small % increase in response can yield large mail return ▪ Large % rural ▪ Skews homeowner ▪ Older skew
<p>All Around Average II</p> 	<ul style="list-style-type: none"> ▪ 15.5% of occupied housing units ▪ Mail return rate high/average HTC 2000 ▪ Skews renter/densely populated ▪ Urban ▪ Younger skew
<p>Single Unattached Mobiles</p> 	<ul style="list-style-type: none"> ▪ 7.2% of occupied housing units ▪ Higher education ▪ Highly mobile single renters in urban multi-units, densely populated ▪ Includes young singles – in school/just finished/first job ▪ Racial and ethnic diversity ▪ Includes many first-time Census participants
<p>Ethnic Enclave I</p> 	<ul style="list-style-type: none"> ▪ 3.3% of occupied housing units ▪ Above average crowding, poverty, public assistance, unemployment, and low education ▪ Less urban & densely populated, skews homeowner, stable & married ▪ 50% with children under age 18 ▪ 43% foreign born, 58% of households speak Spanish at home
<p>Economically Disadvantaged I</p> 	<ul style="list-style-type: none"> ▪ 5.8% of occupied housing units ▪ Largely urban, higher % poverty, public assistance, unemployment, less than high school education ▪ Skews older, homeowner (less than ½ rent) ▪ 1/3 live alone, higher percent single moms ▪ 36% with children under age 18
<p>Ethnic Enclave II</p> 	<ul style="list-style-type: none"> ▪ 2.3% of occupied housing units ▪ 62% foreign born ▪ 34% linguistically isolated (54% of HH speak Spanish & 20% speak a language other than English at home); 80% bilingual form ▪ Higher poverty, unemployment, public assistance ▪ 72% renters in urban, crowded, multi-unit; most densely populated ▪ 44% with children under age 18
<p>Economically Disadvantaged II</p> 	<ul style="list-style-type: none"> ▪ 2.6% of occupied housing units ▪ Lowest mail return rate/highest HTC 2000 ▪ Skews renters(80%) in urban multi-units ▪ Highest poverty, public assistance & unemployment ▪ 1/3 HH speak language other than English, 23% tracts bilingual form ▪ 40% live alone, highest percent of single moms ▪ 35% with children under age 18

(Source: HTC score, mail return rate, density, crowding from Census 2000 data; housing unit and all other information from 2006 ACS)

Race/Ethnicity Composition of Clusters

The first column is the percentage of the race/ethnic group within that particular cluster. For example, 84.2 percent of Advantaged Homeowner households are White, Non-Hispanic. The second column is an index, which expresses the likelihood of households that are White, Non-Hispanic to be in this cluster, when compared to all U.S. households that are White, non-Hispanic, a base index of 100. For example, the index of 117 indicates that households in the Advantaged Homeowner cluster are 17 percent (117 minus 100) more likely than all U.S. households to be White, Non-Hispanic. An index of 32 indicates that households in Economically Disadvantaged I are 68 percent (100 minus 32) less likely than all U.S. households to be Asian (Non-Hispanic).

	Cluster HH Composition	Index vs. HH	
Advantaged Homeowners 	White, non-Hispanic	84.2%	117
	Black	5.1%	43
	Hispanic*	5.7%	52
	Asian	3.9%	103
	AI/AN, alone or in combination**	0.8%	62
	NHOPI***	0.1%	100
	Other, non-Hispanic****	0.9%	75
All Around Average I 	White, non-Hispanic	80.9%	113
	Black	8.8%	74
	Hispanic	6.4%	59
	Asian	2.2%	58
	AI/AN, alone or in combination	1.4%	108
	NHOPI	0.1%	100
	Other, non-Hispanic	1.1%	92
All Around Average II 	White, non-Hispanic	70.2%	98
	Black	11.9%	100
	Hispanic	11.1%	102
	Asian	4.8%	126
	AI/AN, alone or in combination	1.4%	108
	NHOPI	0.2%	200
	Other, non-Hispanic	1.4%	117
Single Unattached Mobiles 	White, non-Hispanic	61.6%	86
	Black	15.9%	134
	Hispanic	12.7%	117
	Asian	7.8%	205
	AI/AN, alone or in combination	1.3%	100
	NHOPI	0.2%	200
	Other, non-Hispanic	1.8%	150
Ethnic Enclave I 	White, non-Hispanic	25.7%	36
	Black	7.6%	64
	Hispanic	59.9%	550
	Asian	4.6%	121
	AI/AN, alone or in combination	2.4%	185
	NHOPI	0.2%	200
	Other, non-Hispanic	1.0%	83
Economically Disadvantaged I 	White, non-Hispanic	41.8%	58
	Black	44.8%	376
	Hispanic	9.6%	88
	Asian	1.2%	32
	AI/AN, alone or in combination	2.5%	192
	NHOPI	0.1%	100
	Other, non-Hispanic	1.3%	108
Ethnic Enclave II 	White, non-Hispanic	22.5%	31
	Black	10.2%	86
	Hispanic	54.8%	503
	Asian	11.6%	305
	AI/AN, alone or in combination	1.0%	77
	NHOPI	0.3%	300
	Other, non-Hispanic	1.3%	108
Economically Disadvantaged II 	White, non-Hispanic	24.9%	35
	Black	47.9%	403
	Hispanic	22.9%	210
	Asian	3.3%	87
	AI/AN, alone or in combination	1.4%	108
	NHOPI	0.1%	100
	Other, non-Hispanic	1.8%	150

*Hispanics can be of any race, **American Indian or Alaska Native, *** Native Hawaiian or Other Pacific Islander

****Includes Some Other Race alone and Two or More Races









(Source: Race/ethnicity composition and percentages, based on 2006 ACS data)

Enhancing the Base 2010 Segmentation with Simmons

Once the base segmentation was defined, Simmons Research data was appended. Simmons is a national consumer study widely used as a “standard” in the marketing and communications industry that produces representative measures of consumer behavior and attitudes to products/services, brands and media, as well as in-depth demographic, lifestyle and psychographic characteristics. This enhancement to the base segmentation enables a precise understanding of media and lifestyle habits by cluster. This leads to precision in determining the best media options to reach each clusters.

Simmons Enhancement: Cluster Media Skews

Simmons Enhancement of Clusters: Appending Simmons data provides the media skew for each of the clusters to inform the media plan and how the clusters discriminate based on their media consumption.






<p>Advantaged Homeowners</p> 	<p>More TV, Internet, magazines and lifestyle outdoor (mall advertising)</p>
<p>All Around Average I</p> 	<p>No significant mass media skews</p>
<p>All Around Average II</p> 	<p>Slightly heavier users of most mass media including Internet</p>
<p>Single Unattached Mobiles</p> 	<p>More Internet, radio and place-based media where young adults congregate (cinema, concerts)</p>
<p>Ethnic Enclave I</p> 	<p>More In-culture TV/newspaper/radio, neighborhood outdoor</p>
<p>Economically Disadvantaged I</p> 	<p>Heavier users of cable TV</p>
<p>Ethnic Enclave II</p> 	<p>Under consume traditional mass media; more in-culture newspaper and radio, neighborhood outdoor</p>
<p>Economically Disadvantaged II</p> 	<p>Heavier users of broadcast media</p>

Place-based and Community Events, Outreach, Public Relations Across All

More in-culture newspaper and radio, neighborhood outdoor...but not measured in Simmons Database.

“It’s In Our Hands”: Customizing Messages by Cluster

Extensive research ensured that the benefits-based strategy and overarching campaign expression—“It’s In Our Hands”—was relevant, motivating and culturally sensitive and meaningful across a broad array of audiences. It also added insight into what the next-level-down messaging themes might be. An in-depth understanding of the demographic, socioeconomic, race/ethnic characteristics and prior response patterns of the clusters provided the key to understanding the types of messages that would resonate, reassure and personally motivate them to participate.

<p>Advantaged Homeowners</p> 	<p>Advantaged Homeowners All Around Average I All Around Average II</p> <ul style="list-style-type: none"> ▪ Relevance: The 2010 Census is coming <ul style="list-style-type: none"> ▪ Broad-based benefits message <ul style="list-style-type: none"> • Funding • Community needs ▪ Ease: Seven simple questions/will only take a few minutes ▪ Reassurance: Your answers are confidential ▪ Call to Action: Look for it in the mail 		
<p>All Around Average I</p> 			
<p>All Around Average II</p> 			
<p>Single Unattached Mobiles</p> 	<p>Single Unattached Mobiles</p> <ul style="list-style-type: none"> ▪ Relevance: A change for the better to benefit community (e.g., infrastructure) ▪ Ease: Seven simple questions will only take a few minutes 	<p>Ethnic Enclave I Economically Disadvantaged I</p> <ul style="list-style-type: none"> ▪ Relevance: Community needs/benefits ▪ Ease: Bilingual form Few minutes ▪ Reassurance: Confidential: only for statistics, no sensitive info ▪ Call to Action: If you don't fill it out, community could lose out/not get fair share 	
<p>Ethnic Enclave I</p> 			
<p>Economically Disadvantaged I</p> 			
<p>Ethnic Enclave II</p> 	<p>Ethnic Enclave II Economically Disadvantaged II</p> <ul style="list-style-type: none"> ▪ Relevance: “Census Taker” is someone from your community to help you and your community get their fair share ▪ Ease: <ul style="list-style-type: none"> ▪ Bilingual form ▪ Hispanic: bilingual form ▪ Black: Few minutes ▪ Reassurance: <ul style="list-style-type: none"> ▪ Confidential ▪ Change misperception ▪ “Trusted voices”/influencers ▪ Call to Action: If you don't fill it out, community could lose out/not get fair share 		
<p>Economically Disadvantaged II</p> 			

Enhancing the Base 2010 Segmentation with Attitudes

Up to this point, the segmentation efforts have focused on understanding the demographic, socioeconomic and geographic makeup, media habits and prior response of each of the clusters to inform the communications plan. As such, the utility of the segmentation to date has primarily been to identify the characteristics of the groups who are more or less likely to participate.

A laser-sharp, more definitive understanding of the barriers and motivators underlying participation (or the lack thereof) is critical to ensure optimized utility and effectiveness of the segmentation. Therefore, additional research is necessary. A nationwide quantitative study is planned for Fall 2008 to determine more concretely what barriers could prevent segments from responding, and what motivators will overcome these barriers to improve mail-back response and drive motivating conversations about the Census that have exponential impact. These inputs will improve the existing segmentation as it currently exists by identifying topics and fodder for conversations, as well as the influencers that will drive these conversations.

The completed segmentation will allow the campaign to use new communication technologies, better tailor messages to each of the segments and drive mass participation.

The end result will be an integrated communications effort populated by creative materials that achieve mass participation in the 2010 Census.

2010 CENSUS INTEGRATED COMMUNICATIONS PLANNING

**Creating Mass Participation
Timing and Scheduling Overview
Partnerships
Census in Schools
Interactive Communications
Public Relations
Paid Media**

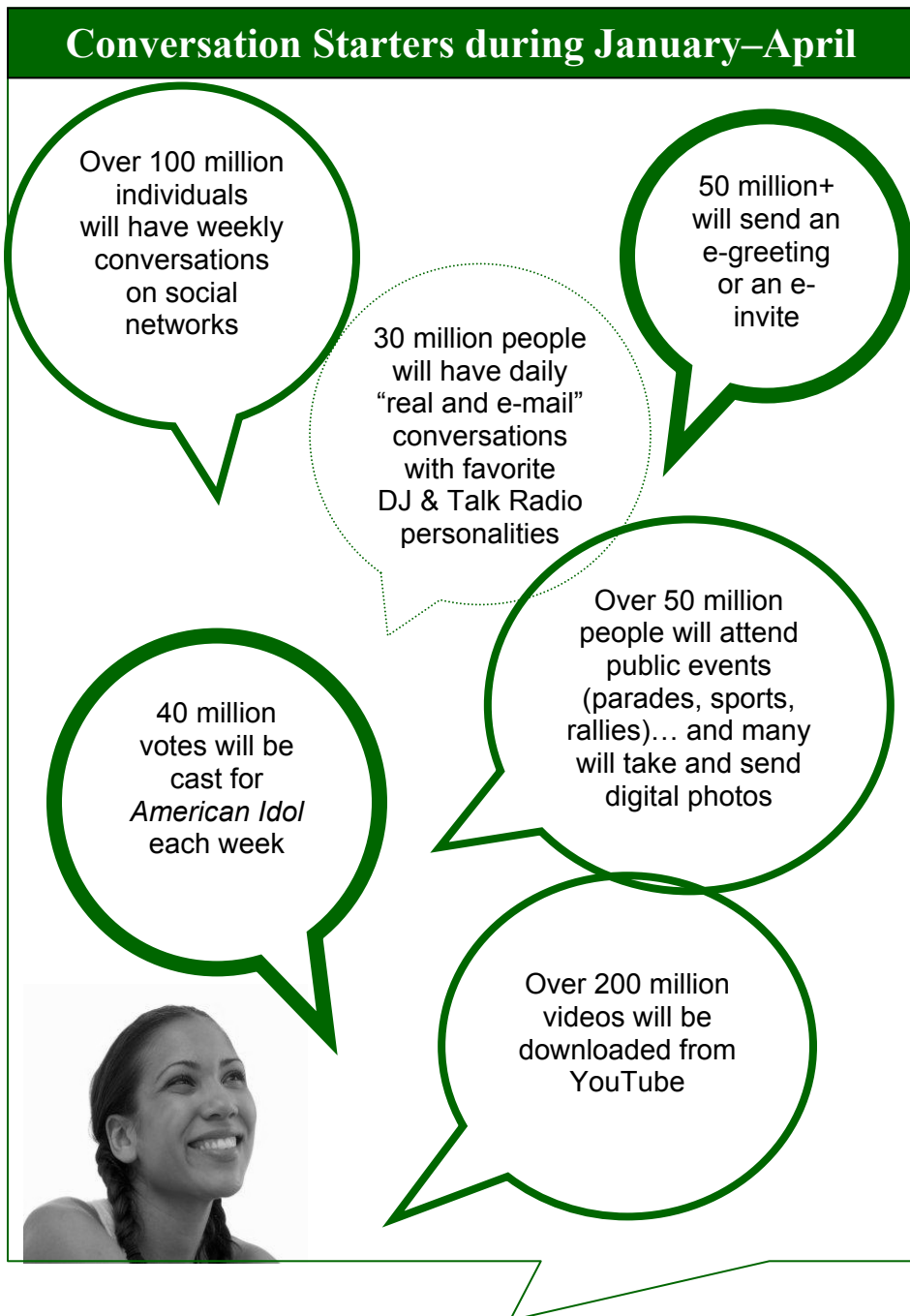
Creating Mass Participation

Developing a multi-level, multi-disciplinary communications plan that:

- encourages active involvement from stakeholders and trusted voices to advocate the importance of the Census
- creates widespread awareness
- enlightens and educates people on why the Census matters
- increases the likelihood that people will respond to the Census questionnaire
- supports enumerator efforts

A CHANGING MEDIA LANDSCAPE CREATES NEW OPPORTUNITIES TO INCREASE PARTICIPATION

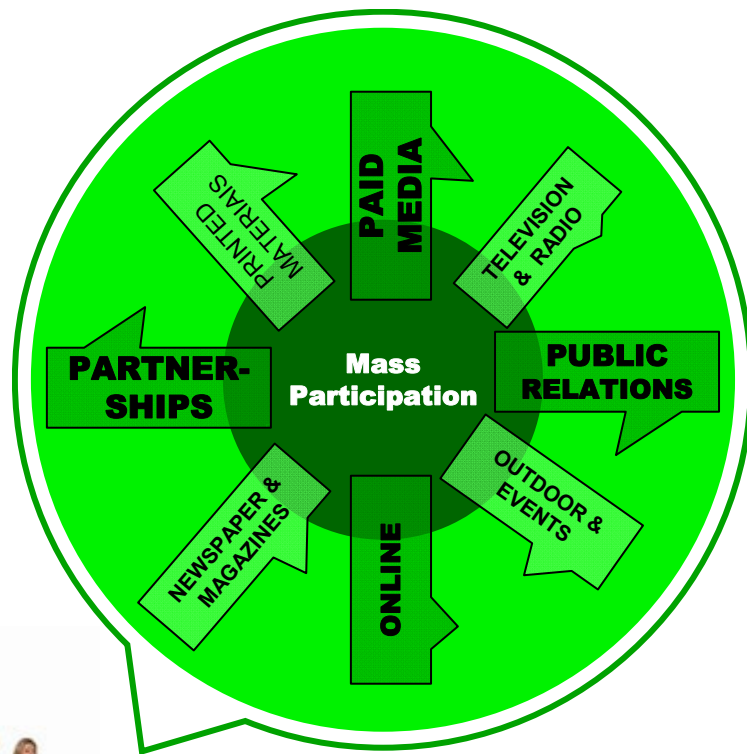
Technology is enabling more interactivity and “conversational” opportunities through new platforms and greater interactivity in existing platforms.



INTEGRATION FOR THE 2010 CENSUS IS CRITICAL

Creating mass participation requires optimal integration among all of the possible communication elements for 2010 Census. Partnerships are even more essential as a core element within this approach:

- Partnerships + Paid/Earned Media
- Off-line + Online
- National + Local
- Diverse America + In-Culture Communications in 14 different languages



2010 Census Integration...all communications, working better together to create enlightenment and participation.

Role of Marketing Disciplines

All channels and contacts must be integrated to increase participation.



Timing and Scheduling Overview

**Sequencing all communications to create “active moments”
and mass participation**

TIMING ROAD MAP

*In 2008 and 2009...the **preparations** begin*

- All the local partnerships are established...to inspire the most passionate organizations and people to advocate this critically important initiative
- All the groundwork to build a far-reaching partnership network takes place...including all facilitation materials for events, Census in Schools and outreach
- In the fall of 2009, “educational conversations” begin with those who lack familiarity or may be more difficult to count

*At the turn of 2010...the campaign goes **mainstream***

- Multimedia begins to get the 2010 Census campaign on the radar screens of people who have participated in the past...and individuals who are unfamiliar with the Census

Throughout January and February, the values of 2010 Census come alive through mass media channels and continued use of partnership events to spark personal conversations. Every message and contact is an opportunity to inspire engagement.

- Messaging about why the Census matters to different communities
- Messaging about value to democracy and representation
- Messaging about benefits to communities

In March and April...it's all about inspired action

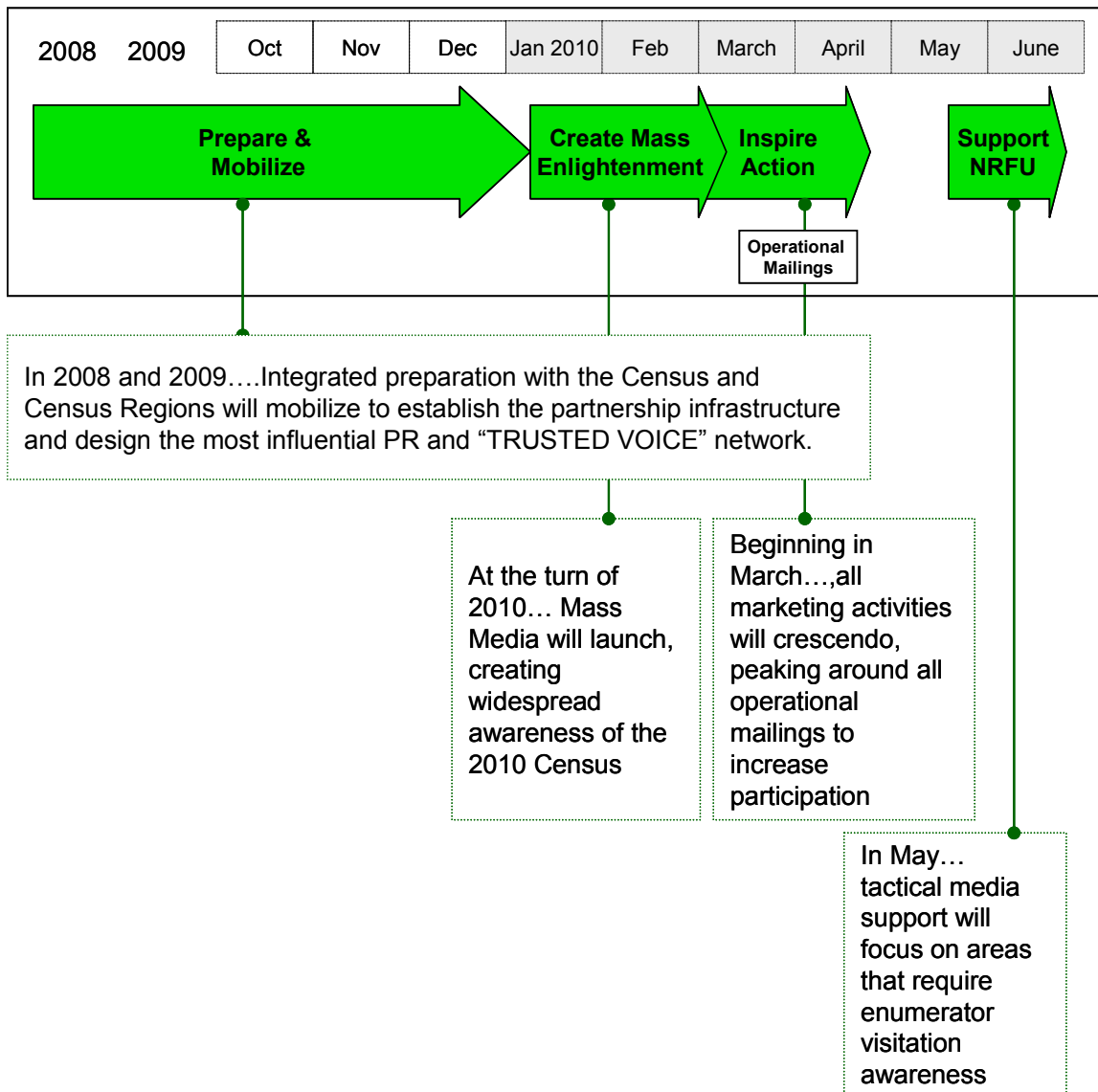
- All marketing activities (partnerships, public relations, events, online, and paid media) crescendo
- Days of week are emphasized for paid media, aligned to specific mail-out/mail-back dates
- Heavier levels of support are planned around the specific mail dates with reminder messaging

And in May...it's about communications to support Nonresponse Follow-Up (NRFU) efforts

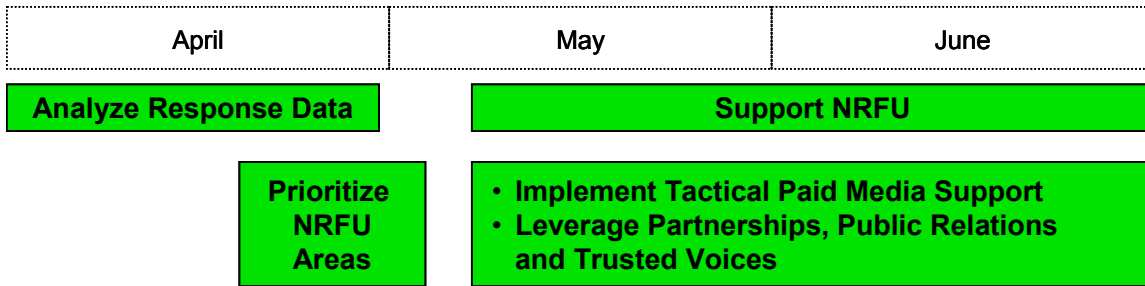
- Paid media and outreach contact strategies
- While the campaign will have distinctive phases, they will be fluid and connected, not stand-alone initiatives

TIMING ROAD MAP

The Integrated Communications campaign is a multi-year program that includes five key phases. Marketing activity will peak during March, around mail-out/mail-back.



NONRESPONSE FOLLOW-UP (NRFU)



The communications plan for NRFU support will be informed by real-time mail-back response data. This will enable the placement of specific messaging in those geographic areas with the greatest need for enumerator support.

The mix of communication channels will consider the size of the geographic area that requires NRFU support. The paid media support will likely focus on local media, such as newspaper and radio:

- Newspaper offers the optimal timing flexibility and shortest lead time for commitments
- Radio offers efficiency and cluster/ethnic audience targeting ability

Public Relations and Partnerships are important elements to enumerator support. Outreach to both trusted voices and media outlets enable communications to alert individuals of enumerator activities. Importantly, the necessity for NRFU support is part of the earlier dialogue with these stakeholders.

Partnerships

Creating Conversations That Matter

CREATING CONVERSATIONS THAT MATTER THROUGH NATIONAL AND REGIONAL PARTNERSHIPS

Strategy

Partner organizations will serve as powerful advocates for 2010 Census, reaching people in all eight audience clusters, but most specifically populations that fall into the five “less likely to participate” clusters, including Single Unattached Mobiles, Ethnic Enclave I and II and Economically Disadvantaged I and II (see pages 34–39 for additional details on each of these clusters). **Often not persuaded as readily by advertising and mainstream media, these clusters are much more likely to be informed by leaders in organizations they respect and with which they are affiliated. That is where partnerships can have the greatest impact in 2010.**

By signing on as partners, organizations are sending a strong message to their members about the importance of participating in 2010 Census. That is why the campaign theme, “It’s In Our Hands,” will resonate with partners.

The strategy of the partnership program is to help partners see themselves in the process and take ownership of the outreach efforts, multiplying the effect of Census messages and encouraging conversations. “It’s In Our Hands” provides partners with a message they can carry to their communities and members; essentially that your personal participation has value and can make a difference for you and those important to you. The Census is much more than a piece of paper. It’s a tool that can foster positive change—from the allocation of funding and community services to bringing jobs to the community.

The theme also directly supports the approach to equip partners and national and regional Census Bureau partnership specialists with the materials, information, messages and passion to create conversations that will contribute to a successful Census. The knowledge and resources needed to promote participation will be “in their hands.”

Approach

The partnership program will combine four unique approaches:

1. *Realizing the Value of New Technologies:* National and regional staff shared their opinion that there needs to be greater coordination among the regions, headquarters and partners than in 2000 (Source: Regional Office Visits, Nov.–Dec. 2007). Specifically:

- Regions need to know which national partners are on board, and national partners need to know which regional partners are on board
- The regions and headquarters need ways to communicate with each other about what is working and what is not, to ask questions and to share general information
- All stakeholders need access to timely Census news and up-to-date information about operational and communication activities

A partnership communications area will be built on census.gov to encourage the exchange of information among 2010 Census partners. **It will serve as the engine that efficiently and productively enables many of the partnership program elements and provides an efficient means of equipping partners with programming and materials.** The interactive, robust content area is described in more detail in upcoming pages.

2. *Equipping Partnership Specialists:* The foundation of the partnership program is providing Census partnership specialists with turnkey materials and tools for recruiting partners and then engaging them in productive activities that ultimately increase the number of responses to the Census. Each region has unique needs and plans for promoting 2010 Census to partners. The best way to maximize resources is to provide regions with targeted materials and tools that can be further customized according to language, culture or geography.

Examples of the materials that will be provided to Partnership Specialists include:

- Partner Toolkits- Introductory materials that announce partnerships to their members, affiliates and the public, and to educate stakeholders about how the 2010 Census affects their particular interests. For additional details please refer to page 68.
- Programming Guides- One guide will be developed for each operational milestone providing turnkey materials and templates that Partners will need to launch their own program. For example, the Migrant Farm Workers Guide, created in English and Spanish, will raise the visibility of the census among this audience by providing messaging, materials and church bulletin inserts to be used at key events/locations where Migrant Farm Workers gather. For additional details please refer to page 82.
- Event Toolkits- These materials will help extend the impact of national activities by infusing local events with the integrated campaign messaging and visuals. For additional details please refer to page 89.

3. Encouraging Mass Participation: Each partner has a major stake in the Census—from the allocation of federal funds to representation in Congress and employment opportunities. The approach of the 2010 partnership program is to mobilize partners—using targeted materials and programming ideas—to spark Census-related conversations within their communities that focus on the benefits of the Census and encourage people to participate.

4. Integrating Partnership and Media Channels: Partnerships will be integrated with all other communication channels—including advertising, print and broadcast media, and the Internet—to create a “surround sound” of positive messages about the Census in hard-to-count communities. The contractor will work with national and regional partnership specialists to identify and engage partners as Census advocates who can lessen fears, communicate benefits and provide the encouragement needed to prompt participation.

Phases of the Partnership Program

The national and regional partner plan has specific objectives and activities for the campaign that can be broken into two phases:

- **Phase One—Partner recruitment and preparation.** Support the selection and recruitment of partners. Provide partnership specialists with outreach materials to recruit partners. Provide tool kits specific to each partner group (businesses, race and ethnic, etc.). Prepare a partnership communications area to serve as the go-to resource for partners. Assist with national partner kickoff event.
- **Phase Two—Partner mobilization.** Guide partners in extending the Census message to reach their members, affiliates and communities, and encourage mass participation. Ensure all partner programming closely aligns with advertising, media relations and integrated communications channels. Provide a robust portfolio of communications and programming guides that national and regional partnership specialists can use to mobilize, inform and motivate partners. Partners can also directly access programming guides through the online partnership communications area.

Phase One—Partner Recruitment and Preparation

Partnership Communications Area

A partnership communications area will be built to encourage the exchange of information among partners and provide an efficient means of equipping staff and partners with programming and materials. Partners who do not have access to the Web will rely on their respective partnership specialists to share the information available in the partnership communications area.

It will be a critical resource for encouraging mass participation by providing key stakeholders (partners) with the tools and messages they need to spark conversations and spread the Census message among their organizations, staff, members and communities.

Strategy

Beginning in November 2008, the partnership communications area will be a robust, interactive Web site that supports the Census Bureau's work with partners. The partnership communications area will be a space for partners to retrieve important information, view materials and share best practices. Specifically, it will enable users to:

- Download materials to be used for organizing and executing 2010 Census programs and events
- Grow and strengthen relationships

- Receive the latest updates about the Census Integrated Communications campaign
- View materials to be used for organizing and executing 2010 Census programs and events

Supporting Partner and Public Relations Activities

The partnership communications area on census.gov will consist of two main sections and will provide content specific to the partner types contained within these sections:

1. **Partners:** This section will include content specific to elected officials, businesses, Complete Count Committees (CCCs), disability groups, educators, social-service and community-based groups, veteran and military groups, race and ethnic organizations, community-based and other 2010 Census partner organizations.
2. **Census Bureau Employees:** This section will contain content specific to all Census Bureau employees, including regional directors, Regional Census Center (RCC), regional managers, Local Census Office (LCO) managers and all partnership staff, including media specialists.

Users of the partnership communications area must register before gaining access to the site. This will enable the Census Bureau to vet users and assign their level of access to 2010 Census information and materials.

Approved Census Bureau employees will receive full access to the contents of both sections of the partnership communications area, while partners will be restricted to one of two of the aforementioned sections. The goal of restricting available content for partners is to prevent information leaks and/or premature release of sensitive planning materials.

Content

The following is a breakdown of the core functionality of the partnership communications area by content type. The portal itself will be delivered only in English, but downloadable materials posted to the site may be translated into other languages as appropriate. (See the **Partner Tool kit** and **Printing and Distribution** sections for details on which materials will be translated.)

- **Downloadable Materials.** Partners will be able to access downloadable, printable materials in appropriate formats, resolutions and languages. In addition, the 2010 Census logo will be made available along with style guidelines on how to use it for the materials partners may choose to create themselves.

- **User Profile Page.** Partner communications area users will have the ability to set up their own customized profile page, specifying their organization and planned 2010 Census activities to facilitate networking opportunities with partners sharing similar interests.
- **Forum.** A virtual networking area for sharing ideas, best practices, skills and resources among partners and Census Bureau employees, similar to an online chat room (FY09).
- **News.** This area will contain a link to the 2010 Census online newsroom and a link to the Census Bureau's corporate calendar.
- **Events.** Area where partners and employees may post information about promotional opportunities and events that may be of interest to those who use the site.
- **Electronic Guides.** Specialized online guides that provide information and materials for partners to support 2010 Census events and initiatives.
- **Links.** The partnership communications area will provide links to useful online resources, such as Census Information Center (CIC) and State Data Center (SDC) Web sites. Appropriate links can be added throughout the 2010 Census campaign.
- **Logo Administration.** Allows partners to download 2010 Census logos after reading and agreeing to usage guidelines.

Location and Maintenance

In order to maintain a single voice on behalf of 2010 Census, the partnership communications area of census.gov will be updated and maintained by the contractor.

Security and Section 508 Compliance

The partner communications area of census.gov will be 508, Federal Information Processing Standards (FIPS) and Federal Information Security Management Act (FISMA) compliant and will meet the needs of individuals using screen readers and other assistive technologies, both on dial-up and broadband connections.

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Partnership Communications Area</i>	<ul style="list-style-type: none"> • Set partnership communications area strategy • Build partnership communications infrastructure • Create and post content for the partnership area • Manage user “permissions” and password policies 	<ul style="list-style-type: none"> • Inform creation and strategy for partnership communications area based on employee and partner needs • Approve all content prior to posting • Promote partnership communications area use to regions and national partners • Access the partnership communications area to obtain all partner materials 	<ul style="list-style-type: none"> • Access partnership communications area to obtain all partner materials • Promote partnership communications area use by regional/local partners • Use partnership area to interact with other regions, partners and national partnership specialists

Key Messaging

A key messaging session will be held in the summer of 2008 to create final key messages to inform the creation of all partner materials, including tools for partner recruitment, partner tool kits and 2010 programming guides. During the session, Census Bureau participants will discuss and reach consensus about key partner attitudes about the Census, what they want to hear from/about the Census and what the Census Bureau wants to tell them. The outcome is one, two or three core points that will resonate with partners and make them care. **The final messages will be based on both the Census Bureau’s interim messages and the campaign theme, “It’s In Our Hands.” Messages will be reviewed and refined in FY09 and FY10 as well.**

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Key Messaging</i>	<ul style="list-style-type: none"> • Develop key messages to ensure consistency across all forms and levels of communication 	<ul style="list-style-type: none"> • Participate in key message exercise • Approve messages and secure DOC approval • Monitor for consistent use of messages among regional Census offices 	<ul style="list-style-type: none"> • Provide input during the creation of key messages • Incorporate the approved messages into regional and partner materials

Partner Selection

Judging by Census 2000, the national and regional partnership specialists can expect to recruit more than 140,000 partners. Working with the Census Bureau, the 2010 Census campaign will benefit from an impressive list of both national and regional partners.

National Partner Selection

To achieve quantity and quality goals, the existing list of prospective national partners was evaluated in January 2008 and recommendations for expansion were made to ensure all eight clusters' interests were well represented. The partner list was categorized according to the following criteria, which were created to help focus efforts on those organizations that will have the most impact on hard-to-count populations:

1. Past partnership with the Census Bureau
2. Serves a hard-to-count population
3. Geography
4. Number of affiliates
5. Number of members

Additional recommendations will be made and contact information will be amended as needed throughout the 2010 campaign to ensure the best data is used to recruit partners.

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Partner Selection</i>	<ul style="list-style-type: none"> • Evaluate list of national partners in FY09 and make recommendations for expansion • Share existing relationships/ contacts with partnership specialists 	<ul style="list-style-type: none"> • Develop partner criteria • Create list of national partners • Share list of national partners with regions • Hold dialogue with regions on how to reach partners across National-Regional-Local levels 	<ul style="list-style-type: none"> • Identify strategies for regional partnerships • Develop list of regional partners

National and Regional Partner Recruitment Tools

Interim recruitment tools to assist both the national and regional offices in recruiting partners prior to the approval of the final Integrated Communications Plan were created in February 2008. These materials provide audience-specific recruitment messages for general partners and those in faith-based, education, media, social service and community-based organizations, as well as businesses and elected officials. They include an introductory letter, partnership agreement and follow-up letter to send to prospective partners; fact sheets/FAQs and sell sheets for each partner group; and sample proclamations and resolutions that can be provided to those organizations signing on as partners. The materials were designed to work at both the national and regional levels and offered a minimal amount of customization.

Final partner recruitment materials will build on feedback and input from the interim recruitment materials created in February 2008 and will incorporate the 2010 Census creative platform and approved key messages. They will be distributed via the partnership communications area on census.gov.

The partnership communications area (see the **Partnership Communications Area Strategy** on the previous pages for more detail), available in 2008, will list all partners, reference each partner’s commitment to supporting 2010 Census and give the Census Bureau permission to publicly name the group as a partner. Such official endorsement will become an important recruiting tool for getting other partners on board and give 2010 Census third-party credibility.

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Partner Recruitment and Registration</i>	<ul style="list-style-type: none"> • Create Partner communications area with online registration • Create recruitment materials for national and regional specialists 	<ul style="list-style-type: none"> • Approve recruitment materials 	<ul style="list-style-type: none"> • Utilize materials to conduct regional partner outreach

Printed Collateral and Distribution

2010 Census promotional materials and give-away items will be distributed in three primary waves described below. Promotional material and give-away item quantities will be determined by the Census Bureau and will vary based on regional needs and demographic characteristics. The Government Printing Office (GPO) will handle all printing of materials.

All promotional materials will be available in electronic format and available to partnership staff and partners via the Partnership Communication Area on the Census Bureau's Website. Select promotional materials will be available in printed format.

The contractor will create customizable materials for use by partnership staff. Examples of customizable materials include posters, fliers, and fact sheets that can be modified with different languages and images by regional staff. This will permit promotional materials to potentially be provided to partners in many languages during the 2010 Census, all the while maintaining appropriate messaging and consistent look and feel.

Promotional Materials and Give-Away Items Delivery Schedule:

Wave 1 – containing promotional awareness materials and give-away items, will be provided to regional partnership staff in January 2009 in both print and electronic format. Wave 1 materials will be sent to Census Bureau headquarters, the 12 Regional Census Centers (or Regional Offices), Puerto Rico Area Office (PRAO) and 150 Early Local Census Offices (ELCOs) located throughout the nation and Puerto Rico.

Wave 2 – materials will ship in April 2009 to the 12 Regional Census Centers (or Regional Offices), PRAO, and 150 ELCOs. Wave 2 materials will include additional promotional awareness materials, as well as early action materials and give-away items needed by partnership staff for public events, festivals, and parades.

Wave 3 – materials will ship in November 2009 to the 12 Regional Census Centers (or Regional Offices), PRAO, and the 494 Local Census Offices (this number includes the 150 ELCOs). Wave 3 materials will include action materials and give-away items designed to encourage mail response from all population groups, with a focus on hard-to-count populations.

Promotional Materials

Promotional materials will be made available in print and electronic format in varying quantities based on regional needs. Generic versions, as well as in-language, in-culture materials, will be created in up to 19 languages. Print materials will be noncustomizable. The Government Printing Office (GPO) approved printing vendor (to be determined) will print and ship materials. Promotional give-away items are also included in each wave's shipment.

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Printing and Distribution of Materials</i>	<ul style="list-style-type: none"> • Create, print and distribute the materials outlined above • Ensure all materials reproduce in high-quality black and white 	<ul style="list-style-type: none"> • Approve all materials before printing or electronic distribution • Promote use of electronic materials via the partnership communications area 	<ul style="list-style-type: none"> • Promote use of electronic materials via the partnership communications area • Download other needed materials from partnership communications area

Campaign Style Guide and Co-Branding Guidelines

A campaign style guide will be developed in FY08 and provided via the partnership communications area to ensure that the overall campaign messaging and look-and-feel is consistent across all communications. The style guide will offer instructions on logo usage, brand colors and font guidelines, as well as various forms of templates for internal and external communications.

Co-branding guidelines will also be developed in FY08 and provided via the partnership communications area to offer flexibility to partners while maintaining consistent campaign look-and-feel. Logos and their accompanying co-branding guidelines will be provided electronically in English and Spanish. Logos will be available for other population groups.

Preparing National Partners

National organizations can wield tremendous influence with local affiliates, chapters, members and communities through leadership, endorsement, internal communication and media. National partners must be prepared quickly and encouraged to stay engaged so they can truly encourage mass participation.

A National Partner Kickoff Meeting and creation of a National Complete Count Committee will help mobilize partners early in the campaign cycle. Following these activities, the campaign will provide programming ideas to ensure continuous contact and engagement of partners, keeping a steady drumbeat toward 2010.

National Partner Kickoff Meeting

A kickoff meeting will be held to formally introduce the campaign, articulate goals and challenges and share a calendar of upcoming events information and programming. The campaign will create invitations, the agenda, talking points, PowerPoint and follow-up communications. This meeting will occur in 2009 to ensure that large national partners have adequate time to plan robust participation in 2010 Census. This meeting will be videotaped and archived on the partnership communications area for the benefit of national partners unable to attend. **As part of the campaign, the contractor will help to recruit for and develop and manage the National Partner Kickoff Meeting.**

During the kickoff event, partners will be provided the opportunity to break out into smaller groups, based on their multicultural or target audience affiliations, to visit with campaign staff about the unique issues directly affecting their organization and to make connections among like-minded organizations.

To gain further value and interest in the national kickoff meeting, earned media will be used to reach prospective partners with the message that partnership with 2010 Census provides significant benefits to partner organizations. To accomplish this, “National Partner Profiles” will be pitched to national media. With Census Bureau input, individuals will be identified from key partner groups and pitches will be developed to send to national media outlining that organization’s involvement in 2010 Census. Such profiles will create a bandwagon effect and encourage other organizations to get involved in helping the Census Bureau achieve its objectives (see **Public Relations** section for more details).

National Complete Count Committee

Complete Count Committees (CCCs) are a critical component of the 2010 Census partnership program. Together with the Census Bureau, the contractor will create a first-ever National CCC made up of key national partners, such as the National Governors Association, the Speaker of the House and Minority Leader, U.S. Conference of Mayors, National Association of Elementary School Principals, National Association of Towns and Townships, key multicultural groups. **The National CCC will be charged with raising campaign awareness.**

Timeline for National CCC

Fall 2008:	Members of the National CCC will be recruited
April 2009:	Formal kickoff and announcement coinciding with the one-year-out celebration in April 2009
April 2009:	Proactive media outreach to raise visibility of National CCC, its chair and its members
April 2009 – May 2010:	Monthly e-newsletters featuring programming ideas for the National CCC members
April 2009 – May 2010:	National CCC members will be tapped as spokespeople for proactive media as appropriate

- January – May 2010: National CCC members participate in and encourage their members to participate in the Response Rate Feedback Program
- March – May 2010: National CCC members work with their affiliates to promote mail responses and participation with enumerators (contractor to provide programming guides to support these efforts)

As part of the campaign, the contractor will help to develop, manage and implement the National Complete Count Committee. This includes assisting in the recruitment of partners to serve on the National CCC, providing communication tools, creating the National CCC handbook, planning the April 2009 kickoff and announcement, and ensuring ongoing communications and engagement of the National CCC members throughout the campaign. Because the Census Bureau has strong relationships with some key partners, the recruitment will be a collaborative effort.

A National Complete Count Committee handbook will include:

- Outreach letters, PowerPoint deck, sell sheet and talking points to “sell in” the idea of the National Complete Count Committee to potential members
- News release announcing the formation of the National CCC
- Electronic communications kit that National CCC members will be asked to distribute to mobilize support at the local level
- Description of the 2010 Response Rate Feedback Program encouraging government officials/Complete Count Committee members to participate
- Ideas and tips for encouraging local chapters and igniting conversations/activities throughout the campaign
- Timeline of events/programs they can implement in their organizations/communities throughout the 2010 Census campaign
- Details about accessing the partnership communications area

A priority for the creation of the National CCC should include enlisting a high-profile spokesperson/supporter of 2010 Census to serve as its Chair in an effort to garner widespread attention from partners, the public and media. For example, with assistance from the Census Bureau, the new U.S. President could potentially be engaged as the chair of the National CCC. If the President is not available, it will be important for the Census Bureau to consider celebrities and other high-profile individuals who have not made political statements in favor of one party or candidate over another. The National CCC must remain bipartisan and nonpolitical.

To raise the visibility of the National Complete Count Committee and use it as a tool to recruit additional national and regional partners, the partnership channel will integrate with the public relations channel to secure earned media for the partners involved. This marks one of the first tactics that will see the value of three channels working together to raise the visibility and impact of the campaign. **Because it will be composed of the highest-profile national partners, the organization of this committee can earn**

significant news coverage and generate awareness that Census operations are launching into high gear. The purpose of the National Complete Count Committee, Census messages and members of the committee (partners) will be proactively pitched to national media (see **Public Relations** section for more details).

Preparing Regional Partners

Partner engagement at the regional/local level is critical to driving awareness and encouraging mass participation in 2010 Census. **While national partners may have access to broader networks, much of the communication will happen at the local level.** Yet perhaps even more than nationally, regional and local partner organizations have limited time and budgets. Similarly, regional partnership specialists are pulled in many directions, with limited time to spend on each partner. Through the partnership communications area, regional partnership specialists will be equipped with easy-to-use tools that simplify outreach and preparation of regional partners.

Toolkits for Staging Regional Partner Kickoff Meetings

Regional partnership staff will be encouraged to organize one or more local “coalition” or kickoff meetings with key partners in their regions to galvanize partner support and encourage action. Turnkey event toolkits will help regional partner specialists organize and conduct these meetings. The toolkits provided to support the local meetings will include:

- Step-by-step road maps
- Invitation letters
- Flow-of-show guidelines
- PowerPoint documents
- Talking points
- Fact sheets

Complete Count Committee Handbook

Because of the importance of the CCCs to the success of the 2010 Census partner program, they merit special programming and tools. Working with regional partnership staff, a Complete Count Committee handbook will be created. The handbooks, which will be provided electronically on the partnership communications area, will include materials for mobilizing the Complete Count Committee, suggested milestones for Complete Count Committees to achieve and descriptions of programs available for the Complete Count Committee to lead, including the Response Rate Feedback Program.

Partner Toolkits

Both national and regional partners can be grouped into categories based on the audiences they reach and the services they provide. By grouping partners, the 2010 Census campaign will be able to create customizable Partner Toolkits that directly reference the unique issues of each group and stimulate trusted conversations among their members and affiliates.

The toolkits will support the national and regional partnership specialists in recruiting and engaging partners at the outset of the campaign. The toolkits, designed for partners, provide the introductory materials partners need to announce the partnership to their members, affiliates and the public, and to educate their stakeholders about how 2010 Census affects their particular interests. Toolkits provide a generic version of the materials that can be used as stand alone materials or can be customized by the partner. In many cases, partner specialists will distribute toolkits to signed partners, once materials are available in FY09. In other cases, the toolkits may be the first 2010 Census materials partners access via the partnership communications area.

Each partner has the ability to reach a broad audience, with members representing a cross-section of all eight audience clusters. For example, the housing group reaches both the clusters that skew homeowner and those that skew renter, providing organizations that will help reach all eight clusters. Therefore, each of these partnership groupings cannot be classified by a single cluster.

The Partner Toolkits will be electronic and made available on the partnership communications area. They can be accessed in two ways:

- **Directly** by partners
- **Distributed** to partners by partnership staff via e-mail

Toolkits will include the following components:

- **Calendar**—A calendar that spells out all upcoming partner programming, media and other Census events. The calendar is customized for each specific toolkit. Calendar updates will be regularly posted by the contractor.
- **Fact sheet**—A one-pager on the Census, customized as needed with relevant regional, cultural or other information. The fact sheet will also include messaging that encourages participation.
- **Conversation starter guide**—A one-to-two page guide that offers suggestions for structured conversations. Each conversation would include an interesting Census fact, a question to start the conversation and a recommended call to action to close the conversation.
- **Newsletter copy**—Customizable copy for inclusion in the partner's newsletter, Web site or other communications channels announcing their partnership with the Census Bureau and why 2010 Census is important to their members.
- **News release**—Customizable news release announcing the organization's decision to partner with the Census, for release to local media or for posting on the partner's Web site.

The following are descriptions of the partner groups for which customized toolkits will be created, including ways they will be encouraged to participate in the Census, key dates, issues and communication channels:

Business Partners

National and regional businesses—Fortune 500 companies, as well as healthcare providers, grocery store chains, restaurants, insurers, health clubs, travel providers, media conglomerates, financial institutions, big box retailers, utilities and others—will be a critical conduit to both employees and the consumers they serve. Partner participation may include employee communications and in-store consumer marketing and events (not including sponsorship). **Partners in this category may also be able to provide other value-adds such as sharing their resources for free virtual briefings, use of video software, access to their facilities for meetings.** These partners require long lead times so programming and messaging can be made available as early as April 2009.

- Examples of partners: Wal-Mart, Kmart, McDonald's, Greyhound, Target, national restaurant chains, U.S. Chamber of Commerce, National Basketball Association, Major League Baseball, National Football League, Major League Soccer, Verizon, Time Warner, ESPN, NBC
- Key dates: National partner kickoff meeting, one-year-out events, countdown to 2010 and questionnaire mail date
- Key issues: Good corporate citizenship, competition among peers, corporate branding
- Key communication channels: Internet, in-store events, printed materials (print ads, collateral, pay stub messaging, newsletters)

Faith-based Organizations

National religious organizations represent many denominations and groups. The Census Bureau can tap their influence to encourage participation in 2010 Census and recruit enumerators. Programming and toolkits for faith-based national and regional groups will include announcements, articles for newsletters and church bulletins, fact sheets, posters, talking points and materials to display in fellowship/gathering places. These partners also will be asked to provide space for Census activities and training facilities.

- Examples of partners: African Methodist Episcopal Church, Council of Jewish Federations, Hindu Center, National Association of Evangelicals, Progressive National Baptist Convention, Urban Ministries, Catholic Charities Archdiocese, Church of God in Christ
- Key dates: Countdown to 2010; religious holidays including Christmas, Easter, Hanukkah, Ramadan, Three Kings Day; and church conventions like the Church of God in Christ Convention and Progressive Baptist Convention, which reach large segments of the Black audience
- Key issues: Apathy toward civic involvement due to concerns regarding violations of separation of church and state, hesitancy to participate among assemblies with recent immigrants, job opportunities

- Key communication channels: Congregational bulletins and newsletter inserts, Web site blurbs, bulletin board materials, handouts, questionnaire assistance centers in religious centers

Elected Official Groups/Complete Count Committees/Government Agencies (including Federal Agencies)

Elected officials and, by extension the Complete Count Committees (CCCs), carry significant influence at the regional and local level. They have a particular stake in conducting an accurate Census and are involved very early on through the Local Update of Census Addresses program. These officials can carry messages throughout their communities, help identify hard-to-count groups and play a significant role in the Response Rate Feedback Program (RRFP).

- Examples of partners: Federal, state and local government agencies and elected officials, groups such as the U.S. Conference of Mayors and National Governors Association, state demographers and state data centers, civic organizations
- Key dates: Countdown to 2010, Fourth of July celebrations, address canvassing in 2009, Presidents' Day, kickoff of 2010 Census Challenge RRFP competitions
- Key issues: Funding and resource allocation, population gains and losses, congressional seats and redistricting, address canvassing and conducting an accurate Census
- Key communication channels: Speaking opportunities, exhibits, Web sites, direct mail

Aging and Elder Groups

Many in the oldest groupings are isolated. Census messaging needs to connect with this aging population and educate them on the specific ways they benefit by completing the questionnaire.

- Examples of partners: Senior housing organizations, companies that offer retirement services, senior centers, Meals-on-Wheels, doctors' organizations, hospitals and clinics, National Family Caregivers Association and AARP, Fortune 500 businesses that provide products and services for this group, such as retirement companies
- Key dates: Grandparents' Day, Make a Difference Day and National Volunteer Week, Older Americans' Month, when recruiting for local jobs and enumerators begins
- Key issues: Adequate representation and resources for the rapidly growing retiree population; identifying which address snowbirds and others with multiple homes should use to participate in Census; retirees are often very involved in volunteering in their communities, so they are very passionate about receiving adequate resources for those organizations

- Key communications channels: Senior center bulletin boards and newsletters; posters and fact sheets for social workers that serve as support for elderly; posters and fact sheets for placement in hospitals and clinics; and articles in retirement publications

Disability Groups

Individuals with disabilities can be isolated from traditional outreach methods and may require assistance or accommodations to participate in the Census. Through key partnerships, the campaign will educate people with disabilities about the support available to them and about how community resources are allocated based on Census figures, which is a key concern for this audience.

- Examples of partners: American Association of People with Disabilities, The Arc of the United States, American Council of the Blind, Easter Seals, Institute on Independent Living, National Alliance for the Mentally Ill, National Association of the Deaf, National Disability Rights Network, American Occupational Therapy Association, American Physical Therapy Association, National Interpreters for the Deaf, AIDS Action, National Organizations Responding to AIDS, National Association of People With AIDS, the Association for Persons with Severe Handicaps, state libraries for the visually impaired
- Key dates: Special Olympics, World AIDS Day, recruitment for local Census staff and enumerators
- Key issues: Ability to participate, accessibility and accommodations for disabled, resource allocation to support those with disabilities
- Key communication channels: Interpreters, colleges for blind and deaf, participation and education stations at state Special Olympics events, handouts and fact sheets placed at state and county extension offices, trade publications and catalogs, magazines about accessibility issues

Post-secondary Education Groups (Universities and Colleges)

Post-secondary education partners can reach college students, a key audience not only because of their size and potential for grassroots organizing, but also because they are often hard-to-count, as many reside in multi-housing units and often have two addresses. These partners can also play a key role in fulfilling recruitment goals for temporary Census jobs, which are often filled by college students.

- Examples of partners: Council on Adult Basic Education, American Association of State Colleges and Universities, Hispanic Association of Colleges and Universities, Historically Black Colleges and Universities, National Association for Developmental Education, Council on Higher Education, American Association of Community Colleges, American Indian Tribal Colleges, Asian Colleges and Universities
- Key dates: NCAA basketball tournament, back-to-school 2009, spring break
- Key issues: Where college students get counted (college city or hometown), multi-housing units at colleges and universities, rising tuition, loans and grants

- Key communication channels: Interactive communication channels include Facebook, MySpace and other interactive communities; traditional channels include college newspapers and campus bulletin boards, student governments

Disadvantaged Veterans

Those serving in the military have a particular stake in the Census as it relates to resource allocation. **While many in this group are traditionally civic-minded, those with disabilities or who are homeless may face particular difficulty obtaining and completing the 2010 Census form—and these numbers are currently rising by 25 percent or more each year.**

- Examples of partners: Disabled American Veterans, American Legion, Veterans of Foreign Wars, Blinded Veterans Association, VA hospitals, Veterans Benefits Administration, Veterans Health Administration, U.S. Army, U.S. National Guard, U.S. Air Force, U.S. Navy, National Military Families Association
- Key dates: Memorial Day, Fourth of July
- Key issues: Veteran benefits, reaching disabled and homeless veterans, resource allocation for military personnel and their families, strong connections to government and pride in service to country
- Key communication channels: VA hospital posters and handouts, posters for American Legions and VFW centers, speakers at military family support groups and meetings

Media Partners

Partnerships with media outlets can give the Census Bureau value beyond traditional advertising or earned media. This can include support for Census operations such as providing meeting/training space, giving regional Census Bureau staff access to their design or studio space or announcing job openings and recruitment efforts in their local area. Media partners can also help to promote the 2010 Census in innovative ways, including PSAs, banners on their Web sites, access to their social networking and video sites, inserts in their mailings, free ad space or providing the Census Bureau with access to media-sponsored events and outreach opportunities. Establishing solid relationships with media outlets through formal partnerships may also enhance earned media efforts, providing increased access for such media events as editorial boards and desk-side briefings.

- Examples of partners: National media, such as *The New York Times*, ESPN and *USA Today*; in-language media groups, such as the Asian Marketing Group, National Association of Hispanic Publications and National Association of Black Journalists; gay and lesbian media groups, such as the National Lesbian and Gay Journalists Association, and media such as *OutNewsWire*, *Out Magazine* and *The Advocate*; regional/local media outlets; and media groups, such as the National Newspaper Publishers Association and National Cable Television Association
- Key dates: All Census operational milestones and events

- Key issues: Through media monitoring, the media to date has given the most significant coverage to immigration issues, congressional redistricting, the 2010 Census questionnaire and all operational milestones, including regional office openings, job opportunities and statements by the Census Director
- Key communication channels: Media will have access to the online newsroom, RSS feeds electronic press kits, online news briefings, satellite media tours, desk-side briefings, editorial boards and all other media outreach conducted by the Census Bureau. Media will be able to reach their audiences through traditional means (print and broadcast) as well as a wide array of online/viral media tools and events

Social-Service and Community-Based Groups

These groups have a unique connection to their communities, especially hard-to-count groups. The staff and volunteers in these groups often become advisers and generate trusted conversations with many families in their communities. They have direct contact with many who are otherwise very difficult to reach.

- Examples of partners: America’s Second Harvest, Catholic Social Services, Salvation Army, Neighborhood House, WIC, National Coalition for the Homeless, National Social Workers Association, United Way, rescue missions and shelters
- Key dates: Make a Difference Day, National Volunteer Week, recruitment for local jobs and enumerators
- Key issues: Appropriation of resources, reaching hard-to-count groups in each community, education on what the Census is and how to participate
- Key communication channels: Bulletin boards and newsletters, handouts, posters and fact sheets in lobbies and waiting rooms, speaking opportunities at chapter meetings

Housing Organizations

Homeowners have higher return rates than nonhomeowners, possibly because within multi-housing units it can be challenging to identify the number of tenants and how to reach them. By partnering with housing organizations, the Census can reach into those units with key messages. **With a significant housing crisis threatening America, it will be more important than ever to reach out to this audience.** These organizations will be key to reaching all eight clusters, because this grouping includes organizations that reach both those that skew homeowner and those that skew renter.

- Examples of partners: National Senior Housing Association, renters insurance providers, college housing boards, mortgage companies, banks and others that work on foreclosures, National Organization of American Homeowners, American Rental Association, National Association of Rental Property Managers, National Housing and Rehabilitation Association, HUD, Habitat for Humanity
- Key dates: Start of college (2009–2010 school year), kickoff of enumeration, address canvassing

- Key issues: Counting Americans who live in multi-housing units or addresses where several families are living together, accuracy of address canvassing, mortgage crisis, getting enumerators into gated/secure communities
- Key communication channels: Inserts for homeowners/renters insurance and bank statements, posters for college dormitories, booths and information stations at banks and large mortgage companies, blurbs for homeowner association newsletters

Race and Ethnic Audience Groups

Each race and ethnic audience reaches into several hard-to-count populations. **Through partnerships with culture-specific organizations, appropriate communication channels and messages will be identified that allow the Census to effectively reach into the hard-to-count cultural populations with the ultimate goal of increasing their participation.** Race and Ethnic Audience partners will be especially important to reaching immigrants who are apprehensive about government programs and, if undocumented, fearful their information will be shared with other federal agencies, resulting in their deportation. Messages for this group around confidentiality and privacy, both in-language and in English, will help allay some of these concerns among Race and Ethnic Audience groups.

Black Outreach

For this group, electronic partner toolkits will be provided in English and French Creole, based on demographic concentration. Local meetings with regional partners will take place to inform these individuals about key Census messages that they will then take to their constituents. The toolkit will provide sell sheets, fact sheets, talking points and news releases customized to ensure that education and information are specific to the Black audiences. The recommendations for outreach within this partner group include:

- Examples of partners: National Association of Black School Educators, NAACP, 100 Black Men, National Urban League, AOL Black Voices, Black sororities and fraternities, mega churches, Haitian Women for Haitian Refugees, Baby Phat, Phat Farm, Girbaud, Sean John, Atlanta Caribbean Association, Caribbean-American Young Adult Social and Civic Organization, Haitian-American Cultural and Social Organization, Haitian Centers Council
- Key dates: Black History Month, Kwanzaa, Unity Day, Gospel Music Conference, NBA All-Star Weekend, Essence Music Festival, Haitian Independence Day, Carnival, Bob Marley's Birthday, Martin Luther King Jr. Day, Nigerian Independence Day, North America Somali Diaspora Conference, Somali Media Association Annual Conference
- Key issues: Adequate representation in population counts and Census jobs, adequate communications outreach to this community, overall education about the Census and how to participate, national leaders who will become advocates if the Census reaches out to them, Hurricane Katrina, apathy of young Black males (Source: 2000 Census)

- Key communication channels: Culture-specific radio and TV programs, local music stations, radio stations at historically black colleges and universities, mega-church bulletins, barbershops

Asian Outreach

One electronic partner toolkit will be provided in each of the following languages—Chinese, Korean, Vietnamese, Hmong, Khmer, Laotian, Bengali, Urdu, Tagalog, Hindi, Japanese and English—to support outreach efforts to Asian partners. Languages were chosen based on demographic concentration. Partnerships will be established with national advocacy groups, faith-based organizations, community service centers, and academic and professional institutions. Partners will be provided with toolkits and various collateral, which will help in information dissemination efforts.

In addition to collaborating with Asian ethnic-specific community partners, numerous Asian priority populations with specialized interests are also going to be provided access to 2010 Census information. Reaching hard-to-count groups will require strong community-based organization partnerships. In the same vein, the communications plan will also include efforts to ensure that the Taiwanese segment is properly accounted for via efforts that are distinct from Chinese outreach recommendations.

Recommendations for outreach within this partner group include:

- Examples of partners: Asian American Advertising and Public Relations Alliance, Asian American Justice Center, Center for Asian Americans United for Empowerment, Korean American Coalition, Hmong University Student Association, National Federation of Filipino American Associations, Coalition of Asian Pacific Americans, Japanese American Citizens League, Chinese American Citizens Alliance, Counsel General Offices/Embassies, Pan Asian American Chamber, Families with Children from China, Korean Adoptees Ministry Center, Asian Adoptees of Washington Taiwanese American Citizens League, Intercollegiate Taiwanese American Student Association, National Gay and Lesbian Task Force Institute, Asian Pacific Islander Queer Women & Transgender Community and Gay Asian Christians and Allies
- Key dates: Chinese New Year, National Asian/Pacific Islander Month, Vietnamese New Year, Thai New Year, Cambodian New Year, Hmong New Year
- Key issues: Language barriers, nomadic rural populations, immigration, Veterans Equity Bill (Asian World War II vets not receiving full pension), Asian Adoptees, and Asian Lesbian, Gay, Bisexual and Transgender Group.
- Key communication channels: Cultural blogs and in-language school Web sites will be key; handouts at culture-specific events, posters and assistance materials can be placed at community centers and faith-based organizations

Latino Outreach

Electronic partner toolkits will be provided in Spanish and English to support outreach efforts to Latino partners, as needed. Recommendations for outreach within this partner group include:

- Examples of partners: National Council of La Raza, League of United Latin American Citizens (LULAC), National Association for Hispanic Elderly, Association of Latino Administrators and Superintendents (ALAS), ESL programs, Bilingual Education Programs, Hispanic members of Congress, NPRC, CNC, Mexican American Grocers Association, Hispanic Chambers of Commerce, Catholic Archdiocese, Mexican American Legal Defense Fund
- Key dates: National Hispanic Heritage Month, Cinco de Mayo festivals, Day of the Dead, hiring of enumerators and local Census staff
- Key issues: Immigration, migrant workers, non-English-speaking first and second generations, multiple dialects and versions of Spanish spoken, overall distrust of government and data privacy, education
- Key communication channels: In-language media, such as Univision and Telemundo

Emerging Market Outreach*

One electronic partner toolkit will be provided in each of the following languages—English, Russian, Polish and Arabic—to support outreach efforts to partners serving emerging markets. Recommendations for outreach within this partner group include:

- Examples of partners: Russian American Chamber of Commerce, Russian Business Council, Copernicus Foundation, Arab American cultural and community centers, American-Arab Anti-Discrimination Committee
- Key dates: Arab-American Comedy Festival, Annual Taste of Polonia, Russian Winter Festival
- Key issues: Distrust of government and use of data after 9/11, immigration, linguistic isolation, new immigrants
- Key communication channels: Facebook and other outlets that engage the second and third generations of emerging markets who are very politically active. Displays, handouts and overall participation in each subculture’s concerts and community gatherings will be most effective, as well as targeted in-language media

Native Hawaiian/Other Pacific Islander Outreach

An electronic partner toolkit will be provided in English to support outreach efforts to partners serving Native Hawaiians and Other Pacific Islanders. Recommendations for outreach within this partner group include:

- Examples of partners: Hawaiian Education Association, Native Hawaiian Chamber of Commerce, Council for Native Hawaiian Advancement, Office of Hawaiian Affairs, Native Hawaiian Hospitality Association, Pacific Islander Community Council, Office of Samoan Affairs
- Key dates: National Pacific Islander Month, Hawaii Statehood Day, Native Hawaiian Annual Convention in August, Maoli Arts Month (May)

* Russian-, Polish-, Arabic-speaking.

