2020 Census Detailed Operational Plan for:
11. Integrated Partnership and Communications Operation (IPC)

A New Design for the 21st Century

Issued: September 22, 2016
Version: 1.0
Prepared by: Decennial Census Management Division
Approvals

This Integrated Partnership and Communications Operation (IPC) Detailed Operational Plan has been reviewed and approved for use.

Tasha Boone
IPT Lead

Kendal Johnson
IPT Lead

Tasha Boone
IPT Program Manager

Deborah M. Stempowski
Decennial Census Management Division

Lisa M. Blumerman
Associate Director for Decennial Census Programs
Chair, Portfolio Management Governance Board
# Document Change History

<table>
<thead>
<tr>
<th>Revision #</th>
<th>Version</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>v0.01</td>
<td>June 14, 2016</td>
<td>Initial Working DRAFT Version from 2020 Census DOP template. Uses Annotated version of IPC BPM Version 2.11</td>
</tr>
<tr>
<td>2</td>
<td>v0.02</td>
<td>June 29, 2016</td>
<td>Comments from the 2020 IPC Team</td>
</tr>
<tr>
<td>3</td>
<td>v0.03</td>
<td>June 30, 2016</td>
<td>Comments from Writer/Editor</td>
</tr>
<tr>
<td>4</td>
<td>V0.04</td>
<td>August 29, 2016</td>
<td>Updates from the 2020 IPC Team</td>
</tr>
<tr>
<td>5</td>
<td>V1.0</td>
<td>August 30, 2016</td>
<td>Submission to DPMO</td>
</tr>
</tbody>
</table>

Note: Edit the fields below to update the Document Version, Date and Status in the Page Footers throughout the document.

## Document Footer Information Control Table

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DocVersion:</td>
<td>Version v1.0</td>
</tr>
<tr>
<td>DocDate:</td>
<td>August 30, 2016</td>
</tr>
<tr>
<td>DocStatus:</td>
<td>DRAFT Predecisional</td>
</tr>
</tbody>
</table>
# Table of Contents

1. **Document Purpose** ........................................................................................................... 1

2. **Operational Overview** .................................................................................................... 2
   2.1 Operation Purpose ........................................................................................................ 2
   2.2 Background ................................................................................................................... 3
   2.3 2020 Integrated Partnership and Communications Campaign ..................................... 3
   2.4 Integrated Project Teams ............................................................................................. 3
   2.5 Design Overview ........................................................................................................... 5
      2.5.1 Integrated Partnership and Communications Components ................................ 5
      2.5.2 High-Level Operation Design ............................................................................. 9
      2.5.3 IPC Operational Context ................................................................................... 10
      2.5.3.1 IPC Operational Inputs ............................................................................... 13
      2.5.3.2 IPC Operational Controls .......................................................................... 18
      2.5.3.3 IPC Operational Outputs ............................................................................. 19
      2.5.3.4 IPC Operational Mechanisms .................................................................... 21
   2.6 IPC Data Flow and Operational Influences .................................................................. 24
   2.7 Integrated Partnership and Communications Design Assumptions ........................... 28

3. **Integrated Partnership and Communications Operation (IPC) Detailed Process Description** ........................................................................................................................................................................ 29
   3.1 Partnership and Communications Program Planning [IPC 11-1] ................................ 30
      3.1.1 Plan Partnership Program [IPC 11-1.1] .............................................................. 32
      3.1.2 Acquire Integrated Communications Contractor [IPC 11-1.2] .......................... 35
      3.1.3 Develop Research Plan [IPC 11-1.3] ................................................................. 35
      3.1.4 Perform Research [IPC 11-1.4] ...................................................................... 37
      3.1.5 Conduct Continuous Tracking Study Research [IPC 11-1.5] ............................ 38
      3.1.6 Develop Recruitment Communications Plan [IPC 11-1.6] ............................... 38
      3.1.7 Develop IPC Plan [IPC 11-1.7] ...................................................................... 38
      3.1.8 Develop IPC Components [IPC 11-1.8] ............................................................ 38
      3.1.8.1 Develop Partnership Component [IPC 11-1.8.1] ......................................... 40

---

Version v1.0

September 22, 2016
3.1.8.2 Develop Media Relations Component [IPC 11-1.8.2] ........................................ 41
3.1.8.3 Develop Paid Advertising Component [IPC 11-1.8.3] ........................................ 41
3.1.8.4 Develop Social Media Component [IPC 11-1.8.4] ........................................ 42
3.1.8.5 Develop Statistics in Schools Component [IPC 11-1.8.5] ........................................ 42

3.2 Partnership and Communications Program Execution [IPC 11-2] ........................................ 43
3.2.1 Conduct IPC Components [IPC 11-2.1] ........................................................................ 45
  3.2.1.1 Conduct Partnership Activities [IPC 11-2.1.1] .................................................. 47
  3.2.1.2 Conduct Media Relations Activities [IPC 11-2.1.2] ........................................ 49
  3.2.1.3 Conduct Paid Advertising Activities [IPC 11-2.1.3] ........................................ 49
  3.2.1.4 Conduct Social Media Activities [IPC 11-2.1.4] ........................................ 49
  3.2.1.5 Conduct Statistics in Schools Activities [IPC 11-2.1.5] ........................................ 49
3.2.2 Monitor and Analyze IPC Components [IPC 11-2.2] .................................................. 49
  3.2.2.1 Retrieve/Receive, Monitor and Analyze Data [IPC 11-2.2.1] .............................. 51
  3.2.2.2 Identify Program Adjustments [IPC 11-2.2.2] .................................................. 52

3.3 Data Dissemination Communications Support [IPC 11-3] ........................................ 52
  3.3.1 Develop Data Dissemination Communications Plan [IPC 11-3.1] .......................... 54
  3.3.2 Conduct Communications Activities for Data Dissemination [IPC 11-3.2] ............ 54

3.4 IPC Operation Closeout [IPC 11-4] ........................................................................ 54
  3.4.1 Closeout IPC Operation [IPC 11-4.1] .................................................................... 56

4. Cost Factors .................................................................................................................... 57
  4.1 Background .............................................................................................................. 57
  4.2 Relevant IDEF0 Mechanisms .................................................................................. 57

5. Measures of Success ..................................................................................................... 59

Appendix A – Acronyms and Terminology ...................................................................... 60

Appendix B – References ............................................................................................... 62

Appendix C – Activity Tree for Integrated Partnership and Communications Operation (IPC) ................................................................................................................................. 63

Appendix D – Business Process Models ....................................................................... 65
List of Figures

Figure 1: Subteam Structure of the IPC IPT ................................................................. 4
Figure 2: Integrated Partnership and Communications Operation (IPC) Context Diagram .......... 12
Figure 3: 2020 Census Integrated Partnership and Communications Data Integrated Operations Diagram (IOD) ........................................................................................................ 27
Figure 4: IPC Operation Context Model ........................................................................ 29
Figure 5: Partnership and Communications Program Planning [IPC 11-1] Constituent Activities ......................................................................................................................................... 31
Figure 6: Plan Partnership Program ................................................................................ 32
Figure 7: Develop Research Plan .................................................................................... 36
Figure 8: Perform Research ............................................................................................ 37
Figure 9: Develop IPC Components ............................................................................... 39
Figure 10: Develop Partnership Component ................................................................... 40
Figure 11: Partnership and Communications Program Execution [IPC 11-2] Constituent Activities ...................................................................................................................................... 44
Figure 12: Conduct IPC Components .............................................................................. 46
Figure 13: Conduct Partnership Activities ....................................................................... 47
Figure 14: Monitor and Analyze IPC Components ......................................................... 50
Figure 15: Retrieve/Receive, Monitor and Analyze Data ................................................ 51
Figure 16: Identify Program Adjustments ....................................................................... 52
Figure 17: Data Dissemination Communications Support [IPC 11-3] Constituent Activities ... 53
Figure 18: IPC Operation Closeout [IPC 11-4] Constituent Activities .......................... 55
Figure 19: Closeout IPC Operation ............................................................................... 56

List of Tables

Table 1: IPC Operational Inputs .................................................................................... 14
Table 2: IPC Operational Controls ............................................................................... 18
Table 3: IPC Operational Outputs ................................................................................ 20
Table 4: Staff Resources used within IPC Operational Activities .................................................. 22
Table 5: Infrastructure Sites for IPC Operational Activities ......................................................... 23
Table 6: Systems used within IPC Operational Activities ............................................................ 23
Table 7: Partnership Strategies, Activities, and Tools ................................................................. 34
[Page intentionally left blank.]
1. Document Purpose

The 2020 Census Detailed Operational Plan for the Integrated Partnership and Communications Operation (IPC) is intended for use by U.S. Census Bureau managers, staff, contractors, and other internal and external stakeholders working on the 2020 Census. The document presents the detailed operational design for the 2020 Census IPC Operation and includes a summary of the operational processes involved, their inputs, outputs, and controls and the basic mechanisms employed to conduct the operational work.

Anticipated uses of this document include the following:

- **Communication** – Documents operational design details for internal and external stakeholders.
- **Planning** – Documents planning assumptions and key milestones.
- **Staffing** – Documents staffing needs and strategies.
- **Design** – Describes operations and flows, which inform design of IT systems, manual processes, and training.
- **Development** – Identifies business rules and required capabilities to be developed.
- **Testing** – Provides a basis for developing integrated test plans for IT systems and processes.

This document complements version 1.0 of the 2020 Census Operational Plan, which presents the initial baseline version of the 2020 Census operational design and covers all operations required to execute the 2020 Census, starting with precensus address and geographic feature updates and ending once census data products are disseminated and coverage and quality are measured.

This document will be updated over time to reflect changes in strategies that result from 2020 Census planning, research, testing activities, and lessons learned.
2. Operational Overview

2.1 Operation Purpose

The Integrated Partnership and Communications operation communicates the importance of participating in the 2020 Census to the entire population of the 50 states, the District of Columbia, and United States territories to:

- Support Field recruitment efforts for a diverse, qualified census workforce.
- Engage and motivate people to self-respond, preferably via the Internet.
- Raise and keep awareness high throughout the entire 2020 Census to encourage response.
- Effectively support dissemination of census data to stakeholders and the public.

To ensure the success of the 2020 Census, the IPC Operation is developed based on the lessons learned from the 2000 and 2010 Censuses, research findings, and census tests results. The operation is comprised of five major integrated components (illustrated below) that will work jointly to create an effective integrated communications campaign.
2.2 Background

2000 and 2010 Censuses

In the 2010 Census, the Integrated Communications Program (ICP) was developed in an effort to build on the success of the 2000 Census Partnership and Marketing Program, which showed that using a paid advertising campaign, supplemented for the first time by a strong partnership program, helped reverse three-decades of declining mail response rates in the decennial census. In 1970, 78 percent of housing units responded without the need for in-person follow-up (note that housing units include both occupied and vacant addresses). That number dropped to 75 percent in 1980 and to 65 percent in 1990. The ICP developed a strategy for the 2000 Census that included the first uses of paid advertising and a comprehensive partnership program. These efforts, combined with media relations, promotions, and special events, educated people about the census, motivated them to return their questionnaires, and encouraged cooperation with enumerators. The Census Bureau’s strategy paid off. At a time when mail response rates for other governments and private sector surveys were declining, the 2000 Census mail response rates did not decline, remaining consistent with the 1990 Census at approximately 65 percent.

To develop a communications campaign for the 2010 Census, the Census Bureau worked with a primary contractor, the advertising agency DrafFPC, and a group of 13 subcontractors. The marketing and promotion industry recognized the 2010 Census and associated outreach campaign for its success. Although many predicted a decline, the mail response rate rose to 65 percent in 2010. Twenty-two states, 1,553 counties, and 278 cities and townships met or exceeded their 2000 Census participation rates.

2.3 2020 Integrated Partnership and Communications Campaign

The 2020 Integrated Partnership and Communications Campaign will be one of the most extensive and far-reaching marketing campaigns ever conducted in this country. Unlike most integrated marketing campaigns that find their most likely prospects and concentrate their resources on them, this operation must target every household to achieve its mission. Challenges 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, are fearful of participating, or do not trust the government. The campaign must balance additional effort and resources to reach these groups effectively while still maintaining sufficient presence among the rest of the audience.

2.4 Integrated Project Teams

Integrated Project Teams (IPTs) have been formed by all the operational areas responsible for planning and implementing the 2020 Census Program. The Integrated Partnership and Communications (IPC) Program team, which comprises staff from all offices at the Census
Bureau responsible for developing the components of the IPC Program, officially began meeting in February 2016. Figure 1 illustrates the subteam structure of the IPC IPT.

![Subteam Structure of the IPC IPT](image)

**Figure 1: Subteam Structure of the IPC IPT**

In addition to the IPC product team, the Census Bureau will also acquire an Integrated Communications Contractor (ICC) to plan and implement many aspects of the IPC and support the subteams in their planning and implementation. The ICC contract was awarded on August 24, 2016. As a result, much of this Detailed Operational Plan (DOP) is conceptual and high level, and it reflects the vision of the current staff involved in planning. Future iterations of the DOP will reflect in-depth planning of the IPT subteams alongside the expertise and input of the ICC.

As we prepare for the 2020 Census, we are faced with a challenging set of environmental factors such as declining response rates, an increasingly diverse population, and more informal and complex living arrangements. The Census Bureau is committed to conducting a cost-effective operation in 2020. Since the most expensive part of the decennial census is the cost of sending field staff to visit nonresponding households in person, any steps we can take to increase self-response are important.

The Census Bureau can promote self-response by taking advantage of new and improving technologies. Internet tools and increasing cellular coverage and smartphone use have opened up new communications channels and media that have empowered consumers with increased connectivity to marketers. The Census Bureau fully intends to harness these emerging technologies.
technologies and channels as part of its Integrated Partnership and Communications Program for the 2020 Census.

Research into respondent behavior is among the first activities conducted in the planning for the 2020 Census Integrated Partnership and Communication Program. Researchers will use expanded predictive modeling to determine the propensity to respond for various populations. Our paid advertising component will include using microtargeted messages and placement for digital advertising, especially for low response score populations such as young adults and renters, to supplement traditional advertising methods and support online response. The Census Bureau will expand the use of social media to encourage response and will utilize localized advertising as well as texting and emailing to motivate respondents. Continually adjusting our activities in response to a dynamic environment will be critical. The objective is to continuously optimize all IPC activities to meet goals.

The 2020 Census IPC IPT handles project management of the IPC. This team will ensure the operation is planned, managed, implemented, and closed out. The IPC Operation consists of five major components: paid advertising, partnership, media relations, social media, and Statistics in Schools; however, there are many activities and initiatives under the auspices of these five broad categories, and they all contain critical digital content and tactics. Once the ICC is acquired, the contractor will work hand-in-hand with the IPC IPT and its subteams to develop and implement the integrated program.

2.5 Design Overview

The sections below present the high-level design for the Integrated Partnership and Communications Operation (IPC). Please refer to the 2020 Census Operational Plan for a complete inventory of design decisions for all 2020 Census operations.

2.5.1 Integrated Partnership and Communications Components

This section will provide a high-level overview of each component of the IPC. The section below will provide a visual using a diagram.

To begin planning for the 2020 Census, the five major integrated components were identified to show integrated touch points. These components, in addition to other supporting IPC working group teams, make up 12 IPC subteams. The synchronization of all messaging for the communications will be achieved nationally, regionally, and locally to harness a powerful effect of many mutually reinforcing messages surrounding our target audiences.

Paid Advertising

Paid advertising must be seamlessly planned and executed with the other components to achieve IPC goals. Paid media will result in added-value benefits that include event sponsorships,
billboards, custom research, and bonus media. Paid advertising activities involves coordinating though the various promotional and marketing elements with other efforts that communicate the census goals and mission with the public. The Paid Media Plan will be scheduled to make the 2020 Census the most visible and pervasive message in the marketplace, especially during the mailout/mailback phase. The overall media goal will strive to rise above the advertising clutter and make 2020 Census messaging extremely relevant and visible. The plan will seek to engage mass audiences as well as low-response-score 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 mailback response, reducing a differential undercount and supporting the Nonresponse Followup operation.

Types of media strategies may include:

- **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 to mid-April, 2020.** This approach ensures that media reach and impact will peak during the mailout/mailback phase 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 planned, pending negotiations. This combination ensures national coverage while reaching cluster segments in areas with lower mailback 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.

- **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.
Partnership

The Partnership Program is made of the 2020 National Partnership Program (2020 NPP) and Community Partnership and Engagement Program (CPEP).

Internal and external stakeholders for the 2020 NPP are Census Bureau divisions with direct responsibility for the 2020 Census; external governing bodies, such as Congress and the Department of Commerce (DOC); state, local, and tribal governments; and the many organizations, businesses, and other nongovernment entities that represent external stakeholders and partners for a successful 2020 Census. The goals of the 2020 NPP are to:

- Increase awareness of and motivate participation in 2020 Census, events, and products through building relationships and garnering support from national organizations, federal agencies, and businesses.
- Support and provide excellent customer service to national partners.
- Establish and report metrics and objectives for 2020 NPP and partnership efforts.

The Regional Partnership Program from 2010 has been renamed the Community Partnership and Engagement Program (CPEP) in 2020. The CPEP will be similar to the 2010 program by taking advantage of its success and adding a more robust Complete Count Committee program called the State Complete Count Commission, a regional Trusted Voice Mobile Van program, and a more active Trusted Voices emphasis. The purpose, goals, and objectives of the 2020 Census CPEP are to:

- Increase self-response.
- Use trusted voices to make census messages relevant at the local level;
- Grow our partnership audience;
- Increase awareness among the general public;
- Increase partnership engagement at the local level through new or improved programs;

A variety of print and electronic materials will be developed and utilized to both inform and motivate residents to participate. Among the products that may be developed are fact sheets, brochures, posters, frequently asked questions (FAQs), and stakeholder-support statements. Informational, educational, and promotional materials are developed and distributed to stakeholders and residents.

For the 2020 Census, the Partnership Program will expand upon and develop new tools and systems to automate and enhance the IPC operation for more efficient and effective communication. As discussed earlier, the IPC has taken great strides in learning more about new innovating technology since the 2010 Census. Many of the innovations are directly reflective to how we communicate. Therefore, there are many opportunities for leveraging new technologies...
and communication mechanisms. Systems and tools to be used by the Census Bureau and external stakeholders include:

- Fulfillment Center – Will reside within the Census Bureau National Processing Center (NPC) and will process and ship promotional material and item orders requested via Partnership Portal.
- Partnership Contact Database – A database used by partnership specialists in the regions, NPP staff, and data dissemination specialists that houses data on census partners collected over the past two decades.
- Partnership Portal – A web-based portal that will allow registered partners to share information about their upcoming events and provide real-time interaction with a chat feature. Additional features will allow partners to upload and download event materials and order a specific number of free promotional materials and items from the fulfillment center. Partnership staff will also use the portal.
- Integrated Logistics Management System (ILMS) – An ordering system that will be used by the IPC Fulfillment Center to process promotional materials and items requested by Census Bureau staff and registered partners through the Partnership Portal.

The Partnership Program will use these systems and tools to identify and work with partners to build and promote awareness of the 2020 Census, and ultimately to motivate participation. In working with partners, one of the primary goals is to identify the trusted individuals and gatekeepers within each community who are willing to use their credibility to encourage cooperation from those who are reluctant to respond. In addition, partners support or sponsor promotional activities to raise awareness and encourage participation in the 2020 Census.

**Media Relations and Social Media**

A close working relationship will be developed with the media in order to enable them to both distribute the Census Bureau’s message on a national and local level. Products that may be developed for the media include news releases, drop-in articles, public service announcements, podcasts, and B-roll (supplemental or alternate footage to be intercut with newscasts).