- Key issues: Sovereignty, mistrust of government, limitations of short form data, confusion with American Community Survey
- Key communication channels: K-12 schools and Hawaiian universities, Native media outlets, hospitality venues, pay stub inserts, employee newsletters

American Indian and Alaska Native Outreach

An electronic partner toolkit will be provided in English to support outreach efforts to partners serving American Indians and Alaskan natives. Recommendations for outreach within this partner group include:

- Examples of partners: Native American Education Association, Indian health services, American Indian College Fund, urban Indian centers, National Congress of American Indians
- Key dates: American Indian Alaska Native Month (November), January 2010 Alaska enumeration begins, Gathering of Nations Powwow, hiring of enumerators and other local Census staff
- Key issues: Isolation and rural populations, gaming, land and water issues, sovereignty, government cutbacks and mistrust of government
- Key communication channels: Internet usage is significant in both rural and urban areas, so tribal corporation Web sites and gaming Web sites will be key, along with Native national papers and radio stations

Puerto Rico Outreach

The campaign will develop toolkits for Puerto Rico partners for both appropriate language and cultural context in order to ensure a local relevance and foster advocacy and engagement. Recommendations for outreach within this partner group include:

- Examples of partners: Chamber of Commerce, Retailer Association, Industrials Association, Federation of Mayors, Association of Mayors, Senate, House of Representatives, State Education Department, Sales and Marketing Executives Association
- Key dates: New Year celebrations, Three Kings Day, San Sebastian Festival, Holy Week, Mother's Day, Father's Day, Fourth of July, Puerto Rico Constitution, Discovery of Puerto Rico, Fiestas Patronales
- Key issues: Immigration, rural isolation, literacy, upscale population's apathy, island's political status
- Key communication channels: Participation in local/cultural festivals and celebrations, schools, in-language and local media, materials for distribution by the office of the mayor of each town, drop-off points in major shopping centers and banks. All must include local cultural flavor

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Partner Preparation</i>	<ul style="list-style-type: none"> • Develop event plans and checklists for the National Complete Count Committee and Partner kickoff meetings • Manage recruitment of National CCC members in FY08 and FY09 • Provide materials to national PIO to secure media coverage for National CCC in FY09 • Create materials and messaging for regional partner kickoff meeting in FY09 • Develop a handbook for national, state, regional, tribal and local CCCs • Prepare partner toolkits in FY09 and update throughout the campaign 	<ul style="list-style-type: none"> • Identify partners and agendas for National Complete Count Committee and kickoff meeting • Assist in recruiting members for National CCC • Conduct media outreach to gain coverage for national partner events • Host the National Complete Count Kickoff meeting and the Partner Kickoff meeting and execute the tactical event plans • Approve materials • Assist in recruiting a high-profile chair for National CCC • Use partner toolkits in recruitment efforts • Encourage partners to access and use partner toolkits 	<ul style="list-style-type: none"> • Host kickoff meetings for regional partners • Conduct media outreach to support kickoff events • Provide support materials, suggestions and guidance to Complete Count Committees • Use partner toolkits in recruitment efforts • Encourage partners to access and use partner toolkits

Equipping Members of Congress

Members of Congress carry a respected and high-profile voice both in Washington, DC, and in their home states and districts. **As key stakeholders, members of Congress will be especially interested in the role 2010 Census plays in apportionment of congressional seats and in issues that affect their constituents, such as privacy and confidentiality of data, immigration, job creation and the allocation of school and community funding.** Key stakeholders within Congress, including members of Congress themselves, the Speaker of the House, Minority Leader, press secretaries and chiefs of staff, congressional subcommittees, and staff on the Hill and in home district offices, can encourage 2010 Census conversations around these issues on a national and local level.

Members of Congress will be crucial to driving participation in several key milestones on the Census operational timeline. Information about the campaign will be provided to members of Congress and their staff to recruit temporary Census staff, elevate awareness of the one-year countdown to Census activities, announce the questionnaire mail date and encourage their participation in the 2010 Census Challenge: What Would You Do For A Complete Count Response Rate Feedback Program (see details on page 126 of the **Public Relations** section).

Communications with Congress

The Congress/Census Bureau relationship in 2000 proves that early and regular communications with members of Congress and their staffs will benefit the 2010 Census (Source: Conference Call with Congressional Affairs Office Feb. 2008). With **e-mail newsletters** beginning in January 2009, the 2010 campaign will provide sufficient lead time for members of Congress to secure Census-related events on their calendars so they can participate, driving additional visibility and attendance for 2010 Census initiatives.

In addition to the e-newsletters, a **congressional guide** will be created to ensure early and detailed notification of Census-related events and messages of interest to members of Congress and other elected officials. The electronic guide will be provided in the summer of 2009 to provide enough lead time for these in-demand officials to get 2010 Census on their radar and scheduled on their calendars. The guide will provide relevant information about such events as news conferences and local Census office openings in their home districts, details about the 2010 Census Challenge Response Rate Feedback Program, boilerplate letters, public service announcements and the messaging members of Congress need to answer their constituents' questions about 2010 Census. Members of Congress will be encouraged to promote the itsinourhands.com Web site on the outreach materials provided in their guide.

Public Relations Support

The Public Relations section of this plan details a variety of public relations activities to help members of Congress support 2010 Census (see **Public Relations** section for more details). These plans include:

- Potential opportunities to appear with the Census Bureau Director and/or regional directors at regional media events, office openings and meetings.

- Opportunities for members of Congress to promote and participate in events in their states and districts
- Issues monitoring

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Equipping Members of Congress</i>	<ul style="list-style-type: none"> • Create key messages for members of Congress and their staffs • Create programming guide and e-newsletters for members of Congress 	<ul style="list-style-type: none"> • Provide input into appropriate Congressional messages. • Carry out direct communications with members of Congress • Approve all materials for e-newsletters and programming guides 	<ul style="list-style-type: none"> • Carry out direct communications with district Congressional offices • Encourage district Congressional offices to use program guides • Invite local members of Congress to participate in regional/local events

Phase Two—Partner Mobilization

Providing regular communications, programming ideas, updates and calendars will allow partner activities to be rolled out quickly and uniformly to thousands of partner organizations nationally and across multiple communities, states and regions. It will also allow partners to strategically incorporate media to maximize their resources and increase visibility of their 2010 Census efforts.

Partner e-Newsletters

In order to keep partners engaged throughout the life of the 2010 campaign, it is vital to maintain ongoing communications that alert partners to events, messages, news and operational milestones that affect them. **To facilitate this ongoing communication, the campaign will develop monthly e-newsletters that the Census Bureau can deliver to partners.** The e-newsletters will launch for national partners immediately following the National Partner Kickoff in January 2009 and will be distributed monthly. Regional monthly e-newsletters will begin in March 2009 to ensure regional partners are on board and prepared with materials for the one-year-out operational milestone.

Partner Conferences

Conferences hosted by partner organizations provide another venue for integrating the three channels to encourage mass participation in 2010 Census. Appropriate speaking and exhibit opportunities will be recommended to headquarters. Headquarters will coordinate all content and execution of the speaking engagement. Because the Census Bureau's exhibit and speaking schedule has been completed for 2008, the campaign will focus its recommendations on 2009 and 2010 partner conferences. These recommendations will be made in the fall of 2008 for the 2009 conference schedule and in early 2009 for the January–March 2010 conference schedule. Speaking opportunities will not be published until that time, so delivery of recommendations cannot be completed sooner.

Programming Guides

Programming guides, housed on the partnership communications area, will provide the Census Bureau—and partners themselves—with turnkey programming linked to key operational milestones. **The goal of each programming guide is to provide ways for national and regional partners to take advantage of highly visible calendar dates and events to elevate the profile of 2010 Census.**

There will be **one guide** created for each milestone and that guide will provide the turnkey materials and templates partners need to participate in or launch their own programs. Not all programming guides will be appropriate for all partners. Partners and/or partnership specialists will select the most effective guides for their audiences or in their areas.

Timing

Programming will be provided in small, digestible guides so partners aren't overwhelmed with multiple years of programming at once, which was raised as a significant issue in 2000 (Regional Office Visits, November–December 2007). These digestible chunks will be delivered throughout years two and three of the 2010 Census campaign, ensuring partners are engaged from the time they register as a partner through Census Day 2010.

For the majority of partners, programming around the Census will begin in 2009 and slowly build to a crescendo of activity in the January–April 2010 timeframe. However, partnership specialists and partners will have access to the programming guides well in advance, starting in the summer/fall of 2009.

Description of Each Programming Guide By Year

The following are sketches of each programming guide that will be provided, along with identification of the partner groups and audience clusters each will be designed to reach:

Year Two Programming Guides (FY2009)

- Fall 2008—Recruiting Census Workers
(All partners)
The Census Bureau’s need to hire hundreds of thousands of enumerators with particular language skills and from particular cultures will be key to all race and ethnic audiences. Recruitment must represent the diversity of the U.S. population. Partners and regions will be armed with information about the Census Bureau’s hiring procedures, specific numbers for each area, newsletter copy, Web banners and talking points customized with relevant key messages and statistics for each market, to ensure that both applications and hiring choices represent the population
Target Clusters: *Those with high levels of unemployment or those that reach the multicultural audiences that can ensure a diverse Census workforce, including Economically Disadvantaged I and II, Ethnic Enclave I and II and Single Unattached Mobiles (temporary Census jobs for college students)*
- February 2009—Disability Groups
(Disability Partners)
A programming guide will provide support materials to help the Census Bureau and its disability partners kick off media events and educational outreach to reach Americans with disabilities during the World Winter Special Olympics held in the United States in February 2009. Following the initial awareness campaign tied to the World Winter Special Olympics, regions will be armed with fact sheets, inserts for event programs, event ideas and Web banners for use by partners at state and local Special Olympics events in May–August 2009, as well as other events that reach the disabled population, such as those hosted by Arc of the United States and Easter Seals
Target Clusters: *All eight*
- March 2009—Census on Campus
(Universities, Colleges, Educator Groups)
Brought to life on college campuses throughout the nation, Census on Campus outreach will reach its peak just after students return from spring break 2010 and just before National Census Day 2010. Interactive communication channels, such as Facebook, will be tapped to reach this audience. Traditional channels, such as college newspapers and campus bulletin boards, will also be used, especially to recruit college students for temporary Census jobs. The guide will include tools to help campus and university partners support key events from March 2009 through April 2010 and will incorporate Census milestones applicable to college students:
 - Recruitment for jobs (2009)
 - Census on Campus video contest suggestions (2009–2010 school year)
 - Information for student newspaper stories and web stories (to run January–April 2010)
 - Suggestions for creating campus Census form drop-off centers (March 2010)Target Clusters: *Single Unattached Mobiles (skews toward college students)*

- March 2009—One Year Out
(Congress and other Elected Officials/CCCs and Businesses Partners)
 Coinciding with a soft media launch, the campaign will encourage community leaders (mayors, tribal leaders, already activated CCCs, etc.) nationwide to participate in One Year Out outreach with their own local news release and/or press conference. The guide will provide customizable news releases and talking points. This local participation will amplify the national story considerably, and also will put other communities that are not yet involved on notice that it's time to start paying attention to the Census
- One Year Out partner activities will be augmented by the public relations channel to provide earned media for this programming, providing increased visibility and coverage of this key date. This marks the beginning of a strong media push that will build into April 2010. National earned media events for One Year Out will include a satellite media tour and an online news briefing (see **Public Relations** section for more details). The programming guide will provide public relations suggestions and templates that will help partners extend the reach of the national public relations activities around this event
 Target Clusters: *All eight*
- May 2009—Older Americans Month
(Aging/Elder Groups)
 This guide will help national aging organizations such as the National Association of Area Agencies on Aging and AARP—and their state and local chapters and branches—introduce the issue of the count and highlight key issues affecting their members. The guide will include drop-in newsletter copy, fact sheets and draft articles for partner publications. In addition, a calendar will be shared with partner groups to encourage broad participation in community activities for older members of the public closer to April 2010
 Target Clusters: *Those that skew older, including Advantaged Homeowners, All Around Average I and II, Economically Disadvantaged I and Ethnic Enclave I*
- June 2009—Migrant Farm Workers
(Faith-based, Community and Social Service Groups)
 The migrant farm worker population is highly mobile and many of the workers do not trust the government. Therefore, it is important to reach this population with Census messages in locations where they are most comfortable: faith-based and community service areas within their community. To support this effort, a program guide will be created in Spanish and English to provide messaging, materials and church bulletin insert ideas for faith-based organizations, such as the Catholic Diocese and Pentecostal churches, as well as flyers to be distributed by community health centers, community “mom and pop” stores, members of the Dominican Grocers Association and other community groups trusted by the migrant farm worker population
 Target Clusters: *Ethnic Enclaves*

- September 2009—The Congressional Black Caucus
(Government, Black Race/Ethnic Partners)
The Congressional Black Caucus (CBC) serves as the nonpartisan policy-oriented catalyst that educates future leaders and promotes collaboration among legislators, business leaders, minority-focused organizational leaders, and organized labor to effect positive and sustainable change in the Black community. To that end, CBC works to broaden and elevate the influence of the Black audience in the political, legislative, and public policy arenas

In addition to booth activation at the CBC, including presence materials, signage, collateral materials, brochures and literature, roundtable discussions will be held with the Advantaged Homeowners, All Around Average I and II clusters. Attending these discussions will be legislators, business leaders, minority-focused organizational leaders pushing the “Importance of the Census” message to their communities, eventually reaching each cluster depending on the method used to reach them.

Target Clusters: *Advantaged Homeowners, All Around Average I and II*

Year Three Programming Guides (FY2010)

- October 2009—Local Census Office Openings
(All partner groups, especially Elected Officials and Community-based/Social Service Agencies)
The opening of local Census offices represents a key milestone for the communities housing those offices. Local Census offices bring temporary jobs to the area and the opening of these offices will kick 2010 Census operations into high gear. Partners ingrained in the communities will pay particular attention to this operational milestone, and can help create media and community awareness around the opening. This program guide will provide partner specialists with suggestions and electronic materials for a successful local office launch, including ideas and communication templates for engaging partners in the events and conducting media outreach. It will also have a component for partners, explaining why and how they should participate
Target Clusters: *All eight clusters*
- December 2009—Holiday Crowds
(Faith-based Groups)
Commitments by religious leaders need to take place in the summer and fall of 2009 by partnership staff and through Complete Count Committee efforts. The holiday season is one of the highest-traffic times for faith-based groups of all denominations and religions. A programming guide will equip partnering religious leaders and faith-based groups with copy for congregational bulletins, talking points, posters and drop-in newsletter articles about the upcoming Census. Outreach to Muslim, Jewish and other religious groups will be timed to significant religious holidays. Within this guide, faith-based groups will be equipped with messaging

around the confidentiality of the Census, because they will be able to reach many of the immigrant populations, including “new immigrants” to the United States
Target Clusters: *All eight*

Countdown to the Census Programming Guides (January – May 2010)

- January 2010—Countdown to Census Day (*Elected Officials, Businesses, Complete Count Committees, Cultural Groups*)
This programming guide will tie in with campaign kickoff events happening on a national scale and provide suggestions for bringing them to life on a local level. The programming guides will include ideas for media outreach and will provide ideas and templates to help communities organize festivals, parades, community gardens and other local “happenings” around the 2010 Census countdown
Target Clusters: *Those that skew urban and family, Ethnic Enclave II, Economically Disadvantaged I and II and All Around Average II.*
- February 2010—The 2010 Census Challenge (RRFP) (*Elected Officials, Complete Count Committees*)
This program, called “The 2010 Census Challenge: What Would You Do For a Complete Count,” will engage partners, especially elected officials, to challenge their counterparts in other states, counties and cities to achieve specified response rate improvement goals. Two examples of competitive wagers between elected officials could be a mayor offering to be the mascot in a competing mayor’s parade or a governor offering to cook dinner for the other governor using the food that the state is known for, etc.

While the program will increase campaign awareness and improve overall response rates, specific program details, goals and appropriate measurements have not yet been determined. The contractor will work closely with the Census Bureau to determine these specific details.

(See page 126 of the **Public Relations** section for more about the program.)

The 2010 Census Challenge will be announced to partners at the National Complete Count Committee in April 2009 and will then trickle down to the state, county, city and even tract levels. A January 2010 news briefing will announce the launch of the Response Rate Feedback Program on a national scale. In February 2010, elected officials will receive their program guide with everything they need to participate. The guide will include:

- A template news release that elected officials can issue in March 2010 to challenge other elected officials to achieve the highest mail response rate
- Daily notification via an interactive map that shows each geographic area’s response rate
- Messaging around the second-chance mail date in April along with template news releases to encourage constituents to respond to the second mailing.

- Milestones and guidelines for elected officials and Complete Count Committees participating in the program
 - Talking points about the competition to be used in media interviews and public speaking engagements
- February – April 2010—Businesses Raising Awareness in Their Communities (Business Partners)
 This program guide will focus on creating a “surround sound” of messaging where people work and shop. Utility providers, financial institutions and large employers will be urged to include messaging on pay stubs, bills and statements as the mail date approaches. On a national level, big-box retailers and restaurant chains will be encouraged to use Census-branded shopping bags, display posters, print messaging on receipts and host Census Days. Joint efforts by high-profile business partners (e.g., Wal-Mart, Target and Kmart coming together) can create positive news hooks for national and regional media
 Target Clusters: All eight
 - March 2010—Reaching Renters (*Housing Organizations*)
 A programming guide will provide informational content for housing associations to share with their residents and will provide materials to support housing groups in their internal communications efforts. The guide will include posters for landlords to post in hallways, laundry rooms and other common areas, and stuffers for housing managers to include on rent receipts and yearly rental statements.
 Target Clusters: *Those that skew renter. All-Around Average II, Single Unattached Mables, Ethnic Enclave II and Economically-Disadvantaged II*

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Partner Programming Guides and E-Newsletters</i>	<ul style="list-style-type: none"> • Create programming guides with turnkey programming ideas based on operational timelines and yearly calendars • Make guides available on the Partner communications area • Create monthly e-newsletters to partners 	<ul style="list-style-type: none"> • Ensure that Regional Partnership Program adheres to the strategy and high-level plan and utilizes messages, materials and items • Help distribute monthly e-newsletters to national partners • Promote usage of partner toolkits and programming guides and Partner communications area among national partners • Approve materials for programming guides. 	<ul style="list-style-type: none"> • Encourage and support regional partner use of partner toolkits and programming guides • Customize materials to address unique needs in individual regional offices • Maintain direct communication with regional partners
<i>National Partner Conferences (exhibits and speaking opportunities)</i>	<ul style="list-style-type: none"> • Provide recommendations for Census Bureau participation as either a guest speaker or exhibitor at national 2009 and 2010 partner conferences 	<ul style="list-style-type: none"> • Submit proposals to present or secure speaking opportunities as a part of national partnership agreements • Identify appropriate speakers and prepare remarks for national speaking opportunities • Submit exhibit contracts for partner conferences • Staff and stage exhibits at national partner conferences 	<ul style="list-style-type: none"> • Secure speaking opportunities or exhibit space at regional/local conferences as part of partnership agreement when possible • Identify appropriate speakers and prepare remarks for regional conference speaking opportunities • Staff and stage exhibits at regional partner conferences

Thank You Campaign

The Thank You Campaign, to be executed August through December 2010, will express gratitude to partners for devoting time and energy to helping the Census Bureau achieve its primary goals of increasing the response rate and improving the accuracy of 2010

Census. Working together with regional partnership specialists, **the campaign will provide content recommendations for written thank you certificates and thank you notes, as well as the appropriate quantities.**

Deliverable	Contractor Responsibilities	Headquarters Responsibilities	Regional Office Responsibilities
<i>Thank You Campaign</i>	<ul style="list-style-type: none"> • Provide a template for thank you certificate • Provide content for handwritten thank you notes 	<ul style="list-style-type: none"> • Ensure Thank You Campaign maintains “look and feel” and messaging from the communications campaign, as appropriate 	<ul style="list-style-type: none"> • Develop and implement the Thank You Campaign in regional offices

Event Toolkits

The Event Toolkit materials will be used to extend the impact of national activities. They are designed to enable partners to take the event experiences into their own hands and produce local events that connect to the “It’s In Our Hands” campaign.

It is important that all events conducted by the partners share a common theme and approach to help spark conversations and stimulate participation. To maintain consistency with all events, Event Toolkit materials will be delivered through the Partner communications area for use by Regional Offices and partners. The Event Toolkit will allow the flexibility and content to resonate well for multiple audiences and event types. Tour activities.

Some examples of Event Toolkit materials include:

- Customizable Web templates and banner ads for use on partner organizations’ Web sites
- Customizable templates for printed handouts
- Logos
- Scripts for event facilitators and staff
- Program talking points and tips for engaging the press and media
- Activity and giveaway suggestions
- Instructions on how to sign up to have local events featured in the Partner communications area calendar

One example of an activity is a giant handprint collage, where event attendees apply their individual handprints to a large sheet in such a way that they come together to form a single large handprint, similar to the 2010 Census Handprint mark. Such an activity would create a physical work of art from the communal efforts of the public, symbolizing the benefit of the individuals’ participation in completing the Census.

Printing of materials and logistics will be in the hands of local event sponsors, but they will have the content guidance and materials they need to create robust, inspiring 2010 Census events. This will increase the number of opportunities that the hard-to-count audiences have to engage in face-to-face conversations with Census representatives. All materials will be customizable according to the needs of the sponsors in each region to ensure relevance to their unique audiences. Event Toolkits will also be delivered in-language and trans-created, where appropriate.

Promotional Items

In keeping with the expression of the campaign, “It’s In Our Hands,” all promotional items distributed at events will reinforce this concept and help extend ownership of the key messages of the 2010 Census. However, these items cannot be giveaways for giveaways’ sake; rather they must be a key part of the marketing investment.

Ideally, these will be items that audiences will use on a regular basis—things that are practical, useful and can serve as a constant reminder of the 2010 Census. It’s also important to take into consideration the growing “green” movement and make sure the promotional items are environmentally responsible.

Lastly, it’s essential that the URLs—either www.census.gov or www.itsinourhands.com— clearly identified on each item so that respondents have a constant reminder of where to go for more information and details.

Items such as pens and pencils are natural giveaways because they encourage the physical filling out of the form; they are also something that respondents are apt to use every day. Recommended items that will appeal to all audiences include key chains, coffee mugs, Post-its, balloons, stress balls and bookmarks. Premiums will be produced in-language and in-culture in up to eight different versions—English, Spanish, Chinese, Korean, Vietnamese, Russian, AI/AN and Puerto Rico—in order to deliver messaging across all audiences.

With this in mind, a selection of five to ten items will be available for distribution as well as events activated by the Regional Offices. Each of these items will be tested with respondents as part of the creative/message testing. Limiting the number of items available will be cost efficient, and ensure that each and every item is supporting the message of “It’s In Our Hands.”

An initial run of giveaways will be produced to accommodate high-impact events in 2009, but they will be distributed only to highly targeted partners. The audit of partner events, conferences and high-profile events conducted with Regional Offices in the second half of 2008 will determine the appropriate quantity of giveaways.

Much like timing for the Communications campaign, the use of giveaways at events will hit its peak in 2010—from January to April, when all the media activities will be at their peaks. In the second half of 2009, the final number of events and conferences will be confirmed, and the appropriate number of giveaways will be designed and ordered.

Census in Schools

The Census in Schools (CIS) program will be integrated into the overall 2010 Census Communications Plan with the purpose of encouraging students to tell their parents about the importance of the Census, motivating them to complete and mail back the questionnaire.

While the specifics of the program are currently in development, the parameters of the program are firm:

- National in scope with an emphasis on the Hard-To-Count populations
- Optimize inclusion of CIS into school curricula and lesson plans
- Meet the “No Child Left Behind” criteria
- Provide distribution of materials considering both electronic and printed needs
- Materials available in English and Spanish

The CIS program will focus primarily on students, K–6, who reside in the 50 states, District of Columbia, Puerto Rico and the Island Areas (U.S. Virgin Islands, The Commonwealth of the Northern Mariana Islands, American Samoa and Guam).

Elements of the Census in Schools effort may include an effort like:

- Letter Home—A letter created within the look and feel of the campaign, designed for the student to take home to his or her parents. This effort provides the students with information that will educate their parents on the benefits of the Census and prompt participation.

Leveraging Interactive Communications to Build Conversations

Role of Interactive Communications

The role of interactive communications in 2010 Census Media and Outreach campaign:
to create a 24/7 movement to ignite mass participation.

Interactive communications offer unique ways to put 2010 Census Media and Outreach campaign into the hands of mass audiences. By leveraging technology platforms that enable people to share opinions and encourage involvement, the interactive communications initiatives will allow the Census story to be communicated through the voice of the people, and not only from the government. This does not mean that the interactive communications will be dependent on online viral or social networking activities. The interactive communications will be structured around a constellation of online experiences from paid media to content integration to a central call-to-action Web destination that all drive online users to learn more about the Census and create an infrastructure of online advocates who will communicate the benefits of the Census to others.

The target audience for 2010 Census Interactive activities will be Diverse America, with focused activities to support the hard-to-reach clusters – Ethnic Enclave I & II, Economically Disadvantaged I & II, Single Unattached Mobile and a younger youth population (K-6 students). Because of the growing population that uses the Internet—in 2007, 70 percent of the total U.S. population (211 million people) (source: Internet World Stats Usage and Population Statistics) were accessing the Web—the interactive communications initiatives will cast a broad net to engage and influence many race and ethnic communities across the clusters.

2010 Census Media and Outreach campaign considers new emerging behavior through online partnerships, multimedia platforms and new technologies. As the use of the Internet continues to grow and new experiences like online video and social networks continue to unfold, the campaign will communicate through a broad perspective of online initiatives to best ignite mass participation. It is impossible to predict where the “next big online experience” will come from so the anticipation of new media shifts is accounted for in the Paid Media planning timeline (see: Paid Media section).

The Dynamic Landscape

The Internet has changed culture. It has brought into the home online banking, social networking and instant, 24/7 access to information. The growth in popularity of blogging,

online video and news Web sites is changing the way people are entertained and informed.

A reason for the popularity of online communities is the new relevance that is created when peers are able to communicate directly with one another. As the online conversation continues to expand by way of increasing user-generated content, 211 million U.S. Internet users will be creating and sharing more content than ever before. This has large implications for how interactive communications should be engaging people and enabling conversations.

Below are some statistics about U.S. Internet usage by ethnicity:

75 percent of all Asians use the Internet

71 percent of all Whites use the Internet

60 percent of all Blacks use the Internet

56 percent of all Hispanics use the Internet

(Source: Pew Hispanic Center & Pew Internet & American Life Study)

The Challenge

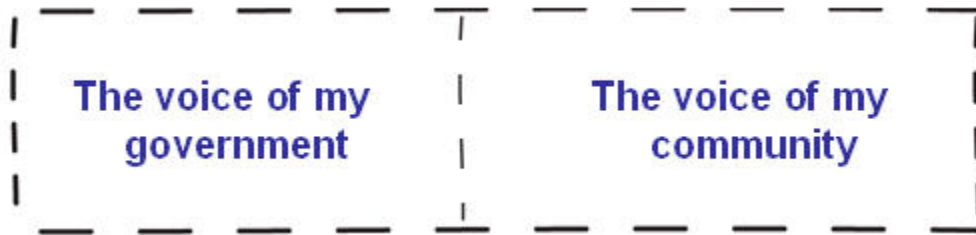
One of the primary challenges for the online space of 2010 Census Media and Outreach campaign is establishing different roles and objectives for the diverse Web properties and different audiences.

Though it is convenient to aggregate most online experiences into one domain (e.g., census.gov), this will cause confusion among the different user types (e.g., the public, Census Bureau employees, partners, media). There are different types of messaging and behaviors to incite that need to be organized and prioritized based who is accessing the information. A U.S. Census Bureau partner needs a different set of online experiences and tools than a student in the Census in Schools program.

The Strategy

The interactive initiatives within 2010 Census Media and Outreach campaign will be differentiated between:

- 1) The voice of the U.S. Census Bureau and other government affiliates
- 2) The voice of the public



Since a goal of 2010 Census Media and Outreach campaign is to instill ownership of the Census communications in the public, then the campaign needs to create online experiences that help facilitate that ownership and allow the public to speak directly with each other, instead of the public feeling like they are being talked at (from the voice of the government).

This strategic “voice” orientation separates the Web experiences into three main categories:

- 1) The voice of the U.S. Census Bureau and other government affiliates
 - A) 2010 communications on census.gov
 - Partner content
 - Online newsroom content
 - Organizational and operational content
 - Job recruitment
- 2) The voice of the public
 - A) Public-outreach promotional campaign Web sites
 - Educational information
 - National and regional event content
 - Viral applications
 - Promotional landing pages
 - B) Established 3rd party (media) Web sites
 - Multi-media platforms like YouTube.com
 - Informational platforms like Wikipedia.org
 - Social media platforms like MySpace.com

It is important to note that the plan is only suggesting three types of Web experiences. All other audience-specific information should be thought of as a content area within one of these three site categories (e.g., partner content is within census.gov, public-facing content is within promotional campaign sites and content integration is within 3rd party media sites).

Security, Title 13 and Section 508 Compliance

The Census Bureau has indicated the need for compliance across a set of IT, communication, data and security protocols. As such, the Census Bureau has indicated the need to perform a security review that could take upwards of four to six months for individual Web programs. The contractor will work with the Census Bureau to bring security ramifications into the decision process of the development and implementation plans. It is also noted that all Web communications need to meet standard government requirements for Section 508 compliance, other federal regulations and Census Bureau directives. It is part of the initial kick-off plan to make sure all Web initiatives meet such standards.

Calls to Action

It is very important to have a clear and memorable call-to-action for the campaign. *At this time, it has not been clarified what the final call-to-action strategy should be.* It is recommended that all government relations communications (i.e., partnerships, jobs.) should have a .gov domain URL (or derivative/proxy) as the online call-to-action, and all public-outreach communications should have a non-.gov domain URL (or derivative/proxy) as the online call-to-action. Again, this is yet to be finalized. For Segment Audience plans, there is the potential that the featured online call-to-action URL is translated or changed because of language, cultural or message sensitivities.

1) The voice of the U.S. Census Bureau and other government affiliates

Census.gov

The census.gov Web site will be the primary voice of the U.S. Census Bureau. It will host the official operational and organizational information for the U.S. Census Bureau and the entire 2010 Census operation on the existing 2010 Census section. It is being recommended that the census.gov Web site should *not* be the main call-to-action for the public-outreach 2010 Census Media campaign.

It is also recommended that a detailed audit of the current 2010 Census sections of census.gov take place to provide recommendations for additions/enhancements.

Based on current requirements, 2010 Census section should include access to:

- 2010 Census operational and organizational content
- Program overviews
- Timeline of operational activities
- Sample Census questionnaires
- Media content
- Partnerships content
- Employment recruitment information
- Previous Census data
- Quick facts
- Population information
- Language assistance guides

Timing

April 2008 – August 2010:

Ongoing Implementation and Maintenance

Partner Communications Area and Online Newsroom (Outreach campaign)

It is recommended that 2010 Census section of census.gov be the host for the Partner Communications Area and Online Newsroom. The rationale is that the primary objective of both of these affiliate properties is to create and grow a communications bridge between the U.S. Census Bureau and affiliate partners. For a description of each affiliate experience, please see Partnership and Public Relations sections.

Timing

Partner Communications Area: Launch by November 2008

Online Newsroom: January 2009

2) The voice of the public

In order to ignite mass participation, the approach to public-outreach online activities is based on an “influencer” architecture designed to spark conversations across every cluster. To achieve this “influencer” effect, the public-outreach Web activities need to target populations who have the highest overall propensity to be online across all the clusters. The primary online target will be English-speaking clusters of Diverse America (Advantaged Homeowners, All Around Average II and Single Unattached Mobiles) who over indexes for online usage (see “Clusters Media Skews”).

Also, there are certain populations of ethnic communities that are not part of Diverse America that are also high online users like bilingual Hispanics in Ethnic Enclave I that we will need to create Web experiences for to maximize our reach and overall participation.

To reach all these audiences effectively, it is recommended that an iconic and focused promotional campaign Web site be created for the public-outreach program. This site will help create continuity between all the campaign elements (offline and online) and build overall national awareness. It will extend to existing 3rd party Web sites (e.g., www.myspace.com) and be referenced off of census.gov. By having this approach 2010 Census Media campaign will optimize its ability to ignite visceral, real-time conversations.

Promotional Campaign Web site

It is recommended that the promotional campaign Web site be the primary online destination and paid media/central call-to-action for the 2010 campaign. The Web site’s primary purpose is to facilitate the public’s interaction with each other around 2010 Census. The site will be a critical resource by providing the public with the information and tools needed to ignite mass participation.

Strategy

The promotional campaign Web site will be a robust informational and interactive experience that allows site users to discover information about the benefits of participating in the Census. This site will:

- Educate all audiences, with a special focus on Diverse America to achieve a greater mass participation. *Types of content:* What is the Census?, when does it happen?, who should participate?
- Build bridges to personal relevance. *Types of content:* Contextualize the Census around relevant issues and passion points
- Leverage the power of influence. *Types of content:* Build trust through others' voices through monitored partner and celebrity testimonials/blogs

Specifically, the Web site will have two main categories of features:

1. **Educational content:** This section will include information around what is the decennial Census, when does it happen, who should participate, how to participate, passion point topics (e.g., privacy), regional event look-up, interactive FAQs, dynamic online polling (i.e., answering a question posted on the Web site), downloadable media assets, examples of Census forms and audience-specific overview content (media, partners, etc.) that link to appropriate content sections on census.gov. The majority of this content will be available in English and Spanish.
2. **Site membership capabilities:** This section will allow the site visitors to create a member ("supporter") profile based on a select set of predetermined assets available on the site. Site visitors will not be able to upload content to the site (e.g., no personal blogs) with one exception being the ability to fill out and post local event information about the Census, including post-event pictures. This latter part regarding event information will go through a monitoring and validation process to ensure proper compliance and authenticity. Also, the site membership capabilities are not mandatory to participate in or view the broader content of the site, and the recommended data requirement would be an e-mail address only. This functionality will be available in English only.

Participation on the promotional campaign Web site will be open to all Internet users. There will be no mandatory screening or requesting of any personal information so users can participate anonymously if they choose. Optional site membership will allow users to attract and congregate their constituents, like members of national organizations or Congress. This will be especially helpful by creating a virtual rally point during 2010 Census Media and Outreach campaign.

Features

To understand better the value of the promotional campaign Web site and its associated features, below is a recommended list of features based on preliminary information from the Census Bureau, as well as considerable experience building online campaign support.

This list will be modified to meet the needs and desires of the Census Bureau and primary online audiences.

One of the first steps in our development process will be to evaluate the list of features based on anticipated needs and requirements and finalize a working set of these features in a feature and content matrix.

Informational content pages

It is estimated that the “educational content” on the site will be approximately 75 pages in English. These pages will cover the larger informational support of the site as it pertains to disseminating to the public Census news, events, timing, promotional content, mailing logistics, etc. These informational pages will also be supported with a subset (~30) of Spanish-language versions.

Dynamic polling

This feature is intended for site visitors to participate with each other to understand better what other members of their community think about related issues and passion topics. Examples would be posting questions to the Web site and have people elect to answer them and instantaneously see the aggregate response. Polling is intended to remain anonymous so users don’t have to supply any personal information. This feature still needs to be validated for clearance through OMB.

Dynamic FAQs

This area will be a rich source of Q&A information to help site visitors get the answers to commonly asked questions. The intent is to integrate or link a version of the ask.census.gov application into the promotional campaign Web site.

Census Quick Facts

This feature is intended to be a fun, interactive Flash application which educates site visitors on the different facts about the U.S. population based on previous Census data. The idea is to redimensionalize the effort of the Census in concrete terms.

Events

The events area will include information about the campaign-related events on regional and local levels. Site visitors will be able to lookup event information before an event, watch live national events through streaming video and see highlights (e.g., photographs) after an event. In addition to looking up events, regional offices will be able to create an event listing to advertise a local Census event they might be organizing and managing. This will be subject to review of standards and authenticity.

News Feeds

This area will feature media postings from a variety of 3rd party media outlets and the Census Public Relations office. This will be controlled by the information made available on the Online Newsroom (see PR section of plan) and integrated with that review process. In essence, the news feeds section will be a subset of stories that are posted to the Online Newsroom that are especially relevant for the general public.

Sample Census Questionnaires

This section will have available for viewing (informational purposes only) the Census questionnaire in 6 languages: English, Spanish, Simplified Chinese, Vietnamese, Korean and Russian. There will also be an example of the bilingual questionnaire in English and Spanish. Also available will be the Language Guides (single-sheet translations of the questionnaire) in at least 49 languages. (This content will also be available on census.gov.)

Trusted Voices Testimonials

This area will feature between 6 and 8 trusted-voices blogs that are updated on a weekly basis by noted community leaders/advocates. These blogs will be filtered through a review and moderation process and will not have the ability for site visitors to comment on them directly. Their scope is editorial and their mission is to bring the voice of trusted community leaders to the forefront of the campaign.

Multimedia Collage Gallery

The purpose of this section is to invite site visitors to participate in a larger community by contributing to the building of something that is meaningful to them and their community as a result of their participation in the Census. Site visitors will be able to choose visual assets (e.g., photographs) from a preselected group and associate them with their passion topics (e.g., a hospital to represent healthcare). As site visitors choose different visual queues, they are collected into a larger visual collage that can be interacted with. If site visitors are also members of the site, they can associate these visuals to their profiles for customization purposes.

Download Area

This section is dedicated to 2010 Census branded digital assets that site visitors can download to their computers and mobile phones to show their support of the 2010 Census campaign. These branded digital assets will include photo snapshots, campaign badges for posting to individuals' Web pages, buddy icons, wallpaper, away text messages and ring-back tones.

Media Ad Section

This section will allow site visitors to view the many media assets that are in market. This will give them the ability to watch and read the creative on their time. The assets will range from TV and Print creative across the Diverse America and Segment Audience plans. None of these creative assets will be original source files, only final production copies.

Dynamic Response Rate Feedback Map

During the period of the questionnaire mailing, there will be a dynamic map of the United States that will feature Census questionnaire response rate results by track level. It is anticipated that this map can be updated once per day during the height of the mailing.

Site Membership

This capability will allow site visitors to create a member (“supporter”) profile on the promotional campaign Web site. A site membership allows site users to show publicly their support for the Census and associate certain passion topics (e.g., privacy) and information (feature a Trusted Voices Testimonial) to their profile. The site membership capabilities are not mandatory to participate in or view the broader content of the site, and the recommended data requirement would be an e-mail address only (for user verification only and not for opt-in marketing initiatives).

Tell a Friend

This feature is to let site visitors and members send links to specific content on the site to their peers. This can be executed as either a Web form or an auto-e-mail population.

Location

It is critical to maintain a consistent voice in communicating with the public and ensure that there is a clear destination for Census-related questions, issues or support. To that end, the promotional campaign Web site, though a separate site, will integrate through a linking and content strategy with the census.gov property and its content (e.g., partner communications content, online newsroom.), where appropriate. This will ensure consistency across all “voices” and direct site visitors to the most appropriate content.

Audience Landing Pages

In order to maximize the relevance of the promotional campaign Web site across the clusters and specific segment audience plans, there will be a series of audience-specific landing pages (also referred to as micro-sites) that will act as the points of continuity between segment-specific media and messages (PR, events, paid media) and the overall Diverse America outreach. Audience landing pages can be a call-to-action from segment-specific media, illustrating specific messages, language and cultures, but will be part of overall 2010 campaign brand and online experiences. These landing pages act as an entry point to access the broader promotional campaign Web site. These landing pages should be thought of as “children” to the greater promotional campaign Web site “parent.”

Audience landing pages are being considered for the following audience segments: Black, Russian, Arab, American Indian/Alaska Native, Chinese, Korean, Vietnamese and Hispanic.

Search Engine Optimization (SEO) and URL Naming

Additionally, the promotional campaign Web site will be designed using search engine optimization (SEO) best practices. Also, to help minimize the confusion in the public about possible fraudulent look-a-like sites as well as common spelling errors, the Communication Plan will register common alternative URLs that would redirect to the promotional campaign Web site. It is still to be decided whether the Web site will be required to have a .gov extension.

Timing

The timing of the promotional campaign Web site is as follows:

July–September 2008:

Research and planning

Main deliverables: Business and technology requirements validation

July–December 2008:

Experience definition

Main deliverables: User flows, feature and content matrix, site map, wireframes, functional specifications

November 2008–March 2009:

Concept definition

Main deliverables: Creative comps, copy decks, visual style guides

April–September 2009:

Build and deploy

Main deliverables: Coded HTML, Flash programming, creation of source files, Q&A of assets and hand-off of code

October–August 2010:

Maintain

Main deliverables: Maintenance of content, deployment of Response Rate features

Third-party media integration

Making sure 2010 Census messages (and content) are an integrated part of non-Census Web sites is an important focus in addition to the official promotional campaign Web site. These third-party sites include media outlets like Wikipedia, Facebook and NBC. This strategy will ensure 2010 Census is facilitating conversations in the places where people are already socializing and communicating.

Third-party media integration is most effective in reaching the Advantaged Homeowners, All Around Average II and Single Unattached Mobile clusters.

Noted experiences:

- 2010 Census Media and Outreach campaign will enlist advocates to distribute 2010 Census content over 3rd party sites like wikipedia.org. The campaign will also facilitate conversations by seeding popular public service and activist blogs with 2010 Census messaging to stimulate positive conversations around campaign activities and messages.
- 4 – 6 popular social networking sites like MySpace, Linked-In, and YouTube will have official “It’s In Our Hands” pages or profiles on them for people to join and share experiences and information as it relates to 2010 Census.
- YouTube (or its successor) will host video vignettes from the Trusted Voices Testimonials, as well as support the viewing of national events.

Timing

October–December 2008:

Define Media Plan and Integration

August–October 2009:

Concept and Develop

Viral applications

In order to supplement paid media advertising and increase the overall reach and frequency of 2010 Census Media campaign, 2 – 3 “viral” buzz experiences will be created for online and mobile device use. With the growing use and adoption of simple mini applications like Google “gadgets” and Apple “widgets” (widgets are the user interface on the iPhone) and the growth of online video, these new technologies are becoming more important for increasing mass participation around 2010 Census. These new technologies focus less on creating new Web sites and more on creating online content that can be shared across different online sites and communities. This content will be primarily available on the promotional campaign Web site.

Noted experience:

- A 2010 Census open source application will be developed in partnership with a consortium of digital social network developers (e.g., OpenSocial) that allows users to share their online conversations across multiple online social network platforms.

Timing

June–September 2009:

Concept and Build

October 2009–April 2010:

Implement and Deploy

Public Relations

Engaging audience clusters through earned media

PUBLIC RELATIONS STRATEGY

Creating a Chorus of Census Conversations

The discipline of public relations allows an organization to manage relationships with its key audiences. The Census has a unique public relations goal, since the key audiences include literally everyone living in the United States and its territories. **As such, the public relations objective for this campaign is to surround every household in the country with credible, memorable messages through trusted conversations that motivate people to complete the decennial census.** At a national level, the public relations plan cannot be targeted to Diverse America alone, because it is designed to create broad awareness. Therefore, public relations efforts are targeted to reach key audience groups when they are integrated with partnerships at the national and regional levels.

Public relations will enhance and support paid media and partnership channels to provide a “surround sound” effect that reaches residents with Census messages multiple times prior to 2010. The public relations channel will begin its outreach in earnest in 2009, with a steady drumbeat of earned media tactics building momentum toward the questionnaire mail date, Census Day and the following enumeration period. The public relations program will reach its crescendo during the weeks leading up to the date when Census questionnaires are mailed out, not on Census Day itself. It will be much more important to let the public know the Census is coming *prior* to April 1, 2010, rather than highlighting the April 1 date. **By utilizing the media outlets and partners each audience cluster trusts, 2010 Census messages gain credibility and can break through the clutter of communications in today’s 24-hour news environment.**

It’s In Our Hands: Empowering Journalists and Census Employees

It will be critically important to help journalists understand the “It’s In Our Hands” message in order for them to convey it to their readers, viewers and visitors. News coverage is an important channel for helping each member of the public understand that his or her participation in the 2010 Census has value and can make a difference. The Census is much more than a piece of paper. It’s a tool that can prompt positive change—from the allocation of funding and community services to bringing jobs to the community. **The campaign will educate and motivate journalists to take ownership of the 2010 Census messages and communicate the importance of Census participation to their communities.** Media outputs—articles, broadcasts, online features, editorials—can spark curiosity, enlighten and ultimately stimulate participation among consumers.

The “It’s In Our Hands” theme also directly supports the campaign’s approach of equipping the Public Information Office (PIO) and regional Census Bureau staff with the materials, information and messages to encourage mass participation and help achieve a complete, accurate count in 2010. The PIO is inundated with requests

for information as Census Day 2010 approaches. As a result, a sizeable portion of PIO's capacity is necessarily directed at reactive activities, leaving limited time for proactive efforts. PIO will be supported with proactive media relations support, such as writing and pitching story angles, as well as the turnkey tools and resources needed to foster conversations.

To accomplish this objective, there must be a closely coordinated effort to provide messaging, media relations and event support to PIO and the regional media specialists. PIO professionals have deep, long-standing relationships with journalists at many levels, with many media outlets, as well as with their colleagues in the regions. By creating tools to support PIO and the regional media specialists, existing relationships will be strengthened and new ones created.

A proposed partnership communication area on census.gov will be a robust, interactive online resource that supports the Census Bureau's outreach to media, as well as its partnership development efforts. The partnership communication area will be a space for key players in the campaign to retrieve important information, download materials and share best practices. (For more details about the partnership communication area of census.gov and its offerings, refer to the **Partnerships** section of the plan.)

In addition to equipping PIO professionals with materials to support their job functions, the campaign will operate with the mindset of journalists to proactively differentiate the 2010 Census in a crowded news environment. By studying prior news coverage, tracking reporters' beat changes and moves, monitoring the pundits and proactively pitching national news stories, the campaign will ensure that reporters receive relevant, newsworthy information in a way that best suits their working styles.

2010 Census Campaign: Foundational Public Relations Activities

To establish a strong foundation for all public relations and media relations activities in the 2010 Census campaign, the following core tactics will be implemented:

- Key Message Development
- Story Mining
- Online News Briefings
- Editorial Board Meetings
- Deskside Briefings
- Strategic Travel
- Campaign Toolkits: electronic press kits and media specialist program toolkits

Each of these important foundational activities is described in detail in the pages that follow. These core tactics will set the tone and messaging for the 2010 Census and proactively spread the messages to key media and audiences across the nation.

Key Message Development: Fostering the Right Conversations

The heart of preparation for any speaking opportunity, media interview or communications outreach is the development of relevant key messages that resonate with multiple audiences. These messages will ensure consistency across all forms of communication, whether it's an interview with a reporter, an internal newsletter, a presentation to a key audience or a response to a "What's this all about?" question from a person on the street.

Unlike vision or mission statements that define an organization's purpose, key messages are simple, tight summary statements of *direction*, not *definition*. They can't stand alone, and should be backed up with proof points and anecdotes to make them credible and memorable. The acid test for a key message—aside from whether it is credible—is whether it addresses concerns of the audience, as opposed to the speaker's own definition.

Key messages need to be practical to be remembered; tangible and true, so they can be believed. This is where they may differ from advertising messages that tend to be aspirational and less concrete. **The Census Bureau has developed interim messages for constituents to use until the integrated communications plan has been approved. These will serve as a springboard for the development of final 2010 key messages, which will be developed through an interactive group exercise with National PIO and Regional Office leaders.**

During the session, participants will discuss and reach consensus about key audiences, their attitudes about the 2010 Census, what they want to hear about the Census and what the Census Bureau wants to tell them. The outcome will be one, two or three core points that will resonate with audiences and make them care. Key messages will be developed with consideration of all applicable 2010 Census milestones to ensure the messages will work appropriately in media discussions about those milestones, such as the one-year countdown, the response rate feedback program, the second questionnaire mail date and enumeration.

Key messages and proof points will be developed and/or translated appropriately for race and ethnic audiences. For example, to connect with the Puerto Rican audience, messages and proof points should be translated into Spanish and address the ease of filling out the Census questionnaire. These Spanish-language messages will be used in media training for Spanish-speaking Census spokespersons. As another example, for the Black audience, efforts must be made to dispel myths that Census data are used as a tracking device due to "Big Brother" connotations and data security concerns. Messages

also should emphasize the power of the Black audience and its responsibility to effect change.

This session should be held as soon as work on executing the plan begins (Summer 2008) in order for final key messages to be available to inform the creation of all 2010 Census materials. A thorough evaluation of interim messages will be part of the process.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Key Message Development</i>	<ul style="list-style-type: none"> • Facilitate key message session with National PIO and Regional Office leaders. • Obtain Census Bureau approval for key messages developed in key message session. 	<ul style="list-style-type: none"> • Participate in key message session. • Approve messages and secure DOC approval. • Utilize approved messages in campaign materials. • Monitor for consistent use of messages across Census Bureau offices. 	<ul style="list-style-type: none"> • Participate in key message session. • Incorporate approved messages into regional media and partnership materials.

Story Mining: Identifying Details That Deliver

The story-mining process allows for the discovery of a fuller range of stories to convey 2010 Census key messages, engage leading reporters and reach a wider, but highly targeted audience. During the story-mining process, key Census Bureau employees, from senior executives to demographers, will be interviewed to identify story angles that will most appeal to journalists. This discussion will include identification of creative story angles specific to each audience cluster. The discussion will also consider key issues highlighted through the weekly media, blog and legislative affairs monitoring report. As an outcome of this session, a grid will be provided that delineates the different audience clusters and the more targeted media outreach around each cluster.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Story Mining</i>	<ul style="list-style-type: none"> • Interview Census Bureau employees to identify story angles. • Produce summary report of session outcome and provide audience cluster grid. • Create pitches. 	<ul style="list-style-type: none"> • Provide story angle suggestions by participating in interviews. 	<ul style="list-style-type: none"> • Provide story angle suggestions by participating in interviews.

Online News Briefings

Online news briefings provide wider audience reach because, unlike traditional news conferences, they do not require invitees to attend in person. Further, invitees may choose to watch the news conference online at their convenience. (Note: for the Puerto Rican audience, online news conferences are less appealing than live local events. See the **Race and Ethnic Audiences** plan for more detail.)

Target audiences will be invited to attend the news conferences several weeks in advance of the initial real-time broadcast. **Online news briefing broadcasts will be archived and made available to target audience groups via the partnership communications area and online newsroom area of census.gov, YouTube, iTunes and other distribution outlets deemed appropriate. Opportunities to leverage partnerships with businesses such as Yahoo!, YouTube, Google or others to deliver the briefings will be explored.**

Online news briefings will be conducted in conjunction with the following key 2010 Census operational milestones:

- One Year to Go (March 19, 2009)
- Opening of Local Census Offices (October 2009)
- Response Rate Feedback Program (January 12, 2010)
- Mail-Out/Mail-Back (MO/MB) (February/March 2010)
- Enumeration Kickoff (April 2010)

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Online News Briefings</i>	<ul style="list-style-type: none"> • Provide overall strategy and messaging development. • Draft media lists and materials. • Archive sessions and manage delivery to appropriate distribution channels. <p>(Does not include on-site event staffing support)</p>	<ul style="list-style-type: none"> • Coordinate Census Bureau and media participants for briefings. • Assist in developing materials for news briefings. • Review media lists and provide input on appropriate media outlets. • Pitch media. • Manage and execute logistics of media events, including on-site staffing of event. 	

Editorial Board Meetings: Solidifying Media Relationships

Editorial board meetings provide the Census Bureau with an opportunity to clearly articulate the relevance and importance of the Census by engaging highly influential media early. **Ideally, the outcome of a meeting between Census Bureau executives and an editorial board will be a favorable editorial that communicates 2010 Census key messages and prompts further conversations among readers.**

One or two spokespeople will be identified to meet with selected media. Topics for discussion include what's being done to prepare for the 2010 Census and why it's important that everyone be counted.

Top-tier media will be targeted, including *The Wall Street Journal*, *The New York Times*, *The Washington Post* and *USA Today*, as well as some Race and Ethnic Audience publications to reach specific audience segments and increase the Census Bureau's chances of obtaining coverage. Meetings will take place in January 2010 to allow time for reporters to consider and develop in-depth stories by April 2010.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Editorial Board Meetings</i>	<ul style="list-style-type: none"> Develop strategy, list of media targets and talking points to be used by Census Bureau executives at meetings. 	<ul style="list-style-type: none"> Implement and coordinate Census Bureau executive and media participation. Review materials prior to the meetings. Provide office staff to support Census Bureau executives onsite during editorial board meetings. 	

Deskside Briefings: High Potential One-on-One Conversations

To further build awareness of the upcoming 2010 Census and educate U.S. households about its purpose and benefits, the Census Bureau will conduct deskside briefings in which a spokesperson participates in one-on-one, face-to-face interviews with a key national journalist. **The desired outcome of each deskside briefing is heightened sense of awareness and education on the part of the journalist, and ideally, a 2010 Census story placement in a key national media outlet, which would in turn generate further public discourse.**

The interviews will occur over the course of a few days and take place back-to-back, with top-tier national media. One or more appropriate national spokespeople will be identified. To allow for greater efficiencies, the interviews will be held in New York City, which is home to many premier media outlets, including *The New York Times*, *The Wall Street Journal*, New York-based journalists for *USA Today* and the Associated Press. Other key regional news outlets can be incorporated into the Director’s strategic travel schedule (see **Strategic Travel** section).

One slate of deskside briefings is recommended in mid-March 2010 to correlate with the mailing of Census questionnaires, providing reporters sufficient lead time to publish stories on or prior to April 1, 2010.

Deskside briefings will be complemented by a series of media briefings in select Asian, American Indian/Native Alaskan, Native Hawaiian and other Pacific Islander, Hispanic and Black Diaspora communities involving racial and ethnic representatives, elected officials, influential community leaders and media partners for a Census education session. Key news outlets for these briefings include *Ebony*, *Essence*, *Vibe*, *Black Enterprise*, *Indian Country Today*, *La Patria*, *La Voz*, *El Diario La Prensa*, *DTM*, *El Noticiero Colombiano*, *News From Indian Country*, *Native Voice*, *Al Ahram*, *Al Hayat*, *Novoye Russkoye Slovo*, *Kurier Newspaper*, *White Eagle*, *Nowy Dzennik* and *Honolulu Advertiser*. (See **Race and Ethnic Audiences** plan for more information.)

<i>Tactics</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Deskside Briefings</i>	<ul style="list-style-type: none"> Develop strategy, list of media targets and talking points to be used by Census Bureau executives at meetings. 	<ul style="list-style-type: none"> Implement and coordinate Census Bureau executive and media participation. Review materials prior to meetings. Provide on-site support to Census Bureau executives during meetings. 	

Strategic Travel: Sparking Discussions in the Regions

In the months leading up to the mailing of the questionnaire, the Director of the Census Bureau should travel to strategic locations around the country to personally reach out to select communities. One-on-one interaction with media, employees, partners and other important influencers will help personalize the 2010 Census, inculcate campaign key messages and foster greater interest in the 2010 Census. It is appropriate for the Director to visit each of the 12 Regions to participate in editorial board meetings, desk-side briefings with media, ceremonies marking regional office openings and meetings with key partner leaders. Depending on availability, the Census Director may be accompanied by a Congressional representative and the regional director. (Efforts also will be made to identify and include an appropriate spokesperson from the regional offices who can answer Hispanic media questions in Spanish.)

Regional directors and Congressional representatives will be notified about the meetings, and appropriate meetings and interviews will be coordinated with the Director’s schedule. The campaign will provide preparatory materials to the Director and Census Bureau staff in advance of each strategic travel opportunity. These briefing documents will provide background on the travel opportunity at hand, including logistics surrounding any associated media relations or event activities, as well as background and/or bios on reporters or partners being met with during the visit and relevant news coverage and hot topics for the region.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Strategic Travel</i>	<ul style="list-style-type: none"> • Develop strategies to leverage strategic travel opportunities and create preparatory materials. • Recommend appropriate meetings for Director, Congressional leaders and regional directors. • Coordinate meetings and interviews with the media, partners or event leaders. 	<ul style="list-style-type: none"> • Manage Director’s schedule. • Brief Director before each meeting. • Identify appropriate travel opportunities and events. • Coordinate travel and event schedules with regions. • Provide on-site meeting staffing. 	<ul style="list-style-type: none"> • Identify key meetings for the Director in each region. • Conduct regional media and partner outreach when strategic travel takes the Director into the region. • Regional Directors may participate in the meetings.

Campaign Toolkits:

Electronic Press Kits and Media Specialist Program Toolkits

A number of key operational milestones and/or initiatives will occur in 2009 and 2010 that will be of interest to the media. To help generate earned media coverage of these programs, the campaign will create comprehensive electronic press kits (EPKs) and corresponding media specialist program toolkits that package relevant news, information, photos, etc., in an easily accessible electronic format.

The dates next to each EPK below reflect the dates they will be available to the media. All materials supporting the programs and the EPKs themselves will be created and delivered to media specialists to ensure they have enough time to prepare their proactive pitches and outreach efforts.

Fiscal Year 2009: an EPK and a corresponding media specialist program toolkit will be created for each of the following milestone events/initiatives:

- National Partner Kickoff
- One Year Out
- Census Jobs: Address Canvassing and Enumerator Recruitment
- Complete Count Committee Formation

Fiscal Year 2010: an EPK and a corresponding media specialist program toolkit will be created for each of the following milestone events/initiatives:

- Opening of Local Census Offices: Wave II
- Awareness in Your Community (Business Audience)
- Mail-Out/Mail-Back (MO/MB)
- Response Rate Feedback Program (RRFP)
- Census on Campus
- Nonresponse Follow-up (NRFU)

Electronic Press Kits (EPKs). The EPKs for each of the designated events/initiatives above will package relevant information for journalists to write about the designated topic into one comprehensive online resource. Each EPK will have a unique URL, which can be e-mailed as appropriate, and also will be housed in the 2010 Census online newsroom on census.gov. (See 2010 Census Online Newsroom section.)

At a minimum, EPKs will contain the following information:

- Media contact information
- Product information sheets

- Tip sheets
- Story ideas
- News releases
- Downloadable images and videos

Journalists will be able to subscribe to the 2010 Census RSS feed for updates to EPKs.

Media Specialist Toolkits. To correspond with the EPKs created for use by the media for each of the milestones/initiatives outlined above, the campaign will provide media specialist toolkits to equip PIO and regional Census Bureau media specialists with the tools, resources and planning ideas to easily pitch stories and ideas to relevant media. Media coverage of these programs validates their importance and broadens their reach from individual touch points to a national, regional or local blanket effect.

For each program, media specialist toolkits will contain materials and information needed to execute media outreach, such as:

- | | |
|--|--------------------------------|
| • Program goals and audience segment | • Public service announcements |
| • Staging ideas for media events | • Photo suggestions |
| • Key messages and talking points | • FAQs or fact sheets |
| • Customizable news releases | • Spokesperson suggestions |
| • Content suggestions | • List of advocates |
| • Possible partner media opportunities | • Applicable media lists |

Program toolkits will be provided to media specialists in advance of each respective milestone or initiative, to allow them to work within journalists' lead time for article deadlines. In addition, content on the toolkits will be customizable as appropriate to allow regional media specialists to effectively "localize" the content for their local and regional media outreach.

In addition to the topics identified above, which will have both an EPK and media specialist toolkit dedicated to them, *only* media specialist toolkits will be created for the following audience segments. These toolkits will be electronic and accessible via the partnership communication area of census.gov, allowing regional Census Bureau media specialists to implement market-specific program elements. Toolkits will contain messaging, suggested pitches, press release templates and media outreach tips for:

- *Emerging Markets (Eastern European, Arab American, African Audiences).*
- *Asian Audience Segments (Chinese, Korean, Vietnamese, Japanese, Hmong, Khmer, Thai, Bengali, Urdu, Hindi and English-speaking Asian audiences).*
- *Puerto Rican Audience*

- *Black Audience*
- *Hispanic Audience*

<i>Tactics</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Campaign Toolkits</i>	<ul style="list-style-type: none"> • Develop copy and materials to be housed on each toolkit and EPK. • Create and maintain each URL for each EPK and program toolkit. • Write pitch e-mails to accompany EPK delivery to media. • Write introductory e-mail to media specialists explaining the purpose of and how to use each toolkit. 	<ul style="list-style-type: none"> • Provide input to relevant copy and materials for each toolkit and EPK. • Utilize each toolkit and EPK as appropriate for outreach to national media. 	<ul style="list-style-type: none"> • Provide input to relevant copy and materials for each toolkit and EPK. • Utilize each toolkit and EPK as appropriate for outreach to regional media.

Proactive National Media Relations: Engaging with Journalists

While members of the media inevitably will be following the 2010 Census, a robust proactive media relations program will disseminate approved Census messages and pitches to journalists and allow the Census Bureau to shape the stories U.S. residents are reading, watching and hearing from news providers.

A wealth of proactive pitching opportunities exists for the Census Bureau at the national level. **Through extensive research and brainstorming sessions, the following media angles emerged as the most relevant topics to spark media interest in the 2010 Census and motivate journalists to communicate the 2010 Census message to their audiences. While these are the recommended proactive media pitches outlined below, as with any media relations program, these ideas will need to be evaluated and adjusted as appropriate in light of the changing landscape, context and environment in which they are being pitched.** The proactive media relations program will need to be flexible and able to react quickly to emerging media hooks or to step back from proposed angles if the media climate becomes unfavorable for them. It will also need to consider appropriate editorial calendar opportunities as they are published by target media outlets.

The proactive national pitches identified below will be evaluated from a Race and Ethnic Audiences standpoint for local relevance and local angles.

Each of the following story angles can help encourage mass participation by introducing interesting, relevant 2010 Census topics to consumers of the media and prompting Census conversations that raise and resolve issues, incite emotion and ultimately stimulate increased participation:

- **The Changing Face of America and the 2010 Census:** This story will be pitched as a series to print, broadcast and online media. **As the series explores the changing demographics of the nation, it also will address potential issues and barriers that may keep audiences from participating,** including immigration, population redistribution due to Hurricanes Katrina and Rita, and others.

Some of the outlets that may be pitched include: The Discovery Channel, CBS News Sunday Morning, The Today Show, NBC Nightly News, TIME Magazine, Newsweek, U.S. News & World Report, CNN.com, NPR, Anderson Cooper 360, CNN.com, Tavis Smiley, BET Radio Network, Anchorage Daily News, Honolulu Advertiser, National Native News.

Target clusters: All Around Average II, Economically Disadvantaged and Ethnic Enclaves I and II.

- **How the Census Impacts Apportionment:** The 2010 Census will impact legislative redistricting, shaping Congressional representation. Several states stand to gain or lose members of Congress, depending on the count. State and local governments have already taken note. **This story will provide an analysis of the Congressional seats in play and highlight the role of the 2010 Census in determining representation.**

Media outreach will be conducted to appropriate outlets such as USA Today, Associated Press, Reuters, Dow Jones, American Morning, Fox & Friends, Hannity & Colmes and MSNBC Hardball.

Target partner group: Government

- **Census on Campus:** College students, who make up a large portion of the Single Unattached Mobiles segment, have traditionally been considered hard-to-count by the Census Bureau due to their tendency to live in dormitories, apartments and other forms of temporary, multi-dweller housing. The 2010 Census is seeking to engage them through social media outlets that didn't exist in 2000, such as Facebook and YouTube.

Media that may be pitched this story angle include USA Weekend, PARADE and college campus newspapers across the country.

Target clusters: Single Unattached Mobiles

Target partner group: Education

- **The Census Mission:** The Census Bureau stands to benefit from proactively articulating its mission as relevant to key issues that may have an impact on its success. **As referenced in the crisis communications plan section, the proactive telling of the 2010 Census story is an important aspect of potential crisis management. The Census Bureau should proactively articulate its mission as it relates to hot-button topics for the national media** such as:

Immigration: The New York Times, Telemundo, Caribbean Today
Target clusters: Ethnic Enclaves I and II

Home ownership/Subprime mortgage crisis: The Wall Street Journal
Target clusters: Homeowner-skewed including All-Around Average I, Economically-Disadvantaged I and Ethnic Enclave I

Congressional Redistricting: The Washington Post
Target clusters: N/A (primary audience – Government Partners)

Census Operations and Enumeration Technology: Government Executive
Target clusters: N/A (primary audience – Business, Government Partners)
Data Privacy: MSNBC.com
Target clusters: Ethnic Enclaves I and II, Economically Disadvantaged I and II, Single Unattached Mobiles

Hurricanes Katrina and Rita: USA Today, JET
Target clusters: Economically Disadvantaged (primary audience – the Gulf region)

- **10 Reasons to Care About the 2010 Census:** Written by a key influencer, this national opinion piece will outline the reasons U.S. residents should take the time to fill out the Census questionnaire. **The points made in this op-ed may form the basis for other opinion pieces tailored for and placed in media at the regional and local levels across the country.**

Media outreach will be conducted to appropriate outlets, such as The New York Times, The Washington Post, USA Today, USA Weekend, PARADE, LA Times, Essence, Miami Herald (Caribbean section), Philippine News, Native American Calling, Latina, Voice of America.

Target clusters: All eight
Target partner groups: All

- **National Partner Media Profiles:** National partners will play a key role in the success of the 2010 Census. An individual from each of the following segments should be identified, and pitches developed for national media outlining that person’s involvement in the 2010 Census through a partner organization. **Such profiles will encourage mass participation by stimulating other organizations to get involved in helping the Census Bureau achieve its objectives and will reinforce commitment and involvement of existing partner organizations.** One profile subject and relevant media outlets should be identified from the following:

Business partners (such as Joan Naymark, Target): BusinessWeek, FOX News

Faith-based partners: Christian Science Monitor, FOX News

Elected officials/Complete Count Committees: Congressional Quarterly

Disability groups: NOW

Universities/colleges/educators: The Chronicle of Higher Education, Education Week

Veterans/military: Associated Press

Social-service groups: NOW

Community-based groups: National Public Radio

Housing organizations: CNN

Black: Ebony, O Magazine, Essence, Tom Joyner, Haitian Times

American Indian and Alaskan Natives: Native American Calling, Anchorage Times

Native Hawaiian and Other Pacific Islanders: Honolulu Advertiser

Asian and Pacific Islanders: Dow Jones, World Journal

Hispanic/Latino: Telemundo, USA Today

Target clusters: All eight

Target partner groups: All

- **A Day in the Life of Census Enumerators:** This media pitch will seek to convey the diverse and unique experiences of enumerators from across the nation – from enumerators in Alaska using dogsleds, to Hawaii, to rural small towns in the Midwest, to areas in Louisiana where residents travel by boat instead of car. The pitch would offer the public an inside look at Census-taking operations and how the process varies across the nation.

Media outreach will be conducted to outlets as appropriate, such as NBC Nightly News, CBS Evening News, ABC World News Tonight, CNN American Morning, Fox & Friends, Anderson Cooper 360, TV One, Asian TV, Caribbean International Network, SIT, KTVA (CBS affiliate in

Anchorage, Alaska), KJUD (ABC affiliate in Juneau, Alaska) and key network affiliates around the country.

Target clusters: Those with lower mail response rates, including Ethnic Enclave II and Economically Disadvantaged II.

- **Job Creation—Another Benefit of the Census:** The Census Bureau acts as an engine of job creation in the communities where regional and local offices open, especially when hiring address canvassers and enumerators. **With several communities across the country reeling from job loss and looking for an economic boost, a story on 2010 Census jobs merits national media attention and speaks directly to the economically disadvantaged audience segments.** The pitch will focus on how many jobs will be created by the 2010 Census and the resulting economic impact. The pitch could be timed to be pushed out to media during recruitment for address canvassing and enumerator positions. This national pitch could then be customized for Census regions, states and local communities, outlining how 2010 Census job creation impacts local economies by Census audience segment. The same pitch could also be customized for Race and Ethnic Audiences. A story about an Asian American enumerator, for example, would be especially relevant to the Asian audiences if it demonstrated that enumerators spoke languages prevalent in certain communities. (See the **Race and Ethnic Audiences** plan for more details.)

Media outreach will be conducted to appropriate outlets, such as The Wall Street Journal, CNN Money, CBS MarketWatch, BET Radio Network, AOL BlackVoices.com, Black Planet, Caribbean News, Viet Bao, Sister 2 Sister, MySpace Latino.

Target clusters: Economically-Disadvantaged I and II, Single Unattached Mobiles, Ethnic Enclave I and II, All-Around Average I and II

Target partner groups: All

- **Census Questionnaire 101:** This story will be pitched as a consumer segment for national and broadcast media. **The goal is to educate the public on how to participate, which was discussed in almost every Census Bureau regional meeting as a key barrier.** The story will highlight the questions being asked on the questionnaire, when it will arrive in the mail and who should fill it out and how to return it. The pitch can also explain and highlight Mail-Out/Mail-Back (MO/MB) and Nonresponse Follow-up (NRFU) activities. This segment will address several issues seen in Census 2000, such as making the connection between filling out the questionnaire and mailing it back, questions about how college students should participate and how people should fill out

the questionnaire if they have more than one home.

Media outreach will be conducted to appropriate outlets such as The Today Show, Good Morning America, The Early Show, Fox & Friends, CNN American Morning, National Public Radio and national Race and Ethnic Audiences broadcast media, such as Tom Joyner, Starz in Black, Russ Parr, Asian Focus, Uno Broadcasting, and NBC and ABC Caribbean Broadcasting.

*Target clusters: All eight
Target partner groups: All*

- **Response Rate Feedback Program:** The formation of the 2010 Census Response Rate Feedback Program should be announced via an online news briefing and proactively pitched to national media. At the national level the program, entitled “The 2010 Census Challenge: What Would You Do For a Complete Count?,” will feature the friendly challenges elected leaders and 2010 Census national partners have posed to one another and highlight the importance of civic engagement and community involvement. This story angle can trigger mass participation if consumers of the media discuss the news and consider their community’s level of participation. The social media component of the program will supply consumer videos and essays that can become a part of the proactive pitch as well. (See the following section for more details on the **Response Rate Feedback Program**.)

As 2010 Census data is collected, there may be patterns in the rate of response that lend themselves well to regional and Race and Ethnic Audiences’ proactive media relations. These opportunities should be explored and executed upon, as data becomes available.

In addition, for those areas seeing low response rates, the second questionnaire mail date in the first two weeks of April 2010 can be used as a follow-up proactive push, notifying consumers they have another chance to do their civic duty and help their geographic location win the 2010 Census Challenge.

Media outreach will be conducted to appropriate outlets, such as Associated Press, Reuters, Dow Jones, The Washington Post, CNN American Morning, MSNBC Hardball, Fox & Friends, Hannity & Colmes, NPR All Things Considered, Voice of America, USA Today, USA Weekend, NBC Nightly News, TIME Magazine, Newsweek, U.S. News & World Report, as well as various Race and Ethnic Audiences and regional media.

Target clusters: Those with lower mail response rates. Historically, this includes Ethnic Enclave II and Economically-Disadvantaged II.
Target partner groups: Social Service/Community-Based and Government

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>National Proactive Media Relations</i>	<ul style="list-style-type: none"> • Write pitches. • Pitch stories to selected media with whom the Census Bureau does not have pre-existing relationships. • Complete media follow-up to selected media with whom the Census Bureau does not have pre-existing relationships. 	<ul style="list-style-type: none"> • Secure appropriate spokespeople for pitches. • Schedule Census Bureau staff/National Partners for participation. • Pitch stories to selected media with whom the Census Bureau has pre-existing relationships. • Complete media follow-up to selected media with whom the Census Bureau has pre-existing relationships. 	<ul style="list-style-type: none"> • Elevate story ideas to National PIO that may arise in the regions but have national impact.

Response Rate Feedback Program

The 2010 Census Challenge: What Would You Do For a Complete Count?

Beginning in March 2010, national, regional, state, city and local tracts (1,000 – 3,000 households) will be encouraged to participate in the response rate feedback program (RRFP). To enhance newsworthiness and increase interest in the program, it will be branded as, “The 2010 Census Challenge: What Would You Do For a Complete Count?”

By branding the program as a challenge, officials in all levels of the government will be encouraged to challenge one another to achieve specified response rate improvement goals. For example, Minnesota’s governor could pose a challenge to Wisconsin’s governor to see which state can achieve a higher percentage increase to their mail-back response rate. In the challenge, they would promise to do something creative, such as be the mascot at a parade or event in the other state or cook a meal for the other governor. By inspiring creative competitions, the Response Rate Feedback Program will generate excitement among the general public and media outlets, who will likely cover the challenges posed and track response rate status through April 2010. Some details of the program are outlined below, but specific program plans, goals and measurement will be determined at a later date, through close coordination with the Census Bureau.

Complete Count Committee Involvement in RRFP

Complete Count Committees are largely comprised of elected officials and the RRFP will rely on their support to initiate 2010 Census Challenge competitions and to motivate households to send back the questionnaire.

These community leaders will be called upon to issue challenges to their competing peers (other governors, mayors, county commissioners, etc.) and to their constituents asking them what they are willing to do for a complete count. Efforts to involve Complete Count Committees in the program will be made by announcing the program at the National Complete Count Committee kick-off in April 2009. Programming guides around the Response Rate Feedback Program will be delivered to elected officials in February 2010.

2010 Census Challenge and Social Media

The 2010 Census Challenge: What Would You Do For a Complete Count? campaign will be supported online via an interactive map. The map will be accessible from the 2010 Census online newsroom, itsinourhands.gov and the partnership communications area on census.gov. The map, which could be created in partnership with Google Maps or developed independently, will allow users to click on their state to see the response rate for the entire state, or “zoom in” on their city, town or tract, in order to view real-time response results for their area. Users will be able to share the map with their friends via e-mail, thereby spreading the competition online.

To further engage households in the 2010 Census Challenge, the campaign may encourage the general public to submit essays or YouTube videos demonstrating what they are doing to help achieve a complete count. For example, someone may choose to

drive elderly people to a questionnaire assistance center, or a college student may organize a dorm-wide party where all the students fill out the form together and complete a community service project at the same time. Some of the most creative, humorous or inspirational stories could be featured on itsinourhands.com and pitched to the media.

RRFP Media Relations

National news releases will be issued to support the following RRFP milestones:

- February/March 2010 – Elected officials issue challenges to their competing peers (other governors, mayors, county commissioners, etc.) and to their constituents asking them what they’re willing to do for a complete count
- April 6, 2010 – Second chance mailing notification
- May 2010 – Results of RRFP released

To further encourage buzz around the campaign, the interactive map housed on the social media newsroom will be made available to media outlets. Journalists will be able to feature the map with the tagline, “The 2010 Census Challenge: What Would You Do For a Complete Count?” National media, specifically national morning shows, may use the map in stories that also feature some of the most creative government official challenges.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Response Rate Feedback Program</i>	<ul style="list-style-type: none"> • Develop media materials for program, including three news releases (outlined above). • Pitch to and follow up with select media with which the Census Bureau does not have pre-existing relationships (does not include on-site support at events). • Create and maintain interactive map functionality featuring response rate data. • Launch social media programs. 	<ul style="list-style-type: none"> • Provide background information and spokespeople, if needed. • Pitch to and follow up with national media with whom the Census Bureau has pre-existing relationships. 	<ul style="list-style-type: none"> • Pitch to and follow up with select regional or local media with whom the Census Bureau has pre-existing relationships.

SMT/AMT

A satellite and audio media tour (SMT/AMT) is a strategic way to connect with target audiences in key markets around the country about the 2010 Census through broadcast media. A Census Bureau spokesperson, such as the Census Director, will participate in interviews with television and radio stations across the country via satellite from one location. **This format enables the Census Bureau to customize messages for different audiences and make a lasting impression about the survey’s relevance.**

One SMT/AMT is proposed leading up to Census Day:

- **March 2010** – This timing is recommended to coincide with the questionnaire mail date and encourage people to fill out the survey when it arrives in the mail

Appropriate media will be invited to participate in the SMT. This may include *CNN*, *MSNBC*, *NPR*, *Telemundo* and *Univision Radio* as well as media outlets in key markets. All media and messages will be selected according to their reach and relevance in target markets. A Spanish-speaking spokesperson who can participate in any interviews conducted with Hispanic media will also be identified. Spanish-language interviews with this spokesperson will be incorporated into the SMT/AMT.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>SMT/AMT</i>	<ul style="list-style-type: none"> • Pitch media. • Draft messages and media materials. • Coordinate required subcontracting services. • Provide on-site staffing support for SMTs/AMTs. 	<ul style="list-style-type: none"> • Assist in developing materials for news briefings and secure 2010 Census spokespeople. • Review media lists and provide input on appropriate media outlets. • Manage logistics of media events. • Provide on-site staffing support for SMTs/AMTs. 	

Media Relations Support for Events

Media relations will play a key role in supporting face-to-face conversations for the 2010 Census by driving attendance to events, heightening their impact and extending their reach. Public relations will be used as a communications channel to promote attendance and earn publicity for events. In addition, **media coverage of events provides added value to partners supporting the events through increased visibility, and can spark conversations about the 2010 Census, leading to greater participation.**

- **National Partner Kickoff Meeting:** The National Partner Kickoff Meeting in January 2009 will mark the start of Census outreach for many of the national partners. The leaders of the national partners, all gathering to discuss the importance of the 2010 Census, will be a powerful news story. To support the kickoff and provide proactive media outreach, the campaign will create National Partner profiles to be shared with the media. In addition, the electronic press kit mentioned earlier will be created and distributed to appropriate media. National Partners will also be provided a template news release they can issue announcing their partnership with the 2010 Census, providing added value to the partners involved in terms of heightened visibility and corporate civic responsibility.
- **National Complete Count Committee:** The creation of a National Complete Count Committee (CCC) is a new initiative for the 2010 Census. **Because it will be comprised of high-profile national partners, the organization of this committee may earn significant news coverage when the Committee is announced in April 2009.** Topics that may be pitched include the purpose of the committee, 2010 Census messages and members of the committee as spokespeople. In addition, the Response Rate Feedback Program will be of key importance to the National Complete Count Committee, as these leaders will be critical to fostering healthy competition between low-performance areas. Media relations will provide added value to the partners involved in the National CCCs in terms of heightened visibility and exposure in their communities.
- **Congressional support of events: Congressional representatives will play a key role in elevating the profile of events and promoting attendance.** Congressional representatives will be notified of events happening in their states and districts that they can either help promote or attend. The notification will occur well in advance of the event in order to accommodate as many Congressional schedules as possible.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Media Relations Support for Events</i>	<ul style="list-style-type: none"> • Drive attendance to events through media relations. • Extend reach of events through media relations. • Provide alerts and other materials to media. • Manage contact and coordination with media (does not include on-site support at events). 	<ul style="list-style-type: none"> • Provide background information and spokespeople, if needed. 	<ul style="list-style-type: none"> • Identify, manage and execute regional office events that require media support from National PIO or Local or Regional Census Offices. • Engage National PIO, as appropriate.

Reactive Media Relations

A great deal of media relations is reactive, requiring quick and consistent responses to reporters' inquiries and already published or broadcast news. **PIO is flooded with media requests for information and Census Bureau comment, which only accelerates as Census Day 2010 approaches. To react efficiently and thoughtfully, it is important to anticipate topics of interest and prepare appropriate responses ahead of time.** To support PIO's reactive media relations activities, the following tools and materials will be provided:

Maximizing Established Media Relationships

The campaign will offer access to several media lists that will be able to be uploaded into the Vocus software database. When combined, these media lists will help the National PIO and Regional Offices identify and work with appropriate media to maximize coverage of proactive media pitches and reactive media relations activities, and encourage accurate coverage in the event of an issue or crisis.

List Management: Top-Tier and Trade Media

The campaign will provide media lists, including top-tier national, regional and state media, as well as Race and Ethnic Audiences media. **The media entries will be categorized by geography (city and state), media type (print, broadcast, interactive, radio), audience cluster (Ethnic Enclave I and II, Economically Disadvantaged) and type (boomers, renters, homeowners, parents, etc.).** These media list spreadsheets will be delivered on the partnership communication area of census.gov and will also be uploaded into Vocus to allow regional directors and media specialists to access the lists and add them to their locally created lists.

Media lists for trade publications aimed at technology, education, government, business and real estate/housing will also be similarly established and maintained.

Issues Monitoring

To understand key issues surrounding the 2010 Census and to effectively participate in the public and media dialogue, **it is critically important that the Census Bureau monitor traditional media, blogs and legislative news.**

A media, blog and legislative affairs monitoring report will be delivered weekly to the Census Bureau starting in FY 2009. The weekly report will provide links to the week's most pertinent headlines and summarize the content in an easy-to-read format. Scrutinized media will include traditional outlets as well as blogs and other credible online sources. These reports also will be posted on the 2010 Census Team site, allowing regional directors to access them.

Issues monitoring will be a fluid effort, with additional media and key search terms added or removed when deemed appropriate. If an urgent issue emerges in the media, C2PO and PIO will be notified immediately, allowing these offices to mobilize the appropriate national or regional Census Bureau staff.

This close watch on the context in which the 2010 Census will take place enables the Census Bureau to track effectiveness of campaign tactics while identifying emerging issues and detractors that must be addressed. In response to this monitoring, messages can be drafted that resonate with the public and address their concerns; spokespeople can be better prepared for interviews; and it can be determined if proactive media and public outreach are needed for a specific issue.

The following list includes examples of hot-button 2010 Census-related issues that have surfaced to date and will likely warrant attention:

- Immigration
- Technology and data privacy
- Subprime loans and homeownership
- Congressional seats in play as a result of 2010 Census
- The impact of Hurricanes Rita and Katrina on population distribution
- Natural disasters
- Legislation impacting tribal governments
- Recruiting enumerators representing the many different races and ethnicities in the United States
- Agricultural and rural life issues as they relate to population distribution

Following the kickoff of proactive media relations efforts, reports will also provide a status update on outreach activities and results earned from outreach, as well as an analysis of clips and 2010 Census coverage.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Reactive Media Relations</i>	<ul style="list-style-type: none"> • Monitor media on national level to identify issues. • Notify National PIO of potential issues. • Work with PIO to determine appropriate responses and action plan for responding to media requests. 	<ul style="list-style-type: none"> • Alert appropriate parties when issues arise. • Provide input to determine appropriate response to media inquiries. 	<ul style="list-style-type: none"> • Respond to regional/local media requests. • Conduct regional/local media monitoring. • Elevate issues requiring national support or have national impact. • Engage partners, if appropriate, for media requests.
<i>Media Management</i>	<ul style="list-style-type: none"> • Provide media lists that interface with Vocus to National PIO and Regions. • Update media lists. 	<ul style="list-style-type: none"> • Update existing media lists. • Combine campaign-provided media lists with existing national media lists for outreach to national media. 	<ul style="list-style-type: none"> • Utilize provided media lists for media outreach and create custom lists using Vocus as needed. • Participate in list management training module.

2010 CENSUS ONLINE NEWSROOM

Informing and Generating Census Dialogue in Traditional and New Media

2010 Census Online Newsroom Strategy

Many key audience segments, especially Advantaged Homeowners, All-Around Average II and Single Unattached Mobiles, are frequent Internet users and are likely to search the Internet for information about the 2010 Census. As a consequence, these stakeholders are likely to visit the 2010 Census online newsroom. **In today’s consumer-generated news environment, a comprehensive online newsroom must provide a way for the Census Bureau to disseminate information to “citizen journalists” (or *members of the general public who play an active role in the process of collecting, reporting, analyzing and disseminating news and information*) and other individuals interested in writing about the 2010 Census. Therefore, the newsroom must equip every visitor with the means to engage in active, two-way dialogue using accurate information about the 2010 Census, whether that visitor is a reporter, a blogger, a journalist or simply a U.S. resident.**

The online newsroom will not only include factual and topical information about the 2010 Census, but will be an area where **visitors can react to the information they discover**. Content will be developed with the goal of stimulating conversations about 2010 Census news and inspiring users to write and post the information elsewhere online – on their blogs, social networking pages, YouTube, Flickr, as well as traditional online news outlets.

As part of census.gov, the 2010 Census online newsroom will be the center for all Census-related dialogue, providing visitors with the tools and information they need to facilitate their discussions – both online and off.

The general information on the online newsroom should be translated into Spanish and include a section devoted to Puerto Rico to house local press releases and news about events and programming. (For more information, see the **Race and Ethnic Audiences** plan.)

Integration of Online Newsroom with Census.gov

The 2010 Census Online Newsroom area of census.gov will not replace the existing 2010 Census newsroom, but will be separate from the existing census.gov newsroom. The current 2010 Census newsroom does not possess the functionality necessary for users to engage in a two-way dialogue about 2010 Census news, and there is insufficient time to rebuild it in a “Web 2.0” format. However, it is recommended that the census.gov newsroom be maintained as the source for general Census news, (i.e., news not specific

to the 2010 Census). This would include items such as the release of Census data on specific U.S. population segments and other similar information.

The home page of the census.gov newsroom should feature a prominent graphic that, when clicked, will direct visitors to the 2010 Census online newsroom for those seeking information specific to the 2010 Census. All relevant 2010 Census public relations materials will include the URL for the 2010 Census online newsroom.

The tactical elements for the online newsroom area are as follows:

Location and Maintenance

The online newsroom area will utilize its own URL — media2010.census.gov URL is recommended — and will be accessible from census.gov, the partnership communication area of census.gov and the 2010 Census consumer-facing campaign site. **The ability to update the site at a moment's notice is imperative to the success of an online newsroom. As such, the creation of a sub-domain of census.gov will allow for constant, immediate and consistent edits to the newsroom.** On the back end, the online newsroom will be maintained by the contractor, and all members of the media relations team will have the ability to make content updates. Maintaining the newsroom's presence on the census.gov domain means the security of content remains with the Census Bureau. Further, search-engine optimization is most effective when the newsroom is affiliated with the traditional and established Census Bureau domain.

Content Components

The 2010 Census online newsroom will comprise elements derived from traditional online newsrooms, but will encompass components associated with social media newsrooms. Social media newsrooms are beginning to emerge in place of traditional newsrooms as social media sites and online communications continue to gain on mainstream media as credible sources of news and information online. Contents of the online newsroom will be customized to the unique communications objectives of the 2010 Census campaign.

To expand and complement the existing 2010 Census newsroom content, the new online newsroom will include the following key content components:

News Releases

News releases drafted by the campaign and National PIO will be posted to the 2010 Census online newsroom and will be listed by headline with links to a sub-page devoted to the topic of that release. This sub-page will offer other materials pertinent to the topic of the news release, including photos, videos and audio clips, as well as allow the user to save or e-mail the news release. Visitors will be able to comment on the news and link

the release back to their own blogs or Web sites. They may also add it to Digg, Reddit, del.icio.us, and other content aggregators online.

Media Coverage

This area will feature headlines linked to recent coverage of 2010 Census news, both in the mainstream and online media. Associated audio or video will also be included. Users will be given the opportunity to comment on and save or e-mail the coverage.

Drop-In Posts

Intended for bloggers and online message board users, drop-in posts of relevant 2010 Census news — around a paragraph in length — will be drafted and made available to users to post to their sites and solicit comments.

Events

The events area will include information about campaign-related events, speaking engagements for top Census Bureau officials and important 2010 Census deadlines. **This area also can feature events sponsored by 2010 Census partners and include links to partner Web sites.**

Biographies

The biography area, featuring information supplied by National PIO, will link the names of top Census Bureau officials to a sub-page (see **News Releases**) for each official. The sub-page will include a list of all prior speaking engagements and upcoming commitments. Links to audio or video files of archived footage will be included, so users may listen to or view the footage from the sub-page. Pre-existing Wikipedia entries for Census Bureau officials also will be included. For credibility, Wikipedia entries will not be added or edited.

Multimedia Gallery

The multimedia section will offer traditional content, such as approved images, transcripts, speech archives and audio/video recordings of speaking engagements and special events, including online news briefings. It will also include archives of online news briefings held by the Census Bureau. As many audio/visual recordings as possible should be placed on YouTube, iTunes and other file directories and linked to these directories when appropriate. Users also will be able to subscribe to 2010 Census podcasts from this area of the site. These subscriptions will be made available on iTunes, as well.

Contact Information

At a minimum, this area should include names, titles, phone numbers and e-mail addresses for all 2010 Census media spokespersons. If additional methods of contact exist, such as Instant Messenger, this information should be included as well.

Delivery Channels

Users will be able to sign up to receive notification of updates to the site by e-mail, RSS or SMS (text messages) sent to their mobile devices. Users may opt to receive notifications for all updates to the newsroom, or select areas of the newsroom, such as news releases or events, allowing them to further customize their experience.

Electronic Press Kits (EPKs)

Electronic press kits (EPKs) will be created for users and journalists seeking information about 2010 Census milestone events and initiatives. **All 2010 Census EPKs will be housed in the online newsroom. Users will be able to subscribe to the 2010 Census RSS feed for updates to EPKs.**

For detailed information about the EPKs that will be created for 2010 Census, **see the 2010 Census Campaign: Foundational Public Relations Activities** section.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Online Newsroom</i>	<ul style="list-style-type: none"> • Design and develop online newsroom. • Post materials created by the campaign and National PIO. • Perform ongoing online newsroom maintenance. • Invite media to visit online newsroom. • Manage relationships with media using the online newsroom. 	<ul style="list-style-type: none"> • Approve and provide media materials to post on online newsroom, as appropriate. 	<ul style="list-style-type: none"> • Direct regional/local media to online newsroom to get news and information.

CRISIS COMMUNICATIONS PLAN ASSESSMENT AND COUNSEL

The Census Bureau should have a crisis communications plan in place that enables it to respond efficiently to issues and crises that may affect participation in the 2010 Census, the Census Bureau's ability to execute and the reputation of the Census.

A thorough assessment of the existing crisis communications plan will include:

- Assessment of the existing components of the plan
- Identification of missing components, which may include, but are not limited to:
 - The definition of a crisis
 - Incident notification protocol
 - Roles and responsibilities for different offices
 - Communication guidelines for Census Bureau employees, partners, media and the public
 - Crisis-specific scenario examples
 - Protocol for requesting regional consultation and on-the-ground support
 - Online (interactive and emerging media) support
 - Issues identification, such as immigration, a national or international disaster, housing issues, Congressional redistricting, 2010 Census operations and enumeration technology, data privacy, and Hurricanes Katrina and Rita
 - Contact information

Following the assessment, a written analysis of the existing crisis communications plan will be presented along with strategic counsel for solidifying the plan and developing the missing components.

Should an actual crisis develop and require specific counsel, plan development, support and execution, the campaign will tap resources from the management reserve budget to support the Census Bureau in managing the crisis.

Schedule

The crisis communications plan assessment will start in Fiscal Year 2009, with a written analysis to be delivered by February 2009.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Crisis Communications</i>	<ul style="list-style-type: none"> • Assess existing crisis communications plans. • Provide written analysis of existing crisis communications plans. <p>(Does not include development of new crisis communications plans.)</p>	<ul style="list-style-type: none"> • Provide existing crisis communications plans to contractor. 	

MEDIA RELATIONS SUPPORT FOR REGIONAL OFFICES

The regional media relations strategy is to equip media specialists with training and tools needed to effectively execute media relations tactics on behalf of the region. Each region has unique needs and plans for communicating about and promoting the 2010 Census. **The best way to maximize resources is to create standard tools that can be customized by those who know the region best—the Regional Directors and their staffs.**

All regional media relations tools will be created with three objectives in mind:

- Toolkits and materials must be **easy to implement** in a regional capacity.
- Templates must be **easily customized** to region-specific issues and audiences.
- On-demand training and support will **build regional media relations capacity**.

Contact with the media will primarily be conducted by the regional media specialists. The exceptions to this policy include:

- In-language media outreach at C2PO, PIO or regional requests
- Regional requests (through the C2PO) for consultation

Regional Media Specialist Training

Since the responsibility for the majority of regional media relations falls to media specialists, it is critically important that they receive consistent training regarding the specific challenges and skill sets required to execute their jobs. **As was stated on a conference call with National Public Information Office (PIO) program staff in**

February 2008, media training will be conducted by PIO between February and April 2008 for Regional Directors and the first media specialists hired. Materials used during the Winter/Spring 2008 training will form the basis for creating podcasts, accessible from the partnership communication area of census.gov, which can be accessed on demand as media specialists need a refresher or are conducting train-the-trainer sessions for newly hired media specialists. The podcasts will add training on the final, approved key messages and the integrated communications plan to the existing National PIO training modules.

On-Demand Training Podcasts

Skills and experience levels for media specialists will vary across regions and even among individuals hired. **Pre-recorded, on-demand podcasts will be available to allow media specialists to access training on their own time and to select the trainings most applicable to them.**

Topics will include:

- Media relations training on what makes news, how to use different media relations and list management tools, and what to do when a reporter calls
- Crisis communications training on the Census Bureau-approved crisis communications plan, protocols for dealing with a crisis, and tools available
- Preparing a spokesperson for an interview
- Conducting the interview and using key messages
- Crafting and delivering the perfect pitch
- Working with CCCs and other partners
- Social media 101

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Media Training</i>	<ul style="list-style-type: none"> • Develop on-demand podcast training modules. • Provide printed training materials by request. • Work closely with the Census Bureau to ensure content developed is current and relevant, and posted to appropriate online site(s). 	<ul style="list-style-type: none"> • Conduct initial media training in Spring 2008. • Provide media training to appropriate Census Bureau staff. • Suggest when specific face-to-face training is needed. 	<ul style="list-style-type: none"> • Participate in media training. • Media specialists conduct train-the-trainer using provided materials.

Proactive Regional Media Relations

Proactive media relations will require regional media specialists to pitch stories and incite conversations with relevant media. Media specialists will be equipped with the tools, resources and planning ideas to complete these tasks consistently, easily and based on the issues and events happening in their specific region.

Program toolkits will be developed to support Census Bureau media specialists’ proactive media relations efforts around ten pre-designated operational milestones and initiatives. These toolkits will offer media specialists the materials and information they need to execute media outreach for these programs, including staging ideas for media events, content suggestions, template news releases, public service announcements, photo suggestions and more. Materials on these program toolkits will be customizable, as appropriate, to allow regional media specialists to “localize” these tools for their own communities. (See **campaign Toolkits: Electronic Press Kits and Media Specialist Program Toolkits** section for more information.)

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Proactive Regional Media Relations</i>	<ul style="list-style-type: none"> • Provide ten media specialist program toolkits. • Provide templates for Regions to use when engaging media. • Post materials on partnership communication area of census.gov. • Provide training podcasts to help regional specialists conduct proactive media relations. 		<ul style="list-style-type: none"> • Identify appropriate media. • Pitch stories. • Conduct follow-up with media. • Help regional partners participate in media interviews. • Identify appropriate regional/partner spokespersons for interviews.

Reactive Regional Media Relations

Programming toolkits will provide much of the messaging and tools Regions need to address media requests, support events and engage media that reach hard-to-count audiences. However, there will be media requests not related to this programming. By training media specialists early, they will have the skills and knowledge to appropriately field requests, identify spokespeople and coordinate interviews.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Reactive Media Relations</i>	<ul style="list-style-type: none"> • Monitor media on national level to identify issues. • Notify National PIO of potential issues. • Work with National PIO to determine appropriate responses and action plan for responding to media requests. 	<ul style="list-style-type: none"> • Notify appropriate parties when issues arise. • Participate in determining appropriate response to media inquiries. 	<ul style="list-style-type: none"> • Respond to regional/local media requests. • Conduct regional/local media monitoring. • Elevate issues that require national support or have national impact. • Engage partners, if appropriate, for media request.

Regional Media Management

Understanding key media influencers, utilizing established relationships to engage media, and monitoring media and public conversations will be crucial to an effective regional media relations program.

List Management: Top-Tier Media

Media lists will be provided to each region that can be uploaded into Vocus and augmented by their locally-generated lists. The provided lists will include top-tier national, regional and state media, as well as Race and Ethnic Audiences and trade media. The media entries will be categorized by geography (city and state), media type (print, broadcast, interactive, radio) and audience focus (ethnic enclaves, economically disadvantaged, single unattached, education trades, boomers, renters, homeowners, etc.).

List Management: Custom Lists

While the provided lists will cover a majority of the media contacts for the regions, the Regions likely will need to pull even more specific media lists, often on a short deadline. Vocus will allow regional media specialists to create custom lists on demand.

Regional Issues/Media Monitoring

To understand the context surrounding the 2010 Census and to effectively participate in the public and media dialogue, it is vital to monitor traditional media, blogs and legislative news. **The national monitoring report will be provided weekly starting in FY 2009, but Regions will need to monitor locally. By becoming “experts” in their regions on media conversations, media specialists will provide crucial intelligence to their Regional Directors and validate the effectiveness of their tactics.** As mentioned, a training podcast will be available to help media specialists conduct regional media monitoring (see the section on **On-Demand Training Podcasts** for more information).

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Media Management</i>	<ul style="list-style-type: none"> • Provide media lists to National PIO and Regions that will interface with Vocus. • Update media lists. 	<ul style="list-style-type: none"> • Provide existing media lists. • Combine internal lists with campaign-provided media lists for national media outreach. 	<ul style="list-style-type: none"> • Combine local lists with the provided media lists when conducting media outreach. • Create custom lists using media list tool as needed. • Participate in training module on list management.

Integration between Regions and Census 2010 Publicity Office and Public Information Office

The regional office visits highlighted a need to facilitate stronger communication channels between the regions and Census Bureau Headquarters. **Technology not available in 2000 can break down many of the communication barriers that previously existed.** The partnership communication area of census.gov will have a mechanism that allows regional media specialists to share best practices between Regions or to ask questions of each other when they hit a roadblock or need ideas for addressing a specific regional media challenge. The partnership communication area of census.gov and Vocus will help to facilitate “what’s happening on the ground” communications with C2PO and PIO.

<i>Tactic</i>	<i>Contractor Responsibilities</i>	<i>National PIO Responsibilities</i>	<i>Regional Office Responsibilities</i>
<i>Integration between Partners, Regions and National PIO</i>	<ul style="list-style-type: none"> • Create mechanisms on partnership communication area of census.gov that help groups integrate their work and share feedback/best practices. 	<ul style="list-style-type: none"> • Use partnership communication area of census.gov to provide information to and hear from Regions. 	<ul style="list-style-type: none"> • Use partnership communication area of census.gov to communicate with PIO and other Regions. • Share best practices, questions and lessons learned on partnership communication area of census.gov.

Customized Programming: Meeting Each Region’s Unique Needs

Regional media relations support has been designed to help regions maximize resources and ensure a consistent “2010 Census voice” across regions. However, it is critically important that the plan and materials are relevant to each Region. **Each component of the plan and the program toolkits will be designed to encourage customization.**

- **Region-specific campaigns:** Regional Directors and media specialists can view the menu of available programming and implement those that match the needs and audiences in their Region. In this way, the campaign can provide ongoing programming that is customized at the regional and local levels.
- **Region-specific templates:** Several of the materials delivered will be in the form of templates that can be customized by media specialists so they can add images, messaging, video footage and spokespeople that will resonate in their specific Region. Use of material, such as video footage and images will depend on the regions’ existing equipment and ability to upload those materials.

Paid Media

**Creating widespread awareness and education
to drive mass participation**

STRATEGIC APPROACH

Paid Media must be seamlessly planned and executed with Partnerships, Events, Public Relations and Online activities to achieve 2010 Census goals. In many cases a paid media program will result in added-value benefits that could include event sponsorships, billboards, custom research and bonus media.

The Paid Media Plan will be shaped and informed through information from the Regions on their local media preferences. This input is built into the planning timetable detailed on page 151.

The Paid Media Plan will be scheduled to make the 2010 Census the most visible and pervasive message in the marketplace, especially during mail-out/mail-back.

- **Overall Media Goal:** The Paid Media Plan will strive to rise above the advertising clutter and make 2010 Census messaging extremely relevant and visible. The plan will seek to engage mass audiences as well as Hard-to-Count populations with media that is placed at the right moment and in the most relevant context. The planned outcome of this approach is to deliver the key goals of the Census Bureau in terms of increasing mail-back response, reducing a differential undercount and supporting Nonresponse Follow-up.
- **Media Targeting Considerations:** Evaluate media based on ability to deliver Clusters as well as Ethnic Audiences. “Cluster” information (e.g., media characteristics, lifestyle behavior, demographics) is used to help select, evaluate and prioritize media choices. “Audience” definitions are used as the more actionable buying methodology as well as to ensure that plans are resonating appropriately in-culture
- **Media Scheduling: Focus majority of Paid Media efforts from January – Mid April, 2010.** This approach ensures that media reach and impact will peak during the mail-out/mail-back and affords a deeper range of media types that are necessary to reach all residents
- **National + Local:** Approximately a 55:45 budget allocation mix of national and local media is currently planned, pending negotiations. This combination ensures national coverage while reaching cluster segments in areas with lower mail-back response likelihood
- **Media Mix Allocation:** A deep list of media is used to optimize reach and impact across the clusters and ethnic audiences. Every available media type has been considered and evaluated based on the ability to reach the clusters and ethnic audiences. The individual characteristics of media types (e.g., ability to deliver rapid reach, ability to communicate detailed message) has also been considered. The following provides key rationales:
 - National Television: Provides the broadest reach as well as strong message communication because of video and audio communication values
 - Local Television: Delivers values of TV as well as ability to support and

- target Hard-to-Count marketing areas
 - Network Radio: Provides an excellent combination of cost efficiency and targeting (to reach both Clusters and ethnic audiences)
 - Local Radio: Offers the most cost-efficient way of reaching key target groups in Hard-to-Count areas
 - Online: Provides ability to interact with targeted Clusters and audiences, especially to young mobiles
 - Magazines: Provide targeted cluster and ethnic audience delivery as well as the ability to convey more detailed messages (e.g., messages that address specific participation barriers)
 - Newspaper: Provides a very effective combination of geographic targeting with message value (e.g., messages that address specific barriers)
 - Outdoor: Delivers targeted impact in very specific HTC areas
- **Creative Consideration.** Recognizing that local organizations and/or governments have interests in using campaign creative assets for locally funded campaigns, during creative development, selected creative concepts will be negotiated for wider talent usage, and appropriate versions will be available for customization.

PAID MEDIA PLANNING TIMETABLE

- **October 2008:** Begin process of linking communications planning to “It’s In Our Hands” theme and refined segmentation with attitudinal overlay
- **October 2008:** Gain input from all regional Census Bureau stakeholders on their “preferred” media scheduling list by market. This input will be reflected in the final plan selection list. This input should also include event and sponsorship preferences as Paid Media commitments may be able to support these activities
- **January 2009:** Provide detailed Media Plans across audiences, time frames and geographies. These plans will be the basis for upfront negotiations
- **February/March 2009:** Approval of final Media Plans
- **March/April 2009:** Hold and execute Census Upfront Negotiation making commitments leveraging FY 2009 funds. Develop final plans based on negotiated costs
- **October 2009:** Make commitments on remaining media elements (holding reserve funds and flexible funds for NRFU)
- **January 2010:** Execute Plan and upgrade schedules as plan is implemented, based on marketplace conditions
- **March/April 2010:** Re-deploy Paid Media based on Mail Response learnings by cluster and/or geography. This is achieved by maintaining a reserve fund
- **May/June 2010:** Determine allocations and execution for NRFU based on response data

OPTIMIZING PAID MEDIA INTEGRATION ACROSS AUDIENCES

The Paid Media Plan will strive to leverage media mix commonalities across the different audience targets to maximize scheduling synergy and buying leverage.

Start Date

All Paid Media will begin in January 2010 across all audience plans. Diverse America Paid Media will launch in mid-January, leveraging the final NFL conference games on TV as a springboard. The NFL provides high ratings to help create immediate levels of reach for the campaign. Individual audience plans will launch around this date, linked to cultural events, if possible (e.g., Martin Luther King Day for the Black Audience Plan).

Media Mix Synergies

- **National-to-Local Ratio:** Diverse America media have the greatest percentage of national media to drive efficiencies and build plan reach. All other audience plans skew locally, given the population concentrations. This approach provides a strong combination to deliver national impact and local contact.
- **Maximizing Local Market Coverage:** Local market coverage will be optimized by coordinating allocations across the different audience plans. The goal is to have significant local market support vs. high concentration in a more limited number of markets. The final list and recommendation will consider regional input and market costs at the time of negotiations in 2009.
- **Extending Negotiation Leverage with Multimedia, Multi-audience Companies:** Negotiations will consider the opportunity to leverage the buying synergies with media companies that own properties relevant to multiple audiences (e.g., NBC and Telemundo, as NBC Universal owns both entities).
- **Media Mix Synergy:** Multiple media types are part of each audience plan. At minimum, a broadcast element (TV and/or radio) and newspaper are scheduled, recognizing the TV halo from Diverse America. Traditional Outdoor is part of many audience plans to pinpoint neighborhoods with a higher concentration of less-likely responders.
- **Deploying Common Scheduling Tactics:** All plans are united around fostering mass participation. This approach comes to life in different ways across the many

audience plans. Igniting conversations for Diverse America includes a greater use of the Internet and emerging media platforms. For many audience plans, this strategy is achieved through more grassroots opportunities.

- **Leveraging “Trusted Voices” in Trusted Media:** All plans pursue media types that help ignite conversations through associations with “trusted voices”. This includes the use of trusted radio broadcasters and other recognized figures availed through media negotiations.
- **Extending Value of Common Events:** Some media platforms may have multi-audience benefits. For example, NCAA March Madness may be funded and driven by the Diverse America Plan, but negotiations for added value will consider how to best leverage this platform in local markets and for local audiences.

UNDERSTANDING CLUSTER LIFESTYLES TO HELP INFORM MEDIA SELECTION

By linking the cluster data to 2007 Simmons research, a deeper portrait of the clusters can be understood. This information helps with specifying many tactics as final plans are developed. An index above 100 signifies that there is a greater likelihood for that group vs. the average. Conversely, an index below 100 signifies that there is a lesser likelihood for that group vs. the average.

		% of total	A-A AVG I	A-A AVG II	ECON. DISADV. I	ECON. DISADV. II	ETHNIC ENC. I	ETHNIC ENC. II	YOUNG/ MOBILE/ SINGLES	ADV. HOME.
Attitudes and opinions about:		Vert%	Index	Index	Index	Index	Index	Index	Index	Index
APPAREL	Fashion Mags Help Determine Clothes Buy	12.33	87	92	120	176	144	207	146	89
	Like To Keep Up With The Latest Fashions	25.3	93	99	114	136	111	124	122	99
	Like To Make A Unique Fashion Statement	15.92	93	110	125	158	112	146	141	84
AUTOS	Foreign Cars More Prestige Than American	11.48	85	104	117	108	133	137	159	97
	Foreign Higher Quality Than American	25.27	87	107	83	82	84	86	129	115
	American Car Companies Set Standard	20.1	110	84	121	86	120	111	80	93
GENERAL	Money Is The Best Measure Of Success	21.3	92	99	118	123	140	160	108	94
	More Imprnt To Do Duty Than Enjoy Life	38.59	101	95	101	93	113	125	93	99
	I Feel Very Alone In The World	15.56	101	101	104	136	120	101	138	86
	I Worry A Lot About Myself	22.54	95	99	103	143	137	170	128	88
	Rarely Sit Down To A Meal Tgthr At Home	20.44	99	92	123	137	142	140	108	88
	Dont Want Responsibility, Rather Be Told	11.94	104	87	119	83	141	171	109	85
	I Like To Stand Out In A Crowd	22.84	90	105	107	141	124	153	129	94
	I Speak My Mind Even If It Upsets People	46.59	98	98	98	117	110	116	111	97
THE INTERNET	I Find That I Am Easily Swayed By Others	17.33	101	94	93	113	135	158	106	92
	Friends Are More Imprnt Than My Family	7.76	88	108	133	130	112	141	191	84
THE INTERNET	I Like Websites That Protect My Privacy	63.41	97	105	74	77	64	62	104	115
	I Like Websites That Show Me Local Info	52.19	98	102	78	81	70	66	105	114
	Get More Of My News From Internet	29.88	92	107	68	82	68	81	133	115
	Lke To Look For New/ Interesting Websites	25.7	95	107	80	95	75	91	122	108
	Lke To Hear About Prdcts/Srvces By Email	15.08	93	106	89	125	101	108	126	101
LIFESTYLE / INTERNET	I Spend Less Time Watch Tv B/C Internet	18.94	89	113	69	97	67	83	132	113
	Internet New Way I Socialize/Meet Others	10.86	83	108	98	144	102	143	177	97
	I Spend Less Time Read Mags B/C Internet	17.78	88	111	63	97	69	69	134	118
	Internet Prime Source My Entertainment	12.76	86	107	82	133	95	130	157	105
	Internet Prime Source Fam Entertainment	11.73	83	107	99	134	120	127	128	108
	Intrnet Increased Desire To Learn/ Search	38.56	92	107	71	84	73	75	125	114
	I Lstn Less To Non- Intrnt Radio B/C Int	9.02	85	125	84	174	116	105	142	97
	I Read Print News Less B/C Of Internet	17.88	84	120	70	97	72	79	153	112
	For Info First Place I Look Is Internet	38.06	91	109	65	86	66	76	124	116
MEDIA	Pay Attention/ Commercials In Movie Thtre	31.42	95	97	96	133	108	117	113	102
	Find Tv Advertising Interesting	27.42	100	95	111	146	129	139	107	90
	Magazines Main Source Of Entertainment	10.37	92	93	116	149	186	208	117	85
	No Cable, I Wouldn'T Watch Tv	23.13	96	103	94	110	101	101	123	98
	Most Magazines Are Worth The Money	19.29	97	92	108	120	113	109	110	98
	Radio Is My Main Source Of Entertainment	15.75	98	95	105	112	160	166	106	90
	Read Mag Ads Out Of Curiosity	29.57	100	99	105	120	110	111	107	95
	Enjoy Watching Kids Tv Shows W/My Kids	31.55	102	93	111	128	127	124	85	94
	Rely On Magazines To Keep Me Informed	13.92	90	97	99	112	117	149	130	101
	Enjoy Reading Ads In Magazines	17.4	100	89	134	148	138	144	108	87
	Often Notice The Ads At Bus Stops	15.25	74	110	115	283	167	245	179	82
	Often Notice The Ads On Trains	11.2	71	108	111	363	140	279	200	80
	Often Notice The Ads On Buses	19.66	77	113	115	237	141	214	166	87
	Often Notice The Ads On Taxis	11.42	73	113	127	260	182	239	172	79
	I Often Notice The Ads In Billboards	46.89	101	97	100	110	96	93	102	101
	Well Dsgnd Outdr Ads Imprve Urbn Lndscp	20.36	96	93	102	131	137	186	107	93
	I Can Not Resist Buying Magazines	10.94	92	101	104	124	121	161	115	99
I Am A Regular Movie Theater Goer	15.63	85	112	80	143	116	122	132	106	
Choose My Name Not Be On Mailing Lists	54.61	102	99	73	70	65	67	100	113	

		% of total	A-A AVG I	A-A AVG II	ECON. DISADV. I	ECON. DISADV. II	ETHNIC ENC. I	ETHNIC ENC. II	YOUNG/MOBILE/SINGLES	ADV. HOME
		Vert%	Index	Index	Index	Index	Index	Index	Index	Index
Attitudes and opinions about:										
PERSONAL FINANCE	I Find Ads For Fin. Services Interesting	16.62	88	101	119	188	160	204	121	86
	I Read Financial Pages Of My New spaper	21.53	91	105	72	118	83	108	115	112
	Pay Any Price For Good Financial Advice	13.74	87	105	95	152	132	174	116	99
	I'M No Good At Saving Money	25.75	101	96	108	125	119	142	112	89
	Tend To Spend Money Without Thinking	20.92	95	110	117	149	117	132	112	90
PRODUCT PLACEMENT -	I Rmbr Brand Nme Prdcts Used Fav Tv Show	23.02	97	97	112	143	130	124	103	94
	Tvshow Use Brand Nms That I Use=More Real	21.15	97	96	104	137	124	123	110	96
	Character Uses Brand Name/Likely To Use	10.1	91	92	158	203	192	206	114	78
	See Brand Nme I Use In Tvshow = Prdct Good	12.82	96	88	152	169	174	211	119	78
	See Brand Nme Tvshow /Buy At Grocery Store	15.74	96	95	121	156	154	155	120	86
PRODUCT PLACEMENT -	Rmbr Brand Nms Characters Used In Movies	19.69	94	98	119	142	122	118	118	94
	Movie Use Brand Nmes That I Use=More Real	17.33	95	98	110	140	118	124	109	97
	Character Uses Brand Name/Likely To Use	9.23	89	98	158	179	189	197	122	79
	See Brand Nme I Use In Movie=Prdct Good	10.58	98	90	149	175	170	174	127	76
	See Brand Name Movie/Buy At Grocery Store	12.13	95	92	133	161	153	176	126	84
SHOPPING	Usually Frst Amng Frnds Shop New Store	10.22	99	99	115	125	139	142	117	87
	I Use Internet To Help Plan Shopping Trips	15	85	106	88	104	83	86	145	113
	Often Go Out Of My Way To Find New Stres	8.67	91	94	127	173	170	223	142	79
	I Prefer To Shop With My Family	30.55	108	91	95	83	126	135	89	92
	I Spend Lot Money On Toiltries/ Cosmetics	19.14	100	100	107	147	121	145	113	88
TRAVEL	Prefer Travel The Us Opposed To Foreign	45.48	112	89	100	69	71	62	73	103
	I Love The Idea Of Traveling Abroad	39.54	88	111	68	111	91	113	140	109
	Willing Make Trvl Plan With Unknwn Comp	13.52	86	115	78	112	96	110	134	110
	Like Vac. Where Actv Orgnzd For Me	22.19	93	103	101	116	125	139	106	100
SELF CONCEPTS	Amicable, Amiable, Affable, Benevolent	53.24	93	106	81	94	97	116	116	106
	Aw kw ard,Absent- Minded,Forgetful,Car Bless	21.46	101	101	103	118	103	115	111	93
	Dominatng,Authoritar lan,Demndng,Aggrssve	25.85	97	100	109	127	112	124	96	99
	Egocentric,Vain,Slf- Centred,Narcissistic	11.83	85	99	117	153	155	194	132	93
	Refined,Gracious,Sop Histicated,Dignified	40.46	95	98	98	117	105	114	116	101
Tense, Nervous, High-Strung, Excitable	23.64	97	101	89	110	127	155	114	96	
SHOPPING BEHAVIOR	Change Brands Often For Variety/Novelty	19.27	97	95	107	126	132	157	129	90
	Prefer To Buy What Neighbors Approve Of	11.75	95	91	99	103	124	155	140	98
	Adv Gives True Picture Of Products	16.2	101	91	108	133	131	160	101	92
	Ban Products That Pollute	36.32	97	103	94	107	117	141	116	95
	I Buy Recycled Paper Products	34.96	97	102	91	105	98	118	117	100
	Would Pay More/ Envirment Friendly Products	36.4	94	104	79	94	104	123	134	102
	I Enjoy Shopping With My Children	29.42	103	88	100	112	144	147	87	95
	My Kids Have Signif Impact On Brands	21.22	100	89	98	109	134	146	94	100
	Don'T Like When Kids Ask For Non- Essen	23.7	100	90	92	91	121	142	89	104
	Hard To Resist Kids Reqsts For Non-Essen	17.63	99	86	115	112	147	161	87	96

Source: Simmons Spring 2007 NHCS Two Yr Comb Adult Unf/Census_Def
Weighted by: Population

CLUSTER PROFILES

The following charts provide a topline overview of each cluster. As noted, this is based on 2007 Simmons Research.

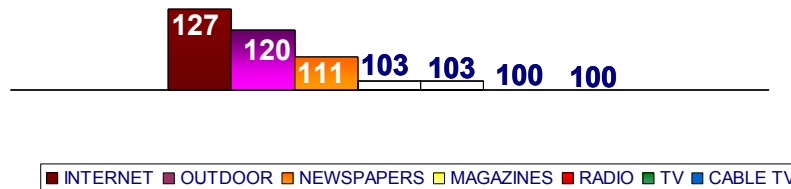
Advantaged Homeowners

Total Occupied Housing Units 26% represents 26.8 million HH's
Mail Return Rate 83%, HTC Score 6

MEDIA SNAPSHOT

- ⊙ 9.94 **MAGAZINE** ISSUES IN LAST MONTH (95 INDEX)
- ⊙ 25.3 HOURS OF **TV** LAST WEEK (92 INDEX)
- ⊙ 18 **NEWSPAPER** ISSUES LAST MONTH (108 INDEX)
- ⊙ USED THE **INTERNET** 61 TIMES LAST MONTH (114 INDEX)

ADVANTAGED HOMEOWNERS MEDIA QUINTILES



PSYCHOGRAPHICS

ECONOMIC OUTLOOK
SOMEWHAT BETTER
OFF (119 INDEX)

I ALWAYS CHOOSE THAT MY
NAME NOT BE INCLUDED ON
MAILING LISTS (108 INDEX)

I HAVE A
CONSERVATIVE
STYLE (108
INDEX)



I FEEL
FINANCIALLY
SECURE (114
INDEX)

I AM OFTEN ASKED TO
BE SPOKEPERSON FOR
MY GROUP (108 INDEX)

I RELY ON
NEWSPAPERS TO
KEEP ME INFORMED
(112 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
GOLF	132	19%
LIVE THEATER	126	27%
WEIGHT TRAINER	123	21%
MUSEUM	122	25%
THEME PARK	121	27%
PHOTOGRAPHY	121	23%
SWIMMING	117	38%

CLUSTER PROFILES

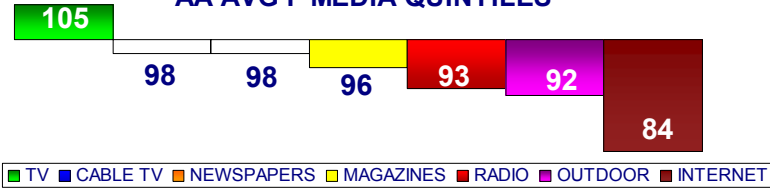
All Around Average I

Total Occupied Housing Units 35% represents 36.5 million HH's
Mail Return Rate 77%, HTC Score 23

MEDIA SNAPSHOT

- ⊙ 9.45 **MAGAZINE** ISSUES IN LAST MONTH (95 INDEX)
- ⊙ 28.5 HOURS OF **TV** LAST WEEK (104 INDEX)
- ⊙ 16 **NEWSPAPER** ISSUES LAST MONTH (96 INDEX)
- ⊙ USED THE **INTERNET** 46 TIMES LAST MONTH (87 INDEX)

AA AVG I MEDIA QUINTILES



PSYCHOGRAPHICS

IMPORTANT TO BE WELL INSURED- LIFE INSURANCE(101 INDEX)

I FIND IT DIFFICULT TO SAY NO TO MY KIDS (107 INDEX)

COMPUTERS CONFUSE ME I'LL NEVER GET USED TO THEM (115 INDEX)



INVESTING IN THE STOCK MARKET TOO RISKY (103 INDEX)

PREFER TRAVEL IN THE U.S. OPPOSED TO FOREIGN (INDEX 112)

VALUE LOCAL NEWSPAPERS COVERS LOCAL NEWS (103 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
HUNTING	148	14%
FISHING	129	21%
MOTORCYCLING	124	8%
CAMPING	109	16%
GARDENING	108	37%
BACKPACKING	106	11%

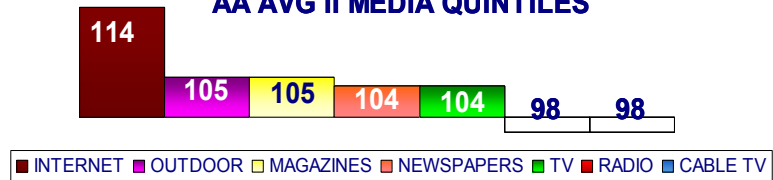
CLUSTER PROFILES

All Around Average II
 Total Occupied Housing Units 16% represents 16.5 million HH's
 Mail Return Rate 74%, HTC Score 41

MEDIA SNAPSHOT

- ⊙ 10.38 **MAGAZINE** ISSUES IN LAST MONTH (105 INDEX)
- ⊙ 27.4 **HOURS OF TV** LAST WEEK (100 INDEX)
- ⊙ 16 **NEWSPAPER** ISSUES LAST MONTH (98 INDEX)
- ⊙ USED THE **INTERNET** 57 TIMES LAST MONTH (107 INDEX)

AA AVG II MEDIA QUINTILES



PSYCHOGRAPHICS

- TEND TO SPEND MONEY WITHOUT THINKING (112 INDEX)
- INTERNET CHANGED THE WAY I SPEND FREE TIME (114 INDEX)
- I LIKE TO EXPERIMENT WITH NEW STYLES (107 INDEX)
- FRIENDS ASK MY ADVICE ON FINANCIAL MATTERS (105 INDEX)
- IT IS IMPORTANT TO KEEP LOOKING YOUNG (106 INDEX)
- FOR INFO, THE FIRST PLACE I LOOK IS THE INTERNET (109 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
DANCE (Performance)	121	12%
JOGGING	119	19%
ZOO	115	21%
CONCERT	114	33%
MUSEUM	114	24%
THEME PARK	111	24%
BAR/NIGHTCLUB	110	22%

CLUSTER PROFILES

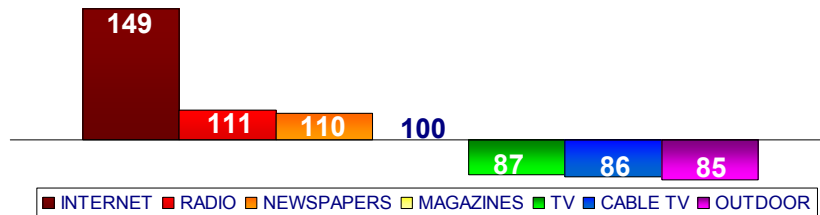
Single/Unattached/Mobiles

Total Occupied Housing Units 8% represents 8 million HH's
Mail Return Rate 67%, HTC Score 61

MEDIA SNAPSHOT

- ⊙ 11.88 **MAGAZINE** ISSUES IN LAST MONTH (120 INDEX)
- ⊙ 27.0 HOURS OF **TV** LAST WEEK (98 INDEX)
- ⊙ 17 **NEWSPAPER** ISSUES LAST MONTH (104 INDEX)
- ⊙ USED THE **INTERNET** 67 TIMES LAST MONTH (126 INDEX)

YOUNG-MOBILE-SINGLES MEDIA QUINTILES



PSYCHOGRAPHICS

I'M NO GOOD AT SAVING MONEY (119 INDEX)

SPEND MORE THAN CAN AFFORD FOR CLOTHES (146 INDEX)

I WANT TO GET TO THE VERY TOP IN MY CAREER (126 INDEX)

NO CABLE, I WOULDN'T WATCH TV (136 INDEX)

LIKE OTHER PEOPLE TO THINK I'M FINANCIALLY SUCCESSFUL (110 INDEX)

INTERNET PRIME SOURCE OF MY ENTERTAINMENT (175 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
YOGA	169	12%
EDUCATION COURSES	161	23%
DANCE	156	16%
BARS/NIGHTCLUB	138	28%
MUSEUM	136	28%
LIVE THEATER	135	29%
WEIGHT TRAINING	134	23%
JOGGING	125	20%

CLUSTER PROFILES

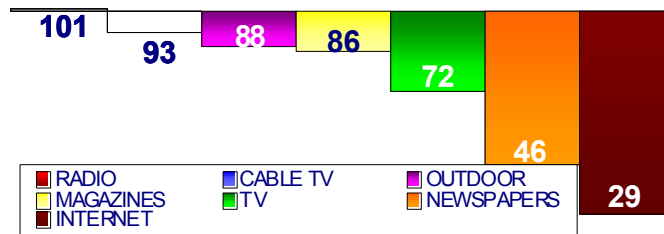
Ethnic Enclave I

4.0% Pop – 8.7MM Adults
Mail Return Rate 70%, HTC Score 63

MEDIA SNAPSHOT

- ⊙ 7.79 **MAGAZINE** ISSUES IN LAST MONTH (79 INDEX)
- ⊙ 29.6 HOURS OF **TV** LAST WEEK (108 INDEX)
- ⊙ 10 **NEWSPAPER** ISSUES LAST MONTH (62 INDEX)
- ⊙ USED THE **INTERNET** 27 TIMES LAST MONTH (51 INDEX)

ETHNIC ENCLAVE I MEDIA QUINTILES



PSYCHOGRAPHICS

LIKE OTHER PEOPLE TO THINK I'M FINANCIALLY SUCCESSFUL (103 INDEX)

RADIO IS MY MAIN SOURCE OF ENTERTAINMENT (172 INDEX)

DESIGNER LABEL IMPROVES PERSON'S IMAGE (146 INDEX)



WILLING TO GIVE UP FAMILY TIME TO ADVANCE (INDEX 163)

PROVIDE MY KIDS WITH THINGS I DIDN'T HAVE (117 INDEX)

RELY ON MAGAZINES TO KEEP ME INFORMED (127 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
SOCCER	187	15%
BASEBALL	145	16%
BASKETBALL	132	20%
FOOTBALL	110	10%
THEME PARKS	104	23%

CLUSTER PROFILES

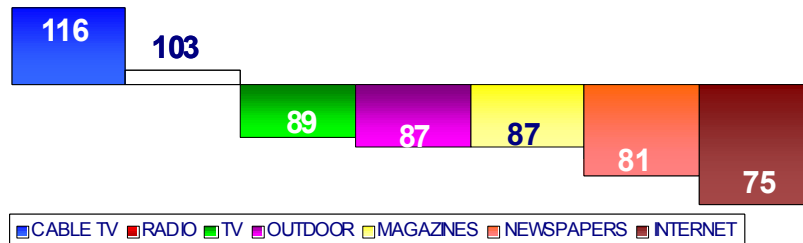
Economically Disadvantaged I

5.8% Pop – 12.6MM Adults
Mail Return Rate 66%, HTC Score 65

MEDIA SNAPSHOT

- ⊙ 10.10 **MAGAZINE** ISSUES IN LAST MONTH (102 INDEX)
- ⊙ 36.7 HOURS OF **TV** LAST WEEK (134 INDEX)
- ⊙ 14 **NEWSPAPER** ISSUES LAST MONTH (83 INDEX)
- ⊙ USED THE **INTERNET** 25 TIMES LAST MONTH (47 INDEX)

ECON. DISADV. I MEDIA QUINTILES



PSYCHOGRAPHICS

OFTEN PREFER TO PAY CASH FOR THINGS I BUY (104 INDEX)

FIND TV ADVERTISING INTERESTING (113 INDEX)

LIKE TO MAKE A UNIQUE FASHION STATEMENT (133 INDEX)

KNOW NOTHING ABOUT FINANCE/INVESTMENTS (106 INDEX)



MONEY IS THE BEST MEASURE OF SUCCESS (113 INDEX)

RELY ON MAGAZINES TO KEEP ME INFORMED (108 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
BASKETBALL	134	20%
BASEBALL	125	14%
DANCE (performance)	115	12%
VOLLEYBALL	114	10%
BAR/NIGHTCLUB	90	18%

CLUSTER PROFILES

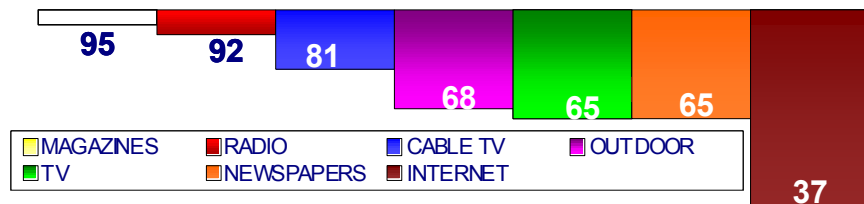
Ethnic Enclave II

2.1% Pop – 4.6MM Adults
Mail Return Rate 64%, HTC Score 84

MEDIA SNAPSHOT

- ⊙ 7.84 **MAGAZINE** ISSUES IN LAST MONTH (79 INDEX)
- ⊙ 27.8 HOURS OF **TV** LAST WEEK (101 INDEX)
- ⊙ 11 **NEWSPAPER** ISSUES LAST MONTH (68 INDEX)
- ⊙ USED THE **INTERNET** 27 TIMES LAST MONTH (50 INDEX)

ETHNIC ENCLAVE II MEDIA QUINTILES



PSYCHOGRAPHICS

I READ THE FINANCIAL PAGES OF MY NEWSPAPER (114 INDEX)

ADS HELP ME LEARN ABOUT AVAILABLE PRODUCTS (106 INDEX)

TOP DESIGNERS MAKE QUALITY CLOTHES (131 INDEX)



FRIENDS ASK MY ADVICE ON FINANCIAL MATTERS (140 INDEX)

I AM A WORKAHOLIC (146 INDEX)

MORE INCLINED TO BUY FROM A SPONSOR THAN NOT (140 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
SOCCER	272	22%
KARATE	154	5%
BASEBALL	150	16%
JOGGING	129	21%
VOLLEYBALL	110	10%
STATE FAIR	109	12%
THEME PARK	108	24%

CLUSTER PROFILES

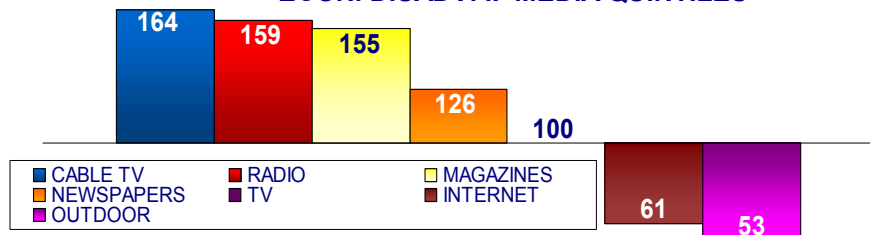
Economically Disadvantaged II

Total Occupied Housing Units 3% represents 3 million HH's
Mail Return Rate 58%, HTC Score 92

MEDIA SNAPSHOT

- ⊙ 10.12 **MAGAZINE** ISSUES IN LAST MONTH (102 INDEX)
- ⊙ 35.2 HOURS OF **TV** LAST WEEK (128 INDEX)
- ⊙ 14 **NEWSPAPER** ISSUES LAST MONTH (88 INDEX)
- ⊙ USED THE **INTERNET** 32 TIMES LAST MONTH (59 INDEX)

ECON. DISADV. II MEDIA QUINTILES



PSYCHOGRAPHICS

I'M NO GOOD AT SAVING MONEY (129 INDEX)

ONLY WORK AT CURRENT JOB FOR THE MONEY (116 INDEX)

OFTEN NOTICE THE ADS ON:
- TRAINS (371 INDEX)
- BUSES (251 INDEX)
- BUS STOPS (292 INDEX)



I FEEL VERY ALONE IN THE WORLD (128 INDEX)









ENJOY WATCHING KIDS TV SHOWS WITH MY KIDS (132 INDEX)

RARELY SIT DOWN TO A MEAL TOGETHER AT HOME (156 INDEX)

HOBBIES/SPORTS/INTERESTS

	<u>Index</u>	<u>%Cov</u>
DANCE (Performance)	226	23%
COMEDY CLUB	174	16%
BICYCLING	169	20%
LIVE THEATER	146	31%
AEROBICS	143	14%
BASEBALL	141	15%
BASKETBALL	127	19%

SUMMARY OF MEDIA SKEWS (SIMMONS)

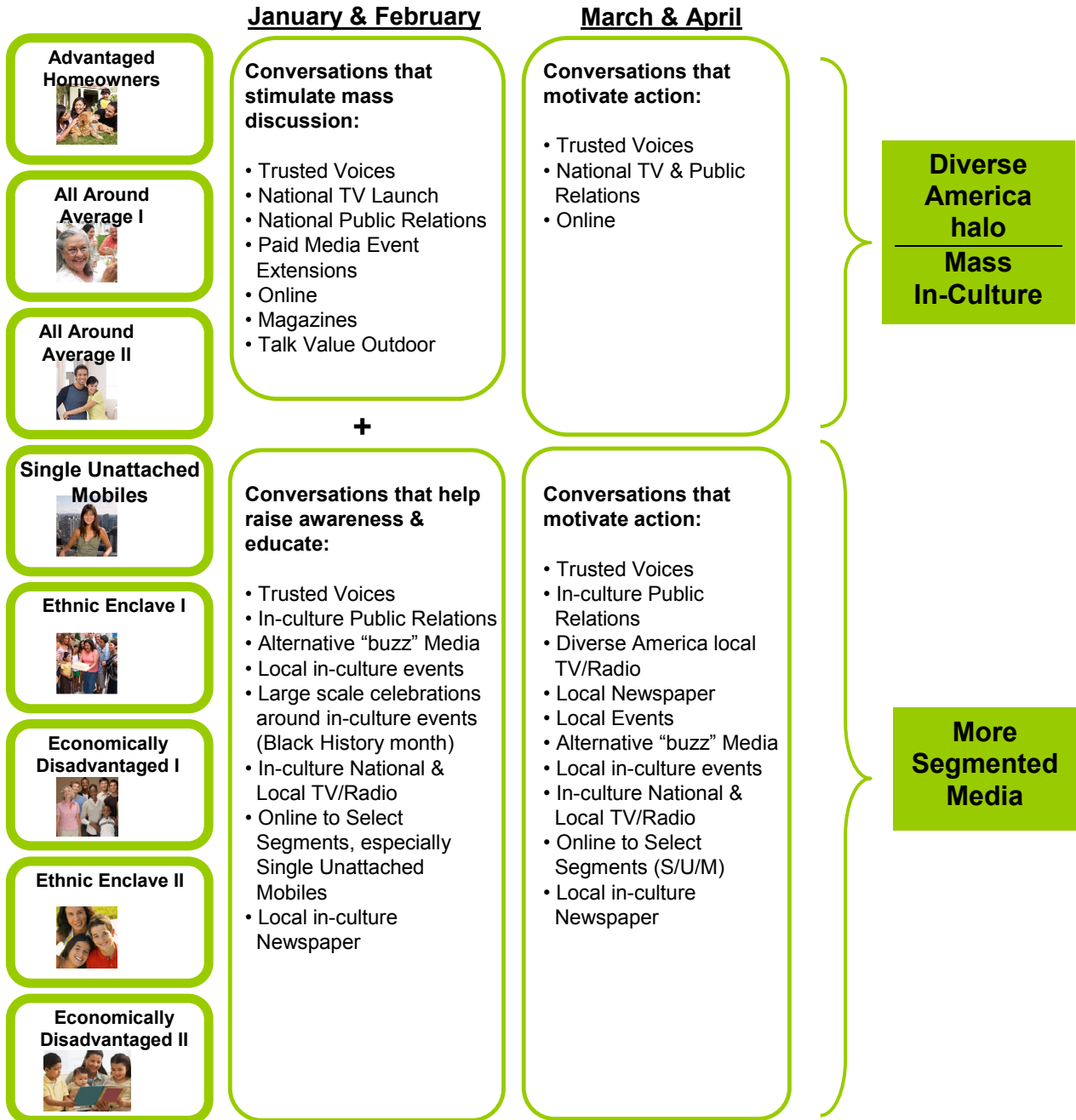
<p>Advantaged Homeowners</p> 	<p>More TV, Internet, magazines and lifestyle outdoor (mall advertising)</p>
<p>All Around Average I</p> 	<p>No significant mass media skews</p>
<p>All Around Average II</p> 	<p>Slightly heavier users of most mass media including Internet</p>
<p>Single Unattached Mobiles</p> 	<p>More Internet, radio and place-based media where young adults congregate (cinema, concerts)</p>
<p>Ethnic Enclave I</p> 	<p>More In-culture TV/newspaper/radio, neighborhood outdoor</p>
<p>Economically Disadvantaged I</p> 	<p>Heavier users of cable TV</p>
<p>Ethnic Enclave II</p> 	<p>Under consume traditional mass media; more in-culture newspaper and radio, neighborhood outdoor</p>
<p>Economically Disadvantaged II</p> 	<p>Heavier users of broadcast media</p>

Place-based and Community Events, Outreach, Public Relations Across All

More in-culture newspaper and radio, neighborhood outdoor...but not measured in Simmons Database.