To ensure a consistent approach to messaging, media and partnership specialists are trained on the following key items:

- Specialists are equipped with the necessary background information to understand the purpose of the 2020 Census in order to motivate community residents to respond to the questionnaire or motivate organizations to promote the census to their members. It is also important that the specialists are equipped to respond to the “What’s in it for me?” questions coming from the community.
• Staff has the adequate guidelines pursuant to the Department of Commerce’s standing requirements regarding interaction with the news media.

Media relations and social media components will be designed to be proactive by disseminating approved census messages and pitches to journalists and the public allowing the Census Bureau to shape the stories U.S. residents are reading, watching, and hearing from news providers and other social media sources. Flexibility will be built into the design to allow for a quick response to emerging media hooks and the ability to step back from proposed angles if the media climate becomes unfavorable toward the 2020 Census. Additionally, both will play a key role in supporting face-to-face conversations for the 2020 Census by driving attendance to events, heightening their impact and extending their reach. The social media landscape is continuously changing, and we will monitor and evaluate new opportunities to determine if appropriate to reach specific target audiences.

Statistics in Schools

The Statistics in Schools program will be integrated into the overall 2020 Census Communications Plan with the purpose of encouraging students to tell their parents about the importance of the census, motivating them to respond to the questionnaire. The following are some examples of possible efforts:

• National in scope with an emphasis on low-response-score populations.
• Optimize inclusion into school curricula and lesson plans.
• Provide distribution of materials considering both electronic and printed needs.
• Materials available in English and other languages.

In summary, it is important that all components of the 2020 IPC are planned and executed under one umbrella to ensure synergy. It is important to speak in one voice to reach deep into all the populations, including the most linguistically and geographically isolated, assuring an accurate and complete count.

2.5.2 High-Level Operation Design

Partnership and Communications Program Planning
• Partnership and Communications Program Execution and Management
• Data Dissemination Communications Support
• IPC Operation Closeout

Each of these major activity areas is summarized below. Together, these activities represent the complete set of work that needs to be performed to conduct this operation.

Partnership and Communications Program Planning
Planning for the IPC operation includes developing a Partnership Program to achieve the broadest possible outreach to communities at both a national and local level; acquiring an integrated communications contractor; developing research plans; conducting qualitative, quantitative, attitudinal, and behavioral research into survey respondent behavior; and then using that research to both develop the 2020 IPC Plan and create materials for all IPC components.

**Partnership and Communications Program Execution**

The IPC Operation will work as an integrated entity to disseminate educational and promotional materials and items to support recruitment, raise awareness, and motivate the public to complete their 2020 Census questionnaires. Systems and dashboards developed by the IPC will be used to monitor performance of the operation and inform potential adjustments to materials, modes, and methods of communication, locations of outreach, etc., as necessary. The IPC Operation will adjust activities as necessary to help motivate respondents to self-respond.

**Data Dissemination Communications Support**

The IPC Operation will provide the 2020 Census with communications support for the dissemination of census data products beginning with the official total population count by state released in December 2020.

**IPC Operation Closeout**

After the completion of the IPC Operation, lessons learned debriefings will be conducted, field staff employment will begin to wind down, assessment reports will be written, the integrated communications contract will be closed out, and a formal evaluation of that contract will be completed. All materials and items left over will be inventoried, and where appropriate, held for use in the intercensal years before the 2030 Census.

Appendix C provides the full hierarchy of activities for the IPC Operation in the form of an Activity Tree. In the Activity Tree, each major operational activity area listed above is numbered and then decomposed into a numbered set of subactivities, some of which are further decomposed into more detailed numbered subactivities or steps.

For a full description of the operational subactivities that comprise the IPC Operation, see the Detailed Process Description discussions in Section 3.

**2.5.3 IPC Operational Context**

The IPC operational activities described above are conducted within the context of other 2020 Census operations and other programs or data sources that are external to the 2020 Census Program. One way to depict an operational context is by using a “Context Diagram,” which
shows the boundary of the operational process, the operational activities it contains, and the information exchanged with its neighbor operations (or other entities), as well as the resources (mechanisms) needed to conduct the operational work.

Figure 2 is a top-level context diagram for the IPC Operation represented as an Integrated Definition, Level 0 (IDEF0) model. An IDEF0 model of a process (or operation) shows the Inputs, Controls, Outputs and Mechanisms of the process. These IDEF0 model elements are summarized below and described further in the sections that follow.

The yellow box in the center of the IDEF0 model lists the major operational activity areas for the operation, numbered as given in the IPC Operation Activity Tree in Appendix C. Specific Information Exchanges (IE) are shown in different colored boxes to represent the Inputs (green boxes on left side), Outputs (orange boxes on right side), Controls (purple boxes on top) and Mechanisms (blue boxes on the bottom). Boxes to the left of the Inputs indicate the Provider of the inputs to the operation (typically another 2020 Census operation or an external source). The Provider of the Controls is noted in the box itself. Boxes to the right of the Outputs indicate the Receiver of the outputs (typically another 2020 Census operation or external entity). Each Information Exchange has a name and a unique number for identification purposes.
Figure 2: Integrated Partnership and Communications Operation (IPC) Context Diagram

Lessons learned and input from oversight and advisory groups start the inputs that will inform the IPC Operation. A robust research program that includes the Census Bureau’s Planning Database as well as all the data gathered regarding respondent behavior will then be employed. Our partners and other stakeholders, data from focus groups and testing of materials, and input from Census Bureau staff involved with the 2020 Census will also give input to the design and execution of the IPC Operation.

Budget, schedules, and other 2020 Census operations serve as controls for the IPC Operation as do privacy, legal, and security mandates issued by the Commerce Department, and the Census Bureau, and public opinion. The Language Services Operation determines the language support needs for the 2020 Census as a whole, and the Decennial Translation Office will collaborate with the IPC Operation on creation of a glossary for translation providers to use describing common
census operational terms. The Federal Acquisition Regulation (FAR) provides uniform policies and procedures for the ICC acquisition.

Operational outputs include the IPC Plan, Partnership Plans, and results of research that will inform the development and dissemination of materials and products, which are also outputs. Outputs will include a Data Dissemination Communication Plan, Assessments and Lessons Learned of the IPC Program. Inputs for an independent evaluation of the IPC Program will be provided to the Evaluation and Experiments Operation (EAE).

The primary outputs of this operation are the activities and materials directed to the public and the partnership materials and products our partners use to motivate people to respond to the census.

Multiple systems and resources, including headquarters, regional staff, and contractors, will be employed to conduct the IPC. These systems will be part of the Census Bureau’s Customer Experience (CX) Management Platform made up of four components: Enterprise Web Content Management System (CMS), Enterprise Customer Relationship Management System (CRM), Enterprise Marketing Services Platform and Enterprise Analytics Platform (currently called Customer Relationship Management (CEM)). Each of these components will provide capabilities solutions that will be used throughout each of the five IPC components. IPC requirements for the CX platform will provide:

- Paid advertisement with information about respondent Internet usage and other data that will help us create the best messages and media to serve our target audiences.
- Partnership specialists with partners’ information via the Partnership Contact Database.
- Partners the ability to track, manage events, and order free promotional materials and items via the Partnership Portal.
- Public relations and social media the ability to promote the census via census.gov, which will host a mirror site in Spanish and will house information in all languages supported by the 2020 Program.

For detailed descriptions of the Inputs, Controls, Outputs, and Mechanisms used by the IPC Operation, see the sections that follow.

### 2.5.3.1 IPC Operational Inputs

Inputs are the data that are consumed by the operation. The inputs define the amount of operational work that needs to be performed.