2010 PAID MEDIA SCHEDULING

The media recommendation skews toward national media during the launch phase and then leverages a greater percentage of local media around mailout/mailback. Average and lower likelihood clusters will include similar media throughout, escalating impact around mail- out/mailback with a much greater use of local media. A greater use of community and local outreach is scheduled among clusters with lower mail-back response likelihood.



FORECASTING THE REACH AND FREQUENCY OF CONVERSATIONS

The following contact goals provide a roadmap for ensuring participation and motivation. “Contacts” include all relevant forms of communications: earned media, public relations, events and personal contacts.

Reach goals of 90 percent or more are set for the overarching campaign message during key time periods (launch in January, mail-out/mail-back support in March). The 90 percent or more goal reflects the task of reaching every individual. Frequency goals are based on communications planning models that suggest higher frequency for brands that have low awareness and significant barriers.

Launch Mass Media that Enlightens and Educates

- Goal: Get America talking: January – February 2010
- Reach: 90 percent or more
- Frequency: 10+ Contacts

Heavy-up Levels around Operational Mailings to Inspire Action

- Goal: Create a sense of inspired urgency to complete the 2010 Census form:
March to Mid April 2010
- Reach: 90 percent
- Frequency: 20+ Contacts

Support NRFU Contact

- Goal: Help ensure successful enumerator engagements: May to June 2010
- Reach: Targeted to Hard-to-Count segments. A specific reach goal will be established when response data and targeted needs are identified in 2010
- Frequency: 3+ contacts in areas that need support. This level recognizes that the Census program would already have established widespread awareness from previous phases

SELECTING THE RIGHT MEDIA TYPES BY LEVERAGING SEGMENTATION DATA... LINKED TO SIMMONS RESEARCH

The eight cluster groups have been matched with the Simmons Research Database to gain insight into behavioral characteristics not included in the Census analysis. This enables an understanding of media and lifestyle characteristics to help identify relevant media types. Complete profiles are provided at the end of this section.

Overall Media Consumption

The chart below details media consumption by audience. As the chart indicates, culture and income have a strong influence on media habits. For audiences that are lighter consumers of media, highly targeted in-culture media tactics are important to start a conversation.

In general, these media usage factors support the audience plans provided. All segments, to slightly varying degrees, consume all types of traditional mass media. Developing the right mix for each audience requires considering the most effective combination of these media, as well as individual media usage habits.

	All Around Average	All Around Average II	Economically Disadvantaged I	Economically Disadvantaged II	Ethnic Enclave I	Ethnic Enclave II	Young Mobile Singles	Advantaged Homeowners
TV Hours Viewed Avg.	32	32	33	31	28	26	30	31
Weekly Radio Hours Listened Avg.	13	13	13	13	12	13	13	13
% Internet Subscribe HH	51	55	37	38	32	34	50	63
Average # of Magazines/Month	3.8	3.9	3.5	5.1	3.4	3.4	3.9	4.1
Internet Hours Time Spent Avg.	6	7	6	7	5	7	9	7
% Read Daily Newspaper	46	47	36	50	30	32	45	50

PREFERENCES BY MEDIA TYPE

This chart details the media properties by cluster with the greatest resonance. It shows the types of media that will be negotiated to reach the specific cluster groups.

Note: This information is based on those media measured in the Simmons Database, which had limited ethnic language media types.

	AI Around Average	AI Around Average I	Economically Disadvantaged	Economically Disadvantaged II	Ethnic Enclave I	Ethnic Enclave II	Young Mobs	Advantaged Homeowners
Magazines	Field & Stream 146	Budget Travel 184	Johnson Publishing 335	Vibe 929	Cosmopolitan 657	Vanidades 887	NY Times 329	Midwest Living 148
	Outdoor Life 138	Economist 160	Pub Net-Black 335	Essence 782	Maxim En Espanol 644	Cosmopolitan en Esp 880	NY Times 302	Money 146
	Petersen's Hunting 137	Yankee 160	Essence 333	Vibe/Spin Ventures 760	TV Y Novelas 619	SP Pub G BWeekly 864	Spin 294	Kipling Pers Fin Mag 143
	Southern Living 124	Harpers Bazaar 160	Ebony 326	Black Enterprise 692	Buenhogar 585	TV Y Novelas 862	Blender 264	SmartMoney 136
	Redbook 121	Premiere 155	Jet 324	Automundo Magazine 688	Editorial Televisa G 584	Furia Musical 861	New Yorker 260	Business Week 135
TV	Close to Home 119	Exploration with Richard Wiese 166	Girlfriends 423	Its Show Time at the Apollo 826	George Lopez 239	One Tree Hill 211	Smallville 212	The Office 123
	Ghost Whisperer 116	Extra 149	Its Show Time at the Apollo 390	Crimetime Saturday 823	Motonweek 208	SuperNatural 197	Ebert and Roper 200	The Apprentice 120
	America's Funniest Home Videos 115	HomeTime 144	My Wife and Kids 278	My Wife and Kids 469	Maximum Exposure 197	WIWE Friday Night Smackdown 156	Frontline 189	Scrubs 119
	Rock Star 115	This is your Life 135	Everybody Hates Chris 253	Girlfriends 416	Access Hollywood 156	24 151	Sex and the City 172	The Unit 119
	Jack Hannah's Animal Adventure 114	Movie Night (ION) 131	NBC Sports World 250	Americas Next Top Model 326	MadTV 155	Girlfriends 148	Gilmore Girls 166	Grey's Anatomy 119
Cable	Trick My Truck 151	Curb Your Enthusiasm 178	The Parkers 430	In Living Color 582	Wild National Geographic 301	Rap City 140	Sex and the City 159	Anthony Bourdain - No Reservations 188
	Nashville Star 142	Entourage 164	Jamie Foxx Show 420	Jamie Foxx Show 487	TRL 282	106 and Park 131	Anderson Cooper 360 158	The Daily Show with John Stewart 125
	Still Standing 126	Real Time with Bill Maher 159	Girlfriends 411	106 and Park 455	Rap City 258	NEXT (MTV) 131	Real World 157	Modren Marvels 124
	Wednesday Night Football 123	Forbes on Fox 156	BET Comic View 393	Family Guy 285	BET Countdown 241	Boxing (ESPN) 129	The Colbert Report 145	NIP TUCK 121
	NASCAR 125	The Surreal Life 153	The 411 (TV Guide) 354	Law and Order 271	106 and Park 209	Laguna Beach 123	CNN Presents 144	The O'Reilly Factor 121
News	USA Today 91	New York Times 119	USA Today 97	New York Times 278	New York Times 100	New York Times 190	New York Times 206	Wall Street Journal 119
	Wall Street Journal 83	Wall Street Journal 108	New York Times 91	Wall Street Journal 165	Wall Street Journal 75	Wall Street Journal 65	Wall Street Journal 122	USA Today 117
	New York Times 69	USA Today 103	Wall Street Journal 85	USA Today 76	USA Today 63	USA Today 58	USA Today 114	New York Times 94
Internet	Nascar.com 111	Fox.com 132	msn.com 78	Sony.com 375	Ticketmaster.com 93	Movies.com 101	Nytimes.com 342	Wsj.com 148
	Earthlink.com 100	Hotmail.com 123	monstor.com 78	Sprint.com 347	Tmobile.com 83	Sbc.com 100	HotJobs.com 302	Reuters.com 144
	Cingular.com 99	Amazon.com 123	Fox.com 77	Tmobile.com 334	Sony.com 78	Cnn.com 94	IMDB.com 217	BizRate.com 144
	AmericanGreetings.com 99	MySpace.com 103	Hotmail.com 75	Verizon.com 197	Ask.com 70	CircuitCity.com 90	WashingtonPost.com 201	NFL.com 143
	Weather.com 96	Blogs/Blogging 118	Amazon.com 73	Myspace.com 177	Disney.com 65	Disney.com 82	Cnn.com 198	ESPN.com 138
	MySpace.com 86	Email 107	MySpace.com 96		MySpace.com 56	MySpace.com 80	MySpace.com 143	MySpace.com 109

CHARACTERISTICS BY ETHNICITY AND AGE

According to Simmons Research, media consumption varies by age and ethnicity. The following provides some key highlights of the differences across these characteristics.

Ethnicity Highlights

- Blacks are 58 percent more likely to be heavy TV users and 21 percent more likely to be heavy radio listeners.
- AI/AN are 28 percent more likely to be heavy TV users, 44 percent more likely to be heavy magazine readers and 21 percent more likely to be exposed to outdoor advertising.
- Hispanics are 15 percent more likely to be heavy radio listeners and 20 percent more likely to be heavy users of PDA/cell phones.

Age Highlights

- Young adults (ages 18–34) are 18 percent more likely to be heavy radio users, 27 percent more likely to be heavy online users and 20 percent more likely to be heavy users of PDAs/cell phones.
- Mid adults (ages 35–54) are 17 percent more likely to be heavy users of online, 17 percent more likely to be exposed to outdoor advertising and 22 percent more likely to be heavy users of PDAs/cell phones.
- Older adults (ages 55+) are 56 percent more likely to be heavy TV users and 31 percent more likely to be heavy users of newspapers.

BALANCING NATIONAL AND LOCAL MEDIA

Paid media includes both national media and local media outlets in both English and in-language formats. National media, such as television, is more efficient at reaching mass audiences than local TV. Local media enables more targeted messaging in HTC areas to ensure participation among less-likely-to-respond audiences (e.g., consider urban vs. suburban areas).

Local market allocations consider mail-back response and hard-to-count factors to determine allocations in media outlets such as local television, outdoor, radio and newspaper. The following table provides a market analysis by mail return rate. The national-to-local allocation will skew slightly more towards national media (55:45) to optimize efficiencies.

The ultimate use of local media will include preferences from the regional Census Bureau offices. To extend coverage across a deep list of markets, all audience plans will need to be closely coordinated to ensure that the plans do not oversaturate some markets.

(Source: 2000 Census)

Total Cluster Average		77.7%	68.2%	67.8%	56.4%	49.8%	62.5%	58.9%	60.6%	67.9%		
Average of mail RR												
		Cluster name (values in %)										
DMA Code	DMA Name	Advantage Homeowner	Average I Homeowner	Average II Rent	Econ Disad I Homeowner	Econ Disad II Rent	Ethnic I Homeowner	Ethnic II Rent	Mobile/Single	Grand Total	State	Region
662	ABILENE-SWEETWATER	70.26%	61.03%	66.10%	56.14%	0.00%	60.32%	0.00%	62.80%	61.77%	TX	Dallas
525	ALBANY_GA	75.69%	59.25%	65.43%	57.42%	56.75%	52.75%	0.00%	0.00%	58.90%	GA	Atlanta
532	ALBANY-SCHENECTADY-TROY	75.54%	67.91%	68.83%	0.00%	48.70%	0.00%	0.00%	59.01%	67.82%	NY	Boston
790	ALBUQUERQUE-SANTA FE	75.18%	52.31%	62.50%	50.10%	47.49%	38.89%	61.12%	58.15%	57.07%	NM	Denver
644	ALEXANDRIA, LA	66.97%	58.71%	55.17%	57.34%	0.00%	60.32%	0.00%	53.16%	58.54%	LA	Dallas
583	ALPENA	61.97%	74.31%	0.00%	73.32%	0.00%	0.00%	0.00%	0.00%	69.28%	MI	Detroit
634	AMARILLO	73.02%	64.95%	67.40%	55.31%	37.06%	57.97%	0.00%	57.34%	64.10%	NM	Denver
743	ANCHORAGE	65.59%	58.89%	60.73%	0.00%	0.00%	0.00%	0.00%	54.98%	61.08%	AK	Seattle
524	ATLANTA	78.53%	67.79%	68.51%	63.13%	54.45%	63.55%	54.50%	60.86%	69.16%	GA	Atlanta
520	AUGUSTA	76.02%	57.85%	65.10%	53.50%	62.41%	35.24%	0.00%	0.00%	59.00%	GA	Atlanta
635	AUSTIN	75.40%	62.41%	68.50%	55.36%	48.67%	57.30%	49.83%	59.48%	65.29%	TX	Dallas
512	BALTIMORE	78.20%	71.63%	68.48%	51.07%	45.70%	0.00%	0.00%	62.29%	68.61%	MD	Philadelphia
537	BANGOR	62.19%	49.18%	62.72%	0.00%	0.00%	0.00%	0.00%	61.43%	51.88%	ME	Boston
716	BATON ROUGE	77.54%	53.78%	65.07%	47.42%	39.40%	30.18%	0.00%	54.05%	56.31%	LA	Dallas
692	BEAUMONT-PORT ARTHUR	69.54%	62.22%	60.98%	51.89%	0.00%	57.79%	0.00%	61.50%	60.57%	TX	Dallas
821	BEND, OR	71.78%	62.74%	68.47%	0.00%	0.00%	0.00%	0.00%	0.00%	66.80%	OR	Seattle
756	BILLINGS	81.69%	61.08%	67.05%	14.23%	0.00%	0.00%	0.00%	58.39%	61.98%	MT	Denver
746	BILOXI-GULFPORT	73.31%	65.04%	62.43%	56.16%	0.00%	0.00%	0.00%	52.58%	62.77%	MS	Dallas
502	BINGHAMTON	84.19%	70.46%	69.94%	0.00%	57.30%	0.00%	0.00%	62.42%	71.16%	NY	Boston
630	BIRMINGHAM (ANN AND TUSC)	75.65%	61.07%	64.54%	55.54%	46.47%	60.45%	0.00%	58.15%	62.14%	AL	Atlanta
559	BLUEFIELD-BECKLEY-OAK HILL	0.00%	63.40%	0.00%	58.24%	0.00%	53.19%	0.00%	0.00%	61.88%	VA	Charlotte
757	BOISE	77.54%	65.70%	71.32%	48.86%	0.00%	58.16%	0.00%	60.87%	68.46%	ID	Seattle
506	BOSTON (MANCHESTER)	76.61%	73.33%	70.24%	75.49%	51.89%	0.00%	52.86%	60.27%	69.93%	MA	Boston
736	BOWLING GREEN	76.12%	64.48%	68.00%	65.71%	51.52%	56.59%	0.00%	56.28%	65.47%	KY	Charlotte
514	BUFFALO	84.11%	76.96%	73.25%	54.82%	51.58%	0.00%	0.00%	60.28%	73.57%	NY	Boston
523	BURLINGTON-PLATTSBURGH	59.60%	54.60%	59.57%	0.00%	0.00%	0.00%	0.00%	59.95%	56.32%	NY	Boston
754	BUTTE-BOZEMAN	75.60%	65.98%	68.33%	59.01%	0.00%	0.00%	0.00%	69.18%	67.64%	MT	Denver
767	CASPER-RIVERTON	62.96%	55.85%	55.16%	0.00%	0.00%	0.00%	0.00%	0.00%	53.47%	WY	Denver
637	CEDAR RAPIDS-WTRLO-IWC&DUB	80.20%	77.39%	75.66%	59.86%	60.00%	0.00%	0.00%	67.95%	77.49%	IA	Kansas City
648	CHAMPAIGN&SPRNGFLD-DECATUR	75.50%	73.44%	71.77%	59.04%	46.61%	0.00%	0.00%	58.26%	71.07%	IL	Chicago
519	CHARLESTON, SC	73.76%	58.61%	60.39%	52.83%	44.59%	0.00%	0.00%	54.69%	58.36%	SC	Charlotte
564	CHARLESTON-HUNTINGTON	74.42%	64.21%	64.03%	60.91%	53.46%	57.36%	0.00%	57.66%	63.65%	OH	Detroit
517	CHARLOTTE	73.70%	64.84%	65.56%	58.72%	54.00%	0.00%	0.00%	58.63%	64.85%	NC	Charlotte
584	CHARLOTTESVILLE	70.56%	67.45%	74.15%	0.00%	0.00%	0.00%	0.00%	52.35%	67.84%	VA	Charlotte
575	CHATTANOOGA	73.87%	62.78%	63.69%	55.13%	50.88%	65.88%	61.03%	61.48%	62.79%	TN	Charlotte
759	CHEYENNE-SCOTTSSBLUF	79.20%	67.91%	68.90%	63.30%	0.00%	0.00%	0.00%	0.00%	69.89%	WY	Denver
602	CHICAGO	80.24%	74.41%	66.03%	57.01%	44.23%	60.88%	48.09%	58.74%	66.78%	IL	Chicago
868	CHICO-REDDING	75.71%	65.71%	71.90%	66.57%	55.80%	69.51%	0.00%	61.61%	66.85%	CA	Los Angeles
515	CINCINNATI	80.92%	73.33%	70.07%	58.21%	45.85%	68.43%	0.00%	59.02%	71.28%	OH	Detroit
598	CLARKSBURG-WESTON	72.29%	64.13%	0.00%	58.49%	55.69%	54.90%	0.00%	0.00%	63.91%	WV	Detroit
510	CLEVELAND-AKRON (CANTON)	81.63%	75.57%	70.56%	55.72%	49.78%	76.17%	50.82%	61.37%	72.02%	OH	Detroit
752	COLORADO SPRINGS-PUEBLO	76.08%	70.03%	68.64%	63.44%	58.01%	62.01%	0.00%	56.75%	70.05%	CO	Denver

546	COLUMBIA, SC	74.06%	60.08%	63.93%	55.23%	48.93%	0.00%	0.00%	56.76%	61.18%	SC	Charlotte
604	COLUMBIA-JEFFERSON CITY	74.33%	68.74%	70.31%	59.44%	52.21%	0.00%	0.00%	63.57%	68.44%	MO	Kansas City
522	COLUMBUS, GA	77.12%	61.25%	64.04%	56.93%	49.45%	52.09%	0.00%	60.57%	61.13%	GA	Atlanta
535	COLUMBUS, OH	79.18%	73.46%	70.88%	60.49%	45.13%	69.07%	0.00%	60.56%	71.47%	OH	Detroit
673	COLUMBUS-TUPELO-WEST POINT	69.32%	63.14%	61.53%	59.77%	0.00%	0.00%	0.00%	60.89%	62.32%	MS	Dallas
600	CORPUS CHRISTI	74.49%	60.30%	63.32%	52.95%	51.53%	53.67%	0.00%	58.52%	58.47%	TX	Dallas
623	DALLAS-FT. WORTH	77.22%	65.70%	66.12%	57.04%	43.42%	62.93%	49.20%	56.50%	65.95%	TX	Dallas
682	DAVENPORT-R.ISLAND-MOLINE	77.59%	76.79%	69.70%	62.48%	55.02%	0.00%	0.00%	0.00%	74.99%	IL	Chicago
542	DAYTON	79.84%	75.71%	70.90%	56.08%	49.24%	0.00%	0.00%	62.52%	73.26%	OH	Detroit
751	DENVER	80.17%	69.96%	70.52%	62.32%	52.95%	64.13%	55.60%	63.27%	72.41%	CO	Denver
679	DES MOINES-AMES	77.06%	74.74%	70.86%	57.91%	55.23%	0.00%	0.00%	65.66%	74.33%	IA	Kansas City
505	DETROIT	84.11%	79.38%	75.62%	61.45%	55.87%	57.68%	48.60%	65.92%	76.37%	MI	Detroit
606	DOTHAN	75.46%	59.92%	57.16%	56.17%	0.00%	0.00%	0.00%	0.00%	59.64%	AL	Atlanta
676	DULUTH-SUPERIOR	74.23%	69.58%	74.09%	0.00%	64.82%	0.00%	0.00%	66.94%	71.25%	MN	Kansas City
765	EL PASO (LAS CRUCES)	77.89%	68.98%	67.28%	62.02%	59.51%	65.11%	62.77%	59.61%	67.26%	TX	Dallas
565	ELMIRA (CORNING)	82.77%	69.87%	74.21%	65.47%	59.13%	0.00%	0.00%	60.72%	71.57%	NY	Boston
516	ERIE	79.59%	76.82%	73.73%	63.34%	59.05%	0.00%	0.00%	61.77%	74.50%	PA	Philadelphia
801	EUGENE	75.14%	66.09%	68.26%	71.66%	0.00%	0.00%	0.00%	61.93%	67.71%	OR	Seattle
802	EUREKA	71.70%	62.32%	64.02%	49.22%	0.00%	0.00%	0.00%	61.83%	60.87%	CA	Los Angeles
649	EVANSVILLE	79.09%	70.92%	71.74%	64.61%	52.57%	0.00%	0.00%	77.44%	71.84%	KY	Charlotte
724	FARGO-VALLEY CITY	68.65%	68.58%	74.42%	66.68%	62.70%	0.00%	0.00%	67.12%	69.51%	ND	Denver
513	FLINT-SAGINAW-BAY CITY	80.02%	75.02%	73.51%	59.92%	58.85%	0.00%	0.00%	66.46%	74.21%	MI	Detroit
866	FRESNO-VISALIA	78.93%	70.91%	67.49%	65.72%	60.28%	65.03%	60.27%	64.21%	68.37%	CA	Los Angeles
571	FT. MYERS-NAPLES	69.85%	63.40%	60.80%	38.60%	37.24%	46.94%	29.23%	53.47%	61.36%	FL	Atlanta
670	FT. SMITH-FAY-SPRINGDL-RGRS	74.26%	64.51%	66.55%	59.03%	0.00%	62.62%	0.00%	59.07%	65.17%	AR	Kansas City
509	FT. WAYNE	78.73%	72.48%	68.32%	51.83%	56.42%	0.00%	0.00%	60.82%	72.80%	IN	Chicago
592	GAINESVILLE	73.10%	59.15%	60.32%	54.40%	43.35%	0.00%	0.00%	51.71%	59.00%	FL	Atlanta
798	GLENDIVE	61.39%	71.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	69.29%	MT	Denver
773	GRAND JUNCTION-MONTROSE	76.64%	68.04%	68.47%	0.00%	0.00%	0.00%	0.00%	63.37%	70.80%	CO	Denver
563	GRAND RAPIDS-KALMZOO-B.CRK	78.95%	72.36%	71.11%	54.26%	46.49%	48.11%	0.00%	61.00%	72.26%	MI	Detroit
755	GREAT FALLS	79.26%	61.26%	66.84%	19.92%	58.03%	0.00%	0.00%	61.90%	57.24%	MT	Denver
658	GREEN BAY-APPLETON	81.37%	80.12%	79.76%	70.55%	64.35%	0.00%	0.00%	75.10%	80.23%	WI	Chicago
518	GREENSBORO-H.POINT-W.SALEM	76.82%	66.02%	66.67%	59.79%	53.97%	59.28%	0.00%	58.79%	66.38%	NC	Charlotte
545	GREENVILLE-N.BERN-WASHGNTN	76.74%	60.63%	60.82%	59.20%	56.22%	0.00%	0.00%	53.83%	60.68%	NC	Charlotte
567	GREENVLL-SPART-ASHEVLL-AND	73.92%	63.18%	62.60%	58.86%	53.61%	58.40%	0.00%	57.97%	63.17%	SC	Charlotte
647	GREENWOOD-GREENVILLE	80.08%	62.14%	67.94%	56.77%	0.00%	58.44%	0.00%	0.00%	58.93%	MS	Dallas
636	HARLINGEN-WSLCO-BRNSVL-MCA	65.47%	58.04%	58.31%	0.00%	55.37%	52.71%	52.14%	0.00%	54.09%	TX	Dallas
566	HARRISBURG-LNCSTR-LEB-YORK	80.55%	76.51%	72.57%	56.87%	53.27%	76.31%	0.00%	53.50%	74.94%	PA	Philadelphia
569	HARRISONBURG	72.09%	67.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	69.31%	VA	Charlotte
533	HARTFORD & NEW HAVEN	78.23%	74.25%	68.95%	70.58%	46.76%	0.00%	48.41%	59.30%	70.45%	CT	Boston
710	HATTIESBURG-LAUREL	73.70%	62.10%	64.14%	60.17%	33.79%	0.00%	0.00%	57.03%	61.48%	MS	Dallas
766	HELENA	64.02%	73.11%	74.87%	0.00%	0.00%	0.00%	0.00%	67.16%	71.39%	MT	Denver
618	HOUSTON	74.80%	62.14%	62.22%	51.58%	45.14%	61.81%	53.57%	54.20%	62.73%	TX	Dallas
691	HUNTSVILLE-DECATUR (FLOR)	78.00%	65.55%	66.53%	61.39%	44.74%	57.67%	0.00%	53.86%	67.00%	AL	Atlanta
758	IDAHO FALLS-POCATELLO	77.91%	65.85%	68.94%	0.00%	0.00%	48.69%	0.00%	65.46%	69.12%	ID	Seattle
527	INDIANAPOLIS	75.57%	71.39%	67.93%	55.24%	44.62%	0.00%	0.00%	59.79%	68.99%	IN	Chicago
718	JACKSON, MS	78.63%	63.33%	63.75%	60.29%	47.91%	0.00%	0.00%	60.24%	64.16%	MS	Dallas
639	JACKSON, TN	76.68%	64.32%	65.56%	54.91%	46.65%	0.00%	0.00%	0.00%	64.70%	TN	Charlotte
561	JACKSONVILLE	77.16%	61.73%	61.16%	55.91%	53.27%	0.00%	0.00%	61.31%	62.86%	FL	Atlanta
574	JOHNSTOWN-ALTOONA	73.40%	71.30%	72.68%	66.02%	63.14%	0.00%	0.00%	65.38%	71.27%	PA	Philadelphia
734	JONESBORO	72.98%	64.62%	62.58%	65.04%	38.72%	0.00%	0.00%	0.00%	64.55%	AR	Kansas City
603	JOPLIN-PITTSBURG	70.10%	68.25%	68.62%	62.67%	0.00%	56.55%	0.00%	0.00%	67.86%	MO	Kansas City
616	KANSAS CITY	79.45%	73.21%	70.30%	55.69%	47.46%	58.20%	0.00%	58.73%	70.49%	MO	Kansas City
557	KNOXVILLE	75.27%	63.27%	66.90%	59.54%	48.16%	55.34%	0.00%	59.29%	63.41%	TN	Charlotte
702	LA CROSSE-EAU CLAIRE	78.00%	74.40%	78.94%	0.00%	0.00%	0.00%	0.00%	68.08%	75.69%	WI	Chicago
582	LAFAYETTE, IN	76.15%	76.55%	74.04%	0.00%	62.50%	0.00%	0.00%	63.86%	73.31%	IN	Chicago
642	LAFAYETTE, LA	78.88%	64.28%	62.59%	56.59%	0.00%	62.63%	0.00%	0.00%	62.86%	LA	Dallas
643	LAKE CHARLES	76.32%	61.82%	62.34%	53.47%	0.00%	0.00%	0.00%	48.56%	60.73%	LA	Dallas
551	LANSING	78.94%	76.03%	74.68%	62.77%	55.91%	0.00%	0.00%	64.71%	74.14%	MI	Detroit
749	LAREDO	65.59%	54.41%	57.85%	0.00%	0.00%	53.23%	55.99%	0.00%	53.94%	TX	Dallas
839	LAS VEGAS	73.63%	64.46%	57.97%	52.62%	41.46%	64.22%	51.59%	54.93%	63.17%	NV	Denver
541	LEXINGTON	73.45%	63.98%	68.22%	57.79%	52.93%	55.02%	0.00%	56.35%	63.29%	KY	Charlotte
558	LIMA	78.89%	75.97%	66.15%	58.49%	46.85%	0.00%	0.00%	0.00%	73.34%	OH	Detroit
722	LINCOLN & HASTINGS-KRNY	77.43%	75.55%	74.06%	68.35%	56.67%	60.39%	0.00%	63.63%	75.17%	NE	Denver
693	LITTLE ROCK-PINE BLUFF	75.14%	64.81%	64.92%	56.91%	63.63%	56.53%	0.00%	59.32%	64.25%	AR	Kansas City
803	LOS ANGELES	80.03%	74.63%	72.04%	61.57%	57.99%	66.28%	66.31%	66.28%	72.29%	CA	Los Angeles
529	LOUISVILLE	76.96%	69.34%	67.57%	59.48%	52.05%	62.03%	57.94%	56.42%	68.75%	KY	Charlotte
651	LUBBOCK	79.18%	65.33%	66.40%	59.06%	44.53%	57.82%	0.00%	56.38%	63.72%	TX	Dallas
503	MACON	76.05%	60.60%	65.40%	56.23%	57.95%	0.00%	0.00%	55.10%	60.69%	GA	Atlanta
669	MADISON	79.57%	76.17%	78.29%	63.03%	61.78%	0.00%	0.00%	70.66%	77.07%	WI	Chicago
737	MANKATO	80.49%	81.41%	0.00%	77.39%	0.00%	0.00%	0.00%	0.00%	80.64%	MN	Kansas City
553	MARQUETTE	70.00%	68.33%	72.75%	63.17%	0.00%	0.00%	0.00%	74.97%	69.86%	WI	Chicago
813	MEDFORD-KLAMATH FALLS	73.26%	60.04%	67.66%	64.00%	56.23%	58.05%	0.00%	62.72%	63.16%	OR	Seattle
640	MEMPHIS	74.39%	63.86%	62.13%	54.26%	41.82%	48.61%	0.00%	54.22%	61.33%	TN	Charlotte
711	MERIDIAN	71.22%	60.96%	76.60%	56.62%	58.42%	0.00%	0.00%	0.00%	60.38%	AL	Atlanta
528	MIAMI-FT. LAUDERDALE	74.60%	64.49%	60.42%	52.14%	43.23%	59.15%	32.22%	54.56%	62.67%	FL	Atlanta
617	MILWAUKEE	83.50%	82.90%	76.99%	56.75%	48.66%	0.00%	0.00%	67.32%	74.68%	WI	Chicago
613	MINNEAPOLIS-ST. PAUL	80.59%	77.27%	74.35%	54.82%	53.50%	0.00%	62.68%	67.33%	76.54%	MN	Kansas City
687	MINOT-BISMARCK-DICKINSON	59.79%	65.11%	68.29%	8.28%	0.00%	0.00%	0.00%	70.88%	57.57%	ND	Denver
762	MISSOULA	72.16%	51.77%	71.00%	0.00%	0.00%	0.00%	0.00%	64.25%	55.89%	MT	Denver
686	MOBILE-PENSACOLA (FT WALT)	73.74%	62.18%	66.34%	55.37%	51.00%	49.04%	0.00%	58.60%	62.76%	AL	Atlanta
628	MONROE-EL DORADO	72.22%	60.55%	63.03%	54.31%	55.72%	58.54%	0.00%	0.00%	59.05%	LA	Dallas
828	MONTEREY-SALINAS	71.46%	69.66%	68.62%	54.02%	0.00%	66.09%	64.27%	68.24%	68.22%	CA	Los Angeles
698	MONTGOMERY (SELMA)	73.34%	57.70%	57.36%	51.30%	44.74%	0.00%	0.00%	56.25%	56.92%	AL	Atlanta
570	MYRTLE BEACH-FLORENCE	76.49%	56.85%	56.62%	56.74%	0.00%	0.00%	0.00%	37.73%	56.81%	SC	Charlotte
659	NASHVILLE	74.44%	65.41%	65.79%	58.87%	47.47%	63.74%	0.00%	59.25%	65.55%	TN	Charlotte
622	NEW ORLEANS	75.96%	63.06%	64.63%	54.93%	42.28%	52.83%	0.00%	53.64%	61.52%	LA	Dallas
501	NEW YORK	77.31%	67.77%	62.23%	49.88%	51.11%	51.37%	56.15%	57.97%	63.93%	NY	New York
544	NORFOLK-PORTSMTH-NEWPT NWS	75.53%	62.44%	72.68%	57.85%	54.67%	0.00%	0.00%	0.00%	65.26%	VA	Charlotte
740	NORTH PLATTE	63.06%	40.37%	74.31%	0.00%	0.00%	0.00%	0.00%	0.00%	56.06%	NE	Denver
633	ODESSA-MIDLAND	73.49%	61.31%	61.63%	54.27%	53.33%	50.31%	0.00%	58.16%	59.25%	TX	Dallas
650	OKLAHOMA CITY	76.09%	66.60%	66.86%	57.49%	47.90%	55.56%	0.00%	55.58%	65.93%	OK	Kansas City
652	OMAHA	78.17%	75.80%	73.17%	54.28%	46.41%	65.46%	63.64%	63.34%	74.07%	NE	Denver
534	ORLANDO-DAYTONA BCH-MELBRN	75.25%	66.76%	65.54%	55.09%	48.02%	53.80%	0.00%	57.12%	66.90%	FL	Atlanta
631	OTTUMWA-IRKSVILLE	76.13%	71.00%	70.11%	65.25%	0.00%	0.00%	0.00%	65.07%	70.99%	IA	Kansas City
632	PADUCAH-CAPE GIRARD-HARSBG	72.08%	66.57%	64.35%	61.22%	57.93%	61.27%	0.00%	52.74%	65.64%	TN	Charlotte
656	PANAMA CITY	56.72%	78.62%	68.40%	59.06%							

753	PHOENIX (PRESCOTT)	74.38%	64.10%	61.25%	25.68%	43.31%	49.59%	48.17%	54.26%	62.96%	AZ	Denver
508	PITTSBURGH	79.85%	73.32%	69.91%	57.97%	48.65%	0.00%	0.00%	61.73%	72.32%	PA	Philadelphia
820	PORTLAND_OR	76.55%	69.73%	68.99%	61.39%	58.02%	58.49%	57.23%	62.86%	70.07%	OR	Seattle
500	PORTLAND-AUBURN	66.28%	60.32%	67.64%	0.00%	48.63%	0.00%	0.00%	59.87%	62.90%	ME	Boston
552	PRESQUE ISLE	72.15%	55.31%	60.21%	0.00%	0.00%	71.32%	0.00%	0.00%	58.07%	ME	Boston
521	PROVIDENCE-NEW BEDFORD	77.42%	77.06%	69.66%	73.59%	54.47%	62.49%	57.04%	61.09%	69.66%	MA	Boston
717	QUINCY-HANNIBAL-KEOKUK	74.54%	71.33%	72.28%	66.55%	56.01%	0.00%	0.00%	63.72%	71.61%	MO	Kansas City
560	RALEIGH-DURHAM (FAYETVILLE)	76.21%	62.43%	65.55%	57.81%	48.84%	61.72%	0.00%	59.56%	63.43%	NC	Charlotte
764	RAPID CITY	76.85%	55.49%	66.88%	21.08%	0.00%	0.00%	0.00%	60.06%	53.14%	SD	Denver
811	RENO	76.10%	67.42%	63.97%	0.00%	40.13%	0.00%	61.63%	61.98%	66.96%	NV	Denver
556	RICHMOND-PETERSBURG	80.55%	67.21%	70.16%	58.26%	53.27%	66.96%	0.00%	61.83%	70.48%	VA	Charlotte
573	ROANOKE-LYNCHBURG	72.57%	64.40%	72.73%	62.61%	64.61%	0.00%	0.00%	69.46%	66.37%	VA	Charlotte
538	ROCHESTER_NY	72.36%	69.93%	75.57%	67.24%	58.03%	0.00%	0.00%	0.00%	71.32%	NY	Boston
611	ROCHESTR-MASON CITY-AUSTIN	81.07%	78.12%	78.00%	0.00%	0.00%	0.00%	0.00%	71.84%	79.71%	MN	Kansas City
610	ROCKFORD	80.05%	76.50%	68.54%	55.30%	50.49%	58.40%	0.00%	66.02%	74.14%	IL	Chicago
862	SACRAMNTO-STKTON-MODESTO	75.86%	72.32%	71.42%	66.28%	55.60%	64.73%	59.33%	65.35%	70.81%	CA	Los Angeles
576	SALISBURY	65.95%	60.53%	63.69%	57.38%	41.92%	58.28%	0.00%	0.00%	60.97%	MD	Philadelphia
770	SALT LAKE CITY	74.62%	63.56%	64.22%	41.46%	44.04%	50.33%	0.00%	61.80%	68.10%	UT	Denver
661	SAN ANGELO	65.52%	61.19%	66.27%	55.13%	44.89%	53.51%	0.00%	63.07%	59.92%	TX	Dallas
641	SAN ANTONIO	74.84%	64.61%	68.92%	60.89%	51.80%	60.48%	58.40%	60.43%	65.09%	TX	Dallas
825	SAN DIEGO	79.98%	76.24%	72.23%	58.28%	61.71%	67.08%	63.31%	66.78%	73.28%	CA	Los Angeles
807	SAN FRANCISCO-OAK-SAN JOSE	79.17%	73.04%	70.76%	55.85%	49.16%	67.74%	62.61%	66.02%	71.67%	CA	Los Angeles
855	SANTABARBRA-SANMAR-SANLUOB	71.83%	66.87%	70.26%	0.00%	0.00%	0.00%	0.00%	64.39%	69.01%	CA	Los Angeles
507	SAVANNAH	71.03%	56.28%	57.98%	57.76%	45.16%	56.15%	0.00%	49.35%	57.43%	GA	Atlanta
819	SEATTLE-TACOMA	72.17%	65.67%	67.14%	53.31%	52.88%	57.16%	54.83%	61.39%	67.05%	WA	Seattle
657	SHERMAN-ADA	70.15%	61.96%	63.33%	57.92%	0.00%	0.00%	0.00%	0.00%	61.65%	OK	Kansas City
612	SHREVEPORT	77.59%	61.26%	67.60%	57.57%	49.60%	59.37%	0.00%	66.27%	61.47%	LA	Dallas
624	SIOUX CITY	78.46%	73.13%	71.52%	44.30%	50.92%	57.09%	0.00%	67.15%	74.28%	IA	Kansas City
725	SIOUX FALLS(MITCHELL)	73.48%	70.30%	72.00%	17.72%	0.00%	0.00%	0.00%	67.80%	67.08%	IA	Kansas City
588	SOUTH BEND-ELKHART	74.99%	69.85%	69.20%	56.56%	46.63%	65.30%	0.00%	64.01%	69.56%	IN	Chicago
881	SPOKANE	74.60%	59.37%	68.17%	51.01%	59.04%	59.17%	34.67%	62.25%	63.41%	WA	Seattle
619	SPRINGFIELD_MO	77.48%	67.19%	69.56%	68.05%	55.48%	0.00%	0.00%	54.84%	68.62%	MO	Kansas City
543	SPRINGFIELD-HOLYOKE	80.35%	74.39%	71.35%	72.77%	57.68%	0.00%	0.00%	64.31%	72.29%	MA	Boston
638	ST JOSEPH	78.97%	74.36%	77.83%	63.38%	54.97%	0.00%	0.00%	0.00%	73.87%	MO	Kansas City
609	ST LOUIS	81.63%	72.88%	71.64%	55.39%	43.47%	66.20%	0.00%	57.71%	71.31%	MO	Kansas City
555	SYRACUSE	78.53%	71.51%	69.68%	56.20%	46.49%	0.00%	0.00%	63.96%	69.64%	NY	Boston
530	TALLAHASSEE-THOMASVILLE	75.11%	57.88%	62.21%	53.66%	48.20%	0.00%	0.00%	60.11%	59.61%	FL	Atlanta
539	TAMPA-ST. PETE (SARASOTA)	75.19%	67.41%	62.07%	52.59%	51.27%	56.05%	49.19%	57.22%	65.66%	FL	Atlanta
581	TERRE HAUTE	72.24%	69.98%	67.47%	58.85%	53.78%	66.45%	0.00%	0.00%	68.87%	IN	Chicago
547	TOLEDO	77.50%	76.37%	71.66%	56.73%	49.06%	0.00%	0.00%	64.49%	72.28%	OH	Detroit
605	TOPEKA	75.99%	74.35%	65.39%	59.52%	49.63%	0.00%	0.00%	59.18%	71.54%	KS	Kansas City
540	TRAVERSE CITY-CADILLAC	62.10%	62.78%	69.89%	64.48%	0.00%	0.00%	0.00%	59.98%	63.66%	MI	Detroit
531	TRI-CITIES_TN-VA	77.93%	66.19%	65.33%	64.18%	60.87%	58.93%	0.00%	0.00%	66.35%	VA	Charlotte
789	TUCSON (SIERRA VISTA)	78.43%	64.83%	66.97%	47.00%	54.32%	55.94%	53.68%	62.42%	66.32%	AZ	Denver
671	TULSA	76.02%	64.27%	66.79%	58.10%	50.26%	0.00%	0.00%	54.26%	65.80%	OK	Kansas City
760	TWIN FALLS	69.88%	63.91%	49.12%	60.83%	0.00%	52.56%	0.00%	0.00%	63.24%	ID	Seattle
709	TYLER-LONGVIEW(LFKN&NCGD)	73.17%	60.77%	69.28%	57.29%	47.22%	59.25%	0.00%	58.64%	61.15%	TX	Dallas
526	UTICA	77.68%	67.53%	66.81%	0.00%	0.00%	0.00%	0.00%	62.83%	67.52%	NY	Boston
626	VICTORIA	73.24%	61.16%	67.26%	56.76%	0.00%	57.57%	0.00%	0.00%	63.61%	TX	Dallas
625	WACO-TEMPLE-BRYAN	71.36%	61.04%	65.80%	55.96%	51.95%	59.45%	50.35%	58.11%	61.59%	TX	Dallas
511	WASHINGTON_DC (HAGRSTWN)	78.41%	70.33%	68.36%	58.19%	49.56%	66.07%	58.91%	63.62%	70.83%	DC	Philadelphia
549	WATERTOWN	0.00%	61.29%	70.16%	74.79%	58.20%	0.00%	0.00%	67.07%	64.08%	NY	Boston
705	WAUSAU-RHINELANDER	76.58%	70.41%	78.96%	0.00%	0.00%	0.00%	0.00%	64.08%	74.14%	WI	Chicago
548	WEST PALM BEACH-FT. PIERCE	73.74%	66.37%	59.75%	46.17%	32.22%	50.76%	0.00%	59.36%	64.16%	FL	Atlanta
554	WHEELING-STUEBENVILLE	74.26%	70.82%	76.65%	60.37%	55.13%	0.00%	0.00%	0.00%	69.62%	OH	Detroit
627	WICHITA FALLS & LAWTON	74.37%	65.48%	65.03%	54.50%	45.24%	56.06%	0.00%	0.00%	63.54%	TX	Dallas
678	WICHITA-HUTCHINSON PLUS	73.20%	69.73%	67.33%	58.12%	45.05%	56.77%	43.14%	53.33%	68.89%	KS	Kansas City
577	WILKES BARRE-SCRANTON	72.45%	73.59%	69.56%	66.88%	57.36%	0.00%	0.00%	54.93%	71.96%	PA	Philadelphia
550	WILMINGTON	66.59%	55.13%	58.82%	55.48%	51.32%	0.00%	0.00%	56.60%	56.71%	NC	Charlotte
810	YAKIMA-PASCO-RCHLND-KNNWCK	77.24%	63.68%	66.46%	63.88%	54.07%	57.05%	58.14%	62.83%	65.01%	WA	Seattle
536	YOUNGSTOWN	80.58%	76.15%	71.81%	61.00%	51.60%	72.15%	0.00%	67.58%	73.57%	OH	Detroit
771	YUMA-EL CENTRO	73.44%	66.77%	56.91%	45.06%	0.00%	56.88%	57.65%	49.71%	58.96%	AZ	Denver
596	ZANESVILLE	75.53%	74.24%	80.21%	65.94%	0.00%	0.00%	0.00%	0.00%	73.58%	OH	Detroit
None	Unassigned	77.28%	69.74%	65.70%	56.84%	48.29%	65.09%	60.89%	61.08%	67.44%		
Grand Total		77.72%	68.23%	67.79%	56.42%	49.85%	62.46%	58.93%	60.62%	67.95%		

AUDIENCE PLANS

Diverse America Base Plan

Hispanic Audience

Asian Audience

Black Audience

American Indian/Alaska Native Audience

Emerging Audiences

Native Hawaiian/Other Pacific Islander Audience

Puerto Rico Audience









DIVERSE AMERICA BASE PLAN

The Diverse America Base Plan is designed to reach and motivate everyone who consumes English language media regardless of race or ethnicity, or self-identifying as multiracial. This vast cross-section of the country consists of people of all ethnicities, socioeconomic and education levels. The sheer size and diversity of this group presents many different barriers and motivations for completing the Census.

While the communication plan is built around the eight clusters, additional analyses taking race and ethnicity into account are required to further define and refine the individual audience plans. There are several steps toward this end. The first step is to understand the race and ethnic composition *within* clusters. The second step is to understand how race and ethnic households are distributed *among* clusters. The final step is to take deeper dives by race and ethnic breakouts within each cluster to tease out the finer nuances. For example, what is the prevalence of linguistic isolation and foreign born among Asian householders in Ethnic Enclave II compared to those in Advantaged Homeowners? Each of these data pieces come together to present perspective and insight when designing the outreach and media campaigns.

To gain this essential insight, the recently available data from the American Community Survey (ACS) was used. Specifically, two years worth of ACS micro-level data (2005 and 2006) for households residing in Census tracts that matched tracts in the 2000 Census Planning Database (CDB) with a cluster assignment. Households were assigned to 1 of the 8 clusters based on the CDB cluster code for the census tract in which they resided. ACS households by cluster were rolled up to the national level and then tabulated household and person-level indicators such as household language, presence of children, foreign born, median household income, and metro status to create detailed profiles of each cluster. These tabulations offer invaluable insight for each audience plan that was, in turn, practically applied to plan decisions regarding activities, media outlets, events and messaging. It is important to note that while these tabulations come from the ACS, they were generated for purposes specific to developing the 2010 communications plan, and are not official Census Bureau ACS estimates.

Diverse America* Audience Profile by Cluster

% White, Non-Hispanic Cluster Name	% of NH White HHs in each Cluster	Measures against all clusters	
		% Cluster HH Composition	Index vs HH
 Advantaged Homeowners	32.7%	84.2%	117
 All Around Average I	39.8%	80.9%	113
 All Around Average II	15.2%	70.2%	98
 Single Unattached Mobiles	6.2%	61.6%	86
 Ethnic Enclave I	1.2%	25.7%	36
 Economically Disadvantaged I	3.4%	41.8%	58
 Ethnic Enclave II	0.7%	22.5%	31
 Economically Disadvantaged II	0.9%	24.9%	35

*Based on anyone who speaks English (Source: Simmons).

What are the unique insights about the Diverse America audience, and how can they be leveraged to facilitate “conversations”?

Insight #1: The public trusts itself more than the government

Research has shown that in terms of the broad population, the Census is negatively tied to government and often seen as nothing more than Uncle Sam’s head count. And as trust in government has declined, the public no longer looks to government to make decisions for them.

Shift the voice of the Census from the government to the people—extend ownership of the messages, so messages are from the people, for the people.

This insight will resonate across all cluster groups but will take on the most importance among those needing more encouragement to participate (Single Unattached Mobiles, Ethnic Enclaves I & II, Economically Disadvantaged I & II).

Insight #2: Personal relevance

There is general lack of knowledge of the Census, even among those who may have participated in 2000. And many people do not have very favorable attitudes toward the Census nor do they believe that it is important to participate. For the majority, however, this attitude is not based on any specific negative associations, but rather is more a reflection of an *apathetic view*.

If the Census were able to answer the question “What’s in it for me?” it would go a long way towards generating positive associations and gaining cooperation.

Communications must convey *personally relevant benefits*:

- *Census affects funding in your community*—It helps determine how more than \$300 billion per year in federal funding is allocated to communities for neighborhood improvements, public health, education, transportation and more. Filling out your Census form will *help ensure your community gets its fair share* of these funds

- *Census addresses your community’s needs*—the information collected is used to plan for what people need in their communities. *Changes occurring in your community are crucial to many planning decisions, such as where to provide services for the elderly, where to build new roads and schools, or where to locate job training centers*

Communications should also consider that *there might be negative consequences:*

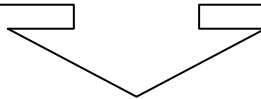
- *By not participating, you could miss out on an opportunity to do something for yourself and others*

Personal Relevance messages will need to be tailored by cluster:

- For Advantaged Homeowners, All Around Average I & II, a broad-based benefits message will motivate participation
- For Single Unattached Mobiles, research suggests that a message that invites them to “do their part,” *help bring about a change for the greater good*, with an emphasis on infrastructure as opposed to family and children, will resonate
- For Ethnic Enclave I and Economically Disadvantaged I, an emphasis on benefits around family and children will motivate these clusters. Conversely, missed opportunity—“If you don’t fill it out, your community could lose out/not get its fair share”—is also a source of motivation
- For Ethnic Enclave II and Economically Disadvantaged II clusters, the consequences of not participating should be particularly relevant, with their high poverty levels, unemployment and reliance on public assistance

Insight #3: It comes in the mail

For the majority of the general population, an increase in awareness will be enough to motivate them to participate. Even then, it would help to instill a sense of urgency. *Census research has shown that alerting people to “look for it in the mail” aids participation.* There are also those who are under the misimpression that someone will be coming to their home—they do not know that the form will be mailed to them. Further, in this fast-paced, time-starved world, many people express having little time to fill out what is often misperceived to be a long and detailed questionnaire.



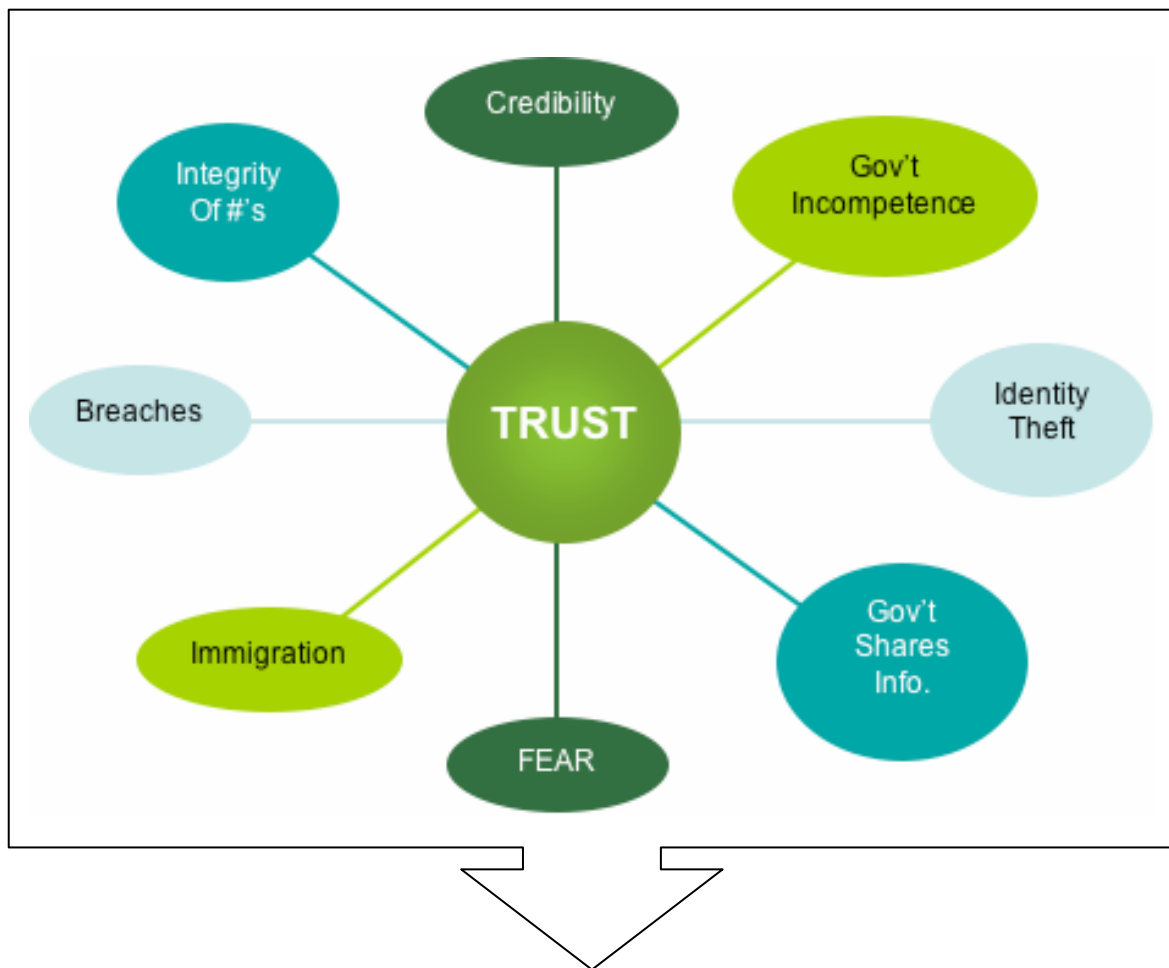
Communications need to reassure the general population just how easy filling out the Census is:

- It’s coming, look for it in the mail and send it back
- The 2010 Census is short form only. It will take only a few minutes of your time

- There are only seven simple questions, such as the age of household members, gender.

An easy and simple message is relevant to all clusters and can provide an added incentive to those more positively predisposed to participating—Advantaged Homeowners and All Around Average I & II. It will also resonate particularly well among Single Unattached Mobiles who are “always on the go” and the Economically Disadvantaged I cluster with a large population of children under 18 years of age.

Insight #4: Trust is a complex issue



The overall issue of confidentiality takes on many different nuances, stemming from many different elements that affect the cluster groups differently. For Ethnic Enclave I & II, immigration issues rise to the surface. For Economically Disadvantaged I & II, fear of losing public assistance is an issue. These sensitive issues need to be addressed in outreach.

For Advantaged Homeowners, All Around Average I & II and Single Unattached Mobiles, addressing the broader issue of confidentiality, identity theft and the sharing of information with other government agencies with a strong statement that the Census Bureau is prohibited by law from sharing information is warranted.

For Diverse America, a broad-based message would prove helpful in allaying fears. The following messages tested well in cognitive interview pretesting by the Bureau (source: Final Report: Understanding Confidentiality and Privacy Related Statements in Respondent Materials for the 2010 Decennial Feb 2002).

- “Your answers are confidential. That means the Census Bureau cannot give out information that identifies you or your household”
- “Your survey answers will only be used to produce statistics and for no other purpose”

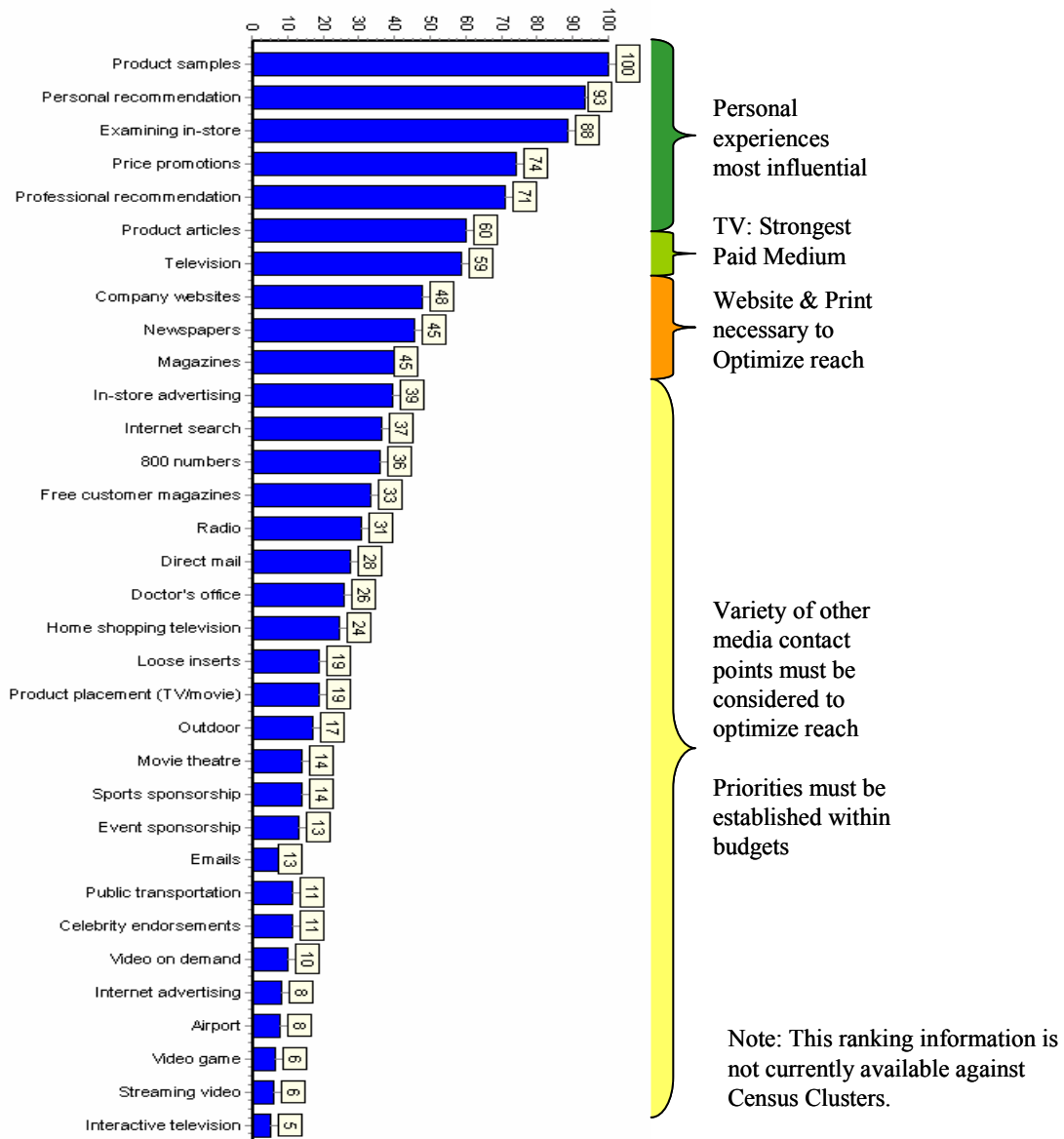
It is also a misconception that the Census asks for income and social security numbers.

- The Census form does not ask for any “sensitive” information (e.g., not income, not social security numbers)

What Communications Channels Are Most Influential?

A number of research sources have been applied to develop the Diverse America Base Plan communications mix. To cross compare the effectiveness of different channels, Compose Research is used. Compose Research uses consumer survey information that enables the ranking of media based on how consumers rank the effectiveness of different channels. In this analysis, contact points are ranked based on ability to convey “TRUST” (50 percent) and on ability to deliver “DETAILED INFORMATION” (50 percent).

All media are against the top-ranking channel earning a score of 100. This analysis confirms the power of personal influencers in conveying trust and detailed information. TV is the strongest mass medium; however, other important criteria, such as generating reach and frequency, also affect channel selection.



The Power of Personal Influences

Integrating Partnerships, Public Relations and Events is critical to the overall success of the Communications Plan. Compose Research further justifies why this is an essential strategy. Paid Media offers the ability to control message communications and is therefore equally important.

A comprehensive overview of all Partnership, Events and Public Relations activities are identified in the Communications Channel Overview section.

Develop an optimal mix based on the relative strengths and characteristics of national and local media

Given the concentrated time frame and the need to reach all individuals, a deep mix of media types is planned. The combination of national and local media is critical to optimize reach while emphasizing cities and geographic areas that are likely to have lower mail-back response. The Diverse America Plan skews nationally, while paid media plans for all other race and ethnic audiences include a greater use of local media. This will result in a total plan with approximately a 55 to 45 national to local allocation. The following chart highlights some of the key characteristics across media types, and details the preliminary paid media allocation.

Diverse America Paid Media Evaluation Summary					Anticipated Allocations
National Media	Mass Reach	Cluster Targeting	Message Value	Cost Per \$M	National
Nat'l TV	Strong	Average	Strong	Average	50%
Nat'l Print	Average	Strong	Education Content	Average	5%
Online	Average	Strong	Strong (Interactive)	Average	10%
Net Radio	Not recommended in light of heavy Local Radio use				0%
					65%
Local Media	Mass Reach	HTC Area Targeting	Message Value	Cost Per \$M	Local
Spot TV	Strong	Average	Strong	High	11%
Spot Radio	Average	Strong	DJ Value	Low	6%
Newsp	Strong	Strong	Average	High	12%
Outdoor	Strong (High out-of-pocket cost)	Strong	Average: One Key Message	Low	6%
					35%

TIMING

All plan activities, including public relations, events and paid media, build toward a mid-March 2010 crescendo, with heaviest activity scheduled in March to peak awareness around mail-out/mail-back.

SPECIFIC TIMING TACTICS

- The plan launches nationally in mid-January, leveraging the final NFL conference games on TV as a springboard. The NFL as well as other primetime programming provide the highest ratings to launch the campaign.
- January – February’s Paid Media program focuses on national media, including national TV, magazines and online. Tactical use of relevant “buzz” media to stimulate dialogue around the “It’s In Our Hands” campaign is also scheduled during the launch phase. National media over this time provides the most efficient strategy for driving awareness and providing a halo for ethnic audience activities.
- March – Mid-April’s Paid Media effort is the heaviest in terms of overall emphasis and local media activity. A strong local program in Spot Television, Spot Radio and Newspaper overlays national TV and online activities. This mix provides strong overall plan reach (+90 percent) while emphasizing clusters and corresponding geographic areas that are less likely to respond.
- A reserve allocation is maintained to provide real-time messaging emphasis based on communication needs that are unplanned but require communications support. A small allocation is allocated to NRFU to complement activities in ethnic audience plans.

Tactical Highlights

(Many plan details for the Diverse America plan are noted in the **Partnership, Event, Public Relations, Online and Paid Media** sections of this document.)

- **Integrate ethnic creative messaging in Paid Media that skews towards specific audience segments.** The Diverse America plan has appeal and relevance to all English-speaking individuals. Media selection across all media types considers the ability of English language media to reach both clusters and audience groups. For example, the National TV plan will consider the use of the CW Network, given strong viewership among black audiences. Individual programming like *Ugly Betty* on ABC will be considered for Hispanic audiences. TV tends to overdeliver clusters with lower response likelihood.

- **Leverage National TV as the primary medium for building national awareness and motivating action.**
 - Cable—Provides a rich array of networks that will reach the younger and ethnic segments of the target, as well as the disadvantaged diverse population. Among the population, over half of all viewing is of Cable programming, and this trend has been steadily rising over the past several years and is expected to continue through 2010. There are a number of networks showing strength among the two dominant English speaking segments, including but not limited to Comedy Central (with the popular *Daily Show* providing topical synergies) and VH-1, which has the opportunity for cause marketing around motivating their viewers to be Census responders, (Viacom has a strong history in doing this type of effort with MTV's *Rock the Vote* campaign motivating action among those who might be apathetic.) In addition, several networks would be included to specifically target and reach more selective audiences.
 - Mobile Singles—SoapNet, IFC, Fuse, Country Music Channels
 - Disadvantaged—BET, Commercial Movie Channels, Oxygen, SciFi
 - Network Television—While more expensive overall, it will concentrate in “event” type programming during the motivation period to spur action with immediate response. Examples of this include—*American Idol*, itself the quintessential “response” show. The program has had more and more diverse casts, resulting in a blockbuster audience across all ages and ethnicities. It is perfectly suited to a mass participation message. *Dancing with the Stars* provides another example of the popularity of this genre among the desired groups. In addition to the mass event programs which would be strategically flighted, more continuous presence on programs and networks such as the CW and FOX (with a high concentration of the Diverse America group) would be prioritized.

The Winter Olympics, March Madness and other potential programming will be considered as an anchor for paid media event programming. Census 2000 did not have a Winter Olympics preceding the mailings. This far-reaching event provides a significant reach opportunity, but pricing must be negotiated to be advantageous to the Census Bureau. Moreover, the Winter Olympics has not historically attracted Black viewership. This needs to be assessed as criteria in the final media plan. Olympic packages are typically high from an out-of-pocket standpoint. March Madness offers another high-impact programming event with grassroots added-value opportunities.
 - Syndication—Off-network sitcoms provide a rich array of options to reach the target in less expensive and more available programs. From *Friends* to *Bernie Mac*, these programs deliver the desired clusters with ratings that rival first-run Prime, at a significantly reduced cost.

- **Leverage local TV as a lead medium to optimize reach in markets that have a higher concentration of clusters with lower response likelihood.** Television is a key medium for the Paid Media Plan to reach all clusters while skewing toward clusters that are likely to have lower mail-back response.

The ethnic skewed clusters (e.g., Ethnic Enclave I & II) and younger nonresponders show concentration in the top metro markets. National TV will fill the gaps to delivery in these dense population areas, thus enhancing frequency of exposure. Local media also gives opportunities for sponsorships/billboards to reinforce the key message. Local TV will be negotiated as close as possible to a national CPM, thereby avoiding premiums that are often paid to be local by dealing with network-owned and operated stations which may package availabilities with national buys.

- **Emphasize “Live TV” programming (sports, news, event coverage) that creates a sense of urgency to the conversation.** The Television schedule includes a mix of network TV and cable. The January – April time frame provides a very opportunistic range of live television programming, including the NFL/Superbowl, Award Shows (e.g., Grammy’s), The Winter Olympics and the highly popular “American Idol”. Depending on cost, a mix of high-profile programming as well as other more efficient live programming (e.g., news) will be scheduled. (Please see page 188 for further details.)
- **Look to capitalize on program/content integration as part of the paid media plan.** Since 2000, there has been considerable growth in the use of product placement. This strategy will be pursued as part of the paid media negotiation. While there are no guarantees to have Census messaging included in scripted dramas or Reality TV, these opportunities will be pursued.
- **Leverage online as a key national medium, especially to educate and motivate single, unattached, mobile individuals.** The online program for the Diverse America plan emphasizes the Young Mobile Cluster but reaches portions of all cluster groups as the growth of online continues. Tactically, the online plan includes a range of involving media units, including online video, rich media banners that invite interactivity and sponsorships of content (e.g., sponsoring polls with social networks).

The plan for many Web site partners will include a range of content category Web sites to carry Census communications, including social networking sites (e.g., Facebook), Portals (e.g., Yahoo!) and offline media sites that are part of an integrated negotiation (e.g., espn.com). Given the ever changing online marketplace, it is more relevant to develop specific tactics after creative development and closer to the timing of the plan.

- **Capitalize on the use of user-generated content that could include video and be used for TV commercials and outreach materials.** Given an overall platform that

extends ownership of the message to individuals, user-generated content in the form of video and blogs is anticipated.

- **Create highly participatory content on census2010.gov as well as an “It’s In Our Hands” microsite.** Custom content will be developed subsequent to finalization of the creative idea but it is likely to include a range of topic areas (education, games, history of Census, role in democracy).
- **Leverage Search as a key emerging Platform within the online media plan.** The online plan includes a paid search component. Messages adjacent to relevant key words on Google, Yahoo! and MSN trigger deeper participation. Key words include specific terms such as “Census” and “Census in Schools” as well as related terms like “family tree,” “U.S. Constitution” and “democracy.” Thousands of key words will be considered and pre-approved prior to the launch of any search engine marketing.
- **Leverage local Radio to drive frequency around mail-out/mail-back. The tactical use of Radio is planned during March.** Programming selection considers nonoverlapping stations to ethnic audience plans to extend reach. Like Cable TV, radio has a format for every cluster. Selective formats can be purchased on a network basis, with heavy-up options available in all geographic markets. Formats that have strong delivery across both the younger and ethnic groups and provide broad coverage are considered. Scheduling tactics include R&B and Contemporary Hits for these clusters. Selective formats include Alternative and Rock for the Young Mobiles and Urban and Jazz for the Economically Disadvantaged Clusters. An added benefit of radio lies in the potential for live reads, adding the power of the DJ to influence his or her loyal listeners. Radio also acts to create a sense of urgency, via frequency-based scheduling.
- **Go beyond traditional to create buzz and to help bring the “It’s In Our Hands” platform.** This includes the use of Coffee Cup advertising, door hangers and Buzz Agent (using a network of paid endorsers to help spread the word on the 2010 Census). More “buzz media” tactics will be explored as the creative idea for “It’s In Our Hands” is finalized.
- **Concentrate National Magazines during the January – February launch to extend TV reach and provide educational messaging.** Given the slower readership build of magazines, this medium is scheduled early in the plan. Magazine units provide the opportunity for more detailed messaging to address specific barriers. The plan will also exploit online and offline packages with magazines that have effective and well visited Web sites (e.g., *Oprah* magazine and oprah.com).

Many magazines will be negotiated as part of a corporate deal. For example, *People* provides the benefits of a more timely weekly and includes editions that generate talk value. *People* will be part of a broader negotiation with Time Warner.

- **Extend reach and timely local impact through Newspapers during March 2010.** While readership of the large dailies is steadily declining, the Metro papers have become extremely strong in major commuter population centers. Alternative papers also give responding to the Census “credibility” among those that may be apathetic. Newspapers also provide an opportunity to reach the ethnic groups, with Hispanic, Asian and African American options in most major markets.

Added Value: All paid media will be negotiated with added-value components wherever available. This “free” value enhancement will include, but not limited to, the following initiatives:

- *Sponsorships and billboards on TV*, designed to expand the presence of the 2010 Census and reinforce the “It’s In Our Hands” platform. By leading in and out of commercial placements, these billboards help to capture those who may be channel switching and time delaying viewing, a growing threat to traditional TV advertising.
- *Content integration*—Incorporation of the 2010 Census into plotlines of TV programming (e.g. *Extreme Home Makeover*, *Desperate Housewives*)
- *Usage of sponsored vignettes on cable*—these can be utilized to enhance the relevance of the message.
 - E.g., Single Unattached Mobiles—MTV/VH-1 rallying young adults to fill out the form, akin to the *Rock the Vote* initiative to galvanize this group in 2004.
- *Radio live reads and on-site events in local markets*—Geographically relevant to community needs and among clusters that are less likely to respond.
- *Taking print “off the page”*—Presence at synergistic events that are key to consumer interests. Both magazines and newspapers have on-site presence at both major and smaller community events, including mall tours, street fairs, cultural celebrations and others. This provides a perfect environment to distribute collateral, including information and merchandise.
- *Bonus impressions on Web*—All negotiations will include incremental placements to be delivered in flight and in relevant content.
- *Editorial coverage on Web portal*—As part of the media buys, the major portals will be asked to cover 2010 Census, including a countdown feature and usage of icons, as appropriate.
- *Viral campaigns*—Placement of videos on YouTube (or whatever sharing sites are relevant in 2010), social networking, “forward to a friend” e-mails and other viral techniques will potentially reap the value of a significant media investment, with limited or no expenditure.
- *Leverage relationships among media partners*— Often the most effective way to forge partnerships with other marketers or corporate entities is through the relationships shared with vendors. Media companies are highly successful in bringing together advertisers for mutually beneficial programs.

Event TV

A number of big event TV programming opportunities will be reviewed for the 2010 Census campaign. In 2010, unlike in 2000, the Winter Olympics will take place in February. This along with other higher-rated programs will be a part of the negotiation process.

The following chart shows demographic skews. Contingent on budgets and pricing, the 2010 Census TV campaign will include a few select big events. Note that the Winter Olympics is not as ethnically diverse as other event programs, but the ultimate selection of events must be considered within the context of the entire TV schedule, which will include programs that have much higher composition of Black and Hispanic audiences.

American Idol Viewers Wednesday, March 19 2008 episode		2008 NCAA Basketball Tournament Viewers Semifinal Round - "Great 8", March 28-30		2008 Super Bowl Viewers Fox, February 3, 2008		2006 Winter Olympics on NBC Viewers	
Demographic	% US	Demographic	% US	Demographic	% US	Demographic	% US
V2+	100%	V2+	100%	V2+	100%	V2+	100%
Kids 2-11	6.3%	Kids 2-11	3.8%	Kids 2-11	7.3%	Kids 2-11	4.7%
Teens	5.1%	Teens	3.4%	Teens	6.9%	Teens	3.7%
A18-24	6.2%	A18-24	8.3%	A18-24	9.6%	A18-24	3.7%
A25-34	11.7%	A25-34	14.0%	A25-34	13.7%	A25-34	11.6%
A35-44	17.5%	A35-44	16.0%	A35-44	16.9%	A35-44	16.0%
A45-64	39.6%	A45-64	35.7%	A45-64	31.0%	A45-64	36.3%
A65+	13.7%	A65+	18.8%	A65+	14.6%	A65+	24.1%
A18-49	47.7%	A18-49	47.6%	A18-49	49.9%	A18-49	40.7%
A25-54	52.3%	A25-54	49.1%	A25-54	48.6%	A25-54	46.8%
Male 2+	38.9%	Male 2+	66.8%	Male 2+	55.4%	Male 2+	43.6%
Female 2+	61.1%	Female 2+	33.2%	Female 2+	44.6%	Female 2+	56.4%
HOH Black	9.6%	HOH Black	15.4%	HOH Black	11.0%	HOH Black	4.7%
HOH Other Race	8.2%	HOH Other Race	4.2%	HOH Other Race	7.6%	HOH Other Race	6.8%
HOH White	83.2%	HOH White	82.5%	HOH White	82.7%	HOH White	88.3%
HOH Hispanic	4.6%	HOH Hispanic	2.9%	HOH Hispanic	7.8%	HOH Hispanic	4.5%
HOH Didn't Graduate HS	1.5%	HOH Didn't Graduate HS	1.3%	HOH Didn't Graduate HS	2.2%	HOH Didn't Graduate HS	2.1%
HOH HS Graduate	33.5%	HOH HS Graduate	23.3%	HOH HS Graduate	28.8%	HOH HS Graduate	24.2%
HOH 4+ Years College	29.5%	HOH 4+ Years College	42.3%	HOH 4+ Years College	31.4%	HOH 4+ Years College	39.4%
HOH Blue Collar	25.9%	HOH Blue Collar	19.9%	HOH Blue Collar	25.4%	HOH Blue Collar	17.0%
HOH White Collar	43.7%	HOH White Collar	45.8%	HOH White Collar	44.7%	HOH White Collar	45.6%
HH Income < \$20,000	11.0%	HH Income < \$20,000	11.0%	HH Income < \$20,000	10.7%	HH Income < \$20,000	11.8%
HH Income \$20,000-99,999	61.8%	HH Income \$20,000-99,999	59.9%	HH Income \$20,000-99,999	61.7%	HH Income \$20,000-99,999	61.8%
HH Income \$100,000+	26.2%	HH Income \$100,000+	29.3%	HH Income \$100,000+	27.6%	HH Income \$100,000+	25.6%
HH Income \$125,000+	15.7%	HH Income \$125,000+	19.0%	HH Income \$125,000+	17.5%	HH Income \$125,000+	15.1%

Source: Nielsen Npower, 3/19/08

Source: Nielsen Npower, 3/28/08-3/30/08

Source: Nielsen Npower, 2/3/08

Source: Nielsen Npower, 2/10/06-2/26/06

Multimedia Launch

Maintain Support

Multimedia PEAKS

Tactical Local Support for NRFU

Diverse America

Talk Value Magazine Units
 Considering People Special Editions, Oprah, etc,

Local Newspaper In Mid/Lat March

Programming Considerations

- Live & Event TV such as NFL, Grammy's, American Idol, News, Inclusive Reality TV, Live Cable Programming, March Madness NCAA, Local News
- DRTV Drive to site :60s in national Cable
- Try to secure content Integration in Programming (e.g., American Idol "America songs")

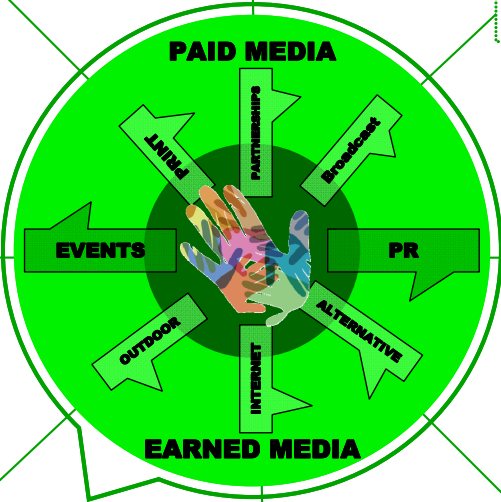
Live DJ "Conversations"

Local Trusted DJ's in Talk Radio and Pop Music Formats

Schedule during heavy -up period around operational mailings

2010 Census Event Toolkits

Provide events toolkits to support local and regional Census Bureau offices



Public Relations Across All Relevant Media Outlets

Press Coverage around Events

Census Spokespeople, national and local

Crisis and "Voice" management

Public Relations -Worthy Outdoor Units

A few talk value units in key regional markets and areas

"It's in our hands" e-marketing

- Interactive rich media in news and general interest sites such as Sportsline, ESPN, Youtube, Web sites of offline media (CNN, NBC, CBS, USA Today, Ebony, BET)
- Social Networking such as Myspace, Facebook, Gather
- Search

"It's in our hands" Nontraditional Media

Coffee cups, Newspaper Wraps, Street Teams give -aways in large Markets, Door Hangers in Apt Buildings



HISPANIC AUDIENCE

The Hispanic population is the largest minority group in America comprising 14.8 percent of the total population (American Community Survey Demographic and Housing Estimates: 2006). Hispanics are a very diverse group, descending from Mexico, Spain, South and Central America and the Caribbean. Understanding this unique demographic requires acknowledging the many variables, such as length of stay in the United States, acculturation levels, socio-economic levels, employment and educational attainments. These variables will continue to vary as new waves of immigration take place.

The average age of the Hispanic population is younger than all other ethnic groups and this trend will continue well into the 21st century due to higher birth rates and continued immigration. The Census Bureau projects that by 2050 the Hispanic population will be about 103 million; one in four Americans will be Hispanic; in states such as California and Texas, Hispanics will be the clear majority. According to the Pew Hispanic Center, Hispanics will account for 46 percent of the nation's added population over the next two decades, mostly due to the Hispanic baby boom.

The majority of Hispanics in the United States continue to speak Spanish at home. The 2006 American Community Survey data reports that more than three quarters of Hispanics speak a language other than English at home while 39 percent of Hispanics speak English "less than very well." This information clearly demonstrates the importance of communicating with Hispanics in language.

Immigration Debate

Immigration is constantly at the forefront of issues that Hispanics face. Although the majority of Hispanics in the United States are here with legal status, Hispanics also make up the majority of the undocumented immigrants in this country. An estimated 11.1 million undocumented immigrants were living in the United States in 2005, with immigrants from Mexico and Latin America comprising 78 percent of that undocumented population (Pew Hispanic Center). The pace of growth in the undocumented population averaged more than 500,000 a year from 2000 to 2005. If these trends continue through 2010, the Census will be faced with the rigorous challenge of gaining participation from the millions of hard-to-count (HTC), undocumented Hispanics through the 2010 Census campaign. The greater challenge will be to overcome the fear and mistrust of government and the sentiment of disenfranchisement felt by undocumented immigrants as a result of the ongoing immigration debate, which will undoubtedly take center stage.

Hispanics have seen the actions taken by the federal, state and local governments: laws that penalize employers for hiring undocumented workers, local police forces that arrest undocumented workers, and health benefit cuts imposed on undocumented workers. These actions taken by the government all lead to feelings of uncertainty among Hispanics, whether documented or undocumented. The Hispanic community has, however, responded in a formidable fashion with its own actions, including organizing major market boycotts (National Council of La Raza protesting the appointment of a Minute Man to the Kansas City Parks Board by pulling their 2009 conference), holding immigration rallies and sparking conversations in public regarding the contributions of immigrants and the key role they play in the United States. The unremitting immigration debate in the United States is a key top-of-mind issue that Hispanics are faced with daily, and the negative ramifications of this key issue will be addressed within the specific programs of the Hispanic Integrated Communications campaign.

Segmentation and Communications Planning

The cluster information shows that the majority of Hispanic-headed households in the United States lie within the All Around Average I, Ethnic Enclave I, All Around Average II, Advantaged Homeowners and Ethnic Enclave II clusters, in that order. The majority of Hispanic householders in both the Ethnic Enclave I and All Around Average clusters are foreign born.









Within the clusters, Ethnic Enclaves I and II comprises of 60 percent and 55 percent Hispanic-headed households, respectively. Additionally, the Economically Disadvantaged II cluster comprises of close to one-quarter Hispanic-headed households. Hispanic-headed households in Ethnic Enclave I are somewhat atypical of other low mail-response rate clusters, in that they skew more suburban, tend to contain married households and consist of larger households (close to one-third have 5+ persons).

Over half of Hispanic householders in Ethnic Enclave I and II clusters have less than a high school education, and over 90 percent speak Spanish at home. Consequently, literacy and language barriers are both challenges to take into account when planning strategies to encourage participation within these two clusters. Toward this point, the Census Bureau examined the overlap of tracts falling within Ethnic Enclaves I & II with those tracts slated to receive a bilingual Spanish-language form in 2010. Results indicate that approximately 80 percent of tracts in both Ethnic Enclave clusters are flagged to receive a Spanish-language bilingual form (Bentley, 2008). This suggests that partnership and media messaging for these two clusters can stress the fact that language need not be a barrier to Census participation. A Spanish-language form is likely to be mailed to most households in these areas.

An additional insight from the ACS for Hispanic-headed households involves the *timing* of when they tend to return a mail form. Across all eight clusters, the finding indicates that higher shares of households that participate by mail do so *after* the replacement form has been mailed out. This is in contrast, for example, to non-Hispanic White households, where the majority of mail responders do so earlier in the timeline. This finding has two important take-aways for the Hispanic audience communication campaign. First, that advertising and partnership efforts will consider focusing on asking Hispanics to mail back the form as soon as possible. This could help decrease the odds that Hispanic households are included in the nonresponse follow-up universe requiring a personal visit. Second, the campaign will consider creating messaging around the replacement questionnaire mailing as a “second chance” to still be counted.

Households falling into Ethnic Enclaves I & II and Economically Disadvantaged II clusters were among the least likely to participate by mail in Census 2000. Therefore, the Hispanic programs have a major responsibility within the overall Integrated Communications Plan, because by converting these households to advocates for the Census, one of the major challenges—gaining participation from the hard to count groups—will be addressed.

Hispanic Audience Profile by Cluster

% Hispanic Cluster Name		% of Hispanic HHs in each Cluster	Measures against all clusters	
			% Cluster HH Composition	Index vs HH
	Advantaged Homeowners	14.6%	5.7%	52
	All Around Average I	20.8%	6.4%	59
	All Around Average II	15.9%	11.1%	102
	Single Unattached Mobiles	8.4%	12.7%	117
	Ethnic Enclave I	17.9%	59.9%	550
	Economically Disadvantaged I	5.1%	9.6%	88
	Ethnic Enclave II	11.7%	54.8%	503
	Economically Disadvantaged II	5.5%	22.9%	210

“Está en nuestras manos” (“It’s In Our Hands”) Platform

Through Phase II Creative Expression Research, which took place in January 2008, it was apparent that the “It’s In Our Hands” campaign platform resonated with the Hispanic audiences. The platform’s inherent tone of empowerment tugged at their heartstrings, especially in light of how they, as a community, feel today. The immigration debate has put Hispanics in the spotlight, making them collectively feel more empowered than ever before. This empowerment has motivated them to speak up and move away from being a silent minority. As Renán Almendárez Coello (“El Cucuy”), one of the most renowned and influential Hispanic personalities, said shortly after La Gran Marcha in 2006, “We are visible right now, but we are a silent mass.” While he was leading a national effort to register one million new voters by Election Day, he continued by saying, “The marches made us visible, but by voting we can help decide the destiny of this country. If we vote, politicians will heed us.” Today, Hispanics know they can make a difference and they have a desire to exercise their influence. The “It’s In Our Hands” platform instilled a sense of empowerment in this audience. Through it they understand that the fate of their community, family and themselves is in their own hands.

“We can do it.”

(Phase II Creative Expression Research, NYC 1/7/08)

“It’s up to us to make a difference.”

(Phase II Creative Expression Research, Miami 1/8/08)

“It’s easy and It’s In Our Hands. There are things that are easy but are not in our control.” (Phase II Creative Expression Research, Orange County 1/14/08)

One of the main objectives of the messaging that supports the “It’s In Our Hands” platform is to communicate the benefits of filling out the Census form, or to explain, “What’s in it for me?” It was apparent during Phase II research that the benefits were clearly articulated. This research uncovered a few areas that motivate Hispanic participation. One that was of great importance was directly related to their children. Hispanic adults have made great sacrifices in order to provide their children with opportunities that were nonexistent to them while growing up in their country of origin. It is for that reason that they were most interested in benefits related to their children’s advancement.

“It’s going to benefit everyone. My family and I.”

(Phase II Creative Expression Research, Orange County 1/14/08)

“I need to participate because my children will benefit from it.”

(Phase II Creative Expression Research, Orange County 1/14/08)

“I loved it because it shows a direct benefit.”

(Phase II Creative Expression Research, NYC 1/7/08)

The platform's messaging also spoke to the ease and simplicity of filling out the Census form, which was a big concern for this audience. Because it is a U.S. government document, they immediately believed it was complicated, long and in English. Upon learning that the form was short, easy and in-language, they became more motivated to participate. It also eliminated their belief that filling out the form would take precious time away from their family.

"It's simple to do it."

(Phase II Creative Expression Research, Orange County 1/14/08)

"It is very easy to fill out and send it by mail."

(Phase II Creative Expression Research, NYC 1/7/08)

What are the unique insights about the Hispanic audience, and how can they be leveraged to facilitate “conversations”?

Insight #1: Census has no purpose in my life

(Source: Phase II Census Creative Expression Research – Jan 2008, Preparation for 2010 Census Hispanic Community Focus Groups Qualitative Research Report, Jan 2007)

Especially for Hispanics who fall within the Single Unattached Mobiles, Ethnic Enclave I & II and Economically Disadvantaged I & II clusters, there was a lack of understanding of what the U.S. Census is and how it could benefit their lives. That’s not to say that they’ve never heard of it. Most of these Hispanics have either heard of the Census or personally participated in one in their country of origin. Nonetheless, they are not able to articulate what the Census in the United States is for.

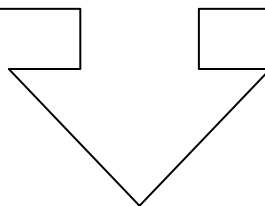
During Phase II Creative Expression Research, some people offered the following educated guesses as to what the U.S. Census was all about:

“It is a population count.”

“I think it is a way for the government to know who is here illegally.”

“Oh, it’s so that you know how many people live in your house.”
(Census Creative Expression Research Phase II – Jan 7, 8 and 14, 2008).

“They count people every five years.”
(Preparation for 2010 Census Hispanic Community Focus Groups Qualitative Research Report, Jan 2007)



Education is key. It is imperative to ensure stakeholders understand the benefits in order to change their attitude towards the Census.

Insight #2: Fear of deportation or prosecution

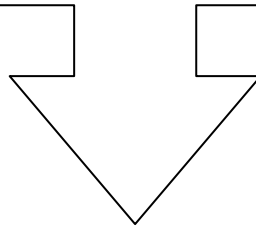
(Source: Phase II Census Creative Expression Research – Jan 2008, Pew Hispanic Immigration Enforcement and Latino Opinion 2007, Preparation for 2010 Census Hispanic Community Focus Groups Qualitative Research Report, Jan 2007)

The immigration debate has been under the spotlight in recent years, creating a heightened sense of fear among Hispanics, especially those in the Ethnic Enclave II and Economically Disadvantaged II groups. Additionally, there was some concern among the Ethnic Enclave I and Economically Disadvantaged I groups, but to a lesser degree. There was also some concern about this issue among the Single Unattached Mobiles. This fear transcends people's own personal legal status. Beyond those who are undocumented or have something to hide (such as over-populated homes), there are those who know someone who is undocumented or employ someone who is undocumented.

“Fear, deportation and identity theft...”

(Preparation for 2010 Census Hispanic Community Focus Groups Qualitative Research Report, Jan 2007)

Today, this fear has climaxed as immigration enforcement workplace raids and deportations increase.



To earn the trust of the audience and to reduce their fear and anxiety, the messaging needs to clearly communicate the **confidentiality** aspect.

Insight #3: Lack of comprehension because it's not in my language

(Source: Phase II Census Creative Expression Research – Jan 2008, Preparation for 2010 Census Hispanic Community Focus Groups Qualitative Research Report, Jan 2007)

The concern is about whether or not this questionnaire is also available in Spanish. *“It’s in English, so lots of people won’t be able to fill it out.”* (Phase II Census Creative Expression Research – Jan 14, 2008). Hispanics, specifically within the Ethnic Enclave I & II and Economically Disadvantaged I & II clusters, believe that it’s important that the government speak to them in-language (Source: Simmons Spring 2007 NHCS Adults Full Year). This is not due to just the rational aspect of comprehension, but to the emotional implication that they are being acknowledged. They want to be spoken to in their native tongue, as it implies that the United States is genuinely interested in their participation.

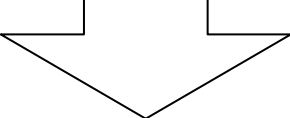


Emphasize that the **questionnaire is in-language**.

Insight #4: It takes time away from my family

(Source: Phase II Census Creative Expression Research – Jan 2008)

Today, many Hispanics, especially those who fall in the Economically Disadvantaged I & II and Ethnic Enclave II clusters, rarely have an opportunity to sit down to have a meal at home with their families, since they are working hard and enduring long hours. Many have multiple jobs in order to deal with their multitude of financial responsibilities. It is their way of being able to make ends meet, since they are not just caretakers of their immediate family (which also consists of extended family members), but of their family abroad. Therefore, they don’t want to spend the little free time they have participating in the Census, which, based on their own personal experience from their home countries, involves staying at home all day until an enumerator knocks on their door.

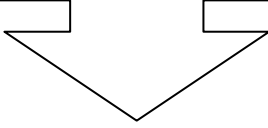


Communicate the **simplicity, speed, convenience** of filling out the Census and the importance of mailing it back early.

Insight #5: Solidarity among our community

(Source: Phase II Census Creative Expression Research January 2008, Iconoculture)

The emergence of a unified Hispanic voice is evident and evolving before our eyes. The community—especially those in the Single Unattached Mobiles and Ethnic Enclave I groups, and, to a lesser degree, those in the Economically Disadvantaged I and Ethnic Enclave II groups—is feeling empowered and using its influence to make a change. The series of marches known as La Gran Marcha caught many by surprise. In urban areas throughout the country, Hispanics of all ages marched in protest, organized by grassroots organizations and mobilized by Spanish-language radio announcers.

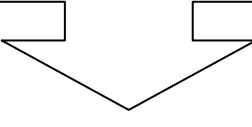


Taking into account the current sociopolitical climate and making sure the tone of the communication strategy aligns with it through **empowering messages** will enable reaching this audience.

Insight #6: I want to achieve the American Dream

(Source: Phase II Census Creative Expression Research January 2008, Preparation for 2010, Census Hispanic Community Focus Groups Qualitative Research Report, Jan 2007)

With the exception of the Single Unattached Mobiles, immigrants who reside in all of the clusters have left behind everything they know and love in order to take advantage of the resources in the United States. Here, they have the opportunity to work, provide their children with an education and financially support their families back home, among other things. In their hearts and minds, the United States is a symbol of hope.



Leverage the **passion, drive and aspiration** that push Hispanics to achieve the American Dream, in relation to the Census benefits.

What exciting ideas will spark conversations with this audience?

While awareness is important and will be achieved primarily through mass Spanish-language broadcast media, it is certainly not enough to achieve the goals of the Census ICC. The power of persuasion by engaging an army of influencers needs to be built into the campaign. This will help overcome the multitude of misconceptions, which are as diverse as the Hispanic market itself. The best possible approach is to leverage our trusted media and “trusted voices.”

Trusted Media

In the Hispanic market, trusted media outlets (particularly Univision) will super-serve the needs that go beyond news and entertainment. This is where Hispanics turn first to seek help, guidance or empowering information—a natural tie-in to specific benefits of the Census.

The foundation of the Hispanic communications plan is based on reaching both documented and undocumented domestic United States. Hispanics who, during Census 2000, proved to be hard to count through national TV and local media outlets. The added bonus is that national Spanish-language television networks and cable outlets will also reach Spanish-preferred and Bilingual Hispanics (audiences who, because of their cross-viewing, will also be impacted by Diverse America’s outreach and paid advertising). Regardless, TV purchases will always be focused on delivering the HTC target in program selection.

The HTC will be reached locally in the Top-10 Hispanic markets with a special emphasis on in-neighborhood media that intersects this community during the routine’s of their daily lives. Additionally, these Top-10 markets are gateway cities for the more recently arrived—those who did not have the opportunity in 2000 and would require education on the U.S. Census process. Top-10 markets provide coverage of 6.2 million Hispanic Households, or 53.9 percent of the estimated 2007 United States. Hispanic population, according to Nielsen Research.

Rank			Households		
Hispanic	U.S.	Market	Hispanic	Total	% Hispanic
1	2	Los Angeles	1,775,100	5,611,110	31.6%
2	1	New York	1,190,410	7,366,950	16.2%
3	16	Miami-Ft. Lauderdale	625,280	1,538,620	40.6%
4	10	Houston	492,360	1,982,120	24.8%
5	3	Chicago	454,050	3,455,020	13.1%
6	6	Dallas-Ft. Worth	431,560	2,378,660	18.1%
7	37	San Antonio	356,930	774,470	46.1%
8	5	San Francisco-Oak-San Jose	340,200	2,383,570	14.3%
9	13	Phoenix (Prescott)	332,510	1,725,000	19.3%
10	91	Harlingen-Wslco-Brnsvl-McA	268,650	327,070	82.1%

Beyond the Top 10, local market coverage includes hyper growth markets—markets that have grown at extraordinary rates since Census 1990 and now supplement the established Latino metropolitan areas as major population centers.

Rank			Households		
Hispanic	U.S.	Market	Hispanic	Total	% Hispanic
20	8	Washington, DC (Hagrstwn)	160,860	2,272,120	7.1%
21	9	Atlanta	131,980	2,205,510	6.0%
23	43	Las Vegas	127,190	671,630	18.9%
31	23	Portland, OR	72,730	1,117,990	6.5%
38	29	Raleigh-Durham (Fayetvll)	50,780	1,006,330	5.0%
43	26	Charlotte	46,410	1,045,240	4.4%

Further localization will result from a special media outreach effort to migrant workers and rural Hispanics in partnership with the United Farmer Worker’s Radio Network, which broadcasts locally in Bakersfield, CA, Fresno, CA, Yakima, WA, Phoenix, AZ, Salinas-Modesto, CA, Tri-cities, TN-VA, Visalia, CA, and Yuma, AZ.

Hispanic	U.S.	Market	Hispanic	Total	% Hispanic
11	20	Sacramento-Stockton Modesto	236,830	1,368,680	17.3%
13	55	Fresno-Visalia	218,410	557,380	39.2%
29	126	Bakersfield	76,850	210,960	36.4%
35	167	Yuma-El Centro	57,190	107,360	53.3%
50	125	Yakima-Pasco	39,430	213,780	18.4%
158	92	Tri-Cities, TN-VA	2,590	326,560	0.8%

All of these combined localized efforts will provide coverage of 64.3 percent of the total 2007 U.S. Hispanic population, as estimated by Nielsen Research. This complements the national television effort, which covers 97 percent of the U.S. Hispanic population.

Paid Media Recommendation

- Paid media schedule will be complemented with a **combination of short-form (:60) and educational vignettes (:30)** customized to programming environment. Vignettes will be repurposed for broadband application or public viewing.
- Full disclosure and breadth of information will be available to the public via **half-hour TV specials** (joint partnership with V-me, the new Hispanic PBS cable outlet) **hosted by a respected Hispanic celebrity from the army of “trusted voices.”** These specials will be repurposed for Video-on-Demand.
- Among linguistically isolated Hispanics, foreign nationals and recent arrivals, **community newspapers** are the trusted source for learning about products and services that are new to them. Many within this group were not in the United States during Census 2000 or are only aware of the Census-taking process that they learned in their home countries. Since they are less cynical than other Americans, advertorials and special editorial sections will work well in educating them about the specific benefits of the Census.
- **Spanish Radio** is a hyper-local, one-on-one mass medium and, therefore, paid endorsement deals with key DJs will dial up public discourse. DJs have become iconic superstars with cult followings and their “trusted voices” drive the water-cooler conversations and spark new discussion threads on blogs. DJs will be one set of the many “trusted voices” that can be used for the production of paid educational vignettes. They will also be tasked with keeping the conversation alive with live DJ chatter, interviews with Census spokespeople and even punching up the benefits of the Census via radio trivia contests (fast facts powered by data from Census.gov).
- During key cultural moments in local Hispanic communities, paid media will include rotation of commercials and special salutes (e.g., Independence Day celebration by Dominicans, February 2010; Cuban Pride Parade, March 2010; Cinco de Mayo and Tejano Music Festival, May 2010).
- A **Hispanic-specific Census campaign site** will be developed to field all direct interactive advertising links and will also be utilized as the interactive (URL) address where mass media, public relations and event messaging push Hispanic consumers with more information.
- As stated above, in-language local newspapers offer strong support in reaching the hard-to-count and linguistically isolated segments, educating them about the important benefits of the Census. As such, **outdoor advertising**, which reaches a similar audience, was considered but ultimately not included in the Hispanic media plan.

Cross-viewing and exposure to mainstream messages enter into conversations in multigenerational homes with the presence of bilingualism (usually among the younger family members). The Diverse America plan contains assets that can be leveraged. This includes rotation of commercials on TV programs with Latino themes or cast members, which index high in Hispanic viewership (e.g., ABC/*Ugly Betty* or *The George Lopez Show* in syndication), special public affairs programs (e.g., USHCC *Hispanic Today*) or specials that acknowledge Hispanic achievement (e.g., ABC/Alma awards). This also includes newspaper insertions in the Hispanic lifestyle section of major metro daily tabloids (e.g., *NY Post's Tiempo*), wild posters outside Hispanic nightspots or radio formats with a high composition of Hispanic listeners (e.g., Hot AC, CHR, Dance).

Public Relations Recommendations

Trusted Voices

Building the army of “trusted voices” in the Hispanic community will be further enhanced through public relations efforts. Within the Hispanic market, there is a lack of understanding about the purpose of the Census and misconceptions about how the information is used. Public relations outreach efforts must position the 2010 Census in such a way so as to overcome these barriers in the Hispanic population as a whole, but in particular the undecided and HTC groups.

When engaging with this population, using “trusted voices” in the media to communicate key messages will get them motivated and will start conversations about what is to come. Building an army of “trusted voices” to bring the messages about the Census into the communities in which they live and work is the key to starting conversations. Reaching the Hispanic population through advertising, public relations outreach, partnerships and events will help overcome the multitude of misconceptions, which are as diverse as the Hispanic market itself.

Based on Census 2000 learnings, the Hispanic public relations program needs to go to market early to help inform the Hispanic population in general and the hard-to-count population in particular. Given that the Hispanic population is one of the youngest in the country, there are many here now who were not present for Census 2000. The campaign needs to reach them to explain what the Census is and to overcome the barriers to them filling out the questionnaire and mailing it back in a timely manner.

Public Relations Tactics

The Hispanic public relations and related media plan will adapt the overarching Diverse America strategies set forth in the general market plan to ensure consistency of messaging throughout the 2010 Census campaign. All strategies will be customized for the Hispanic prospect, with specific attention being paid to optimizing relevance for the HTC populations.

The Hispanic plan will adopt all overarching outreach strategies that are relevant to the Hispanic market, while creating others more specific to the needs and challenges within the Hispanic undecided and HTC populations.

Earned media tactics that will be employed include:

- Work with Census PIO in the development of press releases announcing the 2010 Census launch; adapt to Hispanic population interests.
- Prepare briefing document with key messages and talking points for external media requests associated with 2010 Census.
- Work with Census PIO to solidify lists of Hispanic community and trade publications to help increase coverage and placement of 2010 Census stories for external launch.
- Develop editorial calendar for long-lead publications, local newspapers, local television and radio where appropriate with PIO.
- Develop story ideas for placement in internal Census publication and Internet/Intranet sites.
- Prepare Hispanic pitch bible for 2010 Census for key media.
- Conduct media training in Spanish for Census spokespeople.
- Work to secure a third-party spokesperson for Census; a third party talking about the Census would be better received by the Hispanic audience than a government official.
 - Develop Op-Ed pieces, letters to the editor and by-lined articles for these third-party sources.
 - Schedule speaking engagements at the local level.
- Sample story ideas include:
 - What is the Census?
 - How does the Census benefit me?
 - Why does everyone need to be counted?
 - Confidentiality, Oath of Confidentiality.
 - Importance of participation.
 - The 7 questions.
 - How to complete the questionnaire?
 - Who are enumerators and what is their role?

Media Relations

Hold editorial roundtables and/or desk-side briefings in eight Hispanic markets, including NY, Chicago, Los Angeles, Miami, Houston/Lower Rio Grande Valley, Atlanta, Sacramento and Dallas. These editorial roundtables and desk-side briefings will help reach the diverse Hispanic population through outreach to the media. For example, in the New York market there is: *El Diario La Prensa*, which reaches predominantly Puerto Rican readers; *DTM*, which reaches mostly Dominicans; *El Noticiero Colombiano*, which reaches Colombians; *La Patria*, which reaches Uruguayans; and *La Voz*, which reaches the Cuban population.

Campaign Tools

Working with Census PIO, adapt Hispanic-specific talking points with key position statements for all audience segments. Specifically, the following will be developed:

- Communication Tools (Outreach Bulletins). This communication tool will facilitate the process and help avoid duplication of efforts, especially in the area of media outreach

Sample Hispanic Initiatives Bulletin:

- Prepare *Misión Census 2010* for publication (delivered electronically to the internal stakeholders).
- The *Misión Census 2010* News Bulletin will include the following:
 - Markets to be tapped
 - Outreach type (roundtable or desk-side briefing)
 - Migrant program initiatives
 - Key messages
 - Coverage received
- With the help of PIO, develop and implement communication tools to announce to all Regions impacted by any outreach efforts, specific to Hispanic efforts
- Use traditional methods consistent with outreach to general market media (developing electronic press kits, story ideas to pitch and editorial roundtables and/or desk-side briefings). Tag onto satellite media tours/audio media tours where appropriate. However, key to reaching Hispanic media is relationships, and those relationships will be put to use for the Census
- Use established protocols for communication with large partners
- Begin to work closely with PIO and Partnership and Data Services (PDSs) training and development centers to help rally support and excitement for the

- 2010 Census Hispanic effort. Ensure partners have the tools needed (through distribution process)
- PDSs will serve as a direct “pipeline” to the Census’ consumer base, to help accelerate brand and increase response rate
 - Identify gatekeepers/Regional Directors to communicate the Census’ goals and communication strategy. Use Regional Directors as ambassadors to get the message to the PDSs
- Establish monitoring system to track coverage; alert system for negative stories
 - Work across teams to create messages that are consistent throughout all Census communications

Spanish-speaking spokesperson(s) from the Census will need to be identified. These individuals will be trained to communicate the Census’s message and convey a sense of urgency surrounding rapid response by completing the questionnaire and mailing it back in a timely manner.

Crisis Communications and Management

The Hispanic campaign will institute a crisis plan to respond to threats or any crises that may arise in the Hispanic community. It will piggyback on the general market plan audit of the risk management plan and develop Hispanic components. Specifics include:

- Identify and pinpoint specific crises that could occur, including those related to anti-immigration activities (e.g., Minute Men, blogs)
- Jointly develop protocol to handle crises, including developing a playbook to identify what constitutes a crisis, levels of crisis and what type of crisis will be handled by whom

One of the key areas of focus in the Hispanic crisis management plan is immigration. The immigration debate continues to take center stage, especially with the coming elections. Add the increased emphasis on law enforcement (state and local police being tapped to enforce immigration law in certain states and municipalities), laws imposed that prevent undocumented immigrants from renting apartments, and the activities of groups like the Minute Men and their border watches—things can come to a boil.

Inside the Hispanic community, the view is generally positive toward undocumented immigrants, but a good portion of the general U.S. population holds a negative viewpoint. With the decennial Census, the immigration issue may again come to a head, as the purpose is to count every person within U.S. borders, not only citizens or legal residents. The debate over counting undocumented immigrants has a huge foothold among those who harbor anti-immigration views; they are totally against counting undocumented immigrants and will try to use intimidation tactics to stop the count or hamper it even further.

Partnership Recommendations

The organizations recommended allow access to a broad range of the Hispanic audience, including: the more affluent; employers who may have HTC audiences; unions who represent the HTC; gatekeepers of the Hispanic family, such as businesswomen's associations; healthcare centers that treat a great many uninsured/underinsured (a characteristic of HTC); police department community outreach programs; publishers who are leaders of the community; Hispanic state elected officials who have a great deal of credibility and recognition in their districts.

National Partners

- Among the 500+ National Partners the Census will cultivate, which include the various Hispanic consulates, it is critical that there is Hispanic audience representation and communication. Consultation on these will be provided so that these segments are appropriately included in influencer communications and invitations to all pertinent activities.

Regional Partnership Activation

- Similarly, Regional Partners will be consulted to ensure there is appropriate representation from the Hispanic audience.

Key Hispanic Audience Partners

- National partner selection should include representation from the diverse Hispanic populations. Recommended partners include: National Council of La Raza; League of United Latin American Citizens; Cuban American National Council; National Puerto Rican Coalition; Hispanic Association on Corporate Responsibility; Mexican American Legal Defense and Education Fund; Congressional Hispanic Caucus Institute; National Association of Latino Elected and Appointed Officials; MANA – A National Latina Organization; the U.S. Hispanic Chamber of Commerce; National Latino Policy Institute; Tomas Rivera Policy Institute; Puerto Rican Legal Defense and Education Fund; National Conference of Puerto Rican Women; Hispanic Association of Colleges and Universities; National Hispanic Nurses Association; etc.
- Faith based organizations (U.S. Catholic Conference, Pentecostal churches, etc.) brought to local/regional level through various Archdioceses.
- Regional partner selection and recruitment: State Hispanic Chambers of Commerce; Grocers Organizations; Community Organizations such as Mexican American Opportunity Foundation in LA.

- Health providers/clinics: Association of Community Health Centers; independent clinics such as Nuestra Clinica de la Salud in San Juan, TX; La Clinica de la Familia in Las Cruces, NM.

Timing: The beginning phases (message development) will begin in October 2008. Outreach will begin in early 2009 and run through May 2010.

Census in Schools

With 39 percent of Hispanics speaking English “less than very well,” children of Spanish dominant parents often serve as the decoders for important messages delivered to the household in English. Additionally, since 34 percent of the Hispanic population is children under 18 years old (compared with about 25 percent of the total population), a concerted effort is being made to reach Hispanic children and empower them to communicate the Census message to their parents and extended family. This will be addressed through our Census in Schools (CIS) program.

The purpose of the CIS program among the Hispanic audience will be to convert school-age children into advocates of Census to their parents and extended family. As a key element of this program, in-school materials regarding the Census will be developed in Spanish for the children to deliver to their parents, thus reaching Hispanic-headed households. This program will be tailored to the Hispanic audience by ensuring that high-density-Hispanic schools are targeted.

As stated previously in the plan, the overall CIS program will focus primarily on students K–6 who reside in the 50 states, District of Columbia and Puerto Rico. While the specifics of the program are currently in development, the parameters of the program are firm:

- National in scope with an emphasis on the Hard-to-Count (HTC) populations
- Optimize inclusion of CIS into school curricula and lesson plans
- Meet the “No Child Left Behind” criteria
- Provide distribution of materials considering both electronic and printed needs
- Materials available in English and Spanish

Program to Reach Migrant Farm Workers

Strategy

- Reach and communicate Census messaging to HTC at places frequented by this population

Rationale

- The HTC population is highly mobile and does not trust the government; therefore, you must reach this population with messages where the audience is most comfortable.

Tactics

- Develop outreach efforts with faith-based organizations (e.g., Catholic dioceses, Pentecostal churches) throughout the country and provide them with collateral material, content for church bulletins, etc.
- Work with community health centers, emergency rooms, Mom-and-Pop stores, members of MAGA and Dominican Grocers Association, etc., and develop “take ones” to be distributed to clientele.

Launch Media

Multimedia PEAKS

Multimedia Support

Tactical Local Support for NRFU

Hispanic Segment

Topical News Value Newspaper Units

- Community Print to reach HTE & linguistically isolated in most all markets with significant pop.
 - Development of custom Special Print Section (Benefits of Census)
- Heavy-up Before Mailings & during NRFU Support**

2010 Census Event Toolkits

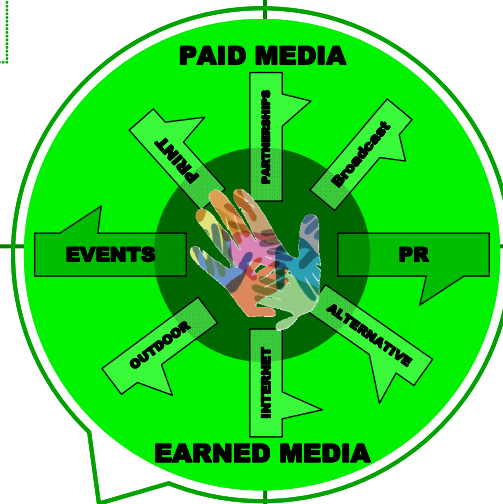
Provide events toolkits to support local and regional Census Bureau offices

Live TV, Program Development Project & Personality -Driven PSA

- :30 & :60 educational vignettes customized to station environment recorded by VJ -Celebrity talent (branded movement)
- ½ -hour PBS - Upscale Cable Special
- Local News & Locally Produced TV
- Content Integration in Programming (Sabado Gigante, Soccer, Public Affairs)
- Diverse America TV contribution to extend reach to bi -lingual & youth audiences

Trusted Voices DJ "Endorsements"

- Local Trusted DJs live conversations, interviews with Census, trivia contest powered by Census.gov
- Schedule during heavy -up period around operational mailings & NRFU Support



Public Relations/Partnership

- Opportunistic media to continue conversations – op-ed pieces, bylined articles, etc.
- Outreach to Migrant population
- Crisis management

"It's in our hands" nontraditional media

- Newspaper wraps, radio station remote broadcasts, street team, mass distribution of Census collateral & premiums

Internet

- Spanish -language campaign site



ASIAN AUDIENCE

Asians are the most diverse of all multicultural groups in the United States, where almost every audience is composed predominantly of foreign-born immigrants, speaking different languages, practicing diverse religions, having widely different immigration patterns and different issues with the government. Specifically, these are some of the Asian audiences that are recognized by the U.S. Census Bureau—Chinese, Korean, Vietnamese, Asian Indian, Filipino, Japanese, Taiwanese, Pakistani, Thai, Bangladeshi, Hmong, Indonesian, Cambodian, Laotian, Sri Lankan, Mongolian, Malaysian, Nepalese, Singaporean and Burmese. Moreover, second-generation Asians as well as Asian adoptees, Asian LGBTs (Lesbian, Gay, Bisexual and Transgendered) and Asians from Africa comprise the overall target audience.

About one-half of Asians in the United States live in three states—California, New York and Texas. California, with about 35 percent, had more than one-third of the Asian population, followed by New York (about 10 percent) and Texas (about 6 percent). The ten states with the largest Asian populations in 2004 were California, New York, Texas, New Jersey, Hawaii, Illinois, Washington, Florida, Virginia and Massachusetts. Combined, these states represented about three-fourths of the total Asian population.

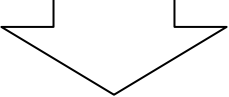
Asians are also relatively young, with a median age of 35.2 years, about 5 years younger than the median age of the non-Hispanic White population, which is 40.1 years.

What are the unique insights about the Asian audience, and how can they be leveraged to facilitate “conversations”?

Insight #1: Respect for elders

One of the most effective communication tools in the Asian market is drawing on the magnetism of key influencers. Families depend on elders to serve as authoritative figures who provide proper guidance. The value of *respect for elders* is innate, so the younger generation often concedes to whatever decision is made by the *trusted and highly revered voice* within the family.

Outside the family unit, leaders who represent a “face” and provide a “voice” for the community are much revered. These leaders range from government representatives, religious organization elders, academic institution pioneers, corporate officers, Asian employee association directors, etc. Again, the value of respect comes very naturally, especially if these voices have served as channels that have affected and effected positive change and progress in the community.



Recognizing the intrinsic values shared by Asian families will help open up the trust arena as well as pave

the way for open-mindedness to listening instead of hearing.

Insight #2: Family focus

In the Asian culture, the *family is considered a fundamental focus in life*. The welfare and integrity of the family are of great importance, which is why it is very common to see extended and/or multiple families living in one household. Moreover, *interdependency is cherished and stems from the strong sense of obligation to the family*. This is often brought about by the desire to help family members/relatives adjust to life in America (for instance, living with relatives to save on rent money; individuals may hold two jobs to help put a younger sibling through school).

Acknowledgment and respect for the family unit will help build trust as well as aid conversations among peers.

Capitalizing on extended family members as support systems can help facilitate conversations. The lines between nuclear families and extended families are not as rigid in Asian families as they are in Western culture.

Use peer influence to encourage friends and family members to mail back the form earlier, and to remind those who did not that it's not too late—that a replacement questionnaire is coming.

In 2004, about 59.9 percent of Asians aged 15 and older were married, compared with about 57 percent of non-Hispanic Whites aged 15 and older. Asians are less likely than non-Hispanic Whites to be separated, widowed or divorced (about 10 percent compared with about 19 percent).

About three-quarters of Asian households are family households. A higher proportion of Asian households (about 60 percent) than non-Hispanic White households (about 49.7 percent) were maintained by married couples. A similar proportion of Asian households and non-Hispanic White households were families maintained by a woman with no husband present.

Married-couple family households were the predominant household type among the specific Asian groups, except for Japanese households. Filipinos, Vietnamese and Asian Indians had the lowest percentages of nonfamily households (about 21 percent compared to about 23 percent).

Insight #3: Academic achievement

Another insight is that *academic achievement is considered one of the greatest honors* that can be granted to one's family. Whether or not one becomes a doctor or engineer or opens up his or her own business after graduation, the value of education is considered a sure path to success in life.

Information sources must be active and offer concrete ideas for Asians to evaluate. Many Asian families seek concrete, tangible solutions to their problems and look to influencers for guidance.

About 86 percent of Asians aged 25 and older were high school graduates and about 49 percent had a bachelor's degree or higher education. Among non-Hispanic Whites aged 25 and older, about 89 percent were high school graduates and about 30 percent had a bachelor's degree or higher education.

Among the specific Asian groups shown, about 90 percent or more of Asian Indians, Filipinos, Japanese and Koreans aged 25 and older were high school graduates. About two-thirds of Asian Indians had a bachelor's degree or higher education.

The strategic recommendations are driven in part by relevant findings from an analysis of the 2006 American Community Survey (ACS) among Asian households. The data analysis reveals the following characteristics about Asian householders by cluster:









- The majority of Asian-headed households are located in the Advantaged Homeowners, All Around Average I and II, and Single Unattached Mobiles clusters, in that order. Within clusters, Asian-headed households make up a sizeable portion of Ethnic Enclave II (about 12 percent) as well as the Single Unattached Mobiles cluster (close to 8 percent)
- A majority of Asian-headed households are located within Metropolitan/Micropolitan Statistical Areas (MSAs, 97 percent average across the eight clusters). This is a clear indication that Asian-headed households tend to be located in urban and suburban areas, which supports the recommendation of focusing on key markets such as California, New York, Texas and Hawaii. However, areas outside MSAs with hard-to-count segments will be covered as well
- A majority of Asian householders speak a language other than English at home (81 percent average across all clusters and even higher, 89 percent and 92 percent, respectively, in the Ethnic clusters I and II). This fact further supports that the campaign cannot be one size fits all. The overall strategy of implementing in-language and in-culture creative, media, public relations, events and partnership executions ensures that cultural nuances are taken into account during the message development and program execution stages. Ultimately, facilitating conversations

about 2010 Census is achievable because the campaign communicates the *right* language and the *right* cultural context

- A large portion of Asian householders cannot speak English very well. (In Economically Disadvantaged I and II and Ethnic Enclaves I and II at least one-third of Asian householders are characterized as “not speaking English well” or “not speaking English at all.”) Consequently, the highest percentages of Asian householders that are linguistically isolated are located in these four clusters—on average 39 percent are linguistically isolated. Within Ethnic Enclave II, over one-quarter of householders have less than a high school education and close to half are linguistically isolated. These findings support the recommendation to do aggressive community partnerships and events for the hard-to-count populations that are characterized by language and literacy barriers, such as the Hmong, Laotian and Cambodian groups. The same recommendation applies to other Asian audiences where in-language messaging is preferred (i.e., Chinese, Vietnamese, Korean, Filipino).
- A majority of Asian householders are foreign-born. Across all clusters, 82 percent of Asian householders were born overseas. This information demonstrates why in-language and in-culture efforts are critical to effectively reach them. Additionally, this is one of the reasons why they have very strong family ties and family support is critical
- An additional insight from the ACS for Asian-headed households involves the timing of when they tend to return a Census mail form. For Asian-headed households that mailed back the ACS form, the majority did so *after* the replacement form had been mailed out (this was true across all eight clusters). This is in contrast, for example, to non-Hispanic White households where most of the mail response occurs prior to the second mail-out. This finding can be practically applied within the Asian communication campaign in several ways. First, advertising and partnership messages should emphasize mailing back the form as soon as possible. This will reduce the chances that Asian-headed households are included in the pool of households requiring a personal visit from a Census enumerator. Second, the campaign should make Asian households aware that a replacement questionnaire will be sent to those households who don’t mail back right away and that the opportunity to participate in the 2010 Census still exists
- Asian householders within the Advantaged Homeowners, All Around Average I and II and Single Unattached Mobiles clusters are very educated (college or more education levels) vs. the Economically Disadvantaged I and II and Ethnic Enclave I and II clusters, which have larger concentrations of householders with less than a high school education. Varying education levels by cluster are clearly related to disparate income levels as well. For example, the median income for Asian-headed households in the Advantaged Homeowners cluster is \$90,000 compared to Economically Disadvantaged II where the median household income is only \$26,000. Asian

householders with the lowest education and incomes are also overwhelmingly located in clusters situated within principal cities

Asian Audience Profile by Cluster

% Asian Cluster Name	% of Asian HHs in each Cluster	Measures against all clusters	
		% Cluster HH Composition	Index vs HH
 Advantaged Homeowners	29.0%	3.9%	103
 All Around Average I	20.9%	2.2%	58
 All Around Average II	19.9%	4.8%	126
 Single Unattached Mobiles	14.9%	7.8%	205
 Ethnic Enclave I	3.9%	4.6%	121
 Economically Disadvantaged I	1.9%	1.2%	32
 Ethnic Enclave II	7.2%	11.6%	305
 Economically Disadvantaged II	2.3%	3.3%	87

What exciting ideas will spark conversations with these audiences?

Partnership Recommendations

Partnership with community-based organizations (well-respected information sources that are rooted deeply in the community) is a key component in establishing direct engagement with the various Asian communities, especially the audiences that have higher barriers to participation due to the lack of media vehicles available, high level of illiteracy, inability to speak/understand English, etc. In connection with Partner engagement activities, in-language recruitment fact sheets and letters, partner tool kits as well as posters will be available in printed and electronic formats.

Community-Based Organizations

- Partnership with key community-based organizations at identified Asian plazas (e.g., Chinatown, Koreatown, Little Manila, Japantown)
- Partnership with community service centers, such as immigration and naturalization service organizations, to reach and communicate with new immigrants and refugees
- Capitalize on available traditional and nontraditional media channels from the selected Asian organizations (e.g., Web links, freestanding inserts in newsletters, downloadable forms on the organization's Web site) to cascade information about 2010 Census

Faith-Based Organizations

- Partnership with religious institutions (e.g., churches, temples, mosques) can play a significant part in affecting an Asian's identity. History shows that numerous churches and religious organizations helped immigrants from China, Japan, the Philippines and Korea adjust to life in the United States

Academic Institutions

- Collaboration with Asian student-led organizations such as the Asian Greek Council (AGC), the East Coast Asian American Student Union (ECAASU) and the National Asian American Student Conference (NAASCON)

Employee Associations

- The majority of the Fortune 500 corporations have established Asian Employee Associations that have active executive committee members (e.g., the CAAEN-Corporate Asian American Employees Network, Pacific Gas and

Electric's AEA-Asian Employees Association). These organizations design employee-development programs throughout the year

Civic/Government Partnerships

- Support local programs sponsored by key Asian stakeholders such as the Asian Americans for Community Involvement (AACI), the largest community-based organization in Santa Clara County that focuses on providing an array of human services to the diverse Asian community

National Advocacy Groups

- The majority of Asian audiences have national advocacy groups that serve as the voice of their communities. These organizations are nonpartisan, nonprofit national affiliations of multiple institutions and umbrella organizations. Examples are the Asian American Justice Center (AAJC), the Organization of Chinese Americans (OCA) and the National Federation of Filipino American Associations (NaFFAA)

Asian Professional Organizations/Chambers of Commerce

- Support programs and explore partnership support projects implemented by the National Association of Asian American Professionals, the Asian Business Association, the Asian Business League and Asian chambers of commerce throughout the country

In addition to collaborating with Asian ethnic-specific community partners, numerous Asian priority populations will also have access to U.S. 2010 Census information.

Reaching hard-to-count groups such as Asian adoptees, Asian LGBTs and Asians from Africa will require strong community-based organization partnerships. Specific efforts will also ensure that the Taiwanese segment is effectively reached (efforts will be distinct from Chinese outreach recommendations).

Partnerships will be established with national advocacy groups, faith-based organizations, community service centers, and academic and professional institutions. Partners will be provided with tool kits and various collaterals, which will help in information dissemination efforts. Some examples of these partners are as follows: Families with Children from China (Nationwide), Korean Adoptees Ministry Center (MN), Asian Adoptees of Washington (WA), Taiwanese American Citizens League (nationwide), Intercollegiate Taiwanese American Student Association (East and Mid-West), National Gay and Lesbian Task Force Institute (nationwide), Asian Pacific Islander Queer Women & Transgender Community (CA) and Gay Asian Christians and Allies (CA).

Public Relations Recommendations

Customization of Earned Media Opportunities (e.g., Broadcast, Print and Interactive)

- *Media Angle (stories to be proactively pitched to the media)*
 - Recruitment (e.g., gather quotes and testimonials from 2010 Census Asian enumerators)
 - Short form only
 - 2010 Census enumerators are from your community and speak your language
 - Interviews with Asian advocates and community leaders
 - Testimonials from 2010 Census “Believers/Supporters” (e.g., church leaders, community organizations directors, student activists)
 - Encourage participation, especially from households with extended families (multiple residents in one home)
 - Feature outreach efforts with Asian strategic partners
 - Trans-adaptation of Diverse America stories relevant to the Asian audience

**In-language PIO Tool kit and Press Kits will be available in electronic format.*

Media Briefings/Roundtable Discussions

- Host a series of media briefings and roundtable discussions in key geographic markets such as San Francisco, Los Angeles and New York, and invite key Asian U.S. 2010 Census representatives, Asian elected officials, influential community leaders and media partners to participate
 - Educate the Asian community about how to complete the Census form, highlighting the key operational changes to 2010 Census (e.g., explain the advantages of the short form)

**In-language PIO Tool Kit and Press Kits will be available in electronic format.*

Paid Media Recommendations

An integrated multi-platform media strategy is essential because a high percentage of immigrants in the Asian community require a longer period of education to understand the purpose and benefits of participating in the U.S. Census. In addition, in-language mass media is considered to be a critical communication channel in reaching the diverse Asian audience. The majority of Asian groups do not receive any Diverse America messaging spillover, so utilizing a wide variety of media vehicles that cater to lifestyles of Asians is essential. Below are some examples of paid media tactics and efforts in the Asian community.

Print (e.g., World Journal, Korea Daily, Nguoi Viet, Asian Journal)

- Bonus editorial coverage for 2010 Census
- Advertorials that educate about the benefits of the Census as well as testimonials from Asian Census employees (e.g., enumerators)
- Q&A section with a community-based organization that supports 2010 Census

TV (e.g., KSCI, KTSF, KBS, SBTN, Namaste)

- Customized added-value PSA placement (i.e., possible interviews with key community leaders)
- Purchase spots at regional rate and negotiate for nationwide coverage

Radio (e.g., KAZN, Sing Tao Radio, Radio Korea, Little Saigon Radio)

- Added-value interviews to enhance call to action messages (i.e., work with faith-based groups, student organizations)
- Creative content tie-in on programs with DJ endorsement to educate audience on the importance of 2010 Census

Online (e.g., Sina.com, Yahoo.com, RadioKorea.com)

- Work with offline media that owns online subsidiary, and leverage offline buys to get online bonus coverage
- Advertorials that educate about the benefits of the Census as well as testimonials from Asian Census employees (e.g., enumerators)

Out-of-Home (e.g., 30-sheets billboard, transit shelters, lighted panels)

- Negotiate bonus buys
- Out-of-home buys in neighborhoods with high hard-to-count concentration

What audiences will be supported by paid media?

Given the complexity of the audience and an extremely diverse media landscape, effective communications for 2010 Census have to be an integrated media and outreach plan executed individually for each of these segments. With the current task at hand, the campaign will target **eight** key Asian groups—Chinese, Vietnamese, Filipino, Korean, Asian Indian, Japanese, Taiwanese and Cambodian. The decision is based on the population rankings indicated in the 2006 American Community Survey. In addition, there are certain Asian audiences with limited media vehicles. With the exception of the Internet, the majority of traditional media channels have a regional/local focus vs. national (source: New America Media Directory and Directory of Multicultural Advertising).

For the Asian audience, paid media will cover the following DMAs: Los Angeles/San Diego, San Francisco/San Jose, New York/New Jersey, Houston, Dallas, Seattle, Chicago, Boston, Philadelphia, Atlanta, Washington, D.C. and Hawaii.

What are the language requirements?

In the Asian group alone, there are more than 800 spoken Asian languages and dialects. A majority of Asian householders speak a language other than English at home (81 percent average across all clusters and even higher, 89 percent and 92 percent, respectively) in the Ethnic clusters I and II (ACS 2006). This naturally plays a big challenge in information dissemination efforts. In addition, older generations of immigrants have a different adaptation rate when it comes to speaking/understanding the English language. That is why a plethora of in-language media vehicles are available in the Asian markets ranging from traditional print, radio and television channels to interactive media and out-of-home (New America Media Directory and Directory of Multicultural Advertising from AMM, American Multicultural Marketing).

About 23 percent of Asians aged 5 and older spoke only English at home or spoke English very well, compared with about 98 percent of non-Hispanic Whites aged 5 and older. Also, about 77 percent of Asians spoke a language other than English at home, compared with about 6 percent of non-Hispanic Whites.

Among states with at least 100,000 Asians, the percentage of the Asian population that was foreign born was at or above the national level (about 67 percent) in most states.

Asian Indians are more likely to be both foreign-born and non-U.S. citizens (about 41 percent) than other Asian groups.

As such, campaign materials will be trans-created, translated and adapted accordingly. There are two language tiers, namely:

Tier 1 (Paid Media)—8 languages

Language selection is based on the current paid media plans. These are as follows: Mandarin, Cantonese, Tagalog/Taglish, Vietnamese, Korean, Japanese, Khmer and Hindi/Hinglish.

Tier 2 (Public Relations and Partnerships)—13 languages

In addition to the eight paid media languages listed above, five additional languages—Hmong, Laotian, Thai, Bengali and Urdu—will be added to support public relations and partnerships. Language selection is based on population and marketplace factors, as well as the Census 2000 Promotional Items/Printed Materials sheet provided by the Field Division and Customer Liaison and Marketing Services Office.

The languages are as follows: Mandarin, Cantonese, Tagalog, Vietnamese, Korean, Japanese, Hmong, Laotian, Khmer, Thai, Bengali, Urdu and Hindi.

Chinese outreach will be rendered in Mandarin and Cantonese (spoken language) as well as simplified and traditional characters (written language).

Some Asian groups are English-fluent (e.g., Asian Indian, Filipino) yet they are highly influenced by their culture. As such, it is critical to illustrate a level of customization through simple language translations (usually a combination of English and the particular Asian language) to impart the message that U.S. 2010 Census speaks and understands “your” language.

Note that printed materials will only be available in Chinese, Korean and Vietnamese (*per the Census 2000 Promotional Items/Printed Materials reference provided by Field Division*). Some examples of printed materials include action posters, awareness posters, fact sheets, etc. However, downloadable/electronic copies of tool kits, press kits and logo guides will be available in all 13 languages.

What kind of support will be done for NRFU?

Partnerships that are rooted deeply in the community will be a key component in establishing direct engagement with the various Asian communities. Community leaders from audiences that have higher barriers to participation due to lack of media vehicles available, high levels of illiteracy, inability to speak/understand English, etc., will be *lead facilitators* of conversations during the Nonresponse Follow-Up (NRFU) phase.

Partnership Recommendations

Community-Based Organizations

- Partnership with Community Service Centers, such as immigration and naturalization service organizations, to reach and communicate with new immigrants and refugees.

- Capitalize on available traditional and nontraditional media channels from the selected Asian organizations (e.g., Web links, freestanding inserts in newsletters, downloadable forms on the organization’s Web site) to cascade information about the enumerators.