Table 1 lists the inputs to the IPC Operation.
Table 1: IPC Operational Inputs

<table>
<thead>
<tr>
<th>Provider</th>
<th>Information Exchange</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Decennial Censuses</td>
<td>IE321: Planning Database</td>
<td>The Planning Database contains selected 2010 Census and 2009-2013 five-year American Community Survey (ACS) estimates. Data are provided at both the census block group and the tract levels of geography. The Planning Database (PDB) assembles a range of housing, demographic, socioeconomic, and census operational data. A low response score (LRS) has a purpose similar to that of the hard-to-count scores issued after past censuses. The LRS approach will inform the partnership and communication strategy. LRS are obtained using the 2015 Planning Database and are derived by using the LRS (a score predicting that a block group will produce a low mail return rate), and the 2010 Census mail return rate.</td>
</tr>
<tr>
<td>IE322: 2010 Census Lessons Learned Report</td>
<td>Lessons Learned Reports from the 2010 Census. These reports include recommendations for the 2020 Census.</td>
<td></td>
</tr>
<tr>
<td>IE323: 2010 Census ICP Program Assessment</td>
<td>Assessment Reports from the 2010 Census. These reports include recommendations for the 2020 Census.</td>
<td></td>
</tr>
<tr>
<td>IE324: 2010 Census ICP Independent Evaluation</td>
<td>Independent evaluation of the 2010 Census Integrated Communications Program (ICP) with recommendations for 2020 Census IPC conducted by NORC.</td>
<td></td>
</tr>
<tr>
<td>Stakeholders: Census Advisory</td>
<td>IE325: Feedback on IPC Plan</td>
<td>Ongoing input and feedback provided on the IPC Plan.</td>
</tr>
<tr>
<td>Provider</td>
<td>Information Exchange</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Regional Census Centers (RCCs)</td>
<td>IE327: Region Input</td>
<td>Information related to local organizations and events, region-specific communication requirements, and other region inputs that help inform partnership and communications plans for the 2020 Census.</td>
</tr>
<tr>
<td>Third-Parties</td>
<td>IE328: Third-Party Data</td>
<td>Data from partners on their customers and stakeholders to be included in the partnership database. Also includes constituent data from partners for the Data Management Platform that will be used for targeted advertising.</td>
</tr>
<tr>
<td>National and Local Partners</td>
<td>IE329: Second-Party Data</td>
<td>Contact information and data about the over 257,000 IPC partners.</td>
</tr>
<tr>
<td></td>
<td>IE330: Requests for Partnership Materials, Products, and Activities</td>
<td>Partner requests for materials, products, and suggestions for activities they can sponsor or participate in to support specific partnership events and requests for specific events.</td>
</tr>
<tr>
<td>Provider</td>
<td>Information Exchange</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>----------------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td>IE331: Program Feedback for IPC</td>
<td>Feedback on the partnership program in terms of lessons learned. A survey of 2010 Census partners was conducted and the feedback received is incorporated into the 2020 Census IPC operation development.</td>
</tr>
<tr>
<td>Customer Liaison Marketing Services Office (CLMSO) Call Center</td>
<td>IE332: CLMSO Call Center Call and Email Content</td>
<td>Information about the content of emails and telephone calls received by the Customer Liaison Marketing Services Office (CLMSO) Call Center. This information is used to determine the kinds of problems and issues people are having in completing the census questionnaire so that communications can be adjusted where appropriate to address these issues.</td>
</tr>
<tr>
<td>17. Census Questionnaire Assistance Operation (CQA)</td>
<td>IE193: CQA Call and Email Content</td>
<td>Information about the content of emails and telephone calls received by the Census Questionnaire Assistance Center and other customer service centers. This information is used to determine the kinds of problems and issues people are having in completing the census questionnaire so that communications can be adjusted where appropriate to address these issues.</td>
</tr>
<tr>
<td>Provider</td>
<td>Information Exchange</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. Program Management Operation (PM)</td>
<td>IE411: Paradata for all Data Collection Operations</td>
<td>Data about the data collection process, for example the response rate to a mailed out survey. The IPC collect metrics on telephone calls, responses collected through a telephone interview, Internet responses, and paper responses. The IPC will use this data as part of an analysis of the IPC Operation and may change messaging, products, and promotional channels as a result of review.</td>
</tr>
<tr>
<td></td>
<td>IE412: Census Events</td>
<td>The schedule of events related to other 2020 Census operations that impact the schedule for developing and conducting the various IPC components.</td>
</tr>
<tr>
<td></td>
<td>IE413: Response Demographics</td>
<td>Data on response rates by different demographic groups. Data from the partnership and communications components are analyzed to determine the impact of different modes of engagement within different demographic groups and geographic areas. Based on the analysis, adjustments may be made to the different IPC components as appropriate.</td>
</tr>
</tbody>
</table>

2.5.3.2 **IPC Operational Controls**

Controls are the data that guide the behavior of the operation. They are not consumed by the operation, but rather they provide guidance, models, limits, criteria, cutoff dates, or other information that controls the way in which the operational work is performed.

Table 2 lists the controls for the IPC Operation.

<table>
<thead>
<tr>
<th>Provider</th>
<th>Information Exchange</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1. Program Management Operation (PM) | Program Controls | Program Control information including:  
• Budget  
• Operational plans and schedule |
<table>
<thead>
<tr>
<th>Provider</th>
<th>Information Exchange</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Security, Privacy, and Confidentiality Operation (SPC)</td>
<td>Security, Privacy and Confidentiality Controls</td>
<td>Laws, policies, regulations, and guidelines related to physical security, IT security, data security and privacy and confidentiality impacts, analyses, and processes. These include but are not limited to Title 13, Title 26, and other laws and policies related to protection of personally identifiable information.</td>
</tr>
<tr>
<td>5. Language Services Operation (LNG)</td>
<td>IE206: 2020 Census Language Support Plan</td>
<td>Plan that describes the number of languages and level of support for each language that will be included in the 2020 Census.</td>
</tr>
<tr>
<td>1. Program Management Operation (PM)</td>
<td>IE349: Content and Brand Guidelines</td>
<td>The Associated Press Stylebook, Gregg Reference Manual, Merriam-Webster’s Collegiate Dictionary and Census Bureau Style Guide provide the stylistic standards that Census Bureau products must follow. The glossary contains definitions of common decennial terms to be provided to translation contractors.</td>
</tr>
<tr>
<td>External</td>
<td>IE350: Federal Acquisition Regulation</td>
<td>The Federal Acquisition Regulation (FAR) provides uniform policies and procedures for acquisition by all executive agencies.</td>
</tr>
</tbody>
</table>

### 2.5.3.3 IPC Operational Outputs

Outputs are the data produced by each IPC component. The outputs constitute the results of all the IPC activities that are performed. Outputs produced may be used as inputs or controls to other operations.

Table 3 lists the outputs from the IPC Operation.
<table>
<thead>
<tr>
<th>Consumer</th>
<th>Information Exchange</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Census Stakeholders (including Advisory Committees, GAO, OIG, Congress, Focus Groups)</td>
<td>IE336: IPC Plan</td>
<td>The strategy and specific plans for the national and community level partnership programs and all of the communications components that comprise the IPC Operation.</td>
</tr>
<tr>
<td>32. Field Infrastructure (FLDI)</td>
<td>IE337: Recruiting Materials, Advertisement, and Media Support</td>
<td>Materials and products used to support recruitment activities for the 2020 Census, for print, and 2020Census.gov/jobs.</td>
</tr>
<tr>
<td>National and Local Partners</td>
<td>IE338: Partnership Materials and Products</td>
<td>Materials and products used to support specific partnership events and other activities (e.g., flyers, giveaways, etc.)</td>
</tr>
<tr>
<td>Public</td>
<td>IE339: IPC Activities and Materials</td>
<td>Activities and materials used to advertise and communicate the 2020 Census to the public. These might include billboards, social media messages, print, digital content, and apps for 2020Census.gov and other digital properties, radio, and television advertisements.</td>
</tr>
<tr>
<td></td>
<td>IE340: Data Dissemination Communication Materials</td>
<td>Materials used to support communications related to the release of data products for the 2020 Census, including across digital properties.</td>
</tr>
<tr>
<td>26. Island Areas Censuses Operation (IA)</td>
<td>IE341: IA Communications Support</td>
<td>Communications planning and other communications activities required to support the Island Area censuses.</td>
</tr>
<tr>
<td>Consumer</td>
<td>Information Exchange</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>15. Group Quarters Operation (GQ)</td>
<td>IE342: GQ Promotional and Educational Materials</td>
<td>Develop materials that will help educate and encourage participation from GQ administrators and other stakeholders on the 2020 Census and the GQ enumeration process.</td>
</tr>
<tr>
<td>21. Data Products and Dissemination Operation (DPD)</td>
<td>IE343: Data Dissemination Communication Plan</td>
<td>The strategy and plan used for disseminating data products, including across digital properties following the 2020 Census. A robust stakeholder analysis will be a component.</td>
</tr>
<tr>
<td>30. Evaluations and Experiments Operation (EAE)</td>
<td>IE344: 2020 Census Lessons Learned Report</td>
<td>Lessons Learned and debriefings related to the integrated communications program for the 2020 Census. These reports include recommendations for the 2030 Census.</td>
</tr>
<tr>
<td></td>
<td>IE345: 2020 Census IPC Program Assessment</td>
<td>Assessments of the 2020 Census IPC Program. These assessments include recommendations for the 2030 Census.</td>
</tr>
<tr>
<td></td>
<td>IE346: Inputs for the 2020 Census IPC Independent Evaluation</td>
<td>Input to an independent evaluation of the 2020 Census Integrated Partnership and Communications Operation (IPC). Includes the IPC Plan, performance measurement data and other information needed to perform this evaluation. Census</td>
</tr>
</tbody>
</table>

### 2.5.3.4 IPC Operational Mechanisms

Mechanisms are the resources (people, places and things) that are used to perform the operational processes. They include staff resources, infrastructure sites, and systems and other technology infrastructure.
Staff Resources

Table 4 identifies the staff resources employed for the IPC Operation.

**Table 4: Staff Resources used within IPC Operational Activities**

<table>
<thead>
<tr>
<th>Staff Resources</th>
<th>Description/Role</th>
</tr>
</thead>
</table>
| HQ Staff              | HQ staff to manage the IPC operation, oversee the Integrated Communications Contractor (ICC), manage and implement 2020Census.gov content, and coordinate activities with regional census centers (RCC).  
                        | The Decennial Translation Office (DTO) may assist with the coordination and oversight of translation activities.                                                                                                 |
| RCC Staff             | Staff at the regional census centers who support and coordinate recruitment, communication-related field operations, and outreach and partnership activities with partners.                                          |
| ICC Contractors       | Integrated Communications Contractor (ICC) to assist with the research plans, develop site designs and digital components, develop the communication plans, including supporting the Partnership Plans, and help execute various components of the IPC operation. |
| Printing Vendors      | Printing vendors to fulfill printed materials.                                                                                                                                                                      |
| Fulfillment Staff     | Fulfillment staff to process orders for promotional materials and items for IPC activities.                                                                                                                                 |
| Translation Contractors| Contractors to provide translated non-English content and coordinate with digital staff to ensure proper display.                                                                                                |

Infrastructure Sites

Table 5 identifies the infrastructure sites employed for the IPC Operation.
Table 5: Infrastructure Sites for IPC Operational Activities

<table>
<thead>
<tr>
<th>Infrastructure Site</th>
<th>Description/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ</td>
<td>HQ site for office work.</td>
</tr>
<tr>
<td>RCC</td>
<td>Regional Census Centers (RCC) for Regional IPC work. **Note: Current plans are for partnership staff to be Work-At-Home (WAH)</td>
</tr>
<tr>
<td>Local Communities</td>
<td>Local communities for IPC activities.</td>
</tr>
<tr>
<td>Fulfillment Center</td>
<td>The Fulfillment Center is a service center where items and materials developed by the IPC may be printed and/or produced for use in the 2020 Census Partnership Program. This will be done at the National Processing Center (NPC).</td>
</tr>
</tbody>
</table>

Systems and other Technology Infrastructure

Table 6 identifies the systems employed for the IPC Operation.