Faith-Based Organizations

- Partnership with religious institutions (e.g., churches, temples, mosques) can play a significant part during NRFU.

National Advocacy Groups

- The majority of Asian audiences have national advocacy groups that serve
- as the voice of their communities. These organizations are nonpartisan, nonprofit national affiliations of multiple institutions and umbrella organizations. Examples are the OCA (Organization of Chinese Americans) and the NaFFAA (National Federation of Filipino American Associations).

Public Relations Recommendations

Customization of Earned Media Opportunities (e.g., Broadcast, Print and Interactive)

- *Media Angle (stories we should be proactively pitching to the media during NRFU):*
 - 2010 Census enumerators are from your community and speak your language
 - Interviews with Asian advocates and community leaders
 - Testimonials from 2010 Census “Believers/Supporters” (e.g., church leaders, community organizations’ directors, student activists)

Community Briefings

Host a series of community briefings in key geographic markets such as San Francisco, Los Angeles and New York, and invite key Asian U.S. 2010 Census representatives and key community-based organization members to educate the Asian community about NRFU.

During the NRFU phase, it is important to note that a majority of Asian households (about 60 percent) lived in owner-occupied homes and about 40 percent lived in renter-occupied homes. In comparison, about 74 percent of non-Hispanic White households lived in owner-occupied homes. Also, Chinese, Filipino, Japanese and Vietnamese households had the highest proportion of owner-occupied homes. Korean households had the highest percentage of renter-occupied homes.

How will immigration and fear of government be addressed?

The messaging of campaign materials will be critical in educating and assuring Asian audiences about the privacy of their information. Most Asian immigrants are not even familiar with the Census – *what is the census, who conducts it, how is it conducted, who needs to fill the form, how long will it take, etc.* There is a very important learning curve as research indicates that the reluctance to participate decreases after some of these doubts are clarified. Also, by capitalizing on the “voices” and “faces” of key stakeholders and community leaders, insecurities brought forth by the sensitive immigration issue can be effectively addressed. As such, paid media messaging coupled with earned multimedia opportunities is expected to help reinforce messages about confidentiality and ignite multiple conversations about privacy and security.

Communication lines will be established with Asian migrant workers and undocumented immigrants through partnerships with community-based organizations. Relationships will be established with community service centers and faith-based organizations focused on acculturation, naturalization and assistance with gaining self-sufficiency. Each organization will be provided with 2010 Census collateral, signage and tool kits. The organization’s in-language staff will lead information sessions and workshops for members. These gatherings will help introduce and familiarize the community with the 2010 Census, important dates to remember, the new short form, etc. Outreach will be made with organizations such as the Immigrant & Refugee Community Organization (OR), the Chinese Newcomers Service Center (CA), the Mongolian Community Washington D.C. Area (DC), the Filipino Catholic Clubs (HI), the Korean Adoptees Ministry Center (MN) and the Gay Asian Christians and Allies (CA).

Asian Audience

Asian newspaper and magazine

- Considering special editions or supplements (e.g., Filipinas Yearbook)
- Advertorials, education columns and Census Q&As in World Journal, Viet Pao, etc.

Asian TV

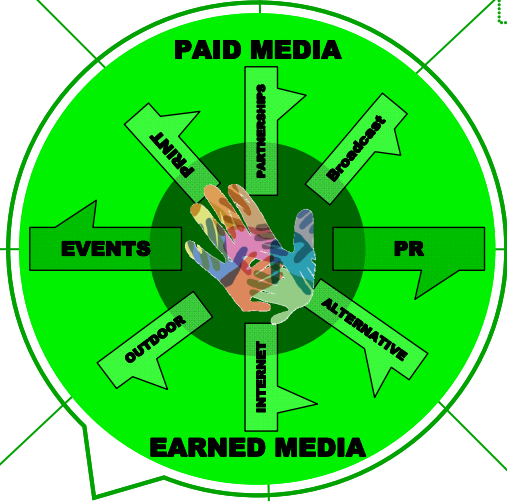
- PSAs, interview with community leaders/student volunteers in LA18, KTSF, etc
- News anchor or TV host endorsement (e.g., wearing Census pin during the programs)
- Content integration in news programming (e.g., 2010 Census segments in LA18, ETTV news, etc)

Live DJ “Conversations”

- DJ endorsement in radio talk programs (e.g., today’s topic)
- Interview with community leaders, Census 2010 Asian employees, etc

2010 Census Event Toolkits

Provide events toolkits to support local and regional Census Bureau offices



ALL MEDIA OUTLETS

Press Coverage around Events

Census Spokespeople, national and local

Crisis and “Voice” management

Outdoor Units

- Integrate Asian Census 2010 URL in the bus shelters, 30 sheets, bulletins, etc.

“It’s in our hands” e-marketing

- Interactive rich media, banners and e-newsletters in Sina.com, INQ7, rediff.com, radiokorea.com, etc
- Search and drive to site banners to Asian “it’s in your hands microsites” to download or view information

“It’s in our hands” Nontraditional Media

- Lighting panels, coffee sleeves, street teams give-aways in large markets, mobile billboards, etc.



BLACK AUDIENCE

The Black audience includes all individuals of Black African descent. There are three major groups that represent the Black Audience in the United States. These groups are African Americans (Blacks born in the United States), Black Africans (Black Immigrants from Africa) and Afro-Caribbeans, which includes Haitians.

The Integrated Communication Campaign (ICC) is designed to drive Census participation through a combination of Paid Media, Partnership, Public Relations and Events programs. The ICC will cultivate a large and diverse group of trusted voices within the Black community and act through specific outreach efforts. These efforts will educate, motivate and instill a sense of urgency among the Black audience to complete and return their Census forms. This will increase mail response, improve overall accuracy, reduce the differential undercount and increase cooperation with enumerators during the nonresponse follow-up period. Specific attention will be paid to those with the highest barriers to overcome in regards to Census participation (particularly Young Black Males, Afro-Caribbeans and Black Africans). However, the entire Black audience will be reached as detailed in the Black Audience Segmentation Strategy below.

The Segmentation Strategy

The Black audience is represented in all eight clusters that comprise the Census Audience segmentation model, but the majority of Black households lie in All Around Average I, Economically Disadvantaged I, All Around Average II, Advantaged Homeowner and Economically Disadvantaged II, in that order. They also consume media across all cluster groups, which results in a “spillover effect.” Additionally, the “spillover effect” works with the Diverse America audience. The efforts of Diverse America have the potential to motivate the Black audience in these clusters to participate in the Census.

In terms of racial composition within the clusters, Economically Disadvantaged I & II have the highest concentrations of Black-headed households, at 45 percent and 48 percent, respectively. In addition, 16 percent of all households in the Single Unattached Mobile cluster are headed by Blacks.

Nearly 40 percent of Black-headed households fall in the All Around Average I (26 percent) and Advantaged Homeowner (12 percent) clusters. However, the demographic and economic profile of Black households, as well as their mail-back behavior, varies from the overall profile of these two clusters. Black-headed households in these clusters are less likely to contain married couples (35 percent versus the average of 52 percent for All Around Average I), and more likely to contain female-headed families (28 percent versus cluster average of 12 percent for All Around Average I). Black householders skew younger in these two clusters, and are more likely to reside in the principal city or metropolitan/micropolitan areas. Although these two clusters had the highest overall mail return rates in Census 2000, ACS data indicate that Black-headed households in these clusters have much lower mail return rates than either non-Hispanic White or Asian-

headed households (43 percent for Blacks versus 72 percent for non-Hispanic Whites and 63 percent for Asians in All Around Average I). In addition, Black-headed households who did return the 2006 ACS form by mail were much more likely to return it late—that is, after the replacement form had been mailed. These results underscore the importance of reaching Black-headed households in these clusters and motivating them to return their forms promptly.

One-third of Black-headed households fall in Economically Disadvantaged I and II, and they comprise nearly half of all the households in these two clusters. Black-headed households in these clusters skew older, have fewer married couples and contain more single-person households and female-headed families. Levels of education are lower: less than one in five householders have a college degree or higher, and more than one-quarter have not completed high school. More than half of the households in Economically Disadvantaged I and more than four-fifths in Economically Disadvantaged II are renters, and more than one-third of Black households in both of these clusters are below the poverty line. These two clusters also have the lowest median incomes for Blacks among all the clusters, at \$22,000 and \$20,000, respectively. In Census 2000, mail return rates were lowest in Economically Disadvantaged II, and were third lowest in Economically Disadvantaged I. However, mail return behavior in the ACS also shows that Black-headed households in the Economically Disadvantaged clusters have much lower mail return rates than do non-Hispanic White- and Asian-headed households in these clusters. Only one-third or less of the Black-headed households returned their 2006 ACS by mail, compared to more than 40 percent of Asian and more than 50 percent of non-Hispanic White households. Reaching and motivating Black households in these clusters to participate in the 2010 Census will be important for reducing differential undercount and improving overall accuracy of the census.

A Nonhomogeneous Audience

The Black audience is diverse, with about 8 percent of the total Black population born outside of the United States. The largest shares of foreign-born Blacks come from the Caribbean and Africa. Data is combined from the 2005 and 2006 ACS to look at the cluster and demographic profile of these two groups. The majority of Caribbean-born householders are located in All Around Average II, Economically Disadvantaged II, All Around Average I and Advantaged Homeowner, in that order. The majority of African-born householders are located in All Around Average II, Single Unattached Mobile, All Around Average I and Advantaged Homeowner, in that order. Very few foreign-born Blacks are found in Economically Disadvantaged I, which is the second-highest cluster for U.S.-born Black householders.

Households headed by Caribbean-born Blacks have higher shares of married-couple households and lower shares of one-person households than the average for all Blacks across the clusters. Caribbean-born householders are more concentrated in ages 35 to 54, with fewer in the youngest and oldest age groups. They also have higher levels of education than all Blacks, especially in the All Around Average I and II clusters. They have higher levels of homeownership, especially in All Around Average II, lower levels

of poverty, and higher median incomes, especially in All Around Average I and II and Economically Disadvantaged II. Less than one-third of Caribbean-born households in the four top clusters report speaking a language other than English at home, and less than 10 percent are linguistically isolated households. However, language barriers may still be an issue for some clusters. Among householders in Economically Disadvantaged II who speak another language at home, 22 percent report that they speak English “not well” or “not at all.”

African-born householders are concentrated in the younger age groups, with about 40 percent under the age of 35 in the All Around Average II and Single Unattached Mobile clusters. Even more striking is the much smaller share that is age 55 or older, compared to the average for all Black householders. Only 9 percent of African-born householders in All Around Average II are age 55+, compared to 22 percent among all Black householders in this cluster. African-born Black householders are also highly educated, with half of those in Single Unattached Mobile having a college degree or more, compared to only one-third of all Black householders in this cluster. African-born households have higher shares with married couples and higher median incomes in every cluster except Single Unattached Mobile. However, they have lower levels of homeownership than all Blacks in every cluster, except Advantaged Homeowner. Language barriers may be more significant for African-born Blacks than for Caribbean-born. Only 25 percent or less of African-born householders report speaking only English at home, and levels of linguistic isolation range from 20 percent in All Around Average II and Single Unattached Mobile to 31 percent in Economically Disadvantaged II. However, among those speaking another language at home, the share who cannot speak English well, or at all, is fairly low (3 percent to 8 percent), except in the Economically Disadvantaged II cluster where it reaches 18 percent. The differences between U.S.-born and foreign-born Blacks within the different clusters will be considered in partnership, outreach and media plans.

Also, the number of householders who report being Black in combination with one or more other races is increasing due to intermarriage. Data is combined from the 2005 and 2006 ACS to look at the cluster and demographic profiles of non-Hispanic biracial Blacks—that is, those who report only two races, one of which is “Black.” Biracial Black householders are concentrated in All Around Average I and II, Advantaged Homeowner and Single Unattached Mobile, in that order. They also skew much younger than all Blacks, especially in All Around Average II and Single Unattached Mobile. In these two clusters, nearly half of biracial householders are under age 35. They also have higher levels of education than the average for all Blacks, but their median incomes in these four clusters are about the same. They have lower levels of homeownership and slightly higher shares of householders who live in poverty in these four clusters. However, language barriers do not appear to be a major issue among biracial Blacks, as more than 80 percent report speaking only English at home, and almost none of these households are linguistically isolated.

With respect to geography, in 2006, nearly 60 percent of all Blacks lived in the following ten U.S. states:









- California
- Florida
- Georgia
- Illinois
- Maryland
- Michigan
- New York
- North Carolina
- Texas
- Virginia

Source: U.S. Census Bureau, *Estimates of the Population by Race and Hispanic Origin for States: July 1, 2006*.

Language

To effectively reach all segments of the Black audience, the ICC will develop messages primarily in English. Additionally, some messages will be developed in French Creole to address linguistic barriers among some Caribbean-born Blacks.

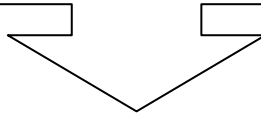
Black Audience Profile by Cluster

% Black Cluster Name		% of Black HHs in each Cluster	Measures against all clusters	
			% Cluster HH Composition	Index vs HH
	Advantaged Homeowners	12.0%	5.1%	43
	All Around Average I	26.0%	8.8%	74
	All Around Average II	15.6%	11.9%	100
	Single Unattached Mobiles	9.7%	15.9%	134
	Ethnic Enclave I	2.1%	7.6%	64
	Economically Disadvantaged I	22.1%	44.8%	376
	Ethnic Enclave II	2.0%	10.2%	86
	Economically Disadvantaged II	10.6%	47.9%	403

What are the unique insights about the Black audience, and how can they be leveraged to facilitate “conversations”?

Insight #1: Community Focused

Community, both geographic and ethnic, creates a sense of belonging and pride that is unique to the Black audience (African Americans, Afro-Caribbeans, and Black Africans). The Black audience can be found within all eight clusters, especially the Advantaged Homeowners, All Around Average I & II, and Economically Disadvantaged I & II clusters. They all have a latent desire to see positive change in the community and their families, before seeing individual benefits. They are also self-sacrificing relative to their community.



Community First: Somewhat unique to the Black audience is the benefit hierarchy in completing the Census:

- Community is first
- Family is second
- Self is third

This insight will be leveraged with the Economically Disadvantaged I & II clusters. Many in these clusters do not feel that the Census would or could have an impact on them personally. However, the Black audience—and these clusters specifically—can be motivated by creating conversations around the community benefits that can be attained from Census participation.

Source: Unifying Idea Focus Group Research (November, 2007)
African American, Caribbean and African Focus Groups (Spring, 2007)

Insight #2: Highly Spiritual

Spirituality is an integral part of the Black daily experience, and is largely driven by regular church attendance. Religious practice is a strong expression for this audience within all clusters. The Black church is the ultimate trusted source of information, as well as the social and political hub of the community.

Pulpit Power: The Black church is an important part of the daily lives of the Black audience. From the Civil Rights Movement until now, the Black church has been a conduit for conversations around social, political and financial issues. Also on the rise is the number of megachurches in the Black community. These churches have the ability to draw large numbers of people that are interested in engaging in conversations and receiving information from what they consider to be a trusted source.

The Church has a “spillover effect” among the Black audience within all clusters.

Insight #3: Highly Influenced by Word of Mouth

As important as traditional advertising, word of mouth is critical when trying to influence the Black audience. The Black audience relies heavily on recommendations and endorsements from credible sources within their immediate community or from those with whom they can relate.

Word-of-Mouth Influencer: The influencer is an important element in motivating the Black audience to take action. Influencers such as celebrities, entertainers, radio personalities, prominent community business leaders, clergy, community activists, and local congressmen are catalysts to “conversations” as their messages have credibility and tend to take on a viral nature. This insight transcends across all clusters, but is most important among the Single Unattached Mobiles and Economically Disadvantaged I & II clusters.

What exciting ideas will spark conversations with this audience?

Public Relations Recommendation

The Public Relations effort will rely on the insight that the Black audience is “Highly Influenced by Word of Mouth.” The campaign will utilize credible influencers to facilitate conversations and spark the dissemination of important information via word of mouth, both nationally and locally.

Media outreach will include print, online, radio and television. Special attention will be directed to media to ensure that Public Relations dollars are leveraged from a media buy added-value standpoint. By utilizing an integrated marketing approach—meaning multiple communications resources—the plan reaches the HTC audiences within the Single Unattached Mobile and Economically Disadvantaged I & II clusters. It will also spill over to impact all eight clusters.

Public Relations Tactics

The Black audience Public Relations campaign will include messaging, development and media relations, as follows:

Media Messages

- What is the Census and how is it used?
 - It is imperative to create a sense of transparency with the Black audience.
 - Efforts must be made to dispel myths like Census data are used as a tracking device, “Big Brother” connotations, data security concerns, etc. For example, data are not shared with child support agencies, police departments, or the IRS. This will be critical to influencing the HTC audiences.
- Emphasize the power of the Black audience and the responsibility to effect change.

Media Relations

Media Briefings

- Host a series of media briefings in key geographic markets (e.g., NY, FL, GA, TX) with Black audience influencers—elected officials, community leaders, celebrities and media partners. Educate the Black audience influencers on the importance of completing the Census form and how it will positively affect their community in the long run. Provide them with tools to be advocates and inform

them of job opportunities in their community (e.g., Census jobs) and the community benefits to share with key audiences.

Community Briefings

- Host a series of community briefings in key geographic markets and invite key Black audience influencers and key community-based organization members (e.g., NAACP, UNCF). Use these briefings as a vehicle to educate the community/organizations on the importance of completing the Census and the impact that it has on the positive progression of their communities.

Campaign Tools

The following tools will be created to assist in communicating with media partners and will be available via the Partner communications area:

1. Online News Briefings (Supports National Program)
 - a. Key Black Segment News Media Pitches
 - b. Draft Key Messages for Black Diaspora
 - c. Delivery of Information/Materials
 - d. Tracking Impressions
2. Electronic Press Kits (EPKs)
 - a. Press Release
 - b. Photos
 - c. Partner Profiles
 - d. Contact Information
 - e. Census Brochures / Collateral
3. Campaign ToolKits—Briefing Documents
 - a. Background Information on Census
 - b. Key Media Messages
 - c. Talking Points
4. Pre-Written Articles for News Media
 - a. Black History Month

Partnerships Recommendation

Partner organizations have the unique ability to serve as advocates and influencers that can ignite conversations with their credibility and passion about Census participation. Partnership Specialists will be provided with the tools to recruit partner organizations and engage their constituents. In order to reach key segments of the Black audience, the following tactics will be implemented:

National Power Partners:

- Among the 500+ national partners the Census will cultivate, it is critical that there is Black audience representation and communication. Consultation on these will be provided so that these segments are appropriately included in influencer communications and invitations to all pertinent activities.

Regional Partnership Activation:

- Customized toolkits, similar to those being created for the general population, but with specific information on the Black community, will be provided to support and be in alignment with the broader program. Local meetings with regional partners will take place to indoctrinate these individuals with key Census messages that they will then take to their constituents. The following elements of the toolkit will be customized to ensure education and information specifically regarding the Black audiences:
 - Sell Sheets: With rationale on Census importance to the Black audience
 - Fact Sheets: With key facts specifically for the Black audience
 - Talking Points: Key messages for the Black audience
 - News Releases: Key stories relevant to the Black audience

Congressional Black Caucus–Partnership Program:

- The Congressional Black Caucus (CBC) serves as the nonpartisan policy-oriented catalyst that educates future leaders and promotes collaboration among legislators, business leaders, minority-focused organizational leaders and organized labor to effect positive and sustainable change in the Black community. To that end, CBC works to broaden and elevate the influence of the Black audience in the political, legislative and public policy arenas.
- In addition to booth activation at the CBC, including presence materials, signage, collateral materials, brochures and literature, round table discussions will be held with the Advantaged Homeowners and All Around Average I & II clusters. Attending these discussions will help legislators, business leaders, minority-focused organizational leaders who are pushing the “Importance of the Census” message to their communities, eventually reach each cluster depending on the method used to reach them.

This initiative will take place during September 2009.

Census on Campus Recommendation

Brought to life on college campuses throughout the nation, with an enhanced focus on Historically Black Colleges and Universities, Census on Campus outreach will reach its peak just after students return from spring break 2010 and just before National Census Day 2010. Interactive communication channels, such as Facebook, will be tapped to reach this audience. Traditional channels, such as college newspapers and campus bulletin boards, will also be used, especially to recruit college students for temporary Census jobs. The guide will include tools to help campus and university partners support key events from March 2009 through April 2010 and will incorporate Census milestones applicable to college students:

- Recruitment for jobs (2009)
- Census on Campus video contest suggestions (2009-2010 school year)
- Information for student newspaper stories and Web stories (to run January – April 2010)
- Target Clusters: *Single Unattached Mobile (skews toward college students)*

This initiative will take place during March 2009.

Key Black Audience Partners

Civic Organizations

Partnering with national organizations such as the NAACP, National Urban League and 100 Black Men is key to reaching the Advantaged Homeowners and All Around Average I & II clusters.

Cultural Organizations

Partnering with key cultural organizations on a local, regional and national level is recommended for reaching the Single Unattached Mobiles, Ethnic Enclave I & II, and Economically Disadvantaged I & II, as these clusters are drawn to organizations that celebrate their heritage.

- Examples:
 - Atlanta Caribbean Association
 - The African Cultural Council
 - Haitian Consulates
 - Haitian-Americans United for Progress
 - National Coalition of Caribbean Affairs
 - The West Indian Foundation, Inc.

Faith-Based Organizations

Faith-Based Organizations are important to reach the Ethnic Enclaves I & II and Economically Disadvantaged I & II clusters, as many of these underprivileged individuals go to church for moral and economic support in some cases.

- Examples:
 - Catholic Charities Archdiocese
 - Church of God and Christ Convention
 - Progressive Baptist Convention
 - St. Vincent de Paul

Human Rights Organizations

Partnership with human rights organizations is recommended for the Single Unattached Mobiles and Ethnic Enclaves I & II, as these clusters tend to be more acculturated and politically involved.

- Examples:
 - Haitian Woman for Haitian Refugees
 - Local Shelters
 - Rescue Missions
 - Human Rights Watch
 - Constituency for Africa
 - Human Rights USA
 - International Human Rights Association of American Minorities
 - United Nations High Commission for Refugees (UNHCR)
 - Catholic Relief Services (USA)
 - Focus: Hope

Corporate Partners

Key corporate partners have the potential to influence employees, and can also provide visible support locally and nationally with in-store displays.

- Examples:
 - Baby Phat
 - Burger King
 - Girbaud
 - McDonalds
 - NBA (Basketball), MLB (Baseball), NFL (Football) and MLS (Soccer)
 - Nike
 - Phat Farm
 - Sean John
 - Time Warner
 - Verizon
 - Wal-Mart

Cultural Personalities

Partnering with these personalities (or like-minded individuals) will aid in reaching the politically, economically and socially conscious Black audience.

- Examples:
 - Cornell West
 - Russell Simmons
 - Kimora Lee Simmons
 - DJ David Squeeze Annakie
 - DJ Jabba
 - Felix Oguspin
 - Garcelle Beauvais
 - George Obiozor
 - Mathieu Eugene
 - Maya Angelou
 - Sheryl Lee Ralph
 - Tavis Smiley
 - Wyclef Jean
 - Ziggy Marley
 - Various African/Caribbean Consular officers in the United States

Paid Media Recommendation

Overview of Messaging and Outreach Plan

The Black audience encompasses more than African Americans. The focus will be on the following:

African American

Afro-Caribbean

Haitian

Black African

The campaign is designed to reach these audiences through messaging in the right place at the right time that will ignite conversations.

Media Strategy

The overall objective is to motivate participation in the Census by completing and returning the Census form promptly in the mail.

After midMay, the messaging shifts focus from encouraging participation to cooperating with enumerators on home visits to help individuals complete the form.

Strategies:

1. **Geography:** National mass media with additional emphasis in the top 10 – 20 Black markets (based on population). Additionally, there will be tactical

- messaging in areas with low mail return rates, as identified by the Census. Overall, the breakout of national vs. local is 60 percent national, 40 percent local.
2. **Communication Goal:** Reach 85 percent of Black adults (18+) via an integrated marketing program/platform and ensure enough frequency of advertising messages to drive response during March.
 3. **Black Communications Platforms:** Media partnerships will engage a combination of paid media schedules and PSA outreach with all recommended Black media entities.
 4. **Mainstream Communications Platforms:** Integrate culturally relevant messaging within Diverse America media (high viewership within the Black audience), as it will play an integral role in reaching the Advantaged Homeowners and All Around Average I & II clusters.
 5. **Beyond Legacy and Traditional Media:** New media (e.g., Internet, social networking, mobile content) and direct one-on-one marketing (e.g., e-mail blasts utilizing the consumer database of each media outlet), and place-based media (in locations such as check-cashing businesses, barbershops and beauty salons) will be used to reach Black adults during the day. In addition, targeted outdoor and place-based media will be used to reach the clusters that need significant outreach (Single Unattached Mobiles and Economically Disadvantaged I & II).
 6. **Integration into Black community, religious, social and recreational lives:** Work with media partners to identify relevant grassroots and community outreach programs.
 7. **Rapid Response:** A reserve will be set aside to address areas and audiences in real time where there is a low mail response rate. This will occur in mid-March through May 2010.

Paid Advertising

Of all the ways to effectively reach the majority of Blacks in America, paid advertising/media is the most effective because of the high consumption of media by this audience. They spend a heavy percentage of their time consuming several forms of media, with TV being a primary choice among the majority. Black households watch more television than any other population segment. They consume an average of 11 hours, 35 minutes of television each day, compared to the total U.S. household average of 8 hours, 25 minutes.

In terms of purchasing television and program choices, decisions will not be made based on cast purely, but instead will be based on ratings and relevance. Ratings for Black audiences will be the driving force behind choices. What frequently occurs is the majority of high-rated TV programs for Blacks are shows that have 90 percent or more Black casts. Therefore, decisions will be based on viewership, reach and relevance to the audience. Blacks tend to watch television with preferences that are noticeably different from those of White viewers. Often, these differences are attributable to storylines, casting, timing and even the source of the programming. This is more often than not due to casting. Shows like *The Game*, *Everybody Hates Chris* and *Girlfriends* rate the highest among these audiences and have 90 percent or more Black cast. Blacks are more likely to

prefer shows with a Black cast (or at least programs that include Blacks within the mix of cast).

National Television:

Network TV—Focus on Black-targeted programming, primarily on the CW network and their African American block on Mondays. Currently, CW is the only network that carries Black-targeted (90 percent Black-casted) programming.

Cable TV—BET and TV One are the largest Black content providers on television and will be key strategic partners in communicating to the Black audience. Other Black-targeted networks such as BET J, VH1-Soul, The Africa Channel, etc., will also be used.

Rotating Black audience creative within Diverse America programming on network TV and cable will be key to reaching the Black audience. The highest-rated programming on network TV for the Black audience is Diverse America focused. Shows like American Idol, Law and Order, House and Grey’s Anatomy, as well as sports programming (NFL and NBA), all have high ratings with this audience. It will also be vital to consider Black creative messaging within network TV during high viewing periods for the Black audience (e.g., Prime, Sports).

Syndication will play a key role in reaching the Black audience. More than half of Black TV inventory is available in syndication. Programs with 90 percent or more Black casts will be purchased.

National Radio:

On a national basis, personality-driven radio will further enhance the effectiveness of the message. These personalities are engaged in the community and are the trusted voices that the Black audience looks to for guidance on a variety of social issues (e.g., health, finance, education). Steve Harvey, Tom Joyner and Michael Baisden garner the highest ratings and have an undeniable impact on the Black audience. Special relationships and partnerships must be developed from a Public Relations and media perspective with these key influencers.

Nationally Syndicated Radio Personalities to be considered:

- Al Sharpton: Activist and Radio Program Host
- Michael Baisden: Syndicated Radio and TV Show Host
- Steve Harvey: Syndicated Radio Show Host
- Tavis Smiley: PBS News Show Reporter and Activist
- Tom Joyner: Syndicated Radio Show Host

Local Radio:

Utilizing local radio in the top 10 – 20 markets (i.e., New York, Atlanta, Chicago) will be a key component in strategically reaching all clusters within the Black audience. Radio schedules will vary by market and will be based on the makeup of that particular area. All cultural backgrounds (African American, Afro-Caribbean, Haitian and Black African)

will be addressed. Urban, Urban Contemporary, Gospel, Jazz, CHR, Reggae and News/Talk will be the primary focus. Partnering with local DJs will also provide an opportunity to interact personally with the community. Presence on a grassroots level will be another approach in high HTC geographies.

Local DJ Influencers to be considered:

(specifically as they relate to the Afro-Caribbean, Haitian and Black African segments)

Angelique Shofar (DC)

DJ Lovey (DC)

Dr. Lawrence Nii Nartey (NY)

Edwin “The Bajan King” Howell (NY)

Ian “The Goose” Elligan (NY)

Mad Man Maddy (NY)

“Spiceman” Bob Fredrick (NY)

Consumer print will serve as an important means of communication and education (Newspapers and Magazines)

Newspapers:

Black newspapers are one of the most important mediums that will be utilized from a community perspective. The top 10 – 20 markets will be the focus of the newspaper plan, buying deep into a market depending on the cultural makeup of the DMA. The communication goal for targeted newspapers will be 30 percent or more penetration. Partnership with Black newspapers will provide significant opportunities for editorial copy dedicated to the Census messaging. Special consideration will also be placed on some alternative weeklies (based on the market composition) and specific cultural weeklies will reach the HTC clusters of the Black audience.

Magazines:

Utilize a variety of magazines that connect personally and hone in on the passions and lifestyles of all segments of the Black audience. Utilize both legacy titles (*Black Enterprise, Ebony, Essence* and *Jet*) and lifestyle/music titles (*Vibe, XXL*) to reach a diverse group of Blacks.

Interactive Media

Interactive media will be one of the most tactical means of direct communications to this audience.

Types of sites to be considered:

- BlackPlanet.com
- BlackVoices.com
- AlumniRoundup.com
- HaitiWebs.com

This will be an important medium to reach the Single Unattached Mobiles cluster, which typically spends a great majority of time online.

Earned Media and Added Value

Paid media negotiations will include earned media credits that will be used to maximize the Census paid media activity and support public relations, media relations and recruitment efforts. A special emphasis will be placed on securing earned media and added value within key cultural events in top markets.

Paid Advertising Note:

TV, radio and online advertising are the primary media channels that have the ability to increase awareness, educate and provide the reach necessary to achieve the Census goals. However, out-of-home (OOH) advertising is a support media channel that is normally used for awareness and reminder messaging (versus educational). After prioritizing media channels, OOH was eliminated from the paid advertising plan.

Although OOH can be used as a key component for reaching the hard-to-count segments, online advertising will reach the majority of those individuals as well—specifically young Black males, Afro-Caribbeans and Black Africans due to their high online usage.

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Diverse America Launch

Black History Month (Media Launch)

MEDIA HEAVY UP

MEDIA HEAVY UP

Tactical Local Support for NRFU

Black Audience

Local Newspaper and Black Magazine

Black Newspaper targets specific cultures (African American Afro Caribbean, Haitian and Black Africans) within local markets throughout all phases. Magazines during heavy up – advertorials, inserts, drive to Magazine Web sites

Contextual and Relevant TV

- Paid advertising on relevant and contextual Black Targeted networks such as BET and TV One (e.g., news or political and talk shows (Tavis Smiley).
- Creative rotation into General Mkt programming that is high rated against Black Adults (includes prime, sports – NBA/NFL, CW Black targeted programs, and cable programs)
- Black Targeted programming via syndication

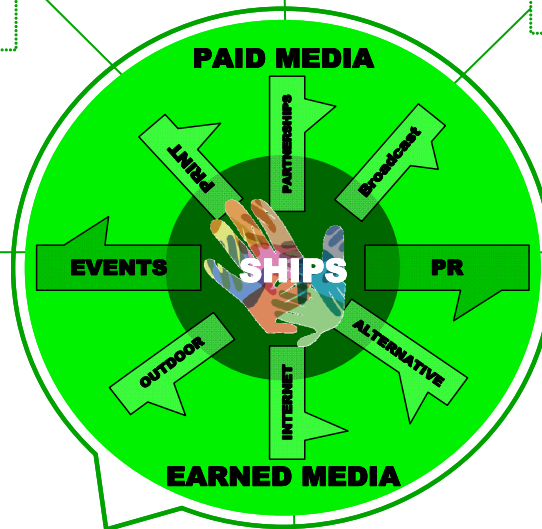
DJ's as Influencers

Syndicated Radio Show hosts and local Radio DJ 's in Talk in Urban/Urban AC Music Formats to drive participation

Schedule heavy up to drive enumerator cooperation

2010 Census Event Toolkits

Provide events toolkits to support local and regional Census Bureau offices



All Media Outlets

•Utilization of credible influencers to facilitate conversations and spark dissemination of important information via word-of-mouth both nationally and locally.

"It's in our hands " e-marketing

- Interactive Rich Media on National and local African American targeted sites (BlackVoices, Haitiwebs.com, etc)
- Local targeted newspaper sites that hit entire Black Diaspora (in culture/in - language)
- Black lifestyle, blogs and niche sites along with search will round off digital communication



AMERICAN INDIAN / ALASKA NATIVE AUDIENCE

In Census 2000, 4.3 million people, comprising 1.5 percent of the total U.S. population, reported they were American Indian and Alaska Native. This included 2.4 million who reported AI/AN as their only race, and an additional 1.9 million who reported they were AI/AN in combination with one or more additional races. The American Indian/Alaska Native (AI/AN) program is based on Census Audience Segmentation Cluster data compiled from both the 2000 Census Planning Database and the American Community Survey (ACS). Because AI/AN make up such a small share of the total population, data are combined from the 2005 and 2006 ACS for householders who reported they were AI/AN alone or in combination with one or more additional races.

The ACS cluster information shows that the majority of AI/AN-headed households lies within the All Around Average I, Advantaged Homeowner, All Around Average II and Economically Disadvantaged I clusters, in that order. However, AI/AN-headed households within these four clusters display a different profile from the average for all households in several respects. First, AI/AN-headed households in All Around Average I and Economically Disadvantaged I are more likely to live in nonmetropolitan areas than other households in these clusters. For example, nearly half (48 percent) of AI/AN households in Economically Disadvantaged I reside in nonmetro areas compared to an average of 25 percent for all households in this cluster. AI/AN householders also skew younger in these top four clusters, with smaller shares of households headed by someone age 65 or older.

AI/AN-headed households in these four clusters also differ in terms of household size and household structure. AI/AN households contain lower shares of married couples and higher shares of female-headed families with children. While 65 percent of all households in the Advantaged Homeowner cluster contain married couples, this share falls to only 44 percent among AI/AN households. Similarly, 20 percent of AI/AN households in All Around Average II contain female-headed families compared to an average of only 13 percent among all households in this cluster. There is also a higher share of AI/AN-headed households that have five or more persons (17 percent in Economically Disadvantaged I, compared to an average of 11 percent for all households in this cluster).

AI/AN-headed households also display lower levels of education and income than the average for these four clusters. There are higher shares of AI/AN householders with less than a high school education and lower shares who have a college degree or more. For example, in the Advantaged Homeowner cluster, about 36 percent of AI/AN householders have a college degree compared to 47 percent for all householders. The median household income for AI/AN-headed households is about \$10,000 lower than the average for all households in the All Around Average I, All Around Average II and Advantaged Homeowner clusters. The share of AI/AN households who rent, live in poverty and receive public assistance is also higher than the average for all households in these four clusters.

In the three clusters with the largest share of AI/AN households, at least three-fourths of the households speak only English at home, and among those who do speak another language at home, at least 89 percent report speaking English “very well” or “well.” However, in the Economically Disadvantaged I cluster, 27 percent of the AI/AN householders report speaking a language other than English at home, and this rises as high as 67 percent among several of the clusters with smaller shares of AI/AN households.

Although AI/AN-headed households are concentrated in three of the clusters with the highest mail return rates in Census 2000, ACS data suggest that mail return rates for these households are lower than the average for all households in these clusters. In addition, the remaining 25 percent of AI/AN-headed households are located in clusters with much lower propensities to return forms by mail.

The American Indian/Alaska Native population falls into major categories such as urban Indians, Indians residing on Tribal lands and reservations, Indian communities not on reservations and Alaska Native communities.

Therefore, the AI/AN campaign has a responsibility to convert the people in these groups into participants. To do this, the majority of the AI/AN communication efforts is focused on providing messages that resonate with the Ethnic Enclave I & II and Economically Disadvantaged audiences, making the Census relevant and in turn, provoking action.









Because the ACS data capture the AI/AN population as “alone,” it accounts for only 1.9 million of the 4.3 million people who identify themselves as AI/AN (source: *We the People: AI/AN in U.S.*, Stella U. Ogunwole). This provides a unique challenge for this program.

Further, unlike most communications campaigns that target the audiences most likely to respond, the 2010 Census campaign must reach and motivate all AI/AN, including those who are least likely to respond. That includes those who:

- do not believe the Census will provide personal benefits,
- believe history has proven the “broken promises” theory,
- feel an increasing mistrust and distrust of government and have misperceptions about the Census and its purpose,
- have cultural and/or geographic barriers,
- very intentionally do not want to be counted (American Indian Movement)
- have increasing sensitivity about releasing their personal information,
- may believe answering the Census comes at personal risk,
- those who are ambivalent about whether or not to respond,
- believe “My Tribe already counts me”
- AI/AN living in urban areas
- AI/AN living on reservation lands
- AI/AN living in AI/AN communities and Alaska Villages and not reservations
- AI/AN areas to enumerate will be challenging and communications will address the challenges in message and timing.

(Sources: Census AI/AN REAC Report Jun 2001, U.S. Census Bureau, *We the People: American Indian and Alaska Natives in the United States* Feb 2006)

AI/AN, Alone or in Combination, Audience Profile by Cluster

% AI/AN (Alone, in combination) Cluster Name	% of AI/AN HHs in each Cluster	Measures against all clusters	
		% Cluster HH Composition	Index vs HH
 Advantaged Homeowners	17.2%	0.8%	62
 All Around Average I	38.0%	1.4%	108
 All Around Average II	16.1%	1.4%	108
 Single Unattached Mobiles	7.0%	1.3%	100
 Ethnic Enclave I	6.0%	2.4%	185
 Economically Disadvantaged I	11.2%	2.5%	192
 Ethnic Enclave II	1.8%	1.0%	77
 Economically Disadvantaged II	2.7%	1.4%	108

What are the unique insights about the AI/AN stakeholders, and how to leverage them to facilitate “conversations”?

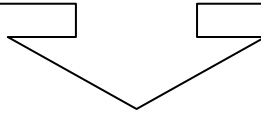
Insight #1: AI/AN who had participated or had knowledge of the Census knew it was an opportunity to identify themselves as AI/AN.

“It is important that people know who we are but, more importantly, our tribe.”

(Sources: Phase II Research Jan 2008)

“The Census can help our voice be heard.”

(Source: Phase II Creative Expression Research Jan 2008)



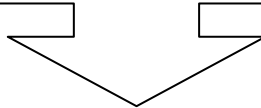
Education is key—the AI/AN audience needs to participate in the 2010 Census to ensure representation of their people.

“I think it’s really important for Native people to take more control over how we’re defining ourselves . . . and actually be involved in the process from the ground up.”

(Source: Theresa Gregor, Tribal Administrator, Santa Ysabel Band of Mission Indians, Census Tribal Consultations Report Jan 2008)

Insight #2: I am a “Cultural Keeper”

It has become more important that the individual cultures that make up the collective AI/AN populations—ceremony, language, traditions and heritage—continue to survive. Reaching the PTA participant, teacher, coach, tribal worker or council person is also reaching the language teacher, drum maker, storyteller. As the stakeholders are AI/AN, conversations will springboard from the fact that they will see themselves as individuals who protect the notion of their tribal survival as a race but, more importantly, the continuation of being AI/AN.



When I participate in the Census, I preserve my culture. I am keeping my heritage alive.

Insight #3: We are sovereign nations

AI/AN stakeholders are not necessarily individuals, but sovereign societies. They have strong ties to their individual Tribal Government.

Be sensitive to government-to-government relations and engage in conversations with tribal leaders early. It will also be key to show other “Cultural Keepers” and tribal leaders participating and communicating the value of Census to the tribes.

“ . . . it is going to be important that the Census Bureau realize that they need to work directly with the tribes, because we’re the ones that are going to make it happen.” – John Antonia, (Source: Governor Pueblo of Laguna, Census Tribal Consultation Meetings Report Jan 2008)

“When tribes are not inherently motivated to participate in the Census, the leadership may need to come from outside the tribe: through tribal organizations, partnership specialists and close personal relationships with Census staff.” (Source: Census, Tribal Consultation Meetings Report Jan 2008)

Insight #4: It’s easy to complete the Census form

Ethnic Enclave I & II have a high percentage of people with low education attainment. Since there is a significant percentage of AI/AN within those clusters, many believe that filling out the form will be difficult and time-consuming.

Communicate the simplicity of the Census form—it includes only seven simple questions and will only take a few minutes to fill out.

Paid Media Recommendation

Media Mix: Uses as many media options as possible to reach AI/AN on Tribal Lands, Reservations and Urban Areas.

Local Television: Reaches a large proportion of the AI/AN communities and offers programming selectivity. Television is a relatively inexpensive vehicle to reach those living in the more remote isolated areas, such as in Alaska or the Navajo Nation. **Some markets under consideration: Phoenix, Albuquerque, Anchorage, Minneapolis-St. Paul, Rapid City and Sioux Falls.**

Local Radio: Targets audiences, both off and on reservations. Native-owned radio stations and border town stations will be suggested to reach the AI/AN communities. **Some markets under consideration: South Dakota, Montana, Minnesota, Wisconsin, Washington, Alaska, Arizona, Oklahoma and reservations on the East Coast.**

Outdoor: Offers location selectivity and high frequency among these populations. Billboards will be purchased on and off reservations and near high migration patterns of the AI/AN audience. **Some markets under consideration: Montana, South Dakota, North Dakota, Minnesota, Washington and Arizona.**

Newspaper Offers high local coverage and immediate (daily) delivery of the message. Messaging in newspapers is seen as trustworthy and can be customized to reach specific AI/AN audiences. There are currently 100+ Native newspapers or border town papers that specifically target Native populations throughout the United States and Alaska.

American Indian/Alaska Native Partnership Recommendation

The Phase II Creative Expression Research (Albuquerque, NM January 2008) validated that the benefit of “preserving heritage” resonated most with this audience and promoted participation in the 2010 Census. This benefit will be the anchor of a unique poster program leveraging the traditions important to the AI/AN audience. The program is geared to motivating participation among the Ethnic Enclave I and II clusters.

One poster will be developed for the AI/AN Partnership Program and will be ready for distribution in the Fall 2009. The focal point of the poster (created by the Contractor) to be distributed by Census Regional Offices and Tribal Liaisons is the “preserving heritage” message.

It’s recommended that Regional Offices participate in and distribute posters at the following annual gatherings:

- Alaska Federation of Native (October 2009)
- National Indian Education Association (October 2009)
- American Indian Higher Education Association (October 2009)

- National Congress of American Indian Conferences (November 2009, January 2010)
- Gathering of Nations (Albuquerque, NM, April 2010)
- Denver March Pow-wow (Denver, CO, March 2010)
- Urban Indian Centers
- Indian Health Service Clinics
- Alaska Native Villages and Corporations
- Tribal Colleges

Additional focus and participation should be considered with local and community Pow-wows both on Reservations and Urban areas during January – April 2010.

The materials to be developed to support tribal liaisons or tribal complete count committees will be developed by the prime contractor with guidance from the AI/AN subcontractor. The materials would be customized by the tribal liaisons and complete count committees for their areas.

J 2010 F M A M J

Launch Multi Media support BIG NAT'L EVENT Multi- Media PEAKS

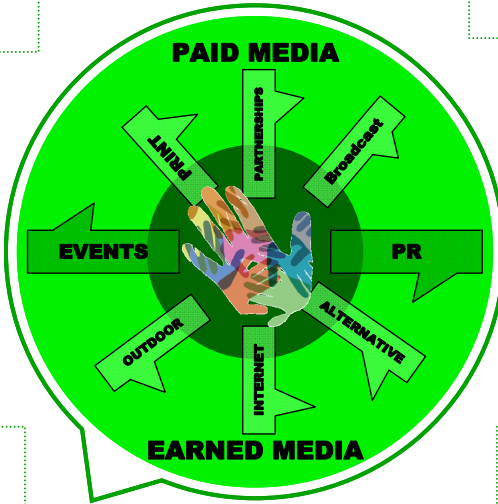
AI/AN Audience

Selected Media Support
 AI/AN using Diverse America Tool Kit to develop supporting materials to fit their communities.

TV/Radio
 Cable Television in high concentrated AI/AN markets.
 Native Radio Stations (e.g. KTNN)

"Conversations"
 Tribal Newspapers
 Op-Ed
 Tribal Council Mtgs

It's In Our Hands Census Week Event
 Via Diverse America - Pow-wows in selected markets.



ALL MEDIA OUTLETS
 Via Diverse America Press Coverage around Conversations
 Census Spokespeople, national and local

Outdoor Units
 Unique Expressions in Top AI/AN Markets

Using materials developed in Diverse America Plan. Grassroots distribution to AI/AN Markets



EMERGING AUDIENCES SEGMENT **(ARABIC-SPEAKING)**

Early immigration of Arabs to the United States took place between 1886 and 1914. Most came from greater Syria, and the majority of these immigrants were poor, undereducated, and had distaste for indoor factory work. The Arab immigrants who came to the United States after 1945 were more educated and professional than the earlier waves. These groups were mainly of the Muslim faith and, due to their social standing prior to their arrival in the United States, were able to retain more of their culture than the earlier groups.

During Census 2000, there were approximately 1.6 million Americans of Arab descent. According to the American Community Survey (ACS), the majority of Arabic-speaking householders fall within Advantaged Homeowners and All Around Average I and II, in that order. Because mail response rates for these three clusters as a whole tend to be at or above average, one might infer that Arabic-speaking households are also inclined to mail back Census forms at high rates. However, a closer examination of mail-back behavior in the ACS suggests otherwise—the percentage of Arabic-speaking households responding by mail was well below that of non-Hispanic whites in the same clusters. This suggests work will be required to improve mail return rates for this audience despite the fact that they are located predominantly in clusters predisposed to respond.

In addition to the Advantaged Homeowners and All Around Average clusters, a sizable percentage (16 percent) of Arabic-speaking households are also located in the Single Unattached Mobiles cluster. The largest percentage of younger Arabic-speaking householders (under age 35) are located in this cluster, which tends to reside in the principal cities of metropolitan/micropolitan areas. However, unlike others within Single Unattached Mobiles, the majority of Arabic-speaking householders in this cluster are not single (54 percent are married).

While around 85 percent of Arabic-speaking householders are foreign born, the ability to speak English is not as large a concern compared to some other race and ethnic subgroups. In each of the four clusters where Arabic-speaking households are most likely to reside, close to 90 percent report speaking English “well” or “very well.” However, it should be noted that the barriers in reaching this community are not only linguistic, but cultural.

What are the unique insights about the Arabic-speaking stakeholders, and how can they be leveraged to facilitate “conversations”?

Insight #1: Distrust and exclusion

Distrust of and exclusion from the American melting pot are barriers for this group (especially first-generation Arab Americans), though Arab Americans have shown their desire to be included.

Post 9/11, it is important to include Arab Americans in positive roles in the media, as the community feels unappreciated.

Insight #2: Strong sense of civic duty

Arabic-speaking householders are highly educated, with 50 percent having a college degree or higher (2006 ACS). They also have a strong sense of civic duty (especially the second and later generations), which ties back to the importance of family, especially within the Advantaged Homeowners, and All Around Average I and II clusters. It is important to note that if given the proper inspiration, they would take part in the Census.

Convey the message that they are not singled out, but rather given extra attention to be included.

What exciting ideas will spark conversations with this audience?

Public Relations Recommendation

Radio Interviews

Live radio interviews and prerecorded 2 to 5 minute capsules with Census Regional Office personnel in Detroit. Will target All Around Average II, Single Unattached Mobiles and Advantaged Homeowners clusters.

Television Interviews

Live television interviews on local television in Detroit. Will target all clusters, with emphasis on All Around Average I.

Article Publishing

Press releases to local publications in the top-three population markets (Detroit, NY Tri-State area and Southern California). Will target All Around Average II, Single Unattached Mobiles and Advantaged Homeowners clusters.

Paid Media Recommendations

3 Months (January 2010 to March 2010)

- *National & Local Television*: is the most effective medium to reach all the clusters
- *National & Local Print*: is effective in reaching the Advantaged Homeowners, Single Unattached Mobiles and the All Around Average II clusters. Unlike mainstream media, print in the emerging audiences has held strong as one of the most successful means to convey messages to influencers (e.g., stakeholders) in the Arabic-speaking community. The reason for this success is the trust that the community has in their culturally significant in-language publications. The use of national and local print will prove to be firm support for the communications/grassroots campaign to facilitate conversations amongst stakeholders
- *Online*: Expose messaging on culturally relevant and informative Web sites for the Arabic-speaking community. This is effective in reaching the All Around Average II and Single Unattached Mobiles clusters
- *Radio*: Target the top-three population markets (Detroit, NY Tri-state area, Southern California) to reach the Advantaged Homeowners, Single Unattached Mobiles and the All Around Average II clusters

Poster Recommendation

- We recommend the creation/modification of culturally relevant posters to reach the Arabic-speaking community

Partnerships

Recommendations

- Utilizing **AAI** (Arab American Institute) and **ADC** (American-Arab Anti-Discrimination) Committee
- The following is a list of possible partnership organizations that we would recommend to reach.
 - **ACCESS** (Arab Community Center for Economic & Social Services): Dearborn, MI
 - **CAIR** (Council on American-Islamic Relations): Washington, DC
 - **ACC** (Arab American Council): Lathrup Village/Detroit, MI
 - **Muslim Students Associations**: State University of NY, Univ. of Texas at Austin and The California Institute of Technology
 - **MIT Arab Students Association**: Cambridge, MA
 - **NAAMA** (National Arab America Medical Association): Birmingham, MI

Mobilizing regional partnerships

- Partnerships have been solidified with AAI and ADC proceed to use their tools (Web site/Newsletter/Events) to reach out to the Arabic-speaking-community
- Additional Recommendations:
 - Local Events:
 - AAI National Leadership Conference
 - CAIR Annual Banquet
 - AAI Kahlil Gibran “Spirit of Humanity” Awards
 - ADC Banquet

Tool kits

- The Arabic Partnership Tool kit will be translated and altered to the cultural specification of the Arabic-speaking segment. These tool kits will be provided electronically for the regional offices to distribute to their Arabic partner organizations. Tool kits will include, but not be limited to:
 - **Sell sheet**—A one- or two-page sheet explaining what the Census Bureau does, why it is relevant to the partner, benefits of the partnership, what the partner can do to participate in the 2010 Census and what materials are available to support partner activity
 - **Fact sheet**—A one-pager on the Census, customized as needed with relevant regional, cultural or other information

- **Talking points**—Key messages the partner can use when talking about the Census to media, constituents or other potential partners, along with instructions

Research

- Though initial qualitative research has been completed for the Arabic-speaking community, further market research will be done as part of the Census Barriers, Attitudes and Motivators Survey (CBAMS). These focus groups will test the messaging and materials for the 2010 Census “It’s In Our Hands” campaign. This new research will provide insight to the acceptance of the materials by the Arabic-speaking segment of the population

EMERGING MARKET SEGMENTS **(EASTERN EUROPEAN)**

The Russians and Poles are two of the oldest cultural groups in America, dating back to the early 19th century. Although most of the older generations are assimilated, there are many newer immigrants who may not be fully assimilated in the United States. 2005 and 2006 American Community Survey (ACS) data is combined to look at the cluster and demographic profile of Russian- and Polish-speaking households in the United States.

The majority of both Russian- and Polish-speaking households are located in the All Around Average I and II, Advantaged Homeowners and Single Unattached Mobiles clusters. About 12 percent of the Russian-speaking households are also located in Ethnic Enclave II.

Polish-speaking householders skew older than non-Hispanic whites, especially in All Around Average I and Advantaged Homeowners. About one-third of householders in these two clusters are age 65 or older. They are also more likely to live in the principal cities of metropolitan/micropolitan areas and much less likely to live in nonmetro areas than non-Hispanic whites. They have lower levels of education in every cluster, with higher shares who have not completed high school and lower shares who have completed college. They have high levels of homeownership in All Around Average I (80 percent) and Advantaged Homeowners (92 percent), but their median income in these clusters is lower than that of non-Hispanic whites. A sizeable share are foreign born in all four clusters, especially in Single Unattached Mobiles at 82 percent. However, 40 percent or more are naturalized citizens in each cluster. Language barriers may be an issue for this group, especially among Single Unattached Mobiles, where 42 percent of the households are linguistically isolated. In addition, about one-fourth of Polish-speaking householders in All Around Average II and Single Unattached Mobiles report speaking English “not well” or “not at all.”

Russian-speaking householders skew more in the 25 to 44 age group in All Around Average I and II and Advantaged Homeowners than non-Hispanic whites, while both Ethnic Enclave II and Single Unattached Mobiles have much higher shares of householders age 65 or older. Russian-speaking households have higher shares of married couples than either Polish-speaking or non-Hispanic white households. They are also more likely to live in principal cities and much less likely to live in nonmetropolitan areas. Their education levels are much higher than Polish-speaking householders and non-Hispanic whites in these five clusters. Nearly two-thirds or more have a college degree in every cluster. Levels of homeownership are lower in every cluster than for Polish-speaking households, although median incomes are higher in every cluster except Single Unattached Mobiles. The vast majority of Russian-speaking householders are foreign born, although more than half are naturalized citizens. Language barriers are likely to be a problem for this group, as levels of linguistic isolation range from 24 percent among Advantaged Homeowners to 52 percent among Single Unattached Mobiles and 64 percent among Ethnic Enclave II. In addition, 52 percent of Ethnic Enclave II householders and 36 percent of Single Unattached Mobiles report that they speak English “not well” or “not at all.”

What are the unique insights about the Eastern European stakeholders, and how can they be leveraged to facilitate “conversations”?

Insight #1: Strong family and communal ties

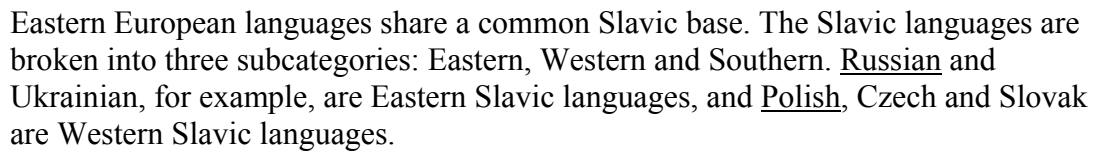
Though many recent (1970s-1990s) Eastern European immigrants to the United States came in order to escape situations in their homelands, they have held onto their strong family and communal ties. Time spent with family is very important.

For older generations of Eastern Europeans (All Around Average I) in the United States, the key is simplicity. For a culture with strong family orientation, time is important. Convey the simplicity of filling out the Census and the benefits that will come from it.

For the younger, newer generations of Eastern European immigrants to the United States (Single Unattached Mobiles), the personal benefits and the chance to make a difference will be the building blocks for this campaign.

Insight #2: Language crossover

Eastern European languages share a common Slavic base. The Slavic languages are broken into three subcategories: Eastern, Western and Southern. Russian and Ukrainian, for example, are Eastern Slavic languages, and Polish, Czech and Slovak are Western Slavic languages.



Russian- and Polish-language messages will not only reach the Ukrainian-, Czech- and Slovak-speaking audiences, but also other Slavic-language-speaking audiences as well (e.g., Serbian, Slovenian, Croatian).

Public Relations Recommendations

Radio Interviews

Live radio interviews and prerecorded 2 to 5 minute capsules with Census Regional Office personnel in Chicago and New York. Will target All Around Average II, Single Unattached Mobiles and Advantaged Homeowners clusters.

Television Interviews

Live television interviews on local television in Chicago and New York. Will target all clusters with emphasis on All Around Average I.

Article Publishing

Press releases to local publications in the top three population markets (Chicago, New York and Southern California). Will target All Around Average II, Single Unattached Mobiles, Ethnic Enclave II and Advantaged Homeowners clusters.

Paid Media Recommendations

Motivational Phase (February 2010 to March 2010)

- *National & Local Television*: will be used to reach all the clusters
- *Interactive*: Since a large number of newly immigrated Eastern Europeans are in the Single Unattached Mobiles and All Around Average II clusters, the interactive media plays a significant role in this community. The Web also provides them with a place where they might congregate and interact with people of their own ethnicity. Eastern European Web sites, as well as personal Web sites and blogs, will provide a great place for this community to attain information and spark conversation
- *National & Local Print*: target the top Print markets for the Russian- and Polish-speaking communities. This will prove effective in reaching the Advantaged Homeowners, Single Unattached Mobiles and the All Around Average II clusters
- *Radio*: target the top two or three population markets for the Russian- and Polish-speaking communities, reaching the Advantaged Homeowners, Single Unattached Mobiles and All Around Average II clusters

Partnership

Recommendations (There are no current partnerships with this segment, though we would recommend some possibilities to explore.)

- We would recommend branching out and attempting to form lasting partnerships that will prove to be successful in reaching out to as many clusters in the Russian-speaking and Polish-speaking communities
- The following is a list of organizations that we would recommend investigating for potential partnerships:
 - **PAC** (Polish American Congress): Chicago, IL & Washington, DC
 - **AIPC** (American Institute of Polish Culture): Miami, FL
 - **PAA** (Polish American Association): Chicago, IL
 - **PAC of WI** (Polish American Congress of WI): Whitefish Bay, WI
 - **PAFF** (Polish American Freedom Foundation): New York, NY
 - **Kosciuszko Foundation**: New York, NY
 - **Cleveland Society of Poles**: Cleveland, OH
 - **CRA** (Congress of Russian Americans): San Francisco, CA
 - **ARCCI** (American Russian Chamber of Commerce and Industry): Chicago, IL & Washington, DC
 - **RACH-C** (Russian American Cultural Heritage Center): New York, NY
 - **Russian American Christian University**: Wheaton, MD
 - **RAMA** (Russian American Medical Association): Willoughby, OH
 - **URAA** (United Russian American Association): Houston, TX
 - **RAJE** (Russian American Jewish Experience): Brooklyn, NY
 - **FJC** (Federation of Jewish Communities of the CIS): New York, NY

Mobilizing regional partnerships

Once our partnerships have been solidified, we could recommend proceeding to use their tools (Web site/Newsletter/Events) to reach out to the Russian and Polish communities.

- Additional recommendations:
 - Local Events:
 - ARCCI Winter Gala (Washington, DC)
 - Russian Nights Festival (Los Angeles, CA)
 - Polish Paczki Day (NY & MI)
 - Russian American Fair (San Francisco, CA)

Tool kits

- The Russian/Polish Partnership Tool kits will be translated and altered to the cultural specification of the Russian/Polish speaking segments. These tool kits will be provided electronically for the regional offices to distribute to their Russian/Polish partner organizations. Toolkits will include, but not be limited to:
 - **Sell sheet**—A one- or two-page sheet explaining what the Census Bureau does, why it is relevant to the partner, benefits of the partnership, what the

partner can do to participate in the 2010 Census and what materials are available to support partner activity

- **Fact sheet**—A one-pager on the Census, customized as needed with relevant regional, cultural or other information
- **Talking points**—Key messages the partner can use when talking about the Census to media, constituents or other potential partners, along with instructions

Research

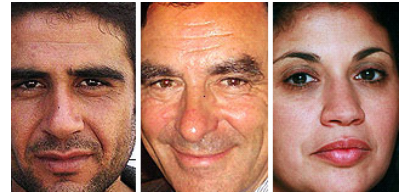
- Though initial qualitative research has been completed for the Russian/Polish speaking community, further market research will be done as part of the Census Barriers, Attitudes and Motivators Survey (CBAMS). These focus groups will test the messaging and materials for the 2010 Census “It’s In Our Hands” campaign. This new research will provide insight to the acceptance of the materials by the Russian- and Polish-speaking segment of the population

Multimedia Support
(E.E. Begins Feb.)

Local Events

Media PEAKS

Emerging Markets

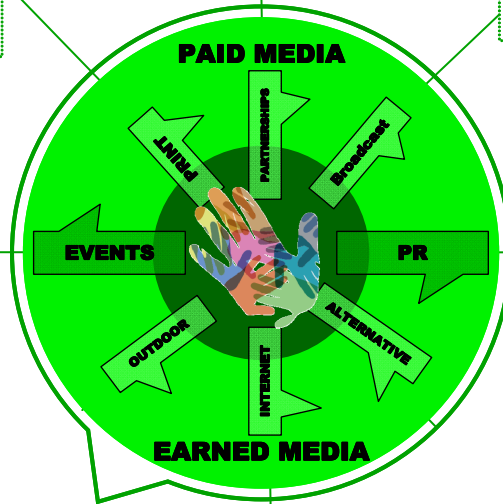


Newspaper
Targeted National and Local News, Entertainment, Political, Cultural publications.
(All media is in-language)

Live & Event TV
Local News, Soccer, SuperStar.
• Content Integration in Programming (National & Local TV)
(All media is in-language)

Live DJ "Conversations"
Pre-recorder capsules & live conversation on local trusted radio.
(All media is in-language)

2010 Census Event Tookits
Provide Events toolkits to support local and regional Census Bureau offices



Public Relations
Supports all media

"It's in our hands" e-marketing
• Interactive Targeted Media in Social Network, Entertainment, Political (News) Web sites.
• Web sites of offline media (National and Local Newspaper)
(Combination of English and in-language)



NATIVE HAWAIIAN / OTHER PACIFIC ISLANDER (NHOPI) AUDIENCE

Native Hawaiians, Samoans, Chamorro/Guamanians, Marshallese, Carolinians, Polynesian, Fijian, Melanesian and other Micronesian/Polynesian subgroups, and Tongans make up the Native Hawaiian/Other Pacific Islander (NHOPI) audience, a diverse group of individuals who come from a multitude of cultural backgrounds. They are geographically dispersed throughout Hawaii and the Western U.S., in such places as Seattle, Los Angeles, Sacramento, the Bay Area, San Diego, Texas and Utah. The majority of NHOPIs fall within the Advantaged Homeowners, All Around Average I & II clusters, and can be reached with local media in high-population areas. As this group is very diverse and widely spread out; it is not the intent to do messages for each and every group listed above. This is, however, how the Census Bureau recognizes the NHOPI audience and will reach out to them through both the Diverse America base plan and through the Partnership program.

What are the unique insights about the NHOPI audience, and how to leverage them to facilitate “conversations?”

Insight #1: NHOPIs feel that they are a very diverse group.

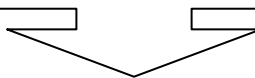
The NHOPI population is heterogeneous and attention to the issues of the different groups is crucial to developing an effective communications plan that is based on need and the unique characteristics of the targeted groups.

Conversations about participating in the 2010 Census will be ignited by communicating to the NHOPIs less likely to respond (represented in the Ethnic Enclave II and Economically Disadvantaged II clusters). Mailing back the Census form will help drive recognition for all indigenous people.

“We are such a small group that we need to show them that we’re out there to get the funding” (Source: Phase I Unifying Idea Research, Fall 2007; Census Creative Expression Research Phase II January 2008, Los Angeles)

Insight #2: We want to preserve our culture

Today, NHOPIs living in their native land and elsewhere come from all walks of life, but they continue to preserve traditional knowledge and practices that have been passed down from generation to generation. They take pride in maintaining their traditional social, cultural, religious and linguistic ties, through cohesive community life supported by various organizations.



“Understanding the community dynamics, culture, history and political relationship with the United States”

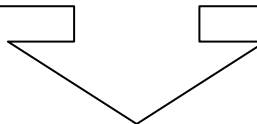
(Source: The 2010 Integrated Communications campaign by the Census Advisory Committee on the Native Hawaiian and Other Pacific Islander population, Oct 2007)

NHOPIs are very concerned about preserving their culture. So when they participate in the Census, it gives them a stronger voice that protects their survival as a people.

Insight #3: Show and tell us what the Census can do for our communities.

The target—who will then become the stakeholder—will facilitate conversations in the community about the Census. These stakeholders will generate the conversations through partnerships, which will tell the story of how the Census will benefit the community.

The Los Angeles Region Partnerships will play a key role in developing the trust of the NHOPI people and relaying the importance of the Census at grassroots levels, through messages that start conversations, such as talks about the benefits to a group that’s trying to preserve its culture.



“Pursuing low-cost strategies at the community level through outreach and partnerships with community, grassroots organizations”

(Source: 2010 Integrated Communications campaign by the Census Advisory Committee on the Native Hawaiian and Other Pacific Islander Population, Oct 2007)

Education is the key: Conversations about families will spark thoughts about the extended family and the need for services in their neighborhoods. Any conversations about family will be a great conversation spark, as families play an important role in the NHOPI community.

Going deep into the communities and island areas where NHOPI individuals reside, conversations will center on the idea of history and of being one people. The communications and conversation will become reflections on a time when the NHOPI people existed in harmony with their surroundings and when the focus was less on the individual than on the collective group as a whole.

Insight #4: We want to see the communications at the local level.

Stakeholders truly believe that the success of the Census will depend on reaching the NHOPI people at the local level.

“Relationship building by directly engaging NHOPI communities”

(Source: 2010 Integrated Communications Campaign by the Census Advisory Committee on the Native Hawaiian and Other Pacific Islander Population, Oct 2007)

Building Relations: With use of NHOPI media outlets such as local community newspapers, conversations will be sparked and spread throughout the community about how important the Census is to the survival of their people. With the aid of community leaders such as local church leaders, conversations will again play a key role in getting the message out on how important it is to fill out the Census and be counted as a NHOPI.

What exciting ideas will spark conversations with this audience?