Table 6: Systems used within IPC Operational Activities

<table>
<thead>
<tr>
<th>System</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Management Platform (DMP)</td>
<td>A Data Management Platform (DMP) is a centralized repository that imports and stores data on the 2020 Census target audiences in order to find online audience segments to target with messages, and sends instructions to various digital advertising buying platforms and websites to place such ads.</td>
</tr>
<tr>
<td>System</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Customer Experience Management (CEM)</td>
<td>Customer Experience Management (CEM) is a flexible and extensible platform that captures customer interactions from multiple data stores and is presented via a visual analytics dashboard to create opportunities for a better understanding of patterns and trends of customer experiences that can lead to actionable improvement plans and establish a framework and foundation for customer experience data integration.</td>
</tr>
</tbody>
</table>
| Customer Relationship Management (CRM)| The Customer Relationship Management (CRM) system is the Census Bureau’s main system for interactions with the public and for IPC, with its Partners. The specific applications that will be utilized by IPC are:  
  - Partnership Portal  
  - GovDelivery (email platform)  
  - Partner Contact Database |
| Integrated Logistics Management System (ILMS) | Ordering system allow partners and Census Bureau staff to order materials and items.                                                         |

Other technology infrastructure employed for the IPC Operation includes:

- Census network connectivity for data transmission between operational systems and operational sites.
- Other infrastructure: 2020 Census website (census.gov).
- Other: Third-party social media and advertising vendors, Internet.

2.6 IPC Data Flow and Operational Influences

Figure 3 depicts the flow of information among other operations and the major activities of the IPC operation. The teal blue boxes represent the other operations for which the IPC operation directly interacts or, in the case of the data collection and response processing operations, influences.

The IPC Operation starts with a planning phase shown in the top left corner of the diagram (Number 1). Planning for the IPC involves working with the Field and the Customer Liaison Marketing Services Office (CLMSO) to plan the partnership program, acquiring the Integrated Communications Contractor (ICC), developing and performing research to help understand
response propensity by demographic group and geographic area, developing the overall IPC Plan and developing the more detailed plans and materials needed for each of the five IPC components that comprise the IPC operation: paid advertising, media relations, statistics in schools, partnership activities, and social media.

The IPC Operation also supports the Field Infrastructure operation (FLDI) in recruiting field staff (Number 2). Based on recruitment communications needs provided by the FLDI operation, the IPC Operation develops a Recruitment Communications Plan and provides to the FLDI operation the recruitment materials, advertisement, and media support it needs.

The main focus of the IPC Operation is to support communications activities associated with motivating the public to respond, preferably via one of the self-response data collection modes: Internet, paper, or by phone via the Census Questionnaire Assistance Center (Number 3). We do this by working with the ICC and with national and local partners to conduct the five IPC components, promoting the Census and educating people about how to respond. Partnership activities are tracked and coordinated through the Partnership Database and Partnership Portal. Promotional materials are developed in multiple languages. The IPC operation also provides communications support for the Island Areas censuses operation (IA) and promotional and educational materials for the Group Quarters Operation (GQ). Although the IPC Operation does not have a direct interaction with the data collection and response processing operations, it could have a significant influence on the workload of these operations.

An important part of the design of the IPC Operation is monitoring the impact of the communications activities and making adjustments as necessary to improve the effectiveness of the operation (Number 4). Paradata from the Data Collection operations, summarized response demographic information from the Response Processing operation and customer experience data collected from respondents will be integrated across operations by the Program Management Operation (PM) which in turn will pass this information onto the IPC Operation for analysis. The Customer Experience Management (CEM) dashboard will be one of the mechanisms used to share this information. IPC will also obtain and analyze the content of calls and emails received by the CQA agents and the CLMSO Call Center agents as well as other kinds of data to understand the kinds of questions people are asking and issues they are having.

Additional information about the effectiveness of the partnership activities are collected from the Partnership database. Environmental factors are monitored based on news and weather sources, and local information on the ground is also collected. All of these data are reviewed and analyzed on a regular basis to identify the need to adjust either the messaging or the method for advertising. This continual feedback loop allows the IPC operation to maximize its reach and effectiveness during the 2020 Census.
The IPC operation is also responsible for working with the Data Products and Dissemination Operation (DPD) to support the communications associated with the dissemination of data products to the public (Number 5).

Finally, at the end of the census, the IPC Operation closes out the contract and performs a variety of activities to capture lessons learned and assess the effectiveness of the 2020 Census communications activities (Number 6). The IPC Operation also provides input to the EAE Operation for an independent evaluation of the 2020 Census IPC Program. All of this information is used by the EAE operation to support 2030 Census planning.

In summary, the IPC operation is integral to the success of the 2020 Census. Past experience shows that targeted advertising and communications can have a significant impact on response rates, a key driver of both cost and quality.
11. Integrated Partnership and Communications Operation (IPC)

Figure 3: 2020 Census Integrated Partnership and Communications Data Integrated Operations Diagram (IOD)
2.7 Integrated Partnership and Communications Design Assumptions

- Respondents will use the Internet as the primary response mode.
- The majority of the population has access to the Internet.
- Materials will drive traffic to 2020Census.gov as the content hub/online destination.
- Self-response is the number one goal.
- IPC will support Puerto Rico and stateside and provide limited support for Island Areas.
- IPC begins with the recruiting operation and ends with dissemination of data products.
- A scalable campaign will be developed to incorporate any later funding influxes or reductions.
- IPC will include previous successful communication strategies and new innovations.
- IPC will use a Government Printing Office approved vendor.
- IPC will advertise in non-English languages to the level and depth of 2010 (28 languages), in alignment with the 2020 Language Support Plan.
- IPC will develop culturally sensitive messaging in non-English languages.
- All materials and items will be “made in America.”
- IPC will print appropriate amount of partnership materials.
- IPC will develop a fulfillment strategy.
3. Integrated Partnership and Communications Operation (IPC) Detailed Process Description

Figure 4 is a top-level Business Process Model (BPM) showing the Level 1 activity areas within the IPC Operation. BPMs for the 2020 Census follow industry-standard Business Process Model and Notation (BPMN). Refer to Appendix D for an explanation of how to read the BPMN notations and a copy of all of the BPMN diagrams for this operation.

This top-level BPM serves as the Context Model for the IPC Operation. A BPMN Context Model displays the high-level activities within the operation and relationships between them, whereas the IDEF0 Context Diagram shown earlier depicts the boundaries of the operation or activity and the interfaces between the operation or activity and other operations and activities with which it is associated.

![Figure 4: IPC Operation Context Model](image-url)
The IPC Operation is subdivided into the following activity areas.

- Partnership and Communications Program Planning [IPC 11-1]
- Partnership and Communications Program Execution [IPC 11-2]
- Data Dissemination Communications Support [IPC 11-3]
- IPC Operation Closeout [IPC 11-4]

The business processes for each of these Level 1 activity areas are discussed along with their inputs and outputs in the following subsections.

3.1 **Partnership and Communications Program Planning [IPC 11-1]**

Figure 5 shows the BPM for the Partnership and Communications Program Planning [IPC 11-1] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of the IPC Operation.
**Figure 5: Partnership and Communications Program Planning [IPC 11-1] Constituent Activities**

The Partnership and Communications Program Planning activity area is subdivided into the following operational subactivities.

- Partnership and Communications Program Planning [IPC 11-1]
  - Plan Partnership Program [IPC 11.1]
  - Acquire Integrated Communications Contractor [IPC 11.2]
  - Develop Research Plan [IPC 11.3]
  - Perform Research [IPC 11.4]
  - Conduct Continuous Tracking Study Research [IPC 11.5]
  - Develop Recruitment Communications Plan [IPC 11.6]
  - Develop IPC Plan [IPC 11.7]
Subsequent sections describe the Partnership and Communications Program operational subactivities in detail.

3.1.1 Plan Partnership Program [IPC 11-1.1]

A detailed view of the constituent activities that make up the “Plan Partnership Program” operational subactivity is given in Figure 6 below:

Figure 6: Plan Partnership Program

Based on the premise that conducting a complete and accurate census depends on the involvement of trusted and respected tribal, state and local governments, community groups, and businesses that can persuade and motivate people to respond to the census questionnaire, the 2020 Census Partnership Program will be developed with the goal of taking a multilingual and multicultural approach to community education and outreach. More than 257,000 governments,
organizations, groups, and businesses partnered with the Census Bureau during 2010 Census operations, and the IPC plans to have an equally robust program for the 2020 Census. The IPC will hire partnership specialists and outreach assistants to identify and recruit partners. All partner contact information and agreements regarding census support will be entered into and managed through the Census Bureau’s partner contact database.

Data dissemination specialists play a vital role in the IPC partnership arena. They deal directly with the public—individuals, organizations, government officials, and others—to help them understand and work with the data the Census Bureau collects. They will participate actively in the IPC and will work alongside the partnership specialists and outreach assistants in the community.

The IPC has the responsibility to ensure seamless integration of both national and local partnership programs. The IPC will develop the national program to elicit the support of national governmental and nongovernmental organizations as well as national companies. The IPC will develop a list of these governments and organizations and organize an outreach strategy to contact them and create support for the 2020 Census. We will identify criteria for determining which organizations to approach for partnership engagement. In past censuses we have entered into partnership agreements regarding commitments of support, received endorsement letters, and worked with national partners to develop effective outreach plans.

Local level operations will include communications, grassroots-style organizing, and special initiatives used to promote census participation in all populations, especially those designated as hard to count. The partnership strategy will be informed by using the low response score (LRS). We will focus on “hot tracts” in order to direct appropriate resources where we know communities or populations are harder for the Census Bureau to enumerate. Low response scores are obtained using the 2015 Planning Database and are derived by using the LRS (a score predicting that a block group will produce a low mail return rate), the 2010 Census mail return rate, and the mail nonreturn rate.

The table below outlines the various partnership strategies, activities, and tools used in past censuses and those under consideration during the planning stages for the 2020 Census. Confirmation of planned activities will evolve once the ICC contractor starts to integrate with the national and local partnership efforts.
## Table 7 Partnership Strategies, Activities, and Tools

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian and Alaska Native Program</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>AIAN Consultations completed in 2017</td>
</tr>
<tr>
<td>Be Counted Sites</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Census on Campus</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>Renamed “Higher Education Program”</td>
</tr>
<tr>
<td>Census in Schools</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>Renamed “Statistics in Schools”</td>
</tr>
<tr>
<td>Trusted Voices Mobile Van Outreach Tour</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>Local mobile van outreach</td>
</tr>
<tr>
<td>Complete Count Committee</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Customizable Promotional Materials</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Electronic and Web-Based Communications</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Event Toolkits</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Faith-Based Community Outreach</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Field Operations Support</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Fulfillment Center</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Immigrant and Foreign-born Outreach</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Interactive Regional Webpages</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>New for 2020 Census</td>
</tr>
<tr>
<td>Kiosks</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Language Support</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Multi-Language Promotional Materials</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Paid Advertising in Multiple Languages</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Partner Contact Database</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Partner Support</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Partnership Portal</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>New for 2020 Census</td>
</tr>
<tr>
<td>Partnership Staffing Levels</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Partnership Training Program</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>Program will include automated training</td>
</tr>
<tr>
<td>Planning Database</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>Updated and interactive with maps and more</td>
</tr>
<tr>
<td>Questionnaire Assistance Centers</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Recruiting Support</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Regional Initiatives</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td></td>
</tr>
<tr>
<td>Regional Input into Media Buys</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Response Rate Feedback Program</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>State Complete Count Commission</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>New for 2020 Census</td>
</tr>
<tr>
<td>Trusted Voices</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>Youth Initiative</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>New for 2020 Census</td>
</tr>
</tbody>
</table>
3.1.2 Acquire Integrated Communications Contractor [IPC 11-1.2]

The Census Bureau issued a Request for Information (RFI) in October 2014 soliciting input from the communications industry on communications trends, new and emerging technologies in communications, and input on effective contract strategies for a communications contract. Subsequent to issuing the RFI, requirements gathering sessions were held with 12 offices/divisions within the Census Bureau to get information on internal needs from the ICC. These two data sets were then used to develop a draft Request for Proposal (RFP) that was issued in December 2015, and a Presolicitation Conference and Vendor Expo followed a week later. The Census Bureau issued the final RFP in January 2016. The contract was awarded on August 24, 2016.

3.1.3 Develop Research Plan [IPC 11-1.3]

Figure 7 provides a detailed view of the activities that make up the “Develop Research Plan” operational subactivity:
Figure 7: Develop Research Plan

As one of the first steps in planning for the 2020 Census IPC, the Integrated Communications Contract will develop a Research Plan to fully explore all aspects of the propensity of the public to respond to the 2020 Census. The research program serves as a foundation for the Integrated Partnership and Communications Program and develops baseline for public awareness about the census brand. That will be followed by research on all elements of the IPC campaign, an effort that will require a review by the ICC of data sources such as feedback from:

a) Stakeholders  
b) Regional Office visits  
c) Lessons Learned and Assessment reports from the 2010 Census  
d) Data from the National Planning Database  
e) Input from the 2020 Census Language Support Plan, etc.
Additionally, we would expect the contractor to bring expert advice on data we can obtain to analyze different aspects of respondent behavior and attitudes. We will develop a Research Plan that we will submit for review and input to a variety of internal and external stakeholders. The plan will be revised based on stakeholder feedback, and a Final Research Plan will be developed.

### 3.1.4 Perform Research [IPC 11-1.4]

A detailed view of the constituent activities that make up the “Perform Research” operational subactivity is given in Figure 8 below:

![Figure 8: Perform Research](image-url)

Upon acquiring a communications contractor, the IPC will initiate a series of qualitative, quantitative, attitudinal, and behavioral research initiatives. Audience segmentation models will place respondents into different categories based on their propensity to respond to the census.

The Research IPT subteam and the ICC will be designing, creating, testing, and revising messaging content, choosing the appropriate media vehicles to use for each target audience, and
determining the performance of campaign messages across audiences (i.e., race/ethnic groups) to ensure that the messaging resonates with the targeted communities. Based on the most up-to-date strategies, the creative executions (e.g., content developed for Internet, television, print, radio, and billboards) and promotional materials (e.g., pens, notepads, magnets, and pamphlets) are designed to ensure that the overall intended messages are clear, compelling, persuasive, and culturally relevant and sensitive. Surveys and polls of the public will inform/confirm research findings. Research results inform and validate marketing decisions throughout the entire campaign.

3.1.5 Conduct Continuous Tracking Study Research [IPC 11-1.5]

The Census Bureau will work with the ICC to develop questions regarding awareness of, attitudes toward, and intent to participate in the 2020 Census. The Census Bureau will identify a vehicle to conduct this research and select a sample size. We anticipate studying these data points throughout the IPC campaign, and the research team will analyze rolling weekly results. We expect to review aggregate data and results by certain demographic characteristics, including age, education, and race.

3.1.6 Develop Recruitment Communications Plan [IPC 11-1.6]

The IPC will be responsible for working with the 2020 Census Field Infrastructure Operation and receive requirements regarding recruitment support for field staff. The ICC and the appropriate IPT subteams will collaborate with the Field Infrastructure staff to develop a recruitment support plan and materials.

3.1.7 Develop IPC Plan [IPC 11-1.7]

In addition to working on a Research Plan, the Integrated Communications Contractor and the IPC IPT will develop a plan for outreach and communications that includes all components of the program. This IPC Plan will lay out the actions, activities, materials, methods, and modes that will be used to conduct the 2020 IPC. The plan will make use of all lessons learned, input from stakeholders, current trends and technologies, as well as the research conducted to date.

3.1.8 Develop IPC Components [IPC 11-1.8]

The “Develop IPC Components” operational subactivity is subdivided into the following constituent activities.

- Develop IPC Components [IPC 11-1.8]
11. Integrated Partnership and Communications Operation (IPC)

- Develop Partnership Component (National Partnership Program and Community Partnership and Engagement Program) [IPC 11-1.8.1]
- Develop Media Relations Component [IPC 11-1.8.2]
- Develop Paid Advertising Component [IPC 11-1.8.3]
- Develop Social Media Component [IPC 11-1.8.4]
- Develop Statistics in Schools Component [IPC 11-1.8.5]

A detailed view of the constituent activities that make up the “Develop IPC Components” operational subactivity is given in Figure 9 below:

**Figure 9: Develop IPC Components**

As noted in the background section above, we will determine the details of each of these components as we work with the contractor and the IPTs to develop the IPC Plan described in Section 3.1.7. The following sections describe at a high-level the current thinking about each of these components and provides a process flow for the Partnership Component as an example. Subsequent releases of this document will provide process flows for the other components once the plans are fleshed out.
3.1.8.1 Develop Partnership Component [IPC 11-1.8.1]

The Partnership Program is the first component of the IPC to be planned. To support this work, the Census Bureau hired limited partnership staff in the regions one year earlier. As the headquarters IPT works on planning for the 2020 Census Partnership Program, regional offices began the process of collaborative meetings with American Indian and Alaska Native (AIAN) populations, tribal governments and organizations to gain valuable stakeholder input on 2020 Census operations. The Census Bureau held round one of tribal consultations in 2015 and 2016 with the federally recognized tribal nations, one year earlier than in the 2010 Census cycle. Round two of tribal consultations will be held in 2016 and 2017.

Additional staff will be hired in increasing numbers in the years leading up to 2020. All staff populations, including those in Puerto Rico, will undergo an extensive, culturally appropriate automated training program. Partnership specialists and outreach assistants will be hired with the
expectation that they will support all recruitment and field operation efforts for the decennial census as well as conduct the work of identifying and contacting the more than 250,000 partners expected to participate in the outreach effort for the 2020 Census.

The Community Partnership and Engagement and the National Partnership IPTs will collaborate with the integrated communications contractor to develop culturally appropriate materials for the Partnership Program to support recruitment and field operations, build awareness about the 2020 Census, and motivate self-response. Materials (print and digital) will be developed in English as well as in all other languages supported by the 2020 Census Program. The Fulfillment Center will produce the materials and items upon request or order and ready them for distribution. Materials and items will be made available to regional staff, partnership specialists, and partners utilizing the Partnership Portal.

3.1.8.2 Develop Media Relations Component [IPC 11-1.8.2]

The ICC will work with the Media Relations IPT to identify opportunities for national and local media coverage, to develop key messages to recruit qualified applicants and initiate interest in the 2020 Census, and when appropriate, to motivate the public to respond. They will develop talking points, media lists, news releases, fact sheets, frequently asked questions, and other scripts and messaging for a variety of mediums, (i.e. radio, podcasts, special events, etc.).

Some strategies undertaken might include: creating a list of key operational milestones to generate news articles, integrating media outreach opportunities into Census Bureau and Commerce senior executives’ travel schedules, and developing events where media could be used to educate and promote census participation. Materials will be available in the media section of 2020Census.gov, among other distribution means.

This IPT Team will also develop and implement a robust media training program for headquarters and regional office staff. They will oversee the training program and support spokespeople in all media events. The team will also develop a crisis communication plan.

3.1.8.3 Develop Paid Advertising Component [IPC 11-1.8.3]

The ICC will work with the Paid Advertising IPT to develop the messaging, the materials, and the media schedule for placing and launching ads in the appropriate media vehicles, for both stateside and in Puerto Rico, to reach the right people, at the right time, and in the right way. The contractor will develop ads for radio, print, television, billboards, and the Internet. Paid advertisements will be developed in the languages supported by the 2020 Census Program.
Creative ideas will be copy tested, and storyboards and concepts will be developed and reviewed by IPC staff, Census Bureau leadership, and stakeholders responsible for providing input on communications and outreach strategies. Final advertisements will be developed based on all feedback and approvals.