Events Recommendation: *(This list may include, but is not limited to the following):*

Cultural events and other community gatherings among Native Hawaiian and Other Pacific Islanders are venues for family gatherings and are viewed as a source of unity, in addition to their common ethnicity, on which to build relationships and cooperation. Therefore, events will play a key role in terms of distribution of Census material to the Native Hawaiian and Other Pacific Islander populations.

Events Preview

Annual Inter-Tribal Pow Wow—Honolulu, HI
Kona Chocolate Festival—Honolulu, HI
Merrie Monarch Festival/Hawaii Hula Festival—Hilo, HI
Pacific Islander Festival Association—San Diego, CA
Arizona Aloha Festival—Phoenix, AZ
An Evening of Aloha: A Celebration of Hawaii—Ashland, OR
Kona Coffee Cultural Festival—Kailua Kona, HI
Gathering to Honor King Kalakaua—Big Island
Tsunami Talk Story Festival—Maui
Kona Earth Day Fair—Maui
East Maui Taro Festival—Maui
Ulalena—Kauai
Raiatea Helm's Hawaiian Blossom Tour—San Francisco, CA
Pacific Islanders Festival—Foster City, CA
Annual Hawaiian May Day Festival—Pleasanton, CA
Na Kolea's 34th Annual Lu'au—Los Angeles, CA
Kama'aina Club's 38th Annual Scholarship Lu'au—Orange County, CA
Northern CA Ukulele Festival—Hayward, CA
7th Annual Pure Aloha Festival & Concerts—Las Vegas, NV
Fiji Day—Portland, OR
Fiji Day—Hawaii
Fiji Festival—Hayward, CA
Samoan Flag Day—San Jose, CA
Tonga Day Celebration—Tonga
Rotuma Day—Rotuma

Public Relations Recommendation

Educate the Native Hawaiian and Other Pacific Islander communities about how to complete a Census form and highlight the key changes related to 2010 Census. Also highlight the benefits of filling out the Census form. These opportunities will include such groups as:

Pacific Islander Community Council	Southern California
Ahahui O Lili'Uokalani Hawaiian Civic Club	Long Beach, CA
Native Hawaiian Health Scholarship Program	Honolulu, HI
Ainahau O Kaleponi Hawaiian Civic Club	Southern California
Association of Hawaiian Civic Clubs	Southern California
Ho'opa'a Hawaiian Student Association	Southern Oregon University
Polynesian Culture Club	Portland State University
Hui-O-Hawai'I	Oregon State University
Lau Kanaka No Hawaii	Phoenix, AZ
Hawai'I Club: Na Hoaloha O Hawai'I	Pacific Lutheran University (WA)
Hui Hoaloha 'Ulana	University of Washington
Hui 'O Hawai'I Club	University of Oregon
USC Hawai'I Club	Los Angeles, CA
Na'Opio o Ka 'Aina The Hawai'I Club	UC Irvine, CA
Adult Friends for Youth	
Affordable Housing and Homeless Alliance	
Agricultural Leadership Foundation of Hawai'i	
'Ahahui o na Kauka, Association of Native Hawaiian Physicians	
Aloha Harvest	
Aloha United Way	
The Arc in Hawai'i	
Arc of Hilo	
Arc of Kona (Kona Krafts)	
Arts & Sciences Center	
Big Brothers/Big Sisters of Honolulu Pacific Islander Community Council	
Guam Communications Network	
Samoan National Nurses Association	
Taulana for Tongans	
Fiji Islander American Public Advocacy Association	
Pacific Islander Health Partnership Organization	
Sons and Daughters of Guam	
Pacific Islander Women's Association	
Chamorro Hands in Education Links Unity, Inc. (CHE'LU)	
Samoan Service Providers Association	
Office of Samoan Affairs	
Urban Development Programs for Women	
Tongan Radio	

Samoa Mo Samoa Programs
 Tongan Service Center
 Sacramento Pacific Islander Pacific Leadership Forum
 Native Hawaiian Pacific Islander Alliance
 Le Manutagi Radio Program
 Royal Samoan Chief Council
 Atoalii Chief Council
 National Tongan Association
 Tongan American Youth Foundation
 Micronesia United
 Marshallese Community of Springdale Arkansas
 Chuukese Women's Council
 Asian Pacific Islander American Public Advocacy Association
 Enterprise and Development Resources for the Pacific
 Samoan Development Center
 United Council of Samoan Ministers
 Pacific Island Women's Council
 Pan Pacific Southeast Asia Women's Association
 Office of Hawaiian Affairs
 Kamehameha Schools
 Alu Like
 Samoan Federation of America
 Samoan American Senior Citizens Program
 I-Vote (Islanders Vote)
 PIHP—Pacific Islander Health Partnership
 Wincart—Hawaii
 NAPAFASA—National Asian Pacific American Families Against Substance Abuse
 OCAPICA—Orange County Asian Pacific Islander Community Alliance
 National CAPACD—Coalition for Asian Pacific American Community Development
 APIAHF—Asian Pacific Islander American Health Forum
 APAPA—Asian Pacific Islander American Public Association

Paid Media Recommendations

Strategies:

1. Geography: Use local mass media with additional emphasis in the top-10 Native Hawaiian and Other Pacific Islander markets. Additionally, there will be supportive messages in areas with low mail-return rates, as identified by the Census.
2. Communications Goal: Reach all Native Hawaiian and Other Pacific Islander adults via a marketing program/platform that will ensure enough frequency of advertising messages to drive response in April 2010.

3. Communications Platforms: Media partnerships will engage Native Hawaiian and Other Pacific Islander media outlets to ensure a “local, community message.”

4. The Local Level: Involve the community at a very local grassroots level, which will include religious and community leaders, and various other local-level partners which will be identified by media partners to determine relevant grassroots and community outreach programs.

5. Native Hawaiian and Other Pacific Islander events on a local and regional level: Paid media will play a significant role in promoting all Native Hawaiian and Other Pacific Islander events.

Paid Advertising

Paid advertising is the most effective means of delivering Census messaging against the core target of Native Hawaiian and Other Pacific Islander adults aged 18+.

Media Mix: Will include a combination of radio, newspapers and outdoor in Hawaii and the U.S. mainland.

Radio: Benefits of spot radio in Hawaii and on the mainland include immediate delivery of message and high frequency. It is highly available and targets local audiences. We would use such stations as (*this list may include, but is not limited, to the following*):

KAGB 99.1 FM—Waimea (Ethnic)
KAHA 105.9 FM—Big Kahuna Honolulu (Rock)
KAOI 1110 AM—Kihei News (Talk)
KAOI95.1 FM—Wailuku (Adult Contemporary)
KAOY101.5 FM—Kealahou (Classic Rock)
KAPA100.3 FM—Hilo (Ethnic)
KAQA91.9 FM—Kilauea
KCCN100.3 FM—Honolulu (Contemporary Hawaiian)
KDDB102.7 FM—Da Bomb Waipahu (Hip Hop)
KDLX94.3 FM—Makawao Top-40
KDNN98.5 FM—Island Rhythm Honolulu (Ethnic)
KFMN96.9 FM—Lihue (Adult Contemporary)
KGMZ107.9 FM—Aiea Oldies (Oldies)
KHBC1060 AM—"Hilo's Original Radio Station" formerly KAHU Hilo (Adult)
BULA103.0 FM Bula Radio—Fiji
KBTW Radio Station—USA
254 FM Voice Islands—USA
58 AM Pasifika—Pacific

Newspapers: This medium will be excellent for mass media reach and it is also interactive for the reader. It offers specially targeted sections that can reach specified audiences. Paid advertising in papers such as (*This list may include, but is not limited, to the following*):

North Shore News
Hickam Kukini
Big Island Weekly
Hawaii Island Journal
Hawaii Tribune Herald
East Oahu Sun
East West Journal
Filipino Summit
Hawaii Catholic Herald
Honolulu
Honolulu Advertiser
Honolulu Star Bulletin
Honolulu Weekly
Ka Leo O Hawaii
Kalamalama
Midweek
Oahu Island News
Pacific Business News
Waikiki News
West Hawaii Today
Molokai Advertiser News
Molokai Dispatch
Molokai Times
Hawaii Marine
Maui Weekly
Lahaina News
Maui Time Weekly
Garden Island
Kauai Business Report
Haleakala Times
Maui Bulletin
Maui News
North Hawaii News
US Fiji Times
APA News & Review
Samoa News
Tonga Review
Tonga Chronicle

Outdoor: Billboards and posters offer location-selectivity and high frequency among these populations. Plan will include posters that will be distributed to the local community centers.

The following tools will assist media partners:

1. Electronic Press Kits
 - a. Press Release
 - b. Photos of NHOPI individuals and places
 - c. Contact information
 - d. Census brochures/posters
2. Briefing Documents
 - a. Background information on the Census
 - b. Key media messages
 - c. Talking points
3. Pre-written Articles for News Media
 - a. Encourage consumer event participation
 - b. Background information on the Census and its benefits

Partnership Recommendation

Many Native Hawaiians and Other Pacific Islanders live on the mainland U.S., scattered up and down the West Coast, with the majority in California.

Even though the NHOPI population is concentrated in the state of Hawaii, the populations within the U.S. mainland maintain strong ties with the Hawaii Island Areas themselves. So, for efficiency, the campaign will concentrate on reaching NHOPIs (Ethnic Enclave I & II) through paid media on the actual Island Areas and just along the West Coast. In addition, it is recommended that partnerships and Regional Census Office activities include NHOPIs in their outreach.

The mainland population will receive considerable impact from Diverse America media, but, in addition, it is recommended that Regional Partnerships focus on the following events to add in-culture, relevant messaging to NHOPI outreach, which should include some of these events. (*This list may include, but is not limited, to the following*):

Annual Inter-Tribal Pow Wow—Honolulu, HI
Kona Chocolate Festival—Honolulu, HI
Merrie Monarch Festival/Hawaii Hula Festival—Hilo, HI
Pacific Islander Festival Association—San Diego, CA
Arizona Aloha Festival—Phoenix, AZ
An Evening of Aloha: A Celebration of Hawaii—Ashland, OR
Kona Coffee Cultural Festival—Kailua Kona, HI
Gathering to Honor King Kalakaua—Big Island
Tsunami Talk Story Festival—Maui
Kona Earth Day Fair—Maui

East Maui Taro Festival—Maui
 Ulalena—Kauai
 Raiatea Helm’s Hawaiian Blossom Tour—San Francisco, CA
 Pacific Islanders Festival—Foster City, CA
 Annual Hawaiian May Day Festival—Pleasanton, CA
 Na Kolea’s 34th Annual Lu’au—Los Angeles, CA
 Kama’aina Club’s 38th Annual Scholarship Lu’au—Orange County, CA
 Northern CA Ukulele Festival—Hayward, CA
 7th Annual Pure Aloha Festival & Concerts—Las Vegas, NV
 Pacific Islander Community Council
 Guam Communications Network
 Samoan National Nurses Association
 Taulana for Tongans
 Fiji Islander American Public Advocacy Association
 Pacific Islander Health Partnership Organization
 Sons and Daughters of Guam
 Pacific Islander Women’s Association
 Chamorro Hands in Education Links Unity, Inc. (CHE’LU)
 Samoan Service Providers Association
 Office of Samoan Affairs
 Urban Development Programs for Women
 PIHP-Pacific Islander Health Partnership
 Wincart—Hawaii
 NAPAFASA—National Asian Pacific American Families Against Substance Abuse
 OCAPICA—Orange County Asian Pacific Islander Community Alliance
 National CAPACD—Coalition for Asian Pacific American Community Development
 APIAHF—Asian Pacific Islander American Health Forum
 APAPA—Asian Pacific Islander American Public Assn

Also included in the plan is distribution of Census materials to the following organizations throughout Hawaii and the U.S. Mainland:

Pacific Islander Community Council	Southern California
Ahahui O Lili’Uokalani Hawaiian Civic Club	Long Beach, CA
Native Hawaiian Health Scholarship Program	Honolulu, HI
Ainahau O Kaleponi Hawaiian Civic Club	Southern California
Association of Hawaiian Civic Clubs	Southern California
Ho’opa’a Hawaiian Student Association	Southern Oregon University
Polynesian Culture Club	Portland State University
Hui-O-Hawai’I	Oregon State University
Lau Kanaka No Hawaii	Phoenix, AZ
Hawai’I Club: Na Hoaloha O Hawai’I	Pacific Lutheran University, WA
Hui Hoaloha ‘Ulana	University of Washington
Hui ‘O Hawai’I Club	University of Oregon
USC Hawai’I Club	Los Angeles, CA
Na’Opio o Ka ‘Aina The Hawai’I Club	UC Irvine, CA
Adult Friends for Youth	
Affordable Housing and Homeless Alliance	

Agricultural Leadership Foundation of Hawai'i
'Ahahui o na Kauka, Association of Native Hawaiian Physicians
Aloha Harvest
Aloha United Way
The Arc in Hawai'i
Arc of Hilo
Arc of Kona (Kona Krafts)
Arts & Sciences Center
Big Brothers/Big Sisters of Honolulu
Pacific Islander Community Council
Guam Communications Network
Samoan National Nurses Association
Taulana for Tongans
Fiji Islander American Public Advocacy Association
Pacific Islander Health Partnership Organization
Sons and Daughters of Guam
Pacific Islander Women's Association
Chamorro Hands in Education Links Unity, Inc. (CHE'LU)
Samoan Service Providers Association
Office of Samoan Affairs
Urban Development Programs for Women
Tongan Radio
Samoa Mo Samoa Programs
Tongan Service Center
Sacramento Pacific Islander Pacific Leadership Forum
Native Hawaiian Pacific Islander Alliance
Le Manutagi Radio Program
Royal Samoan Chief Council
Atoalii Chief Council
National Tongan Association
Tongan American Youth Foundation
Micronesia United
Marshallese Community of Springdale Arkansas
Chuukese Women's Council
Asian Pacific Islander American Public Advocacy Association
Enterprise and Development Resources for the Pacific
Samoan Development Center
Untied Council of Samoan Ministers
Pacific Island Women's Council
Pan Pacific Southeast Asia Women's Association
Office of Hawaiian Affairs
Kamehameha Schools
Alu Like
Samoan Federation of America
Samoan American Senior Citizens Program
I-Vote (Islanders Vote)

J 2010	F F	M M	AA	M M	JJ
Launch	Multimedia support	BIG NAT'L EVENT	Multimedia PEAKS		

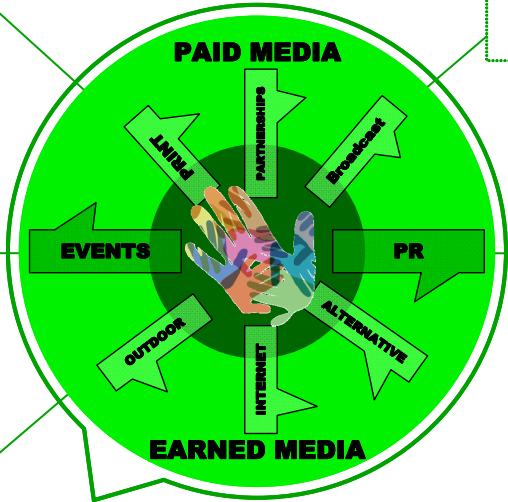
NHOPI

Newspapers
Stories from local Leaders.

Outdoor:
Featuring Relevant Local Celebrities

Live DJ "Conversations"
Local Trusted DJ's in Talk Radio and All Music Formats
Schedule during heavy -up period around operational mailings

Events:
Via Diverse America Plan



ALL MEDIA OUTLETS -(via Census Partnership Program)
Press Coverage around Events
Census Spokespeople, national and local
Crisis and "Voice" management

Public Relations Worthy Outdoor Units -Via Diverse America Plan
Unique Expressions NHOPI Markets to garner Public Relations and create Talk Value (impact vs. reach)



PUERTO RICO AUDIENCE

Puerto Rico is a small but dynamic island with people who are proud of their heritage and the quality of life they enjoy. Based on 2006 Puerto Rico Community Survey data, Puerto Rico has a total population of 3.9 million and has 1.2 million households, with an average size of 3.1 people per household. The median income of households in Puerto Rico in 2006 was \$17,621. Seventy-five percent of Puerto Rico's workers drove to work alone in 2006.

The majority of the people in Puerto Rico recognize the importance of the Federal Government for the island and the benefits of being United States Citizens. As a Commonwealth of the United States, Puerto Rico's modern history is closely tied to the United States and the socio-economic dynamics of the island reflect the relationship between Puerto Rico and the United States.

The people in Puerto Rico are unique for several reasons:

- 1) Spanish is the official language
- 2) The culture is Hispanic, but influenced by the United States way of living
- 3) A political situation that allows autonomy for local government, plus the presence of the United States federal government and federal laws
- 4) Puerto Rico is detached from the United States geographically and in many ways, culturally. This detachment results in emotions and points of view that are specific to the people of Puerto Rico

Overall, the biggest challenge for the Census in Puerto Rico is to break through the apathy. Apathy is generated by:

- The lack of knowledge about the importance of the Census
- Ignorance about the process. Operations on Puerto Rico are different than the Mainland. On Puerto Rico the process is Update/Leave which means the questionnaire is dropped off but response is by mail back
- Not understanding the Census' critical role for the development of Puerto Rico

Fortunately, addressing the issue of apathy is a challenge that can be managed efficiently given the unique composition of the island. Puerto Rico is a small island (100 x 35 miles) with a strong presence of media throughout its geography.

Puerto Rico has three strong Spanish (Local) television networks, over 100 Spanish radio stations, three daily newspapers in Spanish, one in English, several magazines and out-of-home media options. These media efficiently reach the vast majority of the Puerto Rican population, and enjoy solid audience and readership numbers.

Given the need to educate about and motivate participation in the Census to reduce undercount and increase mail response, the Puerto Rico plan is driven by mass media investments. A solid media program will leverage the efficiency of mass media by reaching a large percentage of the Puerto Rican population and will increase the exposure

of the messages through the opportunities of obtaining value-added elements in the media program. Given the resources available for the Puerto Rico region, mass media will be the most effective and efficient approach to maximize exposure.

It is important to note some challenges in the development of the plan for Puerto Rico:

- 1) Puerto Rico is not included in the Census Planning Database, therefore the Puerto Rico clusters are different from the clusters information used in the segmentation for Diverse America and other race and ethnic audiences
- 2) Census database evaluation reflects lower than U.S. mail response rates in a significant number of municipalities on the island. Based on the facts evaluated from the Census 2000 and the 2006 Puerto Rico Community Survey, population clusters based on criteria that denote hard-to-count segments support the need to strengthen efforts among the lower income segments
- 3) Information to develop important segments for the Puerto Rico region was based on secondary demographic research data from TGI by evaluating the different socioeconomic groups (TGI is a comprehensive consumer research study about product and media behavior) plus U.S. Census Bureau data. Additional validation for insights was extracted from the focus groups conducted for the U.S. Census Bureau in January 2008. Demographic information was provided by the U.S. Census Bureau. The 2006 Puerto Rico Community Survey was used to validate the composition of the audience.
- 4) U.S.-based media has limited penetration in Puerto Rico. Most U.S. network programming advertising is blocked for broadcast in Puerto Rico. TV, radio, print and other media are all locally based.
- 5) National Partnerships may not apply in Puerto Rico, thus requiring specific efforts locally
- 6) Census operation in Puerto Rico is a Update/Leave different from mail-out/mail-back stateside

The insights of each section of the population will facilitate an exchange of opinions and thoughts, generating awareness and a sense of ownership of the communication and the Census.

What are the unique insights about the Puerto Rican audience, and how can we leverage them to facilitate “conversations”?

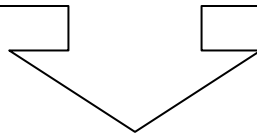
Insight #1: I am Puerto Rican but also an American Citizen

The people of Puerto Rico have pride of their origins and feel Puerto Rican first. The Puerto Rican nationality has been an issue, regardless that all Puerto Ricans are American Citizens by law. Geographical detachment, language differences and cultural values that are quite different contribute to emotional feelings of being Puerto Rican. The people in Puerto Rico do not show a lot of interest in “American” initiatives, sometimes for lack of understanding, sometimes due to apathy and sometimes for fear. The Census is generally perceived as a United States initiative, thus there is a need to educate about the importance of the Census for the community to generate interest and a commitment to participate.

Puerto Rico’s relationship with the United States is critical to the economic well-being of the island, as billions of dollars are received annually to promote infrastructure, business development and welfare aid. During the fiscal year 2005 the Consolidated federal funds Report issued by the U.S. Census reported that Puerto Rico received \$21.7 billion dollars in Federal Funds. This total represents 30 percent of the island’s total gross product.

Sources:

- Puerto Rico Focus Groups on the Census 2000 and Ethnicity questions (July 2001)
- Majority of population does not speak English “very well”—U.S. Census Bureau: 2006 Puerto Rico Community Survey
- Puerto Ricans do not vote in U.S. elections and pays no federal income tax



The Census is for Puerto Rico and to help the people in Puerto Rico. Census ensures that federal funding is distributed according to the population needs of the different geographies. Puerto Rico’s infrastructure—roads, schools and educational programs, public transport and parks—are some of the benefits of federal funding. Your participation in the Census helps Puerto Rico get a fair share of the funds. The Census is a federal government initiative to help, not to interfere. It is simple and only takes a few minutes.

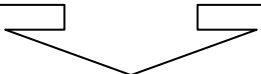
Insight #2: Lack of Knowledge (low-income segments)

“I don’t know what the Census is for. Why should the government care? Is the government trying to catch me? Am I going to lose my welfare benefits? I am afraid of people invading my home and privacy. What is in it for me? Why should I?”

Sources:

Phase II Creative Expression Research, January 2008, Puerto Rico

Census 2000 Testing, Experimentation and Evaluation Report No. 14: Puerto Rico (Feb 2004)



The Census ensures that there is a fair distribution of federal funds to cover welfare benefits. The community benefits because the Census helps decide which communities need the most help. Census information is kept confidential and private. To benefit your family and community, you only need to fill out and mail the Census form; it is very simple and only takes a few minutes.

Insight #3: Apathy (elderly segments)

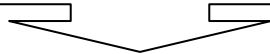
“I don’t count, nobody cares about the elderly. I have no way of participating; it is not easy for me to go out. I’m old, my participation makes no difference.”

Sources:

- Phase II Creative Expression Research, January 2008, Puerto Rico

- Census 2000 Testing, Experimentation and Evaluation Report No.14: Puerto Rico (Feb 2004)

- 63 percent of those 65 or older report a disability. U.S. Census Bureau: 2006 Puerto Rico Community Survey

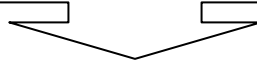


Participation in the Census ensures that the community has funds to support the elderly. The form is simple and takes only a few minutes.

Insight #4: I don't matter (immigrant segments)

“I am not valued in the community even though my contribution is important. I have no benefits, why should I participate? The government is always after me—I am afraid of deportation. I know what a Census is, but what does it mean to me in this country? Do I count? I'm not from here.”

Sources: Phase II Creative Expression Research, Puerto Rico January 2008



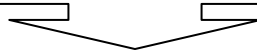
Census is an independent government entity, with no connection to immigration enforcement. The information you provide is secure and confidential and will not be shared with any other government entity.

Insight #5: Not for me (upscale segments)

“The government only helps the middle and lower classes, so I do not benefit from the Census. I am financially independent. I do not need government intervention. My life is too complicated and hectic; I have no time for filling out the Census.”

Sources: Phase II Creative Expression research, Puerto Rico January 2008

Local government and federal government financial aid and subsidies are for lower income groups

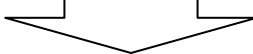


The economy of Puerto Rico depends on federal funds, and the ability to generate business opportunities is improved with a better economy. By participating in the Census, you are helping the economy. Your participation is important because your personal finances can improve as the community improves

Insight # 6: I'll do it...eventually (middle class and general population)

“My life is very hectic. I work hard, take care of my family, I even have two jobs to make ends meet. I always multitask and don't have any time for myself or proper rest. The Census seems like just another task—why should I give it my time? I am not even sure what benefits I get.”

**Sources: Phase II Creative Expression research, Puerto Rico January 2008
Census 2000 Testing, Experimentation and Evaluation Report No. 14 (Feb 2004)**



Census benefits the whole community as it helps in the distribution of federal government funds to support the economic development of Puerto Rico and provides funding for infrastructure, welfare and health care. The Census questionnaire is a short form that takes minutes to fill out and mail. By participating in the Census, you make sure that your community gets the benefits.

Puerto Rican Audience

Hard-to-count segments and other segments for Puerto Rico have been identified based on the U.S. Census Bureau: 2006 Puerto Rico Community Survey data and TGI Research data.

Puerto Rico is a homogeneous market with a small geography of 100 x 35 miles, there are no significant differences in terms of race (there are people of color but they are integrated into the community as a whole) and the number of immigrants represent a small percentage of the population which are also integrated into the community.

Based on the U.S. Census Bureau: 2006 Puerto Rico Community Survey data:

- 95 percent of the population speaks Spanish at home

- 97 percent are native born

- 82 percent of the housing structures are single-unit structures

- 74 percent of the homes are owned vs. 26 percent rented

Data Source:

Ad hoc Census 2000 Planning Database constructed by Antonio Bruce (POP) for the ICP Research Team. Unit of analysis is 823 Census tracts in Puerto Rico. Mail-back behavior is based on short form mail return rate in Census 2000. The average short form mail return rate in Puerto Rico in 2000 was 62 percent.

Findings:

Following several rounds of analysis, three distinct clusters were identified. This is a smaller number of clusters than stateside (where 8 clusters are being used). This seems reasonable since Puerto Rico is a much more homogenous population. This can be summarized as follows:

All Around Average



- 78% of occupied housing units (620 tracts)
- Short form mail return rate in 2000 = 63% (about average)
- Mostly urban
- Average on: % poverty, % not husband-wife, % < high school, % renters, % no phone
- Owner skewed (76% owners)
- Mostly single family homes

Economically Disadvantage



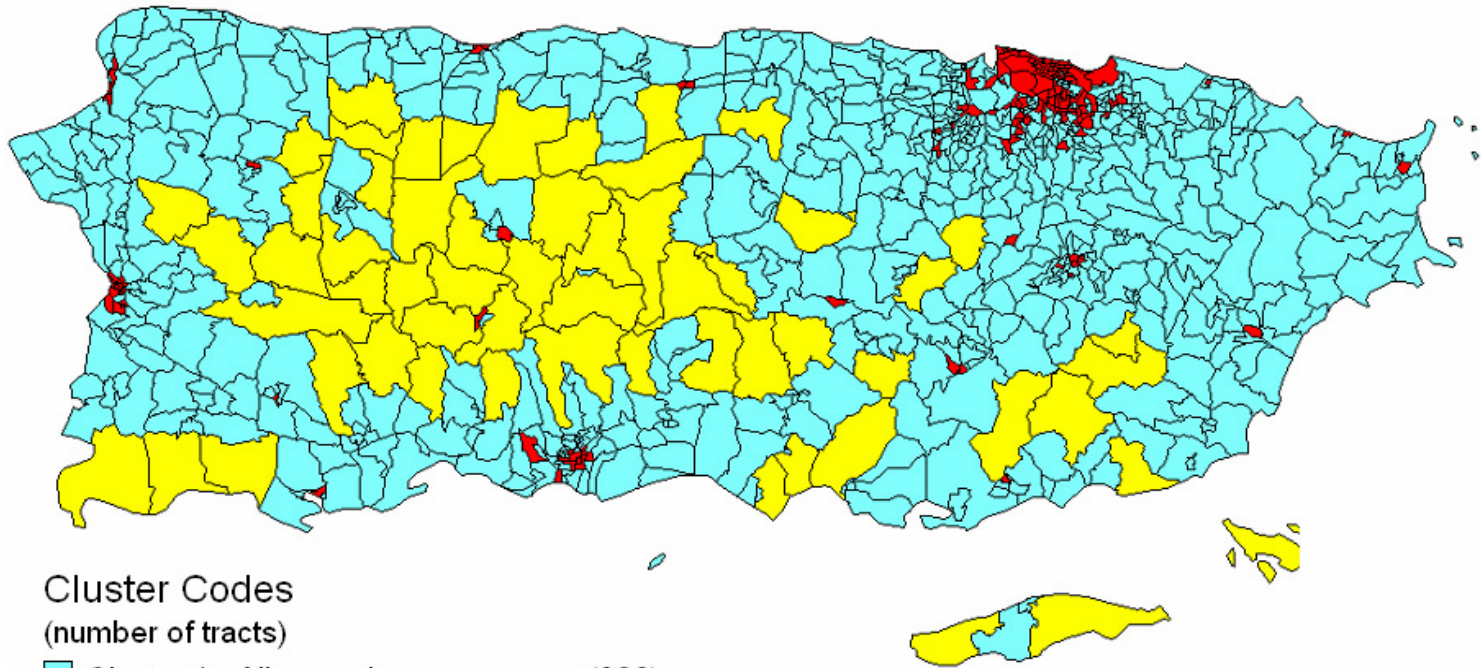
- Only 6% of occupied housing units (58 tracts)
- Short form mail return rate in 2000 = 67% (above average)
- More than half of households are located in rural areas
- Average on: % poverty, % no phone, % no plumbing, % < high school, % unemployed
- Higher skew on husband/wife households (62%)
- More than 1/4 are "crowded" households
- Single family homes
- Mostly inland

Urban Renters



- 16% of occupied housing units (145 tracts)
- Short form mail return rate in 2000 = 57% (below average)
- Multi-units (50%)
- Renters (50%)
- Located in larger urban areas (e.g., San Juan, Ponce)
- Majority are NOT husband/wife households (65%)
- More single person householders (29%)
- Some tracts located near universities
- Average on: % poverty, % unemployed, % < high school, % no phone

Map of Puerto Rico by Census Tract and Cluster Code



Cluster Codes

(number of tracts)

- Cluster 1 - All around average (628)
- Cluster 2 - Econ. Dis/Rural Skewed (62)
- Cluster 3 - Urban renters (146)

What exciting ideas will spark conversations with this audience?

The “It’s In Our Hands” campaign messages will address the specific insights and needs of the Puerto Rico segment. The campaign will start in January 2010 to provide support as Puerto Rico had a low mailing rate vs. U.S. mailing rates for the Census 2000. The campaign will educate and create awareness of the Census and generate a call to action to participate in the Census. The campaign will be developed in Puerto Rico using the creative idea tested in the Phase II Focus Groups.

The plan incorporates paid media, public relations efforts and events to effectively reach the population segments.

Paid Media

Paid media will be the single largest investment to support the 2010 Census campaign in Puerto Rico.

The principal goal is to have an aggressive media posture during the period of January through April 1, 2010 to ensure optimum reach, frequency and impact during the drop and mail-back periods. The media will be concentrated during this period in order to include the variety of media needed to effectively cover the different segments of the Puerto Rican population.

- Jan – March will consist of a multimedia effort across the entire market for mass awareness
- Presence will peak during March to boost awareness and generate a call to action for citizens to mail back the Census form
- Nonresponse Follow-Up (NRFU) will be supported during May based on mail-response ratings

Media negotiations will focus on obtaining the most efficient costs plus added-value elements to further enhance the exposure of the messages. Added-value possibilities:

- 1) Product integration in top audience television shows.
- 2) AM & FM Radio integrations—according to audience types
- 3) Sponsorship of major media events during the period of January through April 2010
- 4) Participation in special media promotions

Media Targeting Considerations

The audience demographic used for buying and measuring media performance is adults 18 yrs and older residing in Puerto Rico. Cluster information will be used to make final media buying decisions to address the specific needs of each cluster.

Five media segments will be targeted to reach the most effective media mix to communicate efficiently with each group. These groups have similarities in terms of their exposure/accessibility to different media types and their actual media consumption, but their choice of programming or media vehicles will vary according to their needs:

- Urban and young single professionals (25–34yrs) (Urban Renters)
- Low income populations (18+) (Economically Disadvantaged/Rural Skewed)
- Middle class (18+) (All Around Average)
- Elderly Population (65yrs +) (All Around Average)
- Immigrants

Media in Puerto Rico

Puerto Rico is a market where the vast majority of the population is among the middle to lower segments. Traditional media, such as the top three networks (defined as local TV stations), radio and, to a certain degree, newspapers (because of shoppers and inserts) are still the most important media in terms of audience and reach capacity.

The younger, more sophisticated, affluent and educated segments are more elusive and their media consumption is more varied and more dynamic. They have a very selective use of traditional media and are more exposed and open to nontraditional vehicles. In reaching them, content becomes the critical element.

The following is a summary of media availability in Puerto Rico and how they will contribute to the 2010 Census campaign.

Television is the most impactful media due to its audio-visual attributes. It has a 98 percent household penetration and is the most cost-effective way to generate reach across middle and lower income groups

- Low – comedy, humor and talk
- Middle – soap operas, news, movies, comedy
- Upscale/professional – any type of news, paid TV channel, late night
- Elderly – talk, news and daytime

Television is a very efficient medium to reach All Around Average and Economically Disadvantaged/rural skewed Clusters selecting specific local programming such as, variety shows, soap operas, movies and sitcoms. For Urban Renters, Cable TV will be utilized. To further increase the effectiveness of the television plan, a partnership to create a tour of key towns in Puerto Rico will be negotiated with a top television station.

The tour will include visits to at least 12 towns/areas with television personalities and capsules to broadcast the tour of visits to create awareness of the Census messages.

The radio market is comprised of 120+ radio stations which allow to efficiently target different age, income and geographic segments as needed. Radio broadcasting is very efficient and flexible for obtaining added-value. Given the high fragmentation, multiple stations and high frequency are needed to generate sufficient reach/frequency and coverage for each segment.

Newspapers: There are three strong readership national daily publications. TGI indicates that one in every three people will read at least one newspaper every day. Combining the three newspapers will provide presence in most towns on the island and will effectively reach the cluster segments. Additionally, six regional newspapers and college publications will expand print presence in HTC areas and out of the San Juan Metro area.

According to TGI research media usage reports, newspaper section preference by population segment is as follows:

- Upscale & professional segments: news, investments, sports
- Middle & low income segments: news, shoppers/inserts, entertainment
- Younger segments: sports, music, entertainment

Outdoor media is available in high traffic areas and is very efficient in building strong reach/frequency levels for strategic locations. It also provides the opportunity to penetrate deeper in to HTC areas and mirror the cluster maps to address opportunities.

Online is growing in Puerto Rico with a percentage of the population online. It is heavily skewed to affluent, professional and younger segments. This media allows interaction with the audience, and provides opportunity for creating interest. Online media will be used to reach the All Around Average and Urban Renters.

Media Usage

The following chart provides statistical data on how the different segments prefer to be reached with advertising. It shows how TV caters more to the middle/lower and elderly markets while newspapers and paid TV channels are the top choices for upper income segments. It reflects the strength of newspapers and radio across all segments except the Elderly. It also shows how the upscale segment spreads across more media choices, including online.

What is the most effective way to reach you with advertising?
(Multiple answers/TGI Proprietary Research Question)

	Upscale Segment	Middle Class	Low Income	Elderly
TV-Local Networks	51%	60%	63%	63%
TV-Paid TV Daily	50%	26%	16%	19%
Newspapers	59%	49%	42%	35%
Radio	40%	41%	40%	36%
Out-of-Home	29%	23%	14%	9%
Internet	18%	4%	2%	1%

Source: TGI- 2007-1

Other important segments that need special consideration when scheduling will be the younger segment and immigrants.

Younger segments: TGI shows that the upscale and middle income groups will have a much stronger tendency towards out-of-home and online (versus the more mature segments).

Immigrants: No TGI data available but we have specific radio and TV programs that talk directly to these segments which will be in the media plan. They are geographically concentrated which will have implications when scheduling out-of-home and local print opportunities.

Public Relations Plan for Puerto Rico

I. Media Relations

Local media outlets are accustomed to the personal and direct contact from the public relations specialists pitching stories and reacting to information published. Although they use the Internet and retrieve information from Web Sites, their large load of work and tight deadlines require a more constant follow-up and direct handling of press materials.

On the other hand, the local focus of their coverage, with minimal space and time dedicated to United States and international news, requires the customization of information and materials and the presentation of a local angle and relevance.

For these reasons, we believe that more time and effort are necessary to ensure adequate coverage of the Census messaging and to pitch proactively stories and themes that could spark interest in the already cluttered local media.

Key Messages

The key messages that should lead the Puerto Rico efforts emerge from the local insights:

- The Census process results in benefits for each and every habitant of the island.
- The Census form is very easy to fill and it ensures information privacy.
- Filling out and mailing back the Census is everyone's responsibility.

Story Mining

The local team will analyze the stories that result from the national story-mining process and validate which ones could be adapted and spark media interest. Also, a local story-mining process will be useful to identify appealing story angles.

Proactive Local Media Relations

The local team will evaluate the stories identified for proactive pitching at the national level and choose the ones that could be used to generate additional local coverage or those which can be adapted to include the local angle and relevance.

- **Evolution in Puerto Rico and the Census:** Illustrate the importance of the Census to Puerto Rico progress; show examples of public projects developed thanks to federal funds; compare past Census process and data.
Potential media targets: El Nuevo Dia (Sunday edition)/endi.com, Univision, Telemundo, Telecentro

- **Partner’s Top 10 List:** Why business’ should care about the Census. An important local partner, such as Banco Popular, could develop the list, based on the national version and have the same effect intended at national level.
Potential media targets: El Nuevo Dia, El Vocero, Primera Hora, The San Juan Star, Caribbean Business, Comercio y Producción.
- **Census on Campus:** A local version of the story will be of interest
Potential media targets: En Punto (El Nuevo Dia supplement), Primera Hora, Dialogo, university and college newsletters
- **10 Reasons to care about the 2010 Census:** A local op-ed written by a well-known opinion leader, shaped by the national version
Potential media targets: El Nuevo Dia, El Vocero, Primera Hora, The San Juan Star, Regional newspapers, Caribbean Business
- **Job creation: another Benefit of the Census:** A local version of the national story
Potential media targets: El Nuevo Dia, El Vocero, Primera Hora, The San Juan Star, Caribbean Business, Comercio y Producción.
- **Census Form 101:** Local version of the national story
Potential media targets: El Nuevo Dia,, El Vocero, The San Juan Star, Primera Hora, Univision, Televiscentro, Telemundo, Tu TV
- **Census in School:** Local version of the national story
Potential media targets: El Nuevo Dia,, El Vocero, The San Juan Star, Primera Hora, Univision, Televiscentro, Telemundo, Tu TV

Strategic Traveling

Although local spokespersons should be trained and available to be the Census voice in all media appearances, the visit of a high-level Census representative will spark media interest at any point in the campaign. A Spanish-speaking person is preferred, since that allow for television and radio opportunities as well as print media.

Media Relations Support for Events

The local events, the established programming and Partners efforts will be supported by media relations. The Partners will receive the tools to publicize their own events.

Reactive Media Relations

The message book should be customized in Spanish for the local market. It should also be revised by the local team to determine which topics apply or to include

different themes that resonate in the market. The agency will provide the Census with the media lists and will update them through the campaign period. The local team will coordinate an appropriate local media monitoring and keep the Census team informed about the relevant information disseminated.

II. Event Support

- Existing events that will be sponsored/leveraged by 2010 Census:
The many local existing events will play an important role in sparking the conversations and conveying the Census messages throughout the island. These events will provide the ideal interaction opportunities with key targets. The campaign participation will be coordinated through Partners that sponsor the events or through the host city mayor.
- Promotional materials, such as flyers, posters, event signage, bumper stickers, antenna toppers and other premiums with the Census messaging will be distributed.

The following events have been identified by their usual number of attendees, their geographical reach (whether they reach cities with 2000 Census low response rate, or they reach several cities or areas with large populations).

January 2010

Three Kings Fest – San Juan
San Sebastián Festival – San Juan
Novilla Festival – San Sebastian

February 2010

San Blas Marathon – Coamo
World's Best 10K - San Juan
Coffee Festival – Maricao
Silver Carnival – Patillas
Mabo Carnival – Guaynabo
Children's Festival – Ceiba

March 2010

Orange Festival – Las Marias
National Salsa Day – Carolina
Tourism Fair – Ponce
Agropolis – San Juan

April 2010

Antique Cars Fair – San Juan
Volantin Fair – Mayaguez
Mundillo Festival – Isabela
Saint Carving Fair – Hormigueros
Cultural Festival – Vieques

January to April 2010 (all-year events)

Gallery Nights – San Juan

Romantic Sunset – San Juan

Bohemian Nights – Carolina and Bayamón

MEDIA BUYING

GETTING THE BEST VALUE ON MEDIA INVESTMENT THROUGH BUYING

The 2010 Census is a significant event in the media marketplace, a unique, one-time-only opportunity for media owners to capture their share of a significant amount of advertising dollars. Given that, creating a dedicated negotiation process and timeline called the Census Upfront is recommended. (An Upfront happens when advertisers secure a select group of television shows, magazines and Web sites at a set price.) The Census Upfront is used to engage every relevant media company in a rigorous negotiation process to assess, secure and activate their range of media and marketing opportunities.

While many brands hold upfront media negotiations by media type (television, magazine and Internet, etc.), the Census Upfront is across media types and ethnic-owned media to reach all race and ethnic groups at the best price. It consists of a mix of traditional (TV, magazines and Web sites) and nontraditional (community events and content development) media.

The Census Upfront provides an inclusive process from which to engage every relevant media company through either live meetings or through virtual upfront information. All relevant media companies have the option to attend live meetings. To increase participation and access, it is also offered online. This may be particularly helpful to the hundreds of smaller, specialty media companies which may not be able to participate in person.

The Census Upfront is fueled by a number of negotiation tactics to secure the best pricing and placement across the full range of general and ethnic media companies.

The following strategies are used:

- Make “free media” a required component in price discussions
- Negotiate with cross-cultural media companies that include a diverse portfolio of media properties to ensure that all ethnic groups are reached at the best price
- Ensure representation of relevant minority-owned media
- Take advantage of low pricing opportunities. Purchase TV shows that are sold at the last minute for “fire sale” prices. Every year, there are marquee media events that typically sell out and command premium ad rates—NFL Playoffs, the Super Bowl, the Grammy’s, the Oscars. Nearly every year, the owners of these media events look to unload unsold or cancelled inventory at the last minute, and at greatly reduced prices
- Consider purchasing shows that air opposite the 2010 Winter Olympics. The Vancouver Winter Olympics in February 2010 may be the most significant media event during Census operations

- Apply “leading-edge” negotiating tactics for the Internet and Emerging Platforms (online gaming, search and mobile)

ADDED-VALUE OBJECTIVES (NONPAID MEDIA)

A common practice in media negotiations is securing nonpaid, added-value opportunities in addition to the purchased media. To take advantage of this, it is important to determine clear and consistent guidelines. The planned negotiation goal is to deliver to match and/or exceed levels from Census 2000 (approx. 19 percent of net dollars) in added value.

Examples include:

- Free media space
- Census “conversation” points within TV programs
- Census “conversation” points delivered by influential personalities, associations, newscasters
- Best positioning in print
- Letters/quotes from magazine “trusted voices”
- E-newsletters and event marketing for “Census pass along”
- Live DJ “conversations”
- 10-second Census “conversation” points prior to and after TV shows
- Tracking research

EVALUATION CRITERIA FOR MEDIA VENDORS TO BE CONSIDERED

Establishing a set of minimum criteria for consideration is essential for the success of this campaign.

- Ability to deliver appropriate audience (age, ethnicity, male/female, etc.)
- Best pricing
- Ability to deliver meaningful added-value programs
- Pricing flexibility (by time or ethnic group)
- Ability to deliver make-goods (an ad that did not deliver the appropriate audience) within agreed-upon time period
- Vendor must be in business for 1+ years
- Consideration will be given to minority ownership (includes women-owned and disadvantaged/small businesses)
- Strong consideration for companies with cross-cultural capabilities
- Employs good business practices and is respectful of diversity in the workplace

APPROACH TO MAKE-GOODS VS. CREDIT, GIVEN SCHEDULING WINDOW

Given the timing window of the 2010 Census Operation, make-goods within the agreed-upon time period are critical. The Census Bureau will not accept any make-goods after June 2010, as they will have no impact on Census operations.

CONTENT GUIDELINES: ENVIRONMENTS TO AVOID

In order to ensure that the 2010 Census messaging is placed in appropriate media outlets, content guidelines have been created.

Environments that should be avoided include:

- Controversial environments with excessive sex or violence
- Content conveying anti-U.S. Government sentiments or supporting any violent acts toward the government or the American people, including but not limited to terrorism
- Content reflecting questionable moral or ethical values, particularly dealing with bigotry or prejudice
- Content that denigrates members of any cultural group or members of the faith community (imams, ministers, nuns, priests, rabbis, etc.)
- Anticipated controversial programming that can't be prescreened (reality programming)
- Controversial talk formats
- Consideration for the tone of other advertising adjacent to 2010 Census placements

APPROACH TO **BUDGET ALLOCATION**

**Leveraging Census 2000 HTC factors by cluster
to allocate funds and predict outcomes**

ESTABLISHING BUDGET ALLOCATIONS

To arrive at an allocation for individual audience segments, a model was created that uses HTC factors based on Census 2000. The 2000 database file contains “hard-to-count” (HTC) scores which summarize the attributes of each tract in terms of enumeration difficulty. A total of 12 variables that were correlated with nonresponse rates in 1990 and 2000 are used to derive the HTC score (Source: Antonio Bruce and J. Gregory Robinson).

The model invests relative to the **difficulty of the HTC challenge**. Simply put, the higher the HTC score, the greater the investment to that audience segment.

To help understand this allocation methodology, the following chart illustrates the process in three groupings. Individual clusters (and corresponding ethnic audience populations) have also been weighted and are the basis for current ethnic audience plans.

BUDGET ALLOCATION APPROACH

CLUSTER	HTC SCORE	INDEX TO HTC AVG Score Of 32	% HH OCC HOUSING UNITS	% HH POP X INDEX = CLUSTER \$ ALLOCATION	AUDIENCE ALLOCATION
Advantaged Homeowners	6	19 (i.e., 6/32)	26.0%	5.0%	Ethnic audience allocations are based on the % ethnic audience composition in each cluster Puerto Rico and Island Areas are not identified in cluster composition. The remaining budget is allocated to these geographies.
All Around Avg I	23	72	35.0%	25.2%	
All Around Avg II	41	128	16.0%	20.5%	
Sing/Unattach Mobiles	61	185	7.0%	12.9%	
Ethnic Enclave I	63	191	3.0%	5.7%	
Economically Disadv. I	65	197	6.0%	11.8%	
Ethnic Enclave II	84	262	2.0%	5.2%	
Economically Disadv. II	92	287	5.0%	14.4%	
				100.7%	

ALLOCATING DOLLARS ACROSS CHANNELS

Within “audience budgets,” planning experts determined the appropriate mix and dollar allocations by communication channel. By evaluating the budget holistically, each audience plan is tailored to the right allocation across:

- Paid media
- Partnerships
- Public Relations
- Events
- Online

All plans are currently optimized through a wide range of research sources and forecasting tools, including:

- Cluster profiles: Provides media usage skews (Simmons) and market composition skews (Census Data)
- Ethnic audience media usage: Provides ability to rate and rank media to help reduce the differential undercount (many different media research sources)
- Compose: Cross compares channels based on purchase decision influence (outlined in Diverse America Plan)
- ARM: Awareness Response Model that helps forecast likely awareness levels resulting from different spending levels across channels (Screen 6 in Smart Suite™)

Moreover, the budget allocations are aligned to the strategic goals across all audiences and disciplines.

NEXT STEP: CHANNEL MIX MODELING

In a continuing effort to optimize and refine allocations, a “Channel Mix Allocation Model” will be developed within Smart Suite™ that strives to link budget allocations and channel mix combinations to specific mail response outcomes.

An optimal channel mix model correlates results to actual performance based on performance history. For example, channel mix models in the private sector correlate different media and marketing mixes over a two- to three-year timeframe linked to in-market business results. To do this for the 2010 Census, a model requires linking the actual channel mix from 2000 with the results from 2000. With this information, more conclusive correlations can be drawn between results and channel mix.

METRICS AND MEASUREMENT

Smart Suite™

METRICS AND MEASUREMENT

Different types of metrics can be measured for program effectiveness. One type concerns the impact of the campaign to motivate the audience to participate in a desired way. And these types of metrics and measurement are critical to the Census effort for two reasons:

- Performance assessment—to provide accountability against program goals
- Short-term and long-term optimization—to provide guidance as to what improvements can be made to strengthen the program in real-time and beyond 2010

Another type of measure that is equally important to a campaign as vast and as high profile as the 2010 Census is the metrics related to the use of collateral material for all partnership and public relations outreach programs. Measuring the number of requests for press-related materials or news releases issued can provide an assessment of how well the campaign has reaped national and local media interests.

Performance Assessment:

The goals for the 2010 Census are clearly defined:

- Increase mail response
- Improve overall accuracy and reduce the differential undercount
- Improve cooperation with enumerators

Data supporting these goals will be collected and reported out on a frequent basis through feeds to the Smart Suite™, to provide ongoing updates of performance against goals.

Short-Term Optimization:

Attitudinal Tracking

In addition to collecting response data, attitudinal tracking research will be conducted nationwide. Awareness of and familiarity with the Census, along with public attitudes, thoughts and feelings towards the Census and self-reported behavior, will be monitored at regular intervals via surveys and by tracking conversations on relevant blogs (also known as buzz metrics) throughout the deployment of the 2010 Census. These mechanisms will help explain low response and enable and direct real-time course correction.

Measurements will be readable against all populations. Below are examples of the types of metrics that will be closely monitored during the campaign phases.

- Awareness
- Familiarity/understanding of the Census
- Perceived importance of participating in the Census

- Relevance of the Census to you, your family and your community
- Benefits of participating in the Census/behavior drivers
- Participation in the Census (intent and self-reported behavior)
- Positive and negative attitudes towards the Census
- Barriers to participating in the Census
- Word of mouth—hearing about the Census or sharing information about the Census with others

Long-Term Optimization:

Response rates, attitudinal tracking and media performance measurements will provide the data inputs necessary to compile the complete picture for what worked and did not work for the campaign. These components provide the foundation for developing additional response, segmentation and media models critical to optimizing efforts for the 2020 Census.

Program Metrics

Public Relations

The public relations plan focuses on engaging relevant stakeholders with Census key messages delivered through both traditional and social media relations, as well as via Congressional leaders and Census employees in the form of legislative affairs and internal communications.

For the public relations plan, the following measures must be monitored:

- Tone of media placements (positive, neutral or negative)
- Quality of media outlet (top-tier, national, key partner, key influencer)
- Census “share of voice” in media placements
- Tenor of feedback received from members of the public, members of Congress and Census Bureau employees

Events Metrics and Measurement

Census event activities will all be measured by a standard set of metrics, including:

- Attendance
- Impact potential of attendees
- Comprehension and retention of key messages
- Quality of experience ratings
- Likelihood of event attendees becoming Census advocates

Public-facing events will strive to reach the right influencers within a target and inspire them to bring Census messages back to the people they influence within their communities. Therefore, measurement of these events will additionally focus on how successfully they generate buzz about the Census.

Since partner events will seek to ensure not only partner understanding of Census messages but also engagement in the range of Census activities available to them, it will be important to further measure the degree (level and nature of involvement) to which partners actually do participate in promoting the Census. Furthermore, the Event Toolkit will include guidance for partner organizations to measure the impact of the events they hold and a voluntary reporting process, should they choose to share their results with the Census Bureau.

The success of press and media Census event activities will also include measurement of the amount and quality of articles, mentions and other coverage resulting from attendance.

Lastly, each national event will be measured and the results used to continuously improve and evolve event strategies in order to raise impact levels across the board.

Partnership Plan

The national and regional partnership plan focuses on assisting the Census Bureau to recruit trusted community leaders and organizations, equip them with relevant tools and messages, and motivate them to carry out robust activities aimed at increasing the count. A high number of partnerships will be a meaningful measure of the plan's effectiveness, but only if those partners:

- 1) Reach the target audiences;
- 2) Have access to useful 2010 Census messaging, tools and materials; and
- 3) Implement outreach, programming and activities in a timely fashion.

The Partner communications area, which will host the vast majority of partnership tool kits and programming, will be an important tool in measuring overall partner engagement and participation. Examples of those metrics are:

- Survey of Census partnership team gauging the quality and effectiveness of agency-generated communications, tools and programming
- Survey of partners gauging the quality and effectiveness of agency-generated communications, tools and programming

Partnership

- Number of partners—national and regional
- Number of partner tool kits
- Volume of collateral and promotional items ordered by partners
- Number of partner tool kit downloads from the Partner communications area

- Number of visits to partner section of the Partner communications area
- Value-added contributions by organizational type and population served categories, including geographic analysis
- Partner organization overall constituent reaches (e.g., number of constituents served by individual partner organizations)
- Partner organization quantity of communication hits with their constituents (e.g., number of advertisements sent to constituents, newsletter articles, web site hits, posters displayed, event sponsorships)
- Other Partner communications area traffic statistics (e.g., time spent, number of comments/discussions, requests for material, e-mail sign-ups)

The public relations plan also creates tools to support Census professionals in their media relations, legislative affairs and internal communication activities. These tools will be tracked and measured to determine the effectiveness of the campaign.

Examples include:

- Number of media placements secured
- Number of individuals in the target audiences reached by media placements
- Number of media impressions
- Number of Census key messages contained in media placements
- Number of materials downloaded by regional media specialists from Partner communications area
- Number of media visits to social media newsroom
- Number of elements from the social newsroom found on blogs and social networking pages
- Number of PIO visits to PIO tool kit housed on the Partner communications area
- Number of Legislative Affairs staff visits to Legislative Affairs tool kit housed on the Partner communications area
- Number of news releases released by members of Congress (and resulting media coverage)
- Number of PSAs created by members of Congress (and resulting media coverage)
- Number of town hall meetings conducted by members of Congress (and resulting media coverage)
- Employee open rate of internal communications e-bulletins

Media Performance Measurement Initiatives:

Paid media and outreach represent the most significant marketing elements in the Integrated Communications Campaign. To ensure that this investment works as hard as possible, many different performance measurement initiatives are applied to achieve desired success.

These include:

- Predictive Modeling using Awareness Response Model (ARM): ARM enables different media mix options to be assessed relative to 2010 Census Awareness Levels
- Real-time Performance Measurement: Once the campaign is in market, many performance elements are measured, including awareness, build, bonus media weight, overall media delivery, programming ratings delivery, click-through rates (for online media), search responsiveness, site usage, event attendance, brochure/material distribution amounts and word-of-mouth reporting. In addition, actual mail response data is a critical measurement tool to determine if incremental weight is necessary during mail-out/mail-back and for supporting Nonresponse Follow-Up.

To ensure that these metrics are fully leveraged and drive decision making for the 2010 Census, they reside in the Smart Suite™.

SMART SUITE™

A major component of the Integrated Communications campaign is data. Data drives how it is constructed, as well as how it is measured.

Smart Suite, very simply, turns reams and reams of data into organized, useful insights to aid real-time decision making.

Its series of Web-based screens, each representing a specific theme, collectively tell a powerful story of the data and insights behind the campaign.

It is anticipated that daily mail response data in real time will be added to Smart Suite. This will facilitate the most informed and accurate decisions about igniting mass participation for the 2010 Census.

The Smart Suite™ Audience

Smart Suite is for internal use by pre-identified Census Bureau employees, including Partnership Specialists, Media Specialists and the Partners that make up Complete Count Committees. Although Smart Suite will contain publicly releasable information (must be approved by the Disclosure Review Board), it is not designed for viewing by the general public. Please note: Data-supporting efforts for island areas will not be represented in Smart Suite.

Accessibility is provided over the Internet with the highest level of security and data authorization protecting the privacy of the information. It also allows for printable copies.

The Role of Each Smart Suite™ Screen:

Screen 1—2010 U.S. Census Clusters

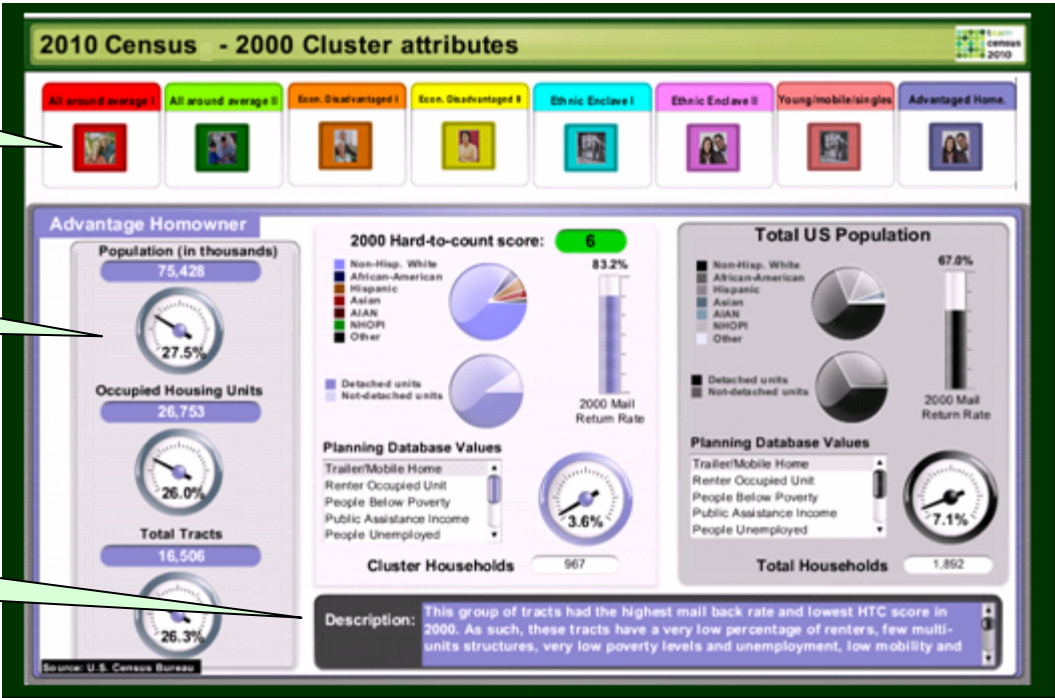
Screen 1 displays each audience cluster, as identified by the U.S. Census Bureau, and its unique attributes. The clusters were created from the 2000 tract-level Planning Database and group similar tracts based on demographic variables.

These clusters drive the targeting strategy and are supplemented with additional data sources to enrich their distinctive characteristics. Data displayed in this screen remains static throughout the duration of the campaign.

Clusters represented by icons; click on icon for drill-down on each cluster

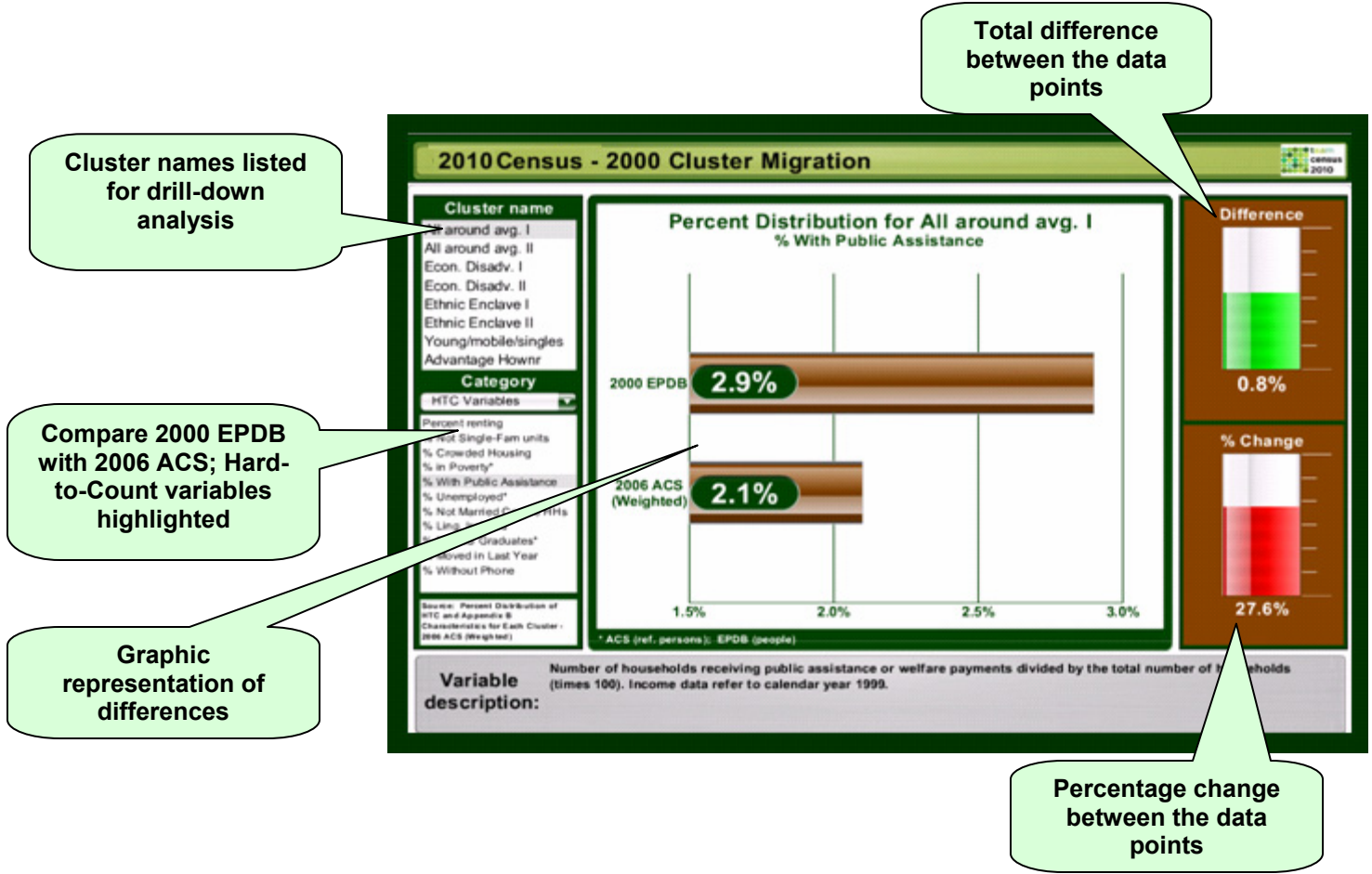
Key metrics size audience opportunity

Cluster description and other key notes



Screen 2—Broaden Cluster Insights

It's important to validate cluster relevancy in today's world, since they are based on 2000 data and may not portray an accurate picture of the country in 2008. Using approved data sources from the 2010 Census Planning Office, such as the 2006 American Community Survey, this screen updates the audience clusters, confirming their relevancy for 2010.



Although not displayed, data from consumer surveys such as Simmons Research and MediaMark will also be shown, to highlight unique attributes of the clusters, such as media habits and viewing patterns.

Screen 3—Geo-targeting

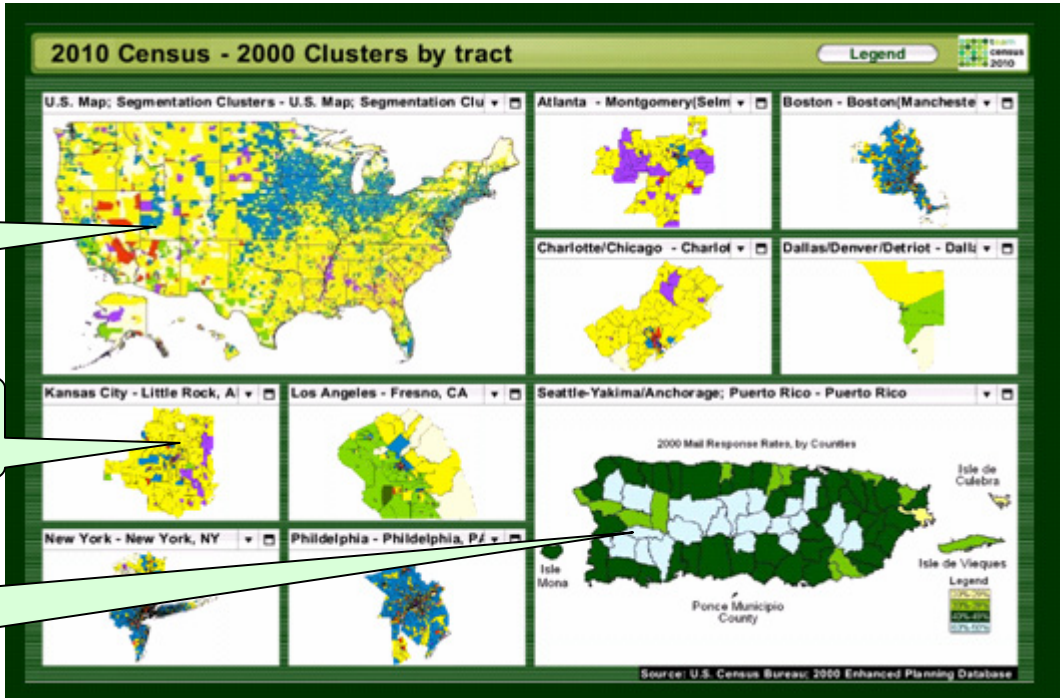
This screen shows an interactive map of the United States (50 states, District of Columbia and Puerto Rico) with clusters and results from Census 2000 in different colors (colors represent clusters). Note: Island areas are not part of Smart Suite. Tract-level details will be shown where available, with the exception of Puerto Rico (clusters not assigned there), where county level will be used.

The screen highlights areas with a low likelihood of participation that need additional encouragement. This screen also illustrates each cluster scored on the Hard-to-Count factors (Economically Disadvantaged; Single Unattached Mobile; High Density Ethnic Enclaves). Users of this screen will be able to zoom in on specific areas on the map and obtain data from Census 2000 results, such as mail return rate, mail response rate and ethnic makeup of a specific tract.