Once the contractor and the Paid Advertising IPT have developed an approach and plan for paid advertising and it is reviewed and approved by the Census Bureau and stakeholders, a media buy schedule will be developed. We intend to conduct this component both locally and nationally, and the Census Bureau regional office directors will provide input to local media buy plans. Media selection will be evaluated based on a variety of factors intended to assist the IPC with our goal of reaching our target audiences most effectively. Factors will include public media consumption characteristics, lifestyle behavior, demographics, and other variables identified during the research phase of the operation. One portion of the Paid Advertising program will target everyone who consumes English-language media, and specific advertising will target tailored audiences based on research.

3.1.8.4 Develop Social Media Component [IPC 11-1.8.4]

The ICC will work with the Social Media Relations IPT to identify opportunities for national and local social media coverage, develop sharable messages and content to initiate interest in the 2020 Census and, when appropriate, motivate the public to respond and share our message. This includes social media content (leveraging source material on the website), including posts and graphics, as well as a social media campaign, templates/messages for partners, social media lists of influential partners, a social hub on 2020Census.gov, customer service frequently asked questions tailored for social media, methods for sharing content in the regions, and social media events.

The IPC recognizes that communications channels have changed since the 2010 Census, specifically social media platforms. The IPC and the ICC will work with the Census Bureau to evaluate the best use of social media and the appropriateness of new emerging channels. The Social Media IPT will work with the Census Bureau’s Policy Office to determine best strategies for implementation.

3.1.8.5 Develop Statistics in Schools Component [IPC 11-1.8.5]

The ICC will also work with the Statistics in Schools IPT to develop the plans and materials for the Statistics in Schools program, known as Census in Schools in 2010. The Census Bureau
continued the program after the 2010 Census concluded, developing a recurring statistical program called Statistics in Schools.

For this program, the IPC will conduct national and regional outreach to state and district level school administrators, chairpeople of boards of education, parent-teacher organizations, school principals, social studies coordinators, teachers, and students. Additionally, the IPC will develop partnerships with the U.S. Department of Education and national and local educational organizations. Following that outreach, the ICC, in conjunction with the IPC team, could develop lessons and related materials, for kindergarten through 12th grade students and their teachers.

3.2 Partnership and Communications Program Execution [IPC 11-2]

Figure 11 shows the BPM for the Partnership and Communications Program Execution [IPC 11-2] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of the IPC Operation.
2020 Census 11. Integrated Partnership and Communications Operation (IPC)

**Purpose:** The Integrated Partnership and Communications operation communicates the importance of participating in the 2020 Census to the entire population of the 50 states, the District of Columbia, and United States Territories. To: 1. Support field recruitment efforts for a diverse, qualified Census workforce; 2. Engage and motivate people to self-respond, preferably via the Internet; 3. Raise and keep awareness high throughout the entire 2020 Census to encourage response; and 4. Effectively support dissemination of Census data to stakeholders and the public.

**Figure 11: Partnership and Communications Program Execution [IPC 11-2] Constituent Activities**

The Partnership and Communications Program Execution activity area is subdivided into the following operational subactivities.

- Partnership and Communications Program Execution [IPC 11-2]
  - Conduct IPC Components [IPC 11-2.1]
  - Monitor and Analyze IPC Components [IPC 11-2.2]

Partnership and communications will be initiated to educate the public about the 2020 Census and motivate them to self-respond. As the campaign is implemented, we will create metrics regarding response rates and performance of materials and then adjust activities to ensure that the Partnership Plan produces the most effective results for the 2020 Program.
The IPC Operation will develop consolidated metric reports for executive management review. The CEM (Customer Experience Management) tool is the preferred reporting system, but if it is unavailable a separate report will be created.

Subsequent sections describe the Partnership and Communications Program Execution operational subactivities in detail.

3.2.1 Conduct IPC Components [IPC 11-2.1]

The “Conduct IPC Components” operational subactivity is subdivided into the following constituent activities.

- Conduct IPC Components [IPC 11-2.1]
  - Conduct Partnership Activities [IPC 11-2.1.1]
  - Conduct Media Relations Activities [IPC 11-2.1.2]
  - Conduct Paid Advertising Activities [IPC 11-2.1.3]
  - Conduct Social Media Activities [IPC 11-2.1.4]
  - Conduct Statistics in Schools Activities [IPC 11-2.1.5]

A detailed view of the constituent activities that make up the “Conduct and Adjust IPC Components” operational subactivity is given in Figure 12 below.
As shown in Figure 17, each of the five component activities are conducted in parallel. The IPC Plan provides the direction and inputs for how the component activities are conducted. Adjustments to the components are made as necessary based on a review of metrics and performance (see Section 3.2.2).

The details for understanding the component activities will be determined as we work with the contractor to develop the IPC Plan described in Section 3.1.7. The following sections describe at a high-level the current thinking about each of these components. A process flow is provided for the Partnership Component as an example. The process flows for the other components will be provided in subsequent releases of this document once the plans are fleshed out.

**Figure 12: Conduct IPC Components**
3.2.1.1 Conduct Partnership Activities [IPC 11-2.1.1]

As was mentioned earlier, the 2020 Census Partnership Program had early activities in 2015 with the start of consultations with tribal nation stakeholders, who provided input on Census Bureau operations affecting their lands and people.

Additional staff will be hired in increasing numbers in the years leading up to 2020. Both stateside and Puerto Rico staff will undergo an extensive, culturally appropriate, automated training program. Partnership specialists and outreach assistants hired will support all recruitment efforts for the decennial census and will be expected to identify and contact the more than 250,000 partners expected to participate in the outreach effort for the 2020 Census.

Partners will register themselves or be registered by a partnership specialist in the Partnership Portal located within the Census Bureau’s Customer Relationship Management system. All the materials and items developed by the ICC will be posted in the portal as well. NPC will be responsible for fulfillment activities for all materials and items produced.
The Customer Experience Management (CEM) platform will track all activities, locations of partners, and planned events. CEM will also track response rates. The IPC will analyze response rates metrics to deploy partnership activities where outreach to respondents is most needed and use materials tailored to the specific populations in those areas.
3.2.1.2 **Conduct Media Relations Activities [IPC 11-2.1.2]**

The 2020 Census Media Relations IPT, in conjunction with the ICC and the regional offices and headquarters staff, has the responsibility in the IPC to implement media relations activities. The specific components and activities will be planned once the communications contractor is acquired, so the 2017 version of this detailed operational plan will describe the more specific activities we intend to engage in.

3.2.1.3 **Conduct Paid Advertising Activities [IPC 11-2.1.3]**

The 2020 Census Paid Advertising IPT, in conjunction with the ICC and the regional offices and headquarters staff, has the responsibility in the IPC to implement the paid advertising activities. The specific components and activities will be planned once the communications contractor is acquired, so the 2017 version of this detailed operational plan will describe the more specific activities we intend to engage in.

3.2.1.4 **Conduct Social Media Activities [IPC 11-2.1.4]**

The 2020 Census Social Media IPT, in conjunction with the ICC and the regional offices and headquarters staff, has the responsibility in the IPC to implement the social media activities. The specific components and activities will be planned once the communications contractor is acquired, so the 2017 version of this detailed operational plan will describe the more specific activities we intend to engage in.

3.2.1.5 **Conduct Statistics in Schools Activities [IPC 11-2.1.5]**

The 2020 Census Statistics in Schools IPT, in conjunction with the ICC and the regional offices and headquarters staff, has the responsibility in the IPC to implement the media relations activities. The specific components and activities will be planned once the communications contractor is acquired, so the 2017 version of this detailed operational plan will describe the more specific activities we intend to engage in.

3.2.2 **Monitor and Analyze IPC Components [IPC 11-2.2]**

The “Monitor and Analyze IPC Components” operational subactivity is subdivided into the following constituent activities.

- Monitor and Analyze IPC Components [IPC 11-2.2]
  - Retrieve/Receive, Monitor and Analyze Data [IPC 11-2.2.1]
○ Identify Program Adjustments [IPC 11-2.2.2]

A detailed view of the constituent activities that make up the “Monitor and Analyze IPC Components” operational subactivity is given in Figure 14 below.

Figure 14: Monitor and Analyze IPC Components
3.2.2.1 Retrieve/Receive, Monitor and Analyze Data [IPC 11-2.2.1]

Once the 2020 IPC operation begins, all aspects of its performance will be monitored, starting with recruitment results based upon expected goals in geographic area as well as subject matter expertise and experience levels. The ICC, in conjunction with the IPC operation, will develop the operational goals for the IPC and identify the data inputs to be analyzed for optimal performance results.
3.2.2.2 Identify Program Adjustments [IPC 11-2.2.2]

Data related to IPC operational performance from CEM and response data, as well as political, geographical, and other parameters identified by the ICC, the IPC, headquarters staff, and regional leadership will be analyzed by data owners. The IPC team will make adjustments to messaging, mediums, and modes as determined during daily monitoring. Subsequent iterations of this IPC Detailed Operational Plan will detail how these adjustments will be determined and implemented.

3.3 Data Dissemination Communications Support [IPC 11-3]

Figure 17 shows the BPM for the Data Dissemination Communications Support [IPC 11-3] activity area (area within the shaded gray rounded rectangle) and its constituent activities within the overall context of the IPC Operation.
Figure 17: Data Dissemination Communications Support [IPC 11-3] Constituent Activities

The Data Dissemination Communications Support [IPC 11-3] activity area is subdivided into the following operational subactivities.

- **Data Dissemination Communications Support [IPC 11-3]**
  - Develop Data Dissemination Communications Plan [IPC 11-3.1]
  - Conduct Communications Activities for Data Dissemination [IPC 11-3.2]

The IPC will work with the Data Dissemination operation in the 2020 Census Program. The IPC team will understand the goals and objectives of this operation, and the contractor will provide communications expertise for the IPC to build a Communications Support Plan.

Subsequent iterations of this Detailed Operational Plan will describe the Data Dissemination Communications Support operational subactivities in greater detail.
3.3.1 Develop Data Dissemination Communications Plan [IPC 11-3.1]

The ICC, staff working on the 2020 Census Data Dissemination operation, and the Data Dissemination IPC IPT will be responsible for developing a plan for the most strategic and widespread dissemination of data products following the conclusion of the 2020 Census.

3.3.2 Conduct Communications Activities for Data Dissemination [IPC 11-3.2]

The IPC will work in an integrated fashion to implement communications activities as planned in the section above. More information regarding this aspect of the IPC will be described in future iterations of this Detailed Operational Plan, including digital dissemination via census.gov and 2020Census.gov during various phases of the 2020 Census IPC timeline.

3.4 IPC Operation Closeout [IPC 11-4]

Figure 18 shows the BPM for the IPC Operation Closeout [IPC 11-4] activity area (area within the shaded Gray Rounded Rectangle) and its constituent activities within the overall context of the IPC Operation.
The IPC Operation Closeout activity area has only one operational subactivity as shown below.

- IPC Operation Closeout [IPC 11-4]
  - Closeout IPC Operation [IPC 11-4.1]

After the completion of the IPC Operation, lessons learned debriefings will be conducted, and assessment reports will be written. Field staff employment will begin to wind down. The integrated communications contract will be closed out and a formal evaluation of that contract completed. All remaining materials and items will be inventoried and, where appropriate, held for use in the intercensal years. The subsequent section describes the IPC Operation Closeout operational subactivity in detail.
3.4.1 Closeout IPC Operation [IPC 11-4.1]

A detailed view of the constituent activities that make up the “Closeout IPC Operation” operational subactivity is given in Figure 19 below.

**Figure 19: Closeout IPC Operation**

Details more specific to the closeout of the IPC operation than what was described above will be developed by the IPTs responsible for IPC activities and will be outlined in future iterations of this Detailed Operational Plan.
4. Cost Factors

4.1 Background
The investment in IPC is projected to influence (reduce ↓ or increase ↑) the 2020 Census overall costs in the following ways:

- A campaign aimed at promoting the Internet as the primary response option. (↓)

4.2 Relevant IDEF0 Mechanisms
The following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and comprise part of the 2020 Census cost elements:

Staff

- HQ Staff
- RCC Staff
- Integrated Communications Contractor
- Printing Vendors
- Fulfillment Staff
- Translation Contractors

Sites

- HQ
- RCC
- Communities across the nation
- Fulfillment Center

Systems

- Customer Relationship Management (including GovDelivery, Partnership Contact Database, Partnership Portal)
- Customer Experience Management (CEM)
- Data Management Platform
- Integrated Logistics Management System (ILMS)
Other

- HQ, NPC, and RCC IT Infrastructure to conduct IPC operational work
- Census Network connectivity to transmit data between operational systems and operational sites.
- Third-Party Social Media and Advertising Vendors, Internet
- Other Infrastructure: 2020 Census Website (census.gov)
5. Measures of Success

For the 2020 Census operations, the corresponding measures of success will be documented in the operational assessment study plans and final reports. The operational assessment study plan documents the criteria that will be used to define successful completion of the operation. The operational assessment report will provide results on whether the criteria were met.

In general, operational assessments report on planned to actual variances in budget, schedules, and production and training workloads. The corresponding measures of success (as documented in the operational assessment study plan) include variances that exceed established thresholds. See Content Guidelines for the 2020 Census Operational Assessments for the potential scope of assessment.

Types of success measures include:

- **Process Measures** that indicate how well the process works, typically including measures related to completion dates, rates, and productivity rates.
- **Cost Measures** that drive the cost of the operation and comparisons of actual costs to planned budgets. Costs can include workload as well as different types of resource costs.
- **Measures of the Quality** of the results of the operation, typically including things such as rework rates, error rates, and coverage rates.

See the corresponding operational assessment study plan and report for the Integrated Partnership and Communications Operation (IPC) for details on the measures of success.
Appendix A – Acronyms and Terminology

Table 7 lists the acronyms and abbreviations used within this Detailed Operational Plan document.

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACS</td>
<td>American Community Survey</td>
</tr>
<tr>
<td>AIAN</td>
<td>American Indian and Alaska Native Program</td>
</tr>
<tr>
<td>BPM</td>
<td>Business Process Model</td>
</tr>
<tr>
<td>CQA</td>
<td>Census Questionnaire Assistance</td>
</tr>
<tr>
<td>CEM</td>
<td>Customer Experience Management</td>
</tr>
<tr>
<td>CLMSO</td>
<td>Customer Liaison Marketing Services Office</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer Relationship Management</td>
</tr>
<tr>
<td>DMP</td>
<td>Data Management Platform (DMP)</td>
</tr>
<tr>
<td>DPD</td>
<td>Data Products and Dissemination Operation (DPD)</td>
</tr>
<tr>
<td>DOP</td>
<td>Detailed Operational Plan</td>
</tr>
<tr>
<td>EAE</td>
<td>Evaluations and Experiments Operation (EAE)</td>
</tr>
<tr>
<td>FAR</td>
<td>Federal Acquisition Regulation</td>
</tr>
<tr>
<td>FLDI</td>
<td>Field Infrastructure Operation (FLDI)</td>
</tr>
<tr>
<td>GAO</td>
<td>Government Accountability Office (GAO)</td>
</tr>
<tr>
<td>HTC</td>
<td>Hard-to-Count</td>
</tr>
<tr>
<td>IE</td>
<td>Information Exchanges</td>
</tr>
<tr>
<td>OIG</td>
<td>Office of Inspector General</td>
</tr>
<tr>
<td>ICC</td>
<td>Integrated Communications Contractor</td>
</tr>
<tr>
<td>IDEF0</td>
<td>Integrated Definition, Level 0</td>
</tr>
<tr>
<td>ILMS</td>
<td>Integrated Logistics Management System</td>
</tr>
<tr>
<td>IPC</td>
<td>Integrated Partnership and Communications Operation</td>
</tr>
<tr>
<td>IPTs</td>
<td>Integrated Project Teams</td>
</tr>
<tr>
<td>LNG</td>
<td>Language Services Operation (LNG)</td>
</tr>
<tr>
<td>LRS</td>
<td>Low Response Score</td>
</tr>
<tr>
<td>NPC</td>
<td>National Processing Center</td>
</tr>
<tr>
<td>PM</td>
<td>Program Management Operation (PM)</td>
</tr>
<tr>
<td>RCC</td>
<td>Regional Census Center</td>
</tr>
<tr>
<td>RFI</td>
<td>Request for Information (RFI)</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal (RFP)</td>
</tr>
<tr>
<td>RPO</td>
<td>Response Processing Operation (RPO)</td>
</tr>
<tr>
<td>Acronym</td>
<td>Meaning</td>
</tr>
<tr>
<td>---------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>SPC</td>
<td>Security, Privacy, and Confidentiality Operation (SPC)</td>
</tr>
<tr>
<td>PDB</td>
<td>The Planning Database</td>
</tr>
<tr>
<td>WAH</td>
<td>Work-At-Home (WAH)</td>
</tr>
</tbody>
</table>
Appendix B – References

Appendix B lists the documents or other resources referenced within this Detailed Operational Plan document.


Appendix C – Activity Tree for Integrated Partnership and Communications Operation (IPC)

This appendix presents the Activity Tree for the IPC Operation. An Activity Tree uses an outline structure to reflect the decomposition of the major operational activities in the operation. Each activity is numbered according to its position in the outline. For example, for the current operation numbered “11,” the first activity would be numbered 11-1. Subactivities under this activity would be numbered sequentially, starting again with the number one. For example, the first subactivity under the first activity would be numbered 11-1.1 the second subactivity as 11-1.2. The second activity would be numbered 11-2, and so on.

IPC Activity Tree:

- 11-1 Partnership and Communications Program Planning
  - 11-1.1 Plan Partnership Program
  - 11-1.2 Acquire Integrated Communications Contractor
  - 11-1.3 Develop Research Plan
  - 11-1.4 Perform Research
  - 11-1.5 Conduct Continuous Tracking Study Research
  - 11-1.6 Develop Recruitment Communications Plan
  - 11-1.7 Develop IPC Plan
  - 11-1.8 Develop IPC Components
    - 11-1.8.1 Develop Partnership Components
    - 11-1.8.2 Develop Media Relations Component
    - 11-1.8.3 Develop Paid Advertising Components
    - 11-1.8.4 Develop Social Media Component
    - 11-1.8.5 Develop Statistics in Schools Component
- 11-2 Partnership and Communications Program Execution
  - 11-2.1 Conduct IPC Components
    - 11-2.1.1 Conduct Partnership Activities
    - 11-2.1.2 Conduct Media Relations Activities
    - 11-2.1.3 Conduct Paid Advertising Activities
    - 11-2.1.4 Conduct Social Media Activities
    - 11-2.1.5 Conduct Statistics in Schools Activities
  - 11-2.2 Monitor and Analyze IPC Components
    - 11-2.2.1 Retrieve/Receive, Monitor and Analyze Data
11. Integrated Partnership and Communications Operation (IPC)

- 11-2.2.2 Identify Program Adjustments
- 11-3 Data Dissemination Communications Support
  - 11-3.1 Develop Data Dissemination Communications Plan
  - 11-3.2 Conduct Communications Activities for Data Dissemination
- 11-4 IPC Operation Closeout
  - 11-4.1 Closeout IPC Operation
Appendix D – Business Process Models

This appendix includes all of the Annotated 2020 Census IPC Business Process Models (BPMs) for the IPC Operation. The first sheet describes how to read the notation. Please refer to the [TBD] documents for additional information on the IPC operational process flows.

IPC Annotated BPM Diagram Set