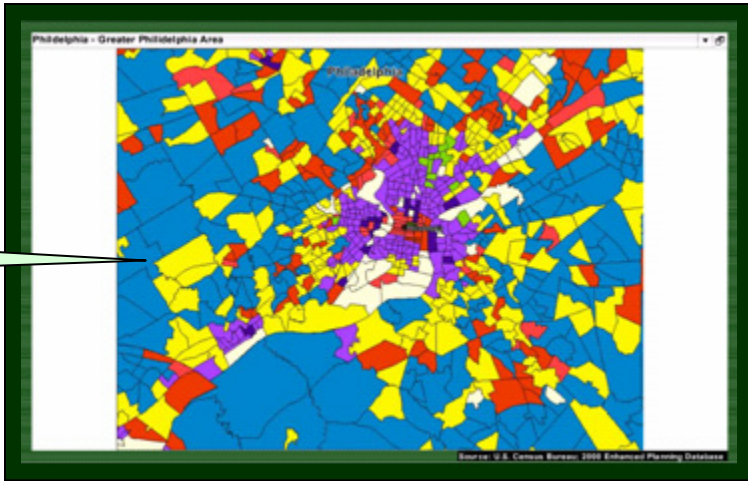
U.S. map representing all cluster locations

Drill-down to market level; detailed by Census tract

Puerto Rico shown on county level by mail response rates in 2000



Drill-down to major markets such as Philadelphia

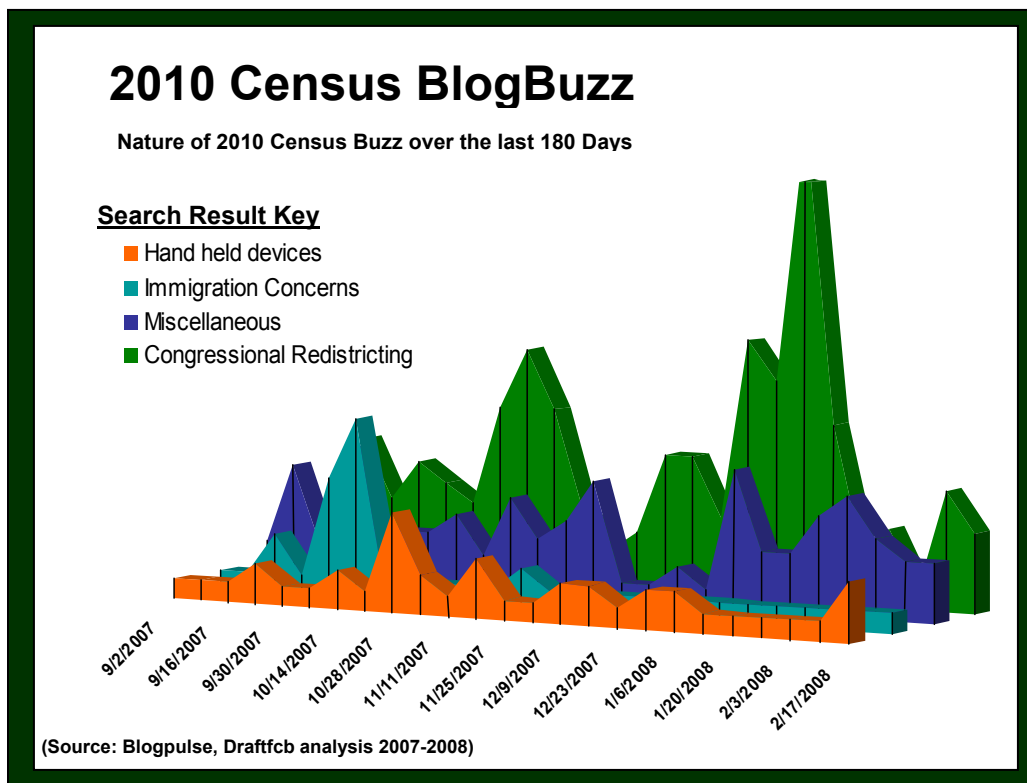


Screen 4—Voice of the Respondent

This screen shows a sampling of audience reactions to Census messaging that helps craft and refine the communication. To protect the identity of respondents, in accordance with Title 13 (legislation protecting the confidentiality of Census information), names and images will not be displayed. This screen is updated as messages are analyzed.

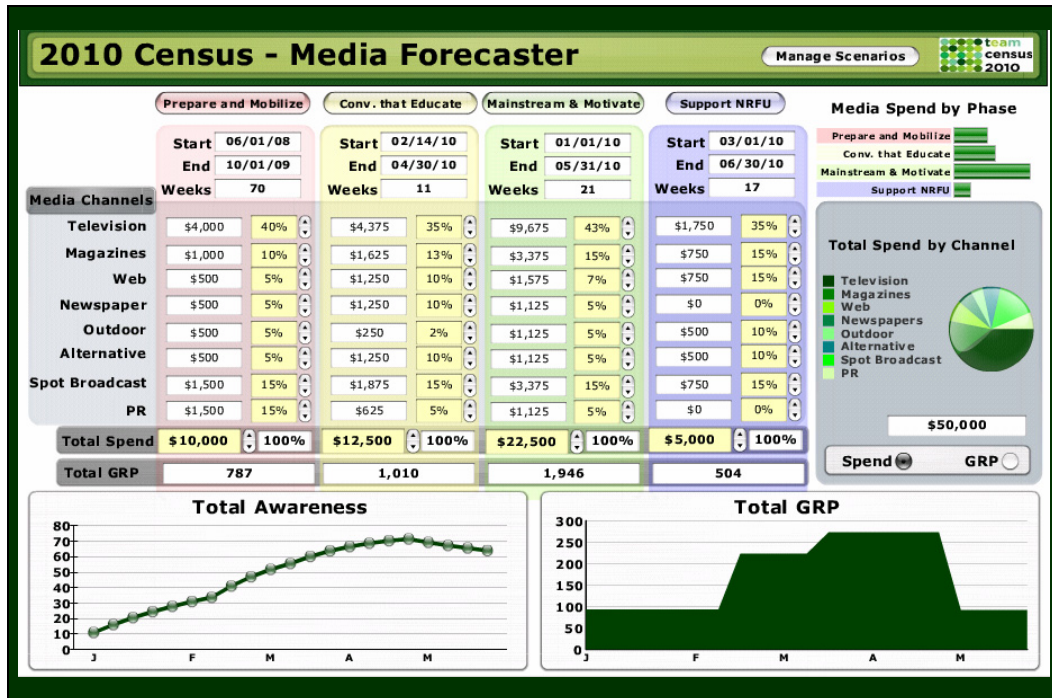
Screen 5—Buzz Monitoring

This screen monitors the pulse of the nation by highlighting results from Internet blogs engaged in conversations about the 2010 Census (social media analysis). This information is helpful to media buying, outreach and public relations efforts, as those aspects of the campaign can respond to or support emerging trends.



Screen 6—Media and Outreach Strategy

Media planning tools are extremely useful to “compare and contrast” spending scenarios (as a percentage) to achieve desired mail response goals.



Added value from media credits, Census in Schools and Partnership efforts will be negotiated as part of the media purchase and are not quantifiable for inclusion into the media placement model.

Screen 7—Monitoring the Audience

It's helpful to monitor awareness and audience intention to complete and mail back the questionnaire. This can be accomplished via tracking studies that demonstrate the results of benchmark efforts like the Census monitoring study and primary research efforts (pending OMB approvals).

This screen is vastly different from the cluster-focused Screen 1, as it will show results from various research studies that may influence audiences' involvement in the 2010 Census. Differences in the audience composition will be driven by the design of the study and not linked to the clusters shown in Screen 1.

Screen 8—Tracking Performance

The screen contains close up reports on real-time mail response rates as the daily results unfold during mid-March - May 2010. It will reference the results of Census 2000 and will use those results as benchmarks for 2010 projections, by comparing similar points in time. Screen 3 and Screen 8 complement each other by highlighting geographic performance and rapid response behavior, respectively.

This information allows for “compare and contrast” performance among the 12 regional offices to view other parts of the country performing well. And in the spirit of continual improvement, this will allow them to share their knowledge with other regional offices for best-practices motivation. It's critical to collaborate with the Census Bureau's rapid-response-rate-feedback staff to obtain frequent and daily updates of response data by tract for course-correction decisions.

Summary

Smart Suite's strength lies in the combination and aggregation of hundreds, if not thousands, of data points into a single view of the marketing landscape. By taking all these elements and leveraging them into a powerful narrative story, Smart Suite™ enables decision making, either planned or in reaction to real-time situations, with minimal risk.

It is ideally suited to the unique needs of 2010 Census. And it will capture valuable learning for the next decennial.

LEARNING CAPTURE FOR
THE 2020 CENSUS

LEARNING CAPTURE FOR THE 2020 CENSUS

In addition to performance metrics, a **highly disciplined, research-driven approach at every stage of the strategic/creative development and self-monitoring/evaluation process** will be undertaken. One that builds upon the learnings of 2000, applies those learnings to the approach for 2010 and plans ahead with an eye toward continuous improvements for the 2020 Census and beyond. This involves:

- Conducting a review of Census 2000 research
- Determining any gaps that existed in 2000 and identifying enhancements that will be undertaken to fill them in 2010
- Establishing and describing measurement objectives and assessing how well they are met

This will be conducted for each of the following phases:

I. Development of the Campaign Strategy

Objective: To develop a single creative strategy with universal appeal across a vast and diverse audience as the basis for all messaging.

2000 Efforts: An extensive review of Census history was undertaken in order to understand the specific challenges that hindered participation. Existing research from both the Census Library and other outside sources (e.g., Roper Reports[®] study on the Mood of the Nation) was utilized. Then, a nationwide research survey was undertaken to help formulate the creative strategy that would drive the campaign messaging. This strategy was tested along with several alternatives, to ensure its relevance across diverse target audiences and to verify its significance relative to other messaging options.

Gaps: Although proven to be highly effective in 2000, the strategy development phase took place prior to briefings by the Census Bureau and Regional Office visits.

2010 Enhancements: In 2010, the strategy development will follow the same pattern as 2000, in terms of historical overview and research. However, it will benefit from first-hand information obtained through a two-day briefing hosted by the Bureau, Joint Advisory Committee Meetings, Regional Office visits and video conference calls with program staff.

II. Audience Segmentation

Objective: To segment the entire U.S. population, in order to ensure that the right messages reach the right groups, through the right media, and not just raise awareness, but also ensure that **messages are relevant and motivate people to take action.**

2000 Efforts: No existing database was available for determining attitudes towards the Census or how likely a person was to participate in 2000. Therefore,

an audience segmentation was developed from an existing Simmons syndicated research study using surrogates (civic/community-minded activities) to predict participation. The belief was that people who are more involved in their community and who participate in “civic” activities will be more likely to fill out the Census. Segments were then created in terms of who would be most likely, undecided/passive and least likely to fill out a Census form. A profile of basic behaviors, demographics, attitudes, activities and values, as well as media usage habits, was then created for each segment.

Gaps: While “civic participation” was found to be linked and did help in segmenting and targeting the vast, diverse U.S. population in 2000, it did not appear to be a primary factor in indicating actual return of the Census form. In addition to not having actual behavior in 2000, the segmentation didn’t provide for attitudes toward the Census itself.

2010 Enhancements: For 2010, a new segmentation model will be created. For its foundation, it will use the Census Planning Database (CPD) and updates obtained from the American Community Survey (ACS). This information **will now provide actual mail return rates of the segments, rather than use a surrogate of civic participation.** The Census Bureau has already developed eight segments based on the CPD. Simmons research will be linked to these segments, to provide a profile of basic behaviors, demographics, attitudes, activities and values, as well as media usage habits for each of the segments.

An additional study will also be undertaken for 2010—The Census Barrier, Attitudes, and Motivators Survey (CBAMS)—that will further enhance the profiles of these clusters. It will be a nationwide study of Census-relevant attitudes, barriers and motivations, as well as potential messaging alternatives. These enhancements, to be made in 2010, will result in the most comprehensive information ever obtained in terms of **who** would be most/least likely to participate in the Census, **where** they live from a geographical standpoint, and **why** they feel the way they do.

This will help make the 2010 Census more personally relevant than ever before in terms of the messaging and the methods used to reach the vast and diverse audience.

III. Program and Creative Development Testing

The goals of this testing are to provide:

- Comparable and consistent evaluation of the integrated program elements across the various audiences (without cultural bias)
- Reliable feedback on evaluative dimensions like communication, likeability and motivation
- Other information to potentially strengthen and improve the effectiveness of the advertising, as well as the other aspects of the integrated program (e.g., events, public relations, partnership elements)

2000 Efforts: 2000 was limited to advertising development testing. Since many of the audiences were hard to reach and not particularly amenable to “the government” asking them their opinions with no ulterior motive, this research could not be done in typical middle-class shopping malls/focus group facilities. The research method chosen involved **simultaneous quantitative and qualitative** research with hard-to-reach audiences in many geographies. It utilized a wireless, hand-held system that allowed each person the opportunity to express his or her feelings and opinions about the advertising individually and anonymously before the follow-up focus group discussion. Of critical importance, this portable system allowed Team Census 2000 to bring the survey research to the target audiences no matter where they lived (e.g., isolated American Indian reservations, rural community centers, motels at truck stops, and inner city neighborhoods).

2010 Enhancements: The extensive pre-testing approach utilized in 2000 successfully obtained cultural insights and learnings that would help optimize the power of the advertising. Applying these learnings to the creative development process led to the elimination of some advertising concepts; revisions to others to make them even more credible, relevant and motivating; and the addition of a few new ones that were also tested at a later date. Because of this ability to positively impact the creative development process and its unique ability to engage hard-to-reach, hard-to-motivate populations—fearful and distrustful individuals who had never attended a focus group or mall intercept interview—**the same research approach will be utilized for 2010. However, 2010 Census is an integrated communications campaign. Therefore, partnership, public relations, events and other nontraditional media will be incorporated into this pre-testing phase for 2010.**

IV. Partnership and Marketing Program (PMP) Evaluation Studies

Objective: To measure the effectiveness of the PMP components and activities—to try to attribute the contribution of each to the relative success of the overall Census 2000 communications program.

2000 Efforts: Two major surveys were **timed to assess the effects** of the Census 2000 advertising campaign (as well as other PMP efforts).

1. The Census Bureau commissioned the Partnership and Marketing Program Evaluation (PMPE) by National Opinion Research Center (NORC). Conducted in three waves, the survey was intended to capture Census awareness and other factors thought to be associated with cooperation, as well as exposure to messages about the Census from a wide variety of sources.
2. The Census Monitoring Survey (CMS) was a weekly survey conducted just before and during the Census 2000 mail-out/mail-back. Conducted by InterSurvey (now known as Knowledge Networks), the CMS was privately commissioned and funded.

Gaps: Census 2000 was much more successful than predicted, and more successful than the 1990 Census. The evaluations that were conducted did support the links between awareness and positive attitudes or beliefs, between positive beliefs and intended or reported participation, and between intended/reported and actual participation. However, although these evaluation studies were conducted, sometimes as frequently as weekly, during the advertising phase, immediate feedback was not made available to the contractor in order to help course-correct the plan's components and activities accordingly.

2010 Enhancements: For 2010, there will be new kinds of evaluation studies/activities to better connect the 2010 Census PMP or its individual components directly with return behavior. The Census Bureau will once again commission independent contractors for these evaluations. In addition, in an effort to have more timely knowledge in order to help course-correct any or all aspects of the plan during its implementation, **an entirely new phase of research will be conducted for the 2010 Census: in-Market Monitoring.**

V. In-Market Monitoring

Objective: To monitor the efforts of the communications plan over time, in order to provide timely information for possible rapid response and course-correction, if necessary.

New Additions for 2010:

- **Buzz Monitoring** – Tracking and analysis of blogs, media and legislative coverage leading up to, and through the mail-out/mail-back and nonresponse follow-up phases
- **Media Optimization** – Modeling for adjustment of various media spending scenarios to help allocate funding where it is most needed
- **Awareness Attitude and Beliefs Tracking** – Monitoring the effectiveness of the campaign in terms of awareness, positive shifts in attitudes and beliefs and reported participation
- **Tracking Performance** – Reporting of real-time mail response rates as the daily results unfold

CONCLUSION

CONCLUSION

It's March 2010. The campaign is reaching its crescendo. From a barbershop in Visalia, to a department store on the Miracle Mile, to a sawmill in Aroostook, people are anticipating.

It's not that this is anything but an ordinary March day, it's just that something's coming. People seem confident and prepared. Though many last-minute preparations and conversations are taking place, there's the calm that prevails when you know what to expect. There will be no surprises. When the time comes I will know what to do and I will do it. It's that simple.

Over the next few weeks, a massive movement will take place. Not big and overpowering like a tidal wave but more like a steadily beating drum getting louder and louder and more pervasive.

That's the noise the Census makes. Rolling thunder.

And when it's over life will have gone from normal...to yes, normal again! But in that time an amazing thing will have happened. A snapshot of America will have been taken with virtually everyone in it. Without someone slipping through the cracks because they didn't know or didn't understand or were fearful about what they were supposed to do. What's truly amazing is that only a few will actually understand the magnitude of what has taken place.

In the years that follow, new things will happen: new schools, new bridges, new roads, new hospitals, new daycare centers, new eldercare programs, new job-training opportunities. No one will think anything of it and no one will ask where they came from. They will be used just like any other school, hospital or road.

And in ten years, the entire cycle will occur yet again. With enhanced learning and even better outcomes.

That's the Census. And that's the impact of the Integrated Communications campaign that supports it.

APPENDIXES

APPENDIX A.
GLOSSARY OF TERMS AND ABBREVIATIONS

AACI	Asian Americans for Community Involvement
AEA	Asian Employee Association
ACS	American Community Survey
Advertorial	Derived from a combination of the words advertisement and editorial, describing an advertising message presented in an editorial format
AI/AN	American Indian/Alaska Native
Audience Segmentation	Dividing a market or population into smaller subgroups with shared or similar attributes
Blogger	Google-owned, Web-based blog publishing system
C2PO	Census 2010 Publicity Office
CAAEN	Corporate Asian American Employees Network
CBAMS	Census Barriers, Attitudes, and Motivators Survey, a national study of Census-relevant attitudes, barriers, motivations, and potential messaging alternatives
CCC	Complete Count Committees
Communications Channels	Refers to the medium used to convey information from a sender to a receiver. Refers to paid advertising, public relations, partnership efforts and earned media.
CIS	Census in Schools
Citizen Journalism	Refers to the idea that people without professional journalism training can use the tools of modern technology and the global distribution of the Internet to create, augment or fact-check media on their own or in collaboration with others. For example, a citizen journalist might write about a city council meeting on a blog or in an online forum; fact-check a newspaper article from the mainstream media and point out factual errors or bias on a blog; snap a digital photo of a newsworthy event and post it online; or videotape a similar event and post it on a site such as YouTube. Most

citizen journalists are unpaid, but some generate income through advertising sales or subscriptions.

Cluster	Grouping consumers by common characteristics so that promotional copy and design can be specifically targeted to them
Content Aggregator	A Web site that collects the latest news content from a variety of sources across the Web and captures it in one Web site. GoogleNews is an example of a content aggregator. Many content aggregators can be customized by the user to display only the news sources and topics that suit their particular interests
Cookies	Small portions of data sent from a Web site server to a user's Web browser. The cookie usually contains very little information, but some sites depend on cookies to keep a user logged in, especially e-commerce sites ("shopping carts" often require the use of cookies). Cookies allow a user's movements to be tracked within a Web site and, in some cases, across multiple Web sites
CPD	Census Planning Database
Creative Commons	Creative Commons (CC) licenses enable copyright holders to grant some or all of their rights to the public while retaining others through a variety of licensing and contract schemes, including dedication to the public domain or open content licensing terms. The intention is to avoid the problems current copyright laws create for the sharing of information. People choosing to release an item under a CC license are voluntarily relinquishing some of their rights under copyright law in order to benefit the community
del.icio.us	Social book marking site that allows users to store their bookmarked Web pages online. The Web site enables users to access and add their bookmarks from any computer
Digg	Community-based popularity Web site. It combines social book marking, blogging, and syndication with a form of nonhierarchical, democratic editorial control. News stories and Web sites are submitted by users, and then promoted to the front page through a user-based ranking system called "diggs"

DMA	Designated Market Area. The formal term for what is more commonly know as a TV or broadcast market
DVR	Digital Video Recorder
ECAASU	East Coast Asian American Student Union
Embedded Source Code	Embedded source code for most Web pages may be freely accessed by selecting “View Source” from the Internet browser
Facebook	Social networking site that connects people with friends and others who work, study and live around them. People use Facebook to keep up with friends, upload photos, share links and videos, and learn more about the people they meet
FAQ	Frequently Asked Questions
Flickr	Online community for photo sharing, similar to YouTube. It allows users to upload their photos (or drawings, scans, graphics, etc.) and share them with others on the Web
Freestanding insert	(FSI) Advertising material enclosed in a newspaper that is not printed by or a part of the newspaper
HTC	Hard-to-Count
Hub and Spoke Architecture	A traditional EAI architecture where a single integration server, the hub, handles the information exchange and transformation for many applications or data stores, the spokes. Most application integration leverages hub and spoke today; however more advanced architectures are emerging based on distributed hubs or peer-to-peer
ICC	Integrated Communications Campaign
iGoogle	Google’s customizable home page which allows users to create their own iGoogle page by selecting from a variety news feeds and “gadgets” (i.e., mini-applications designed to do a simple task such as display the weather for a specific zip code)
iTunes	iTunes is a digital media player application for playing and organizing digital music, video files and podcasts. The

	program is also an interface to manage the contents on Apple's iPod digital media players as well as the iPhone
iVillage	Online community for women that includes content from experts on health, parenting, pregnancy, beauty, style, fitness, relationships, food and entertainment
LinkedIn	Business-oriented social networking site used mainly for professional networking
Mail Response	The mail response rate is defined as the ratio of mail returns to the mail-out universe and covers all questionnaires that are returned before the nonresponse follow-up universe is determined.
Mail Return	A true indicator of the percentage of housing units that returned their questionnaires since vacant and deleted units are removed from the equation.
Mainstream Media	Also referred to as "Mass Media," mainstream media are mass distributors of news and entertainment across mediums such as newspapers, television, radio, broadcasting that require union membership in large markets such as Newspaper Guild and AFTRA. The concept of mainstream media has been complicated with the dawning of Citizen Journalism, which allows for potential exposure on a scale comparable to what was previously restricted to select group of mainstream media producers
Mass Collaboration	Also called "crowdsourcing," Mass Collaboration is the source of products like Wikipedia (the encyclopedia any user can edit) and Firefox (the open source web browser). Most contributors to mass collaboration efforts do it for free, giving their time and skills to a project they believe in because they believe it benefits the community at large
Media vehicle	The specific program, publication or promotional piece used to carry out an advertising message
MRI	Mediamark Research Inc.: the industry leader in multimedia audience research
MSA	Metropolitan Statistical Areas
Multiplier Effect	The process whereby the value of message aimed at a person is "multiplied" several times when that person, in his own words, tells another person, and another and so on.

MySpace	One of the first social networking site. Like Facebook, MySpace users can share photos, videos, links, bulletins, blogs and other content. Members can also send each other messages and join forums
NAASCON	National Asian American Student Conference
NaFFAA	National Federation of Filipino American Associations
NHOPI	Native Hawaiian and Other Pacific Islander
No Child Left Behind	The No Child Left Behind Act of 2001 (NCLB) reauthorized the Elementary and Secondary Education Act - the main federal law affecting education from kindergarten through high school
NRFU	Nonresponse Follow-up
OCA	Organization of Chinese Americans
Peer Production	A concept similar to Mass Collaboration, Peer Production involves many people donating their time to a project, such as it's writing articles for Wikipedia, coding the open-source operating system Linux, or working collaboratively on a movie or song
PSA	Public Service Announcement: A message from a nonprofit or government organization that qualifies for free media placement
Podcast	Generally a series of MP3 files gathered by an RSS feed to which people subscribe and later download. Podcasts are free from the length restrictions and can include content that would not be allowed on broadcast radio
Portal	A Web portal acts a gateway to the Internet. Generally, a portal is ideal as a homepage because it offers one-click access to the things most people are interested in, including news, weather, sports news, entertainment, stock prices and other information
Public Relations	The practice of managing the flow of information between an organization and its publics. Public relations aims to gain an organization or individual positive exposure to their key

stakeholders, while downplaying negative exposures in a reactive and proactive manner. Common activities include speaking at conferences, winning industry awards, working with the press and employee communications.

Reddit	A social news site similar to Digg. Users submit and vote on all stories. Unlike Digg, the voting mechanism allows both up and down votes so users can easily down-vote stories they don't like. Also unlike Digg, stories don't suddenly jump to the home page; they slowly ascend there if they keep getting more and more up-votes. This means certain stories can linger and gain a lot of traction while others disappear quickly
RSS	Really Simple Syndication. It's often used to push out updated content. User who likes a podcast, blog or news feed can subscribe to it in an RSS reader. After subscribing they will see all new content clearly highlighted. Clicking on an item brings up the full story
Second Life	Web-based virtual world created entirely by its users. Users create avatars that can explore, meet other users, socialize, participate in individual and group activities, create and trade items and services from one another
Smart Suite™	A series of Web-based screens each representing a specific theme that organizes data into useful insights to aid real-time decision making
Social Media	The catch phrase for user-generated content, Web 2.0 and next-generation media concepts. Social Media represents a revolution in the way media is produced and consumed because the consumers have become the producers of content (with the Internet acting as a distribution system). Examples of social media include: blogs, social networking sites, podcasts, video sharing, online forums, social news aggregation and much more
Social Network(ing)	Social networking sites like Facebook and MySpace allow users to set up profiles containing personal information. Users can "friend" other users and keep in touch with their lives through updates made on site. Users can also participate in forums, schedule events, share links, videos and photos and send each other public or private messages

SMS	Short Message Service. SMS is a communications protocol that allows cell phone users to send each other short text messages over the cellular grid using their cell phones, or in some cases, a computer
Sub-domain	A domain within a larger domain. If cnn.com is a domain, a sub-domain is news.cnn.com
Sub-page	A page (usually a Web page) that is lower hierarchically than the main page. For example, if “News” is a main page, a sub-page could be “Local News”
Title I	This program provides financial assistance to school districts and schools with high numbers or high percentages of poor children to help ensure that all children meet challenging state academic standards
User-generated content	Can include (but is not limited to): blogging, digital video/photography, research, contributing to wikis, open source software collaboration, discussion groups and even video games
Web 2.0	A common buzzword that describes advances in the World Wide Web that allow for greater interaction, social computing and social media
Webcam	Small video or still-frame cameras that are hooked up to the Web. They can be used for conversations, video conferencing or as a live traffic camera
Widgets	Small chunks of code designed to be added to a Web page or some other program to increase functionality. Similar to “gadgets,” widgets generally perform one task. They are generally small, simple and unobtrusive
Wikipedia	Free Web-based encyclopedia written collaboratively by contributors around the world. The site is a Wiki, which means that anybody can edit and add to an article
XML	A markup language similar to HTML, but more flexible and extensible. RSS feeds are XML documents
YouTube	Web site dedicated to the sharing and viewing of video. YouTube has social networking characteristics, but its main draw is the ability to upload and share videos across the Web

YouTube “Channel”

YouTube gives users their own channel and URL to customize as they see fit. Other users can subscribe and receive notifications when a new video is posted

508 Compliance

In 1998, Congress amended the Rehabilitation Act to require Federal agencies to make their electronic and information technology accessible to people with disabilities. Section 508 was enacted to eliminate barriers in information technology, to make available new opportunities for people with disabilities, and to encourage development of technologies that will help achieve these goals. Ensuring 508 Compliance generally includes making sure the site is fully accessible with a screen reader and other assistive technology

APPENDIX B.

MAIL RETURN RATE, HTC SCORE, NUMBER OF TRACTS AND OCCUPIED HOUSING UNITS BY CLUSTER

Table: Mail Return Rate, HTC Score, Number of Tracts and Occupied Housing Units by Cluster

#	Cluster Name	Mail Return Rate	HTC Score	Total Occupied Housing Units		Number of Tracts
				Number (in millions)	Percent	
1	All around average I (homeowner skewed)	77.30%	23	36.5	35%	21,174
2	All around average II (renter skewed)	74.20%	41	16.5	16%	8,957
3	Econ. Disadvantaged I (homeowner skewed)	66.50%	65	6.6	6%	5,230
4	Econ. Disadvantaged II (renter skewed)	58.00%	92	3	3%	2,574
5	Ethnic Enclave I (homeowner skewed)	69.80%	63	3.4	3%	2,440
6	Ethnic Enclave II (renter skewed)	63.60%	84	2.5	2%	1,754
7	Young/mobile/singles	67.10%	61	8	8%	4,073
8	Advantaged Homeowners	83.20%	6	26.8	26%	16,506

(Source: Segmenting the Population for the Census 2010, Bates, Census 2010 Publicity Office & Mulry, Statistical Research Division Sep 2007)

APPENDIX C.

NHOPI - PARTNERS AND MEDIA CONSIDERATION SET

Radio Stations

- KAGB 99.1 FM-Waimea Ethnic
- KAHA 105.9 FM Big Kahuna Honolulu Rock
- KAOI 1110 AM Kihei News Talk
- KAOI95.1 FM Wailuku AC
- KAOY101.5 FM Kealakekua Classic Rock
- KAPA100.3 FM Hilo Ethnic
- KAQA91.9 FM Kilauea
- KCCN100.3 FM Honolulu Contemporary Hawaiian
- KDDB102.7 FM102.7 Da Bomb Waipahu Hip Hop
- KDLX94.3 FM Makawao Top-40
- KDNN98.5 FM Island Rhythm 98.5Honolulu Ethnic
- KFMN96.9 FM FM97 Lihue Adult Contemporary
- KGMZ107.9 FM Oldies 107.9 Aiea Oldies
- KHBC1060 AM "Hilo's Original Radio Station" formerly KAHU Hilo Adult music
- KHBZ990 AM Honolulu Business News
- KHCM940 AM Waipahu Country
- KHLO850 AM Cruzin' 850 Hilo Oldies
- KHUI99.5 FM99.5 the Breeze Honolulu Ethnic
- KHVH830 AM Honolulu Talk
- KHWI92.7 FM K-Hawaii Hilo Classic Rock
- KIKI93.9 FMI-94 Honolulu Dance Top 40
- KINE105.1 FM Honolulu Hawaiian AC
- KIPA620 AM Rainbow Radio Naalehu Easy Listening
- KITH98.9 FM Island 98.9 Kapaa Variety
- KJMD98.3 FM Da Jam 98.3 Pukalani Urban Contemporary
- KKBG97.9 FM K-Big Hilo Hot AC
- KKCR90.9 FM Hanalei Hawaiian-Reggae
- KKOA107.7 FM 107 Jams VolcanoTop-40
- KKON790 AM Rainbow Radio Kealakekua Easy Listening
- KLEO106.1 FM Kahaluu Adult Contemporary
- KLHI101.1 FM the Point Lahaina Modern Rock
- KLUA93.9 FM Kailua Kona Adult Contemporary
- KMVI550 AM Sports Zone 55 Wailuku Sports
- KNDI1270 AM Honolulu Ethnic
- KNUI99.9 FM Kahului Hot AC
- KNUQ103.7 FM Paauilo Top-40
- KONI104.7 FM Kihei Oldies

- KPMW105.5 FM Wild 105.5 Haliimaile Top 40
- KPOA93.5 FM Lahaina Hawaiian
- KPOI97.5 FM Honolulu Modern Rock
- KPUA670 AM Hilo Talk
- KPVS95.9 FM Kiss FM Hilo Adult Contemporary
- KQMQ93.1 FM 93.1 the Q Honolulu Oldies
- KQNG93.5 FM Kong FM Kauai Top 40
- KRTR96.3 FM Krater 96 Honolulu AC
- KSHK103.3 FM Kekaha Classic Rock
- KSRF95.9 FM the Surf Poipu Other
- KSSK590 AM Honolulu AC
- KSSK92.3 FM Honolulu AC
- KTOH99.9 FM Hits 99.9 Kalaheo Oldies
- KUAI720 AM Eleele Adult Contemporary
- KUAU1570 AM Haiku Talk
- KUCD101.9 FM Pearl City Hot AC
- KUMU94.7 FM Honolulu Soft AC
- KWAI1080 AM K108 Honolulu Talk
- KWXX94.7 FM Hilo Hawaiian
- KWYI106.9 FM Kawaihae Top-40
- KXME104.3 FM Kaneohe Hip Hop

Public Relations Partners

- Pacific Islander Community Council – Southern California
- Ahahui O Lili’Uokalani Hawaiian Civic Club – Long Beach, CA
- Native Hawaiian Health Scholarship Program – Honolulu, HI
- Ainahau O Kaleponi Hawaiian Civic Club – Southern California
- Association of Hawaiian Civic Clubs – Southern California
- Ho’opa’a Hawaiian Student Association – Southern Oregon University
- Polynesian Culture Club – Portland State University
- Hui-O-Hawai’I – Oregon State University
- Lau Kanaka No Hawaii – Phoenix, AZ
- Hawai’I Club: Na Hoaloha O Hawai’I – Pacific Lutheran University, WA
- Hui Hoaloha ‘Ulana – University of Washington
- Hui ‘O Hawai’I Club – University of Oregon
- USC Hawai’I Club – Los Angeles, CA
- Na’Opio o Ka ‘Aina The Hawai’I Club – University of California, Irvine
- Adult Friends for Youth
- Affordable Housing and Homeless Alliance
- Agricultural Leadership Foundation of Hawai’i
- ‘Ahahui o na Kauka, Association of Native Hawaiian Physicians

- Aloha Harvest
- Aloha United Way
- The Arc in Hawai'i
- Arc of Hilo
- Arc of Kona (Kona Krafts)
- Arts & Sciences Center
- Big Brothers/Big Sisters of Honolulu
- Big Island Sailing Foundation
- Big Island Substance Abuse Council
- Blue Planet Festival Foundation
- Bread for the Journey of Kauai
- Catholic Charities Hawai'i
- J. Walter Cameron Center
- Central Oahu Senior Day Care Association (Aged to Perfection)
- Child and Family Service
- The Children's Alliance of Hawai'i
- Christ-Centered Consulting Services
- College Connections Hawai'i
- Community Assistance Center
- Community Conservation Network
- Community Helping Schools
- Community Links Hawai'i
- Community Work Day Program
- Conservation Council for Hawai'i
- Council for Native Hawaiian Advancement
- Counseling & Spiritual Care Center of Hawaii
- Daughters of Hawai'i
- Diamond Head Theatre
- Domestic Violence Action Center
- Earl & Doris Bakken Foundation
- Easter Seals Hawai'i
- E Malama I Na Keiki O Lana'i Preschool
- Empower Oahu
- Enterprise & Development Resources of the Pacific
- Epilepsy Foundation of Hawai'i
- Ethnic Education Foundation of Hawai'i
- Family Promise of Hawai'i
- Family Support Services of West Hawai'i
- Feed My Sheep, Inc.
- Five Mountains Hawaii
- Foster Family Programs of Hawai'i
- Franciscan Adult Day Center
- Friends of Hanauma Bay
- Friends of Imi Ho'ola

- Friends of the Children's Justice Center of Maui
- Friends of the Future/Tutu's House
- Friends of the Pana'ewa Zoo
- Full Life Corporation
- Garden Island Resource Conservation and Development, Inc.
- Girl Scouts of Hawai`i
- Giving Back
- Good Beginnings Alliance
- Goodwill Industries of Hawai`i
- The Grassroot Institute of Hawai`i
- Grassroots Community Development Group
- Gregory House Program
- Habitat for Humanity West Hawaii
- Habitat for Humanity Maui
- Haleakala Waldorf School
- Hale Halawai `Ohana `O Hanalei
- Hale `Opio Kaua`i, Inc.
- Hanalei Watershed Hui
- Harold K. L. Castle Foundation
- Hawai`i Alliance for Arts Education
- Hawai`i Alliance for Community-Based Economic Development
- Hawai`i Association of Independent Schools
- Hawai`i Bicycling League
- Hawai`i Branch of the International Dyslexia Association
- Hawai`i Capital Cultural District
- Hawai`i Center for Learning Science through Art
- Hawai`i Children's Cancer Foundation
- Hawai`i Children's Discovery Center
- Hawai`i Conservation Alliance Foundation
- Hawai`i Craftsmen
- Hawai`i Family Law Clinic dba Ala Kuola
- Hawai`i Foster Parent Association
- Hawai`i Geographic Information Coordinating Council
- Hawai`i Institute for Public Affairs
- Hawai`i International Child
- Hawai`i Island HIV/AIDS Foundation
- Hawai`i Island Humane Society
- Hawai`i Island Rural Health Association
- Hawai`i Island Workforce & Economic Development Ohana
- Hawai`i Kids at Work
- Hawai`i Lions Foundation
- Hawai`i Literacy Inc.
- Hawai`i Meals on Wheels
- Hawai`i Nature Center

- Hawai'i Opera Theatre
- Hawai'i People's Fund
- Hawai'i Primary Care Association
- Hawai'i State Coalition Against Domestic Violence
- Hawai'i Technology Institute
- Hawai'i Theatre Center
- Hawai'i Wellness Institute
- Hawai'i Wildlife Center
- Hawai'i Women's Business Center
- Hawai'i Youth Services Network
- Hawai'i Youth Symphony Association
- Hawaiian Humane Society
- Hawaiian Island Ministries
- Hawai'i's Volcano Circus
- Healthy Mothers Healthy Babies
- Hemophilia Foundation of Hawai'i
- Hilo Coast United Church of Christ
- Hina Mauka
- Historic Hawaii Foundation
- Holualoa Foundation for Arts & Culture/DMAC
- Honolulu Gay and Lesbian Cultural Foundation
- Honolulu Habitat for Humanity
- Honolulu Zoo Society
- Ho'ola Cancer Exercise Wellness Program
- Ho'omana
- Hospice Hawai'i
- Hospice of Hilo
- Housing Solutions, Inc.
- Hualalai Academy
- Hui Kako`o Aina Ho`opulapula
- Hui Kalo O Waialua
- Hui Malama i ke Kai Foundation
- Hui Malama Learning Center
- Hui Malama Ola Na `Oiwī
- Hui No'eau Arts Center
- Hui O Laka – Kokee Natural History Museum
- Imua Family Services
- Institute for Human Services
- Junior League of Honolulu, Inc.
- J. Walter Cameron Center
- Ka`ala Farm, Inc.
- Ka Honua Momona International
- Ka Hale Pomaikai
- Ka Hale Ola Makamae

- Kahilu Theatre Foundation
- Kaleoaloha Keiki Choir
- Kamaaina Kids
- Kauai Children's Discovery Museum
- Kauai Food Bank, Inc.
- Kauai Habitat for Humanity
- Kauai Historical Society
- Kauai Hospice
- Kauai Humane Society
- Kauai Museum
- Kauai Planning and Action Alliance
- Kauai Public Land Trust
- KCAA Pre-Schools of Hawai`i
- Ke Anuenue Area Health Education Center
- Keiki Injury Prevention Coalition
- Keiki Kokua
- KEY Project
- Kids of Kona
- Kilauea Drama & Entertainment Network (KDEN)
- Kilauea Point Natural History Association
- The Kohala Center
- Kokua Counseling Services
- Kokua Mau, Inc. (formerly Hawaiian Islands Hospice)
- Kona Hospital Foundation
- Ku'ikahi Mediation Center, Inc.
- Kukui Children's Foundation (formerly Children's Justice Center Foundation)
- Lanai Art Center
- Lanai Culture & Heritage Center
- Lanai Women's Center
- Lanai Youth Center
- Laupahoehoe Train Museum
- Leadership Kauai
- Learning Disabilities Association of Hawai`i
- Legal Aid Society of Hawai`i
- Life Foundation
- Lokahi Treatment Centers
- Lupus Foundation of America, Hawai`i Chapter
- Na Hoaloha-Maui Interfaith Volunteer Caregivers
- Na Lei Nani O Waialua
- Na Lei Wili AHEC (Area Health Education Center)
- Nanakuli Housing Corporation
- Nani o Waianae
- National Kidney Foundation of Hawaii
- Native Nations Education Foundation

- The Neighborhood Place of Kona
- The Neighborhood Place of Puna
- The Neighborhood Place of Wailuku
- North Hawai'i Hospice
- North Kohala Community Resource Center
- Oahu Resource Conservation & Development Council
- Oahu Veterans Center
- Ohana Care
- `Ohana Komputer
- `Ohana Makamae, Inc.
- `Olelo Community Television
- The Open Door Academy/Christ's Ship
- The Outdoor Circle
- P.A.R.E.N.T.S., Inc.
- Pacific American Foundation
- Pacific and Asian Affairs Council
- Pacific Cancer Foundation
- Pacific Islanders in Communications
- Pacific Island Health Officers Association
- Pacific Buddhist Academy
- Pacific War Memorial Association
- Paepae o He'eia (Friends of He'eia Fishpond)
- Palama Settlement
- Papakolea Community Development Corporation
- Papa Laua'e O Makana
- Papa Ola Lokahi
- Parents and Children Together
- PBS Hawai'i
- Pearl City Community Youth
- Planned Parenthood of Hawaii
- Prevent Child Abuse Hawai'i
- Read Aloud America, Inc.
- Recycle Hawai'i
- Responsive Caregivers of Hawai'i
- River of Life Mission
- Saiva Siddhanta Church, Kauai's Hindu Monastery
- Salvation Army – Family Intervention Services
- Save Our Seas aka Safe Oceans Society
- Special Education Center of Hawai'i
- Special Olympics Hawai'i
- Statewide Independent Living Council
- Supporting the Language of Kauai
- Susannah Wesley Community Center
- Te Taki – Tokelau Community Training & Development, Inc.

- The Baby Hui Infants and Toddlers
- Traditional Chinese Medical College of Hawaii
- Valley of Rainbows
- Visitor Aloha Society West Hawai`i
- Visitor Aloha Society of Hawai`i
- Volcano Art Center
- Volunteer Legal Services Hawai`i
- Volunteer Resource Center of Hawai`i
- Waianae Coast Early Childhood Services
- Waikiki Community Center
- Waimanalo Health Center
- Waimanalo Village Residence Corp.
- Waimea Arts Council
- Waioli Corporation
- Waipahu Community Association
- Wayland Baptist University
- Windward Ahupua`a Alliance
- Windward Spouse Abuse Shelter
- West Hawaii Community Health Center
- West Hawaii County Band Friends
- West Hawaii Mediation Center
- Women's Fund of Hawai`i
- World History Association
- Youth Vision
- YWCA of Oahu

APPENDIX D.

WORK PLAN AND CAMPAIGN MILESTONES

In a consolidated view spanning all the years of the 2010 Census Integrated Communications Plan, the work plan and milestones that follow provide a multi-level snapshot of:

- All campaign activities in the marketplace
- All work required, primarily by the Contractor, to deliver those activities to the marketplace

On a monthly basis, all campaign work and in-market activities can be easily discerned, by audience segment and communications channel, starting in January 2008. Key milestones are also depicted so that the status of any project can be readily seen at a glance.

While this schedule provides an overview of work and activities, additional detail will be available for each project defined. To launch the work of each project, a detailed timeline of activities and deliverables, including roles and responsibilities has been created. A similar level of detail will be included in the audience plans for each race and ethnic audience, including Diverse America. These will be developed beginning in fall 2008, once data from the Census Barriers, Attitudes, and Motivators Survey (CBAMS) has been analyzed and summarized.

2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN

Key Milestones and Timeline January - December 2008

Key:	2008												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Black	6	13	20	27	3	10	17	24	31	7	14	21	28
Hispanic													
Asian													
AJIAN													
NHOPi													
Emerging Markets													
Puerto Rico													
Prepare and Mobilize													
Census Operations	Local Update of Census Addresses (LUCA)												
	RC/PRAO Opens Partnership program kick-off												
Research	OMB review/approval of Census Barriers, Attitudes and Motivators Survey												
Creative Development	Creative Development (including style guide)												
Partnership	Set strategy, build infrastructure and develop content												
Partnership Area	Key messaging session												
Key Messaging	Graphic standards doc.												
Graphic Standards	Co-branding guidelines												
Co-branding Guidelines	Partner Selection Guidelines for national regional												
Partner Selection Guidelines	Set sheets, talking points, fact sheets/FAQs, E-newsletter copy, template news release, calendar												
Recruitment Materials/Tools	National CCC formation and planning support for National CCC kickoff												
National CCC	Ongoing communications												
Advance Briefing (Power Partners)	Pre-planning for meeting												
National Partner Conf. Recommendations	Provide guidance for regional partner kickoff meetings, including messages and materials												
National Partner Kickoff Meeting	Monthly e-newsletter to partners												
Regional Partner Kickoff Meeting	1. Business partners												
Monthly e-Newsletter	2. Elected officials												
Partners Toolkit	3. Faith-based organizations												
	4. Media												
	5. Post-secondary educators												
	6. Community and social services organizations												
	7. Housing												
	8. Race and ethnic audiences												
	9. Aging and elder groups												
	10. Disability groups												
	11. Veterans and military groups												
	1. Disability groups												
	2. One-year out												
	3. Census jobs												
	4. Other Americans month												
	5. Migrant farm workers												
Programming Guides	Work with GPO to bid out printing of toolkit materials and manage distribution												
Collateral Fulfillment	Strategic counsel												
Congressional Affairs Support	Monthly e-newsletter												
Congressional Affairs e-Newsletter	Development & Planning												
Asian Partnership Program	Reaching: Chinese, Vietnamese, Filipino, Korean, Japanese, Asian Indian, Cambodian, Hmong, Laotian, Indonesian, Malaysian, Thai, Burmese, Sri Lankan, Bangladesh, Pakistani, Singaporean, Nepalese and Mongolian												
Public Relations	Key message platform												
Key Messaging	Proactive story briefing document												
Story Mining	Development and maintenance of media lists												
Media List Development	Weekly report												
Issues Monitoring													

2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN

Key Milestones and Timeline January - December 2008

Key:	2008												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Black	6	13	20	27	3	10	17	24	31	7	14	21	28
Hispanic	9	16	23	30	6	13	20	27	3	10	17	24	31
Asian	12	19	26	1	8	15	22	29	5	12	19	26	1
NH/PI	15	22	29	5	12	19	26	1	8	15	22	29	5
Emerging Markets	18	25	1	8	15	22	29	5	12	19	26	1	8
Puerto Rico	21	28	4	11	18	25	1	8	15	22	29	5	12
Prepare and Mobilize													
Census Operations	Local Update of Census Addresses (LUCA)												
	RCC/PRAO Opens Partnership program kick-off												
Partner Spokesperson Guidelines	Development of the guidelines document												
Media Specialist Training & Podcasts	Two podcasts												
Toolkits for Census Employees	Five podcasts												
Electronic Press Kits	10 electronic toolkits												
Crisis Plan Assessment	10 electronic press kits												
Online Newsroom Content Development	Assessment of crisis document												
Online News Briefings	Online Newsroom development												
Response Rate Feedback	News releases and social media program												
Strategic Travel	Briefing document of strategic travel opportunities. Create media list, develop pitch, conduct outreach												
National CGC Media	Create media list, develop pitch and conduct outreach												
Congressional Support Media	Create media list, develop pitch and conduct outreach												
Hispanic Public Relations Program	Eamed Media												
Asian Public Relations Program	Development & Planning												
	Reaching: Chinese, Vietnamese, Filipino, Korean, Japanese, Asian Indian, Cambodian, Hmong, Laotian, Indonesian, Malaysian, Thai, Burmese, Sri Lankan, Bangladeshi, Pakistani, Singaporean, Nepalese and Mongolian												
	Program element/timing TBD												
Census In Schools													
Events	Audit of existing events												
Regional Mobile Tour (currently undecided)	Content development												
Paid Media													
Diverse America/Overall Planning Process	Link communications planning to "It's in our hands" plans across segments and geographies, as input from all Census regional stakeholders on their preferred media scheduling list by market negotiations												
Black	Development and production												
Hispanic	Development and production												
Asian	Development and production												
AI/AN	Development and production												
NH/PI	Development and production												
Emerging Markets	Development and production												
Puerto Rico	Development and production												
Island Areas - Program TBD													
Interactive													
Third-party Media Integration	Define media plan and integration												
itshourhands Web site	Experience definition: user flows, feature/content matrix, site map, wireframes, functional specifications												
Segment-specific Promotional Landing Pages	Research and planning												
	Experience definition												

2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN

Key Milestones and Timeline
January - December 2009

Key:	2009																						
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC											
Black	4	11	18	25	1	8	15	22	29	5	12	19	26	2	9	16	23	30	6	13	20	27	
Hispanic																							
Asian																							
A/AN																							
NH/PI																							
Emerging Markets																							
Puerto Rico																							
HTC Trusted Voice Conversations																							
Census Operations	Address Canvassing Local Census Offices Open																						
Research	Creative Copy Test																						
Creative Development	Present validated work																						
Partnership	Partner Communications Area live. Provide ongoing maintenance and updates																						
Partner Communications Area	Production																						
Key Messaging	Continuous awareness and attitudinal tracking (for baseline)																						
Graphic Standards	Final approval for air																						
Co-branding Guidelines	Ship materials																						
Recruitment Materials/Tools	Testing/update/review																						
National CCC	Additions, updates to recruitment materials																						
National CCC formation and planning support for National CCC kickoff	CCC follow-up and support of activities																						
Advance Briefing (Power Partners)	Ongoing communications																						
National Partner Conf. Recommendations	List of recommendations for speaking/exhibit opps.																						
Regional Partner Kickoff Meeting	Monthly e-newsletter to partners																						
Partners Toolkits (11 Basic Guide)	Monthly e-newsletter to partners																						
Programming Guides	<ul style="list-style-type: none"> 1. Disability groups 2. One-year out 3. Census jobs 4. Older Americans month 5. Migrant farm workers 6. Congressional Black Caucus 7. Opening of Local Census Offices 8. Veteran's Day 9. Holidays 10. Countdown to Census Day kickoff 11. Response Rate Feedback Program 12. Awareness in the community 13. Census on Campus 14. Renter outreach 																						
Collateral Fulfillment	Work with GRO to bid out printing of toolkit materials and manage distribution																						
Congressional Affairs Support	Strategic course																						
Congressional Affairs Program Guide	Issue program guide for member of Congress																						
Census on Campus	Develop program guide, interactive/social community and recruitment outreach, video contests																						
Hispanic Partnership Program	Development and Planning																						
Asian Partnership Program	Migrant worker's outreach - Development and planning																						
Public Relations	<ul style="list-style-type: none"> Development & Planning Reaching: Chinese, Vietnamese, Filipino, Korean, Japanese, Asian Indian, Cambodian, Hmong, Laotian, Indonesian, Malaysian, Thai, Burmese, Sri Lankan, Bangladesh, Pakistani, Singaporean, Nepalese and Mongolian 																						
Media List Development	Development and maintenance of media lists																						
Issues Monitoring	Weekly report																						
Media Specialist Training & Podcasts	Five podcasts																						

2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN

Key Milestones and Timeline
January - December 2009

		2009																																															
		JAN		FEB		MAR		APR		MAY		JUN		JUL		AUG		SEP		OCT		NOV		DEC																									
		4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27

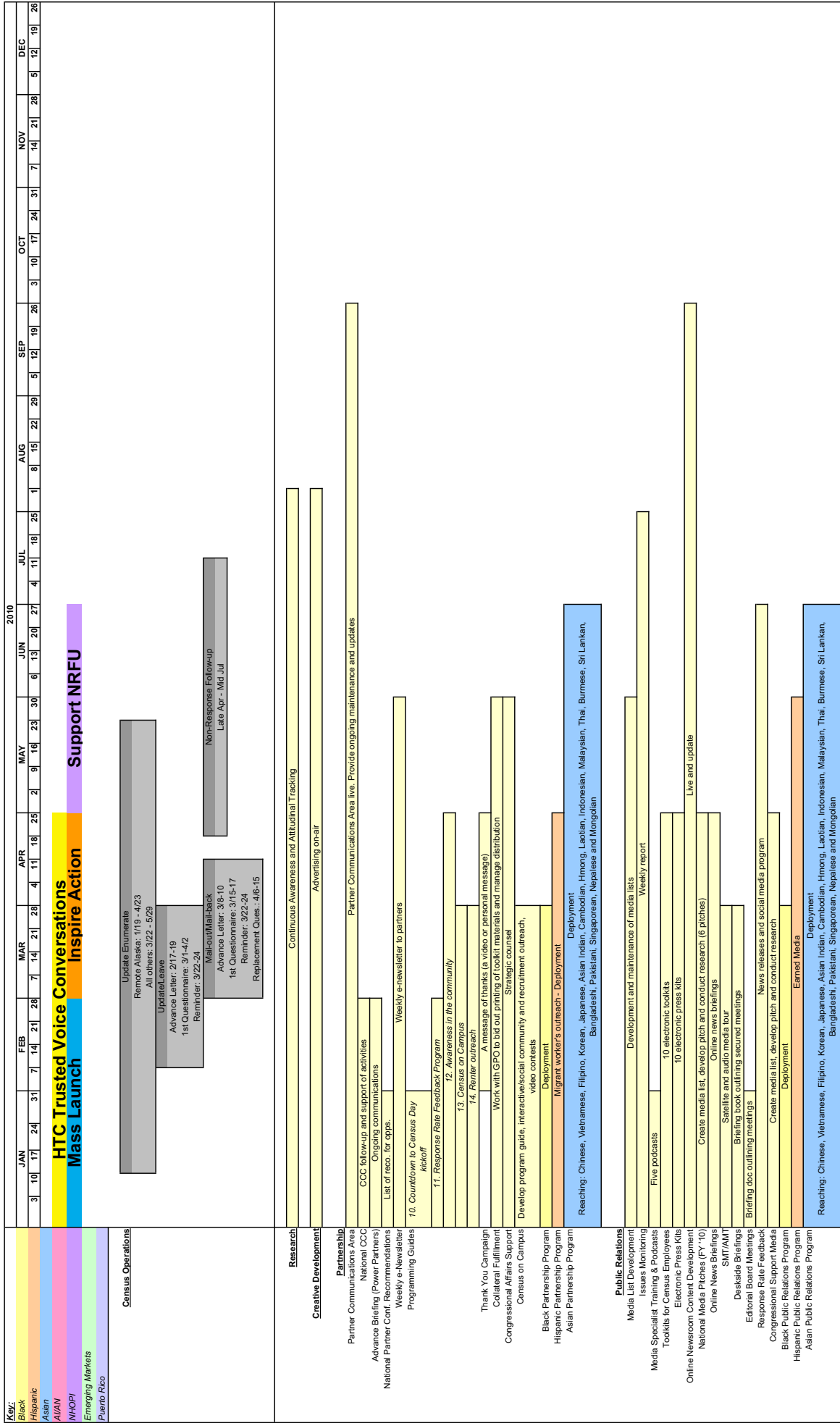
HTC Trusted Voice Conversations

Prepare and Mobilize

		Address Canvassing Local Census Offices Open																											
Census Operations Toolkit for Census Employees Electronic Press Kits Online Newsroom Content Development National Media Pitches (FY '09) National Media Pitches (FY '10) Online News Briefings SMT/AMT Desktop briefings Editorial Board Meetings Response Rate Feedback Strategic Travel National CCC Media Congressional Support Media Black Public Relations Program Hispanic Public Relations Program Asian Public Relations Program	10 electronic toolkits																												
	10 electronic press kits																												
	Live and update																												
	Create media list, develop pitch and conduct research (6 pitches)																												
	Online news briefings																												
	SMT/AMT																												
	Briefing book outlining secured meetings																												
	Briefing document outlining secured meetings																												
	News releases and social media program																												
	Briefing document of strategic travel opportunities. Create media list, develop pitch, conduct outreach																												
Create media list, develop pitch, conduct outreach																													
Development and Planning																													
Earned Media																													
Development & Planning																													
Reaching: Chinese, Vietnamese, Filipino, Korean, Japanese, Asian Indian, Cambodian, Hmong, Laotian, Indonesian, Malaysian, Thai, Burmese, Sri Lankan, Bangladeshi, Pakistani, Singaporean, Nepalese and Mongolian																													
Deployment																													
Reaching: Chinese, Vietnamese, Filipino, Korean, Japanese, Asian Indian, Cambodian, Hmong, Laotian, Indonesian, Malaysian, Thai, Burmese, Sri Lankan, Bangladeshi, Pakistani, Singaporean, Nepalese and Mongolian																													
Program elements/timing - TBD																													
Census In Schools																													
Events																													
Regional Mobile Tour (currently <i>unfunded</i>)																													
Testing of activation concepts																													
Approval of media plans																													
Hold Census upfront; Develop final plans based on negotiated costs																													
Graphic design																													
Tour routing discussions w/regions; Finalize event elements																													
Begin fabrication and graphic production																													
Tour routing finalized																													
Tour staff contracted; Local staffing agencies contracted																													
Event Toolkits																													
Public Media																													
Diverse America/Overall Planning Process																													
Black																													
Hispanic																													
Asian																													
AI/AN																													
NH/PI																													
Emerging Markets																													
Puerto Rico																													
Island Areas - Program TBD																													
Interactive																													
Third-party Media Integration																													
Isisourhands Web site																													
Experience definition: user flows, feature/content matrix, site map, wireframes, functional specifications																													
Content definition: creative comps, copy deck, visual style guides																													
Build and deploy																													
Build and deploy: Coded HTML, Flash programming, creation of source files, QA of assets, handoff of codes																													
Maintain: maintenance of content, deployment of Response Rate features																													
Experience definition																													
Content definition																													
Build and build																													
Build and deploy																													
Implement and deploy																													
Site Live - estaenuestrasmemos.com - Maintain																													

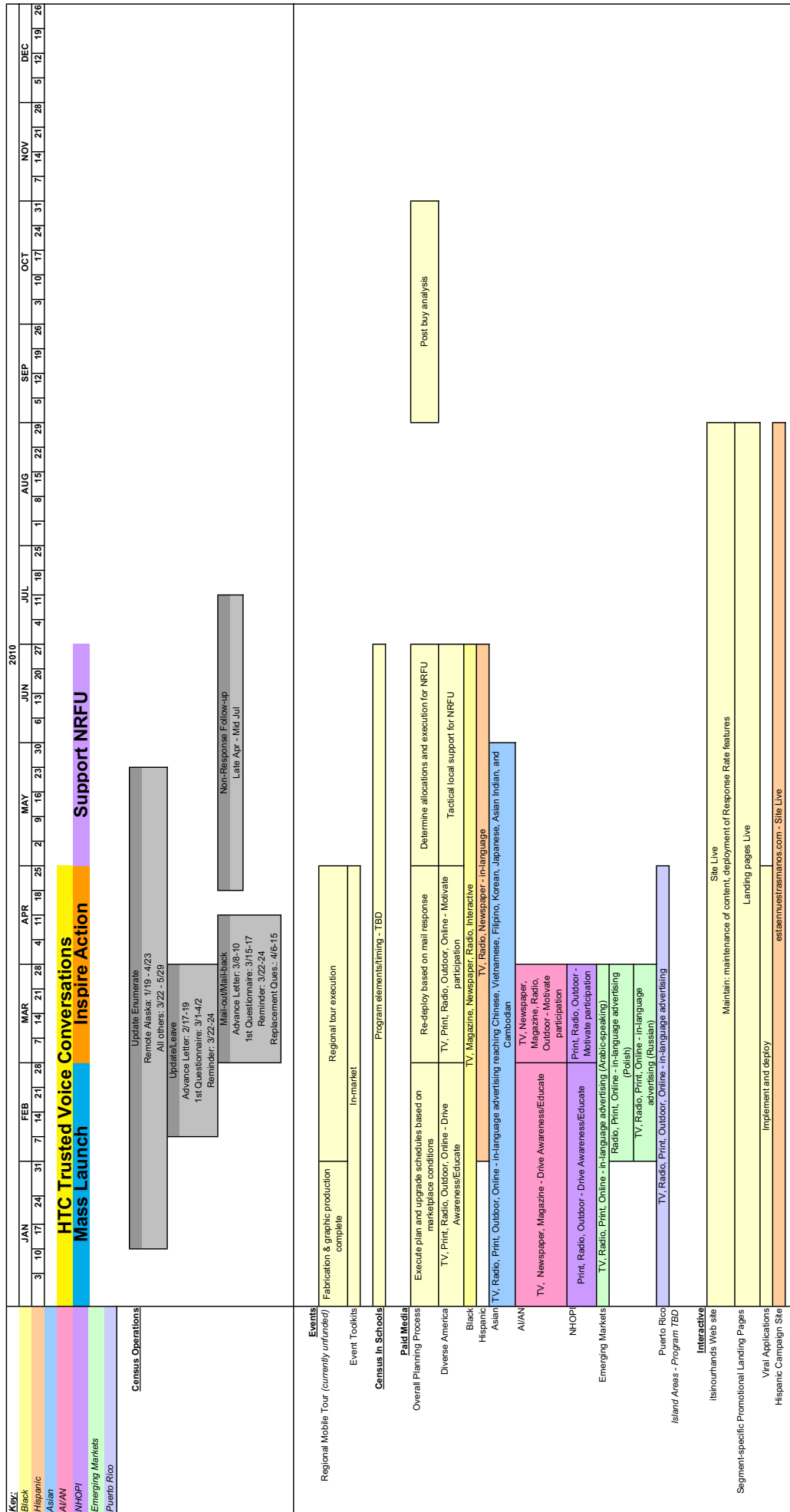
2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN

Key Milestones and Timeline January - December 2010



2010 CENSUS INTEGRATED COMMUNICATIONS CAMPAIGN

Key Milestones and Timeline
January - December 2010



APPENDIX E.

QUALITY ASSURANCE PLAN

The 2010 Census is a constitutional mandate. In order to ensure a successful campaign, rigorous quality standards, as well as methods of quickly solving problems and addressing unforeseen challenges, have been developed. The schedule must remain intact and the campaign must remain on track to meet the overall goals of the program. As a result a quality assurance plan has been developed.

The quality standards and performance monitoring plan consists of six phases:

1. Define the standards

To ensure the quality of the campaign, standards must be set and a decision made on the acceptable level of quality. The standards established include specific factors and criteria. The areas are:

- Overall attention to and delivery of an integrated approach - among all channels: public relations, partnership, events, media
- Media Planning and Buying – in accordance with industry best practices
- Research and Strategic Development – ensuring each element of the campaign is based on solid proprietary or secondary research
- Creative Development, Execution and Coordination – including management and coordination of all integrated communications creative work. Igniting conversations to deliver on the multiplier effect
- Continuous Monitoring of Response Rate – data collection and reporting on a regular basis providing ongoing updates of performance against the three Census goals

2. Monitor operations and compare findings against the standards established

The level of campaign quality and standards outlined above will be achieved through constant monitoring of the 2010 Census campaign. A proposed formal evaluation period of every six months will be put in place. For these evaluations, a self-evaluation as well as an overall campaign evaluation will be completed by the contractor as well as an evaluation completed by the Census. The basis for this evaluation will be the factors of the standards outlined above and the metrics of the campaign (see **Metrics and Measurement** section for more detail).

For each criteria, there will be commentary and rating on a five-point scale (5 = excellent, 1 = poor). The rating for each section will be averaged overall, and commentary for each section will be provided.

The Census and contractor will meet to review the evaluation done by each party, no later than two weeks after the end of an evaluation period.

3. Identify areas of improvement

Areas of improvement will be identified through the evaluation process. Within two weeks of the evaluation meeting, the contractor will propose a plan that effectively addresses areas needing improvement and plans for effecting the recommended changes. This will help to strengthen the campaign in real time. The Census will review, and provide its comments and input within two weeks.

4. Implement planned improvements

If any improvements are needed, the contractor will be responsible for implementing these changes in a timely manner.

5. Monitor progress

The subsequent evaluations will begin with a discussion of improvement areas, changes made and progress against objectives. Progress of improvements will be monitored by the contractor and the Census through “touch base” reviews, ensuring that the improvements identified are being addressed. The entire process will be repeated at each future evaluation, thereby creating a mechanism for continuous and ongoing improvement.

6. Capturing lessons learned

All improvements identified during the formal evaluations will be documented on a continual basis and compiled into a summary of lessons learned in order to optimize efforts for the 2020 Census.

In addition, the contractor expects that the Census will provide additional ad hoc performance inputs at its discretion. The contractor is committed to incorporating those inputs into its operation using similar methods.

APPENDIX F.

RISK MANAGEMENT PLAN

A communications program as large, complex and multifaceted as the 2010 Census is inherently subject to a heightened level of risk. In addition, there is no room for error. Communications for the Census must be on point in both their motivational ability and timeliness. The only way to minimize risk is to identify it upfront and develop plans for reducing it both proactively and reactively.

Two broad areas of risk affecting the 2010 Census communications campaign have been identified. They include:

- Contractor Operation Factors
- Program Factors

Within these factors includes a variety of potential risks, including:

- Client Compliance with Timelines
- Quality Control
- Budget Restraints
- Performance Issues
- Governmental Policy Compliance
- Lack of Integration
- Unanticipated Market Events
- Local Disasters

Risk management is not only a vital element of the communications plan, but also an area of significant dependency between contractor and Census. As a result a detailed risk management plan has been developed. It incorporates input provided making for a clear and detailed road map for all stakeholders in the program. It is based largely upon the risk register, developed by DMD and the Census 2010 Publicity Office in October 2007. Risks will be monitored on a constant basis and updated, if needed, throughout the entire campaign.

APPENDIX G.

RISK REGISTER

A communications program as large, complex and multifaceted as the 2010 Census is inherently subject to a heightened level of risk. In addition, there is no room for error. Communications for the Census must be on point in both their motivational ability and timeliness. The only way to minimize risk is to identify it upfront and develop plans for reducing it both proactively and reactively.

Two broad areas of risk affecting the 2010 Census communications program have been identified. They include:

- Contractor Operation Factors
- Program Factors

Risk mitigation is not only a vital element of the communications plan, but also an area of significant dependency between contractor and Census. As a result a detailed risk-mitigation plan has been developed. The plan has been reviewed by the Census and incorporates input provided making for a clear and detailed road map for all stakeholders in the program.

Risks will be monitored on a constant basis throughout the entire campaign